



SIFY

Bigger Picture Impact Report

2019



We are entering a critical decade on the long road to climate recovery, and all businesses have the opportunity to accelerate progress and become part of the solution. Every company depends on and is fundamentally connected to the environment, and we have a responsibility to protect it. We are taking action now – because the world can't wait.

In 2019 we announced we would become net zero carbon across the Sky Group, transforming our business operations, products and supply chain, whilst mobilising our customers to come on the journey with us. In February 2020 we confirmed it as our most ambitious commitment yet on climate action, by setting a 2030 target for Sky Zero. Sky reaches 23 million households, or an estimated 120 million people across Europe. Through our channels, shows and campaigns, we hope to inspire millions to take action with us. And already in 2019, we became the first broadcaster to offset the emissions for all our UK-commissioned Sky Originals – an important milestone on our path to net zero carbon, in addition to already being carbon neutral on our operations since 2006.

We strive to make a positive contribution to everyday life for people across Europe. Our mindset is to do the right thing across our business and to focus on areas where we can make a difference, from our ambitious environmental campaigns to our drive to give back to the communities in which we live and work.

We're enabling more people to participate in the arts, and we're investing more than ever to create world-class content, surfacing stories the world needs to hear, and contributing to the cultural economy across Europe.

We are broadening the horizons of hundreds of thousands of young people, giving them access to work experience, opportunities and professional mentors at Sky. Volunteering within our local communities across Europe, giving time and energy to good causes. We look forward to contributing more in 2020.

This Group-wide Bigger Picture Impact Report was published in June 2020, during the global Covid-19 crisis. At this difficult time, we're working to keep our customers connected and our colleagues safe and well, and to support our local communities. This report focuses on our 2019 activity. In the future we will keep everyone informed and share more on our Covid-19 response.

Every company depends on the environment, and we have a responsibility to protect it. We are taking action now – because the world can't wait.

Jeremy Darroch
Group Chief Executive

Contents

How we make a difference	3	Better world	28
Better lives	6	Doing business responsibly	52
Better communities	16		

We've always believed in a better world

2030
We'll be net zero carbon and the work won't stop there

2025
We'll have reached 250,000 young people broadening their horizons

2022
We'll open one of the world's most sustainable film and TV studios

2020
We became a signatory to the UN Global Compact

2019
We topped the list of the UK's top 50 inclusive employers

2019
We made all our Sky products single-use plastic free

2019
We partnered with WWF to restore 20,000 sq km of seagrass

2019
We launched Sky Cares to volunteer in our local communities

2018
We committed £25m to fund alternatives to plastic

2017
We put ocean health on the global agenda inspiring millions to take action

2015
We protected 1 billion trees in the Amazon

2012
We launched Sky Academy Studios to raise young people's aspirations

2011
We launched Sky Sports Scholars and we've since supported and mentored 24 young athletes
















2006
We became the world's first carbon neutral media company

2002
We launched Sky Sports Living for Sport, reaching a third of state secondary schools in the UK & Ireland

We believe in better

Better lives, better communities, better world

We're using our scale and reach to make a positive impact on the world

Our goals		Value we create			
BETTER LIVES  120 MILLION PEOPLE WITH FREE & EASY ACCESS TO ROBUST & INDEPENDENT JOURNALISM	 Enriching people's lives We connect millions of customers to the stories, ideas and people they love, whenever, wherever, however the like. We broadcast Sky News free-to-air, for everyone.	 More relevant stories We seek out untold stories that need to be heard and create original film and TV in local languages.	 Products & services for everyone We use technology that is inclusive by design to connect to everyone, easily and seamlessly protecting people's privacy data.	 Safer, happier kids We create a safe space for children to explore and enjoy the best TV and the best of the online world.	
BETTER COMMUNITIES  250,000 YOUNG PEOPLE FROM ALL BACKGROUNDS WITH BROADER HORIZONS BY 2025	 More opportunities & skills for young people Each year, we give 25,000 school children a taste of life in the media. We sponsor young people from under-represented backgrounds to break into the industry.	 Stronger culture We share the best of British and European storytelling with the world.	 Stronger creative industries We support 400,000 jobs and nurture home-grown talent from across the UK and Europe.	 Stronger communities By 2025, we aim to have volunteered for 250,000 hours in the communities where we live and work.	
BETTER WORLD  NET ZERO CARBON BY 2030, REDUCING OUR EMISSIONS BY AT LEAST 50%	 Reducing emissions by at least 50% By 2030, we'll cut emissions from our business, our supply chains and the energy use of our Sky Products.	 Healthier oceans with WWF We're campaigning with WWF for healthier oceans, which are essential to fight the climate crisis.	 £25 million to fund plastic alternatives We're investing £25 million over five years in deals with the potential to enable millions of people to use less plastic and recycle more.	 Millions inspired to take action We're using the power of our TV channels and shows to inspire millions to join us and take action on the big issues.	

DOING BUSINESS RESPONSIBLY

PROTECTING PEOPLE'S DATA 	CREATING AN INCLUSIVE CULTURE 	REDUCING OUR ENVIRONMENTAL IMPACT 	PROMOTING ONLINE SAFETY 	RESPECTING HUMAN RIGHTS 
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The context for our strategy

We want to have the biggest impact, on the issues that matter most. So our work is aligned with the relevant UN Sustainable Development Goals.



Better lives

Making life better, every day

We've always believed people deserve better. Better choices. Better quality. Better entertainment. So we're here to make life more exciting, more fun, more interesting. We connect millions of people to the stories, ideas and people they love, whenever, wherever and however they want.

Our ambition is to give our millions of customers and so many more, access to robust, independent journalism, the arts and great entertainment.



Millions more loving the arts

Sky Arts brings some of the world's best theatre, art and music to the widest possible audience. Our ambition is to get as many people enjoying and participating in the arts as possible. We have a huge on-demand library of over 1,700 hours of arts programming.

Our partnership with National Theatre Live has helped bring theatre to hundreds of thousands of people across the UK, through their local cinemas and over 90,000 tickets have been made available to Sky customers for exhibitions and performances across the country. We're encouraging artists from all over the UK and Ireland to participate in shows like Portrait and Landscape Artist of the Year, as well as involving communities in local events.


Sky Arts provides a bursary for black and minority ethnic and financially disadvantaged singers to compete in the Glyndebourne Opera Cup. We supported one third of the finalists last year.

1,700

hours of arts-based programming



Art is as important as the air we breathe and the food we eat. It's vital. It defines us. I've made it my life's work to bring my love of music to the widest possible number of people.

Classical music is so often a golden club that people don't have access to. I'm determined to prove that doesn't have to be the case. 

Charles Hazlewood
Conductor





Fearless news reporting for everyone

We create fearless, independent news in the UK and Italy and we share it, free-to-air with everyone, so that they have access to high-quality reporting and analysis of the issues that shape our world. People have never needed it more. Last year, Sky News became part of the Trust Project, an international campaign to increase transparency and trust in news.



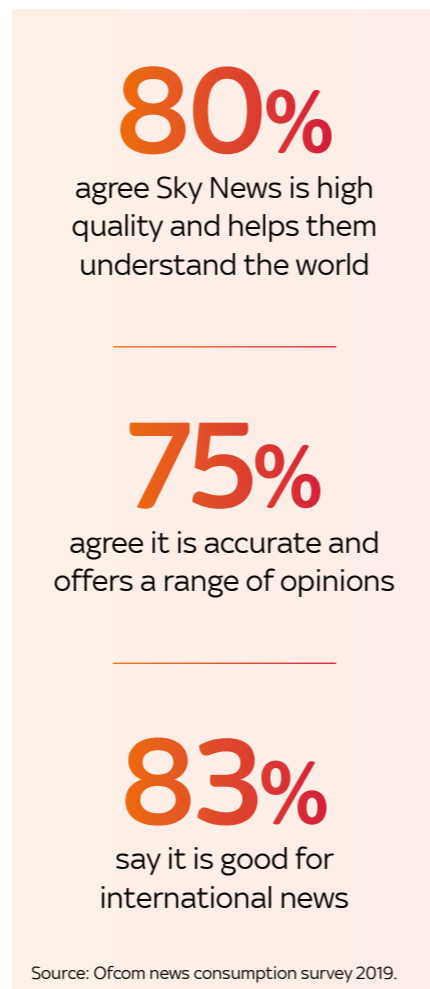
Journalism has never been more important and being a journalist has never been more dangerous. My job means witnessing what I can only describe as raw evil like the bombing of hospitals in Syria. Seeing desperation and terror as thousands of families flee indiscriminate shelling. Coming face to face with incredible, staggering, selfless courage. It's meant gathering evidence of war crimes from broken buildings and being shot at, tracked by drones and targeted by mortars.

But it's also meant surviving with the back-up of my team in the field and the newsroom back at HQ. Knowing our colleagues will rigorously examine, check and double-check every bit of footage and interview we've come back with - and that's not all; from Prime Ministers and Presidents to soldiers, extremists, fanatics and rebels are questioned with the same energy and attention to detail. It's called independent journalism.

Alex Crawford
Journalist, Sky News

Sky's Syria reports have been discussed at the United Nations and raised at Parliamentary debates into war crimes. They've spread around the world and have helped to highlight a conflict which has left hundreds of thousands dead and millions homeless, as well as having an impact on countries around the globe.

Reporting on climate change has also become even more critical in 2019. In Italy, SkyTG24 News reported from the Svalbard Islands on 'A sea to be saved - the state of the Arctic', shot with the latest 360-degree cameras in extreme conditions.



Stories that reflect people's hopes and ambitions

We're making more original TV shows and films than ever before. We seek out untold stories that need to be heard like the Chernobyl mini-series and Babylon Berlin. Stories that capture people's imaginations.

We're also developing a cutting-edge TV and film studio to bring the best of British and European storytelling to the world.

Sky Studios Elstree will lead to the creation of 2,000 new creative jobs when it opens in 2022. It will attract £3 billion in production spend over its first five years, boosting the creative industries in the UK, in addition to our commitment to Sky Studios Original productions in Germany and beyond.



Our ambition is to produce more and more entertainment in-house at Sky Studios, so we are investing in a new, state-of-the-art TV and film studio in Elstree, North London - already home to the world-famous Elstree Studios.

Elstree has long been synonymous with the best of British creativity. We hope that Sky Studios Elstree will attract the best creative talent to come and do their best work.

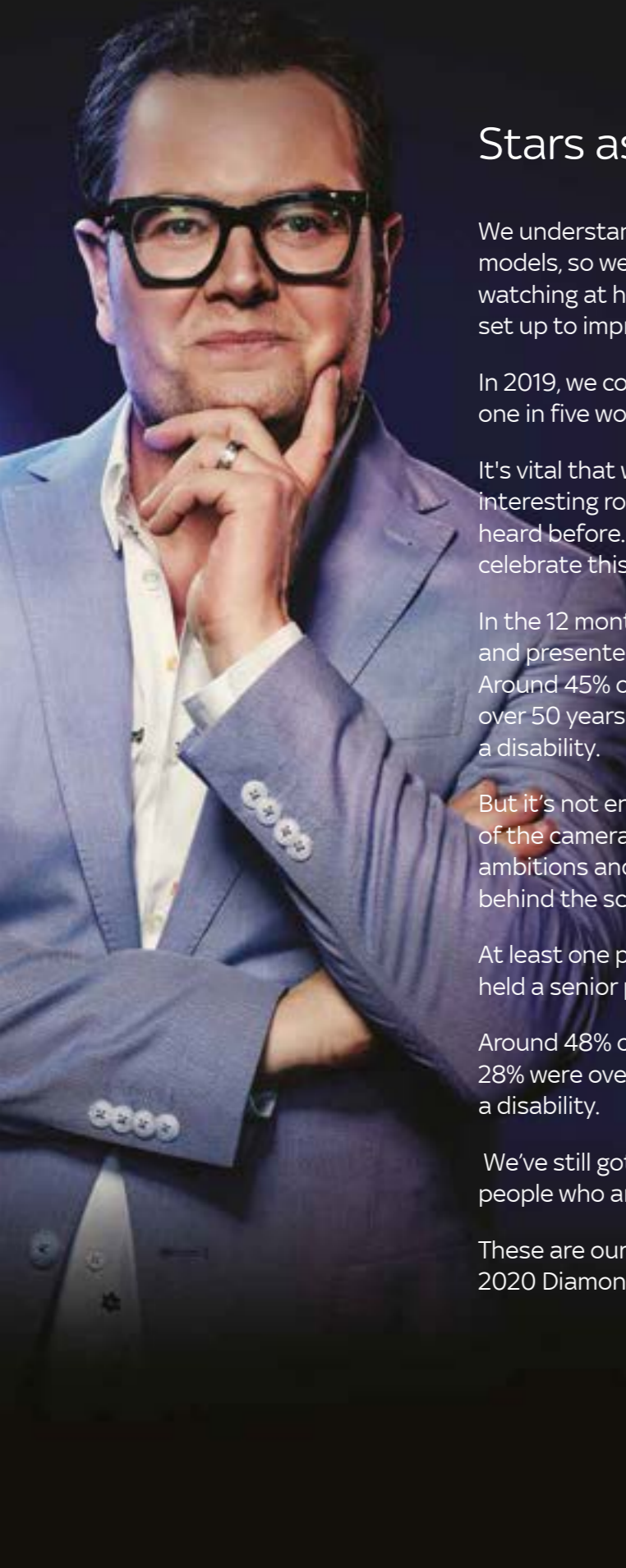
Gary Davey
CEO, Sky Studios



Sky Studios Elstree

Babylon Berlin





Stars as diverse as our viewers

We understand the power of great stories and strong role models, so we want our cast of stars to be as diverse as everyone watching at home. Sky is a founding member of Project Diamond, set up to improve the diversity of TV in the UK.

In 2019, we commissioned research which told us that still, only one in five women say they often see people like them on screen.

It's vital that we improve diverse representation by creating interesting roles and prioritising stories that viewers haven't heard before. This is one of the reasons we support ways to celebrate this, such as the Women in Film and TV Awards.

In the 12 months to the end of July 2019, one in four of our actors and presenters came from black and minority ethnic backgrounds. Around 45% of our lead roles were played by women, 37% were over 50 years old, 7% were lesbian, gay or bisexual and 6% had a disability.

But it's not enough just to put a diverse group of people in front of the camera. To create stories that represent everyone's hopes, ambitions and lives, we need a diverse creative team working behind the scenes.

At least one person from a black and minority ethnic background held a senior production role across every original Sky show.

Around 48% of our directors, writers and producers were women, 28% were over 50, 6% were lesbian, gay or bisexual and 2% had a disability.

We've still got work to do, but we're celebrating all the talented people who are helping us to get there.

These are our latest public figures for diversity, published in the 2020 Diamond Report.

Alan Carr
There's Something About Movies, Sky One



Everyone needs heroes

Since the age of seven, Noel knew he wanted to be an actor. Growing up, he didn't see many people like him on British TV so he took his inspiration from the US instead.

Breaking into acting was tough. But he didn't give up. Sick of the same roles – thief, gangster, petty criminal – he started writing.

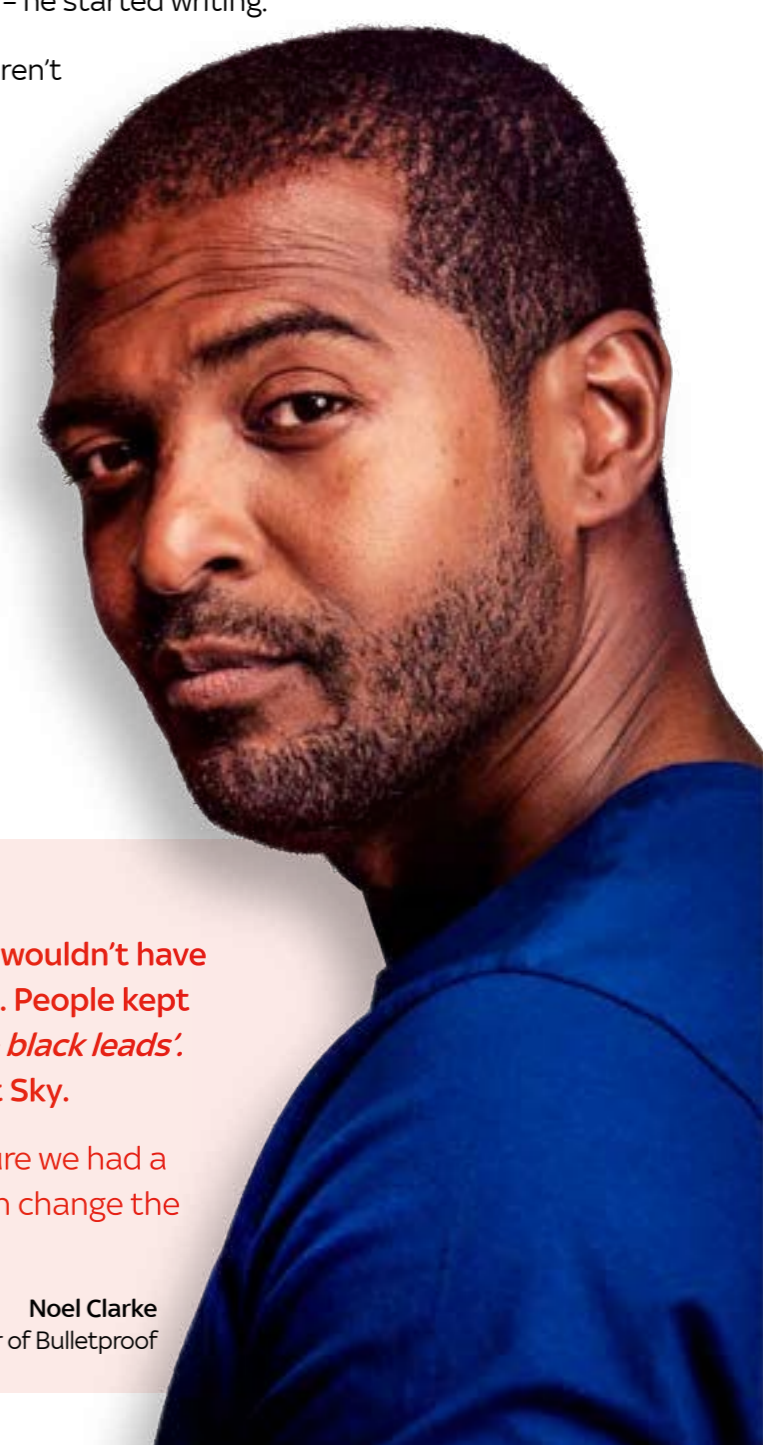
He wrote the roles he wanted to play. Stories that weren't being heard. And millions of people loved it.

When he co-created Bulletproof, other TV networks said a show with two black leads couldn't succeed. He didn't agree. Neither did we. Today Bulletproof is one of Sky's top shows.

We want to represent everyone in the movies and shows we make at Sky. Talented people like Noel are helping us to do it, like never before.

So when kids watch Sky today, they'll always have someone to look up to.

Because everyone needs heroes.



Sky is at the forefront of change. Bulletproof wouldn't have happened with any other channel or network. People kept telling me 'you can't have a hit show with two black leads'. So we wouldn't have made this show, without Sky.

When Sky hired everyone on set, they made sure we had a diverse crew. They tried to find people that can change the makeup of the industry.

Noel Clarke
Co-creator and star of Bulletproof



Technology to connect everyone, everywhere

When we design Sky products and services, we make them as accessible as we can, so everyone can enjoy the best Sky has to offer.

Voice control, audio-described TV and subtitles make things easier for many people. This year, we worked to increase them across all our TV on-demand. When we launched the iPlayer app on Sky Q, it came with audio description and subtitles. And we're proud to have exceeded the regulatory requirement, across every Sky TV channel.

Our product designers work closely with customers to make sure every Sky product is as accessible as we can make it. On all our Sky Q products across Europe, high contrast display, voice search and voice control come as standard, and they make a big difference. So does our screen-reader support on Sky Go. Our Access team helps vulnerable customers and those with disabilities to get the best experience of Sky.



Our audio describers love bringing our original TV shows to life, and cover:

33%

of the TV content across 25 UK and Ireland Sky channels*

we provide subtitles for

86%

of the TV content across 28 UK and Ireland channels


*News channels do not require audio description

Our digital team in Leeds founded a working group to connect and support IT professionals to share knowledge and best practice. All to help us do better, for every customer.

We want to include everyone. So we'll keep working to make sure every single person can enjoy Sky to the full.



There have been some great highlights, like the finale of Game of Thrones episode three – The Long Night – was a particular challenge, being a wall-to-wall battle shot in natural torchlight.

It entailed, for me, a long day in the sound booth trying to decipher who was doing what to whom. 

Neville Watchurst
Sky's audio-describer who describes some of our biggest shows - from Game of Thrones to Watchmen

Game of Thrones
sky atlantic



A safe place for kids to watch and play

We believe every child should have safe place to watch TV and explore the best of the online world. So we work with partners across Europe like the European Safer Internet Centres, and are campaigning for internet regulation to establish a new legal framework that will make every online platform more accountable.

We commissioned an independent report which examined the best way to achieve this: **'Keeping Consumers Safe Online: legislating for platform accountability for online content'**. We added our voice to the debate, writing opinion pieces in the broadsheets and raising awareness of the issues.



When it comes to Sky's services, here are some of the ways we make our products and services safe for kids when they watch, learn and play.



Sky Broadband Buddy lets parents control internet access for each device in their home. It means they can set parental controls and enable kids to switch off for key moments, like mealtimes and bedtime.



Sky Broadband Shield protects kids from material that's too mature or frightening for them, on every computer, laptop and phone.



Our partnership with **Commonsense Media** gives families in-depth ratings for over 3,500 movies on Sky Q. So they can make the best choices about what to watch.



Sky Q has a **Kid's Mode** for all our customers across Europe, which locks out inappropriate content, leaving children free to explore a world of fun TV and film.

SPACETALK

Simply Safer Phones for Kids



Our **SPACETALK** kid's watch helps children stay in touch with loved ones by making calls and sending texts. It's a great way to introduce kids to a connected life.

Our **Sky Kids** app gives each little one games, TV and film that are just right for them. It enables families to set a time limit, so they don't get square eyes. It's the first app to get the Mumsnet seal of approval.



Better communities

We believe in giving back to our communities

And we see the immense potential in the next generation. That's why we're working with school children and young people to raise their aspirations, develop their skills and give them access to professional role models. Our ambition is to broaden the horizons of 250,000 young people by 2025, giving them a new sense of what they can achieve in life.

We're proud to support our local communities, with thousands of Sky volunteers giving their time and energy to local good causes. We aim to have volunteered for 250,000 hours by 2025.



Helping kids dream bigger



When we had the opportunity to bring our students to Sky Academy Studios, we prioritised children on free school meals.

We could never give the kids an experience like this. It's magical for them to write their news report, edit it and film it, then watch it on a big screen.

The students came away with an amazing feeling of satisfaction, of achievement, of fulfilment. It opened our kids' eyes to the wealth of different careers out there. It really raised their aspirations.

Now when they watch TV, they know they could be part of that world.

Collette Lambie
Teacher, St Andrew's Primary School,
Airdrie, Scotland





Inspiring the next generation

Children need inspiration from the world of work. Through Sky Academy Studios, we give school children in Italy and the UK aged 8-16 their first taste of what a career in the media could be like. We invite them into our TV studios to create their own news reports, trailers and vlogs. It helps children to express their creativity and build key skills like teamwork and critical thinking. It boosts their confidence and opens their eyes to a new world of opportunities.



Sky Academy Studios

40%

of schools in deprived areas in Scotland have been through Sky Academy Studios

163,000

children have experienced Sky Academy Studios in the UK and Italy

2,039

sessions in 2019



Building skills and confidence



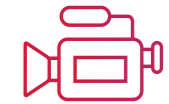
50%

improved their ability to work as a team*



39%

felt more confident afterwards*



36%

want to work in the media*



32%

feel inspired to create something at school*



98%

of teachers would recommend Sky Academy*



380

young people took part in Fact Checking events in Italy with Sky TG24 journalists

* Independent evaluation of Sky Academy Studios UK participants



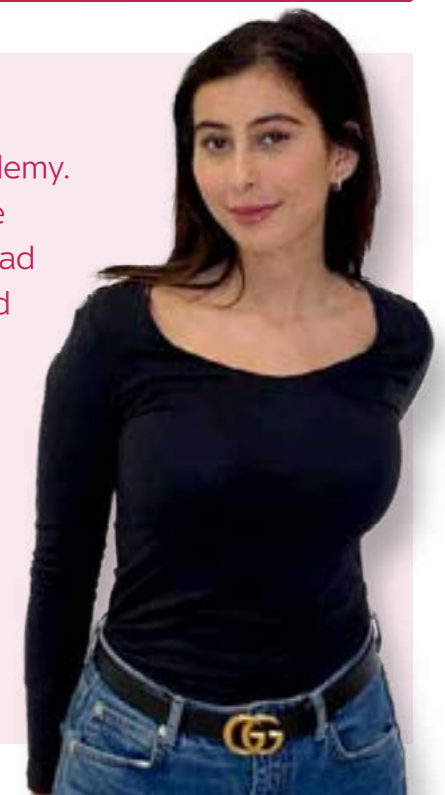
I didn't have any experience of the TV industry before Sky Academy. I didn't realise what the opportunities were. I got my foot in the door with Sky, and now I've got a head-start on my peers. I've had a shortcut into the industry and I feel really lucky to have found the right path.

Anisa

Sky Academy graduate and former Sky intern

Anisa was one of the first to experience Sky Academy Studios with her former school based in Hounslow, back in 2012; she was 12 years old and was a TV presenter for the day. At the age of 17, Anisa became an intern at Sky.

She's now one of the youngest marketing co-ordinators at Dreamworks, doing a job she loves.





Giving under-represented young people their first break

There is a lack of diversity in the creative industries and we want to change that. So we're giving young people aged 18-25 from under-represented groups or with limited opportunities, valuable real-world experience. It's their first break in the media industry.

The aim is to give them the skills and experience they need to secure long-term, fulfilling work in the media. Our trainees join a 14-week intensive training course, working on the Sky One show 'What's Up TV'. We run this programme in partnership with the **MAMA Youth Project**, who have their base at our Sky campus in Osterley.



24

trainees financially supported by Sky every year

140

jobs secured in TV production by our graduates in 2019

520

young people trained since 2005



So far over

400

people have gone through MAMA Youth's programme

in 2019

100%

of participants were offered placements

- 19%** have a disability
- 13%** get benefits
- 40%** were non-graduates
- 38%** Black/Black British
- 13%** Asian/Asian British
- 13%** Mixed heritage
- 65%** Female
- 2%** White other



I never thought I could work in the media.



Jahreal didn't go to college or university. But he got his first opportunity at Sky. It opened up a new world of ideas, enabling him to do things he never thought possible. Now, he's a rising star in our editing team with a brilliant career ahead of him.



I always dreamt of being a TV editor.



Manpreet gets a buzz when she creates a story from scratch. She kept applying for work experience, but wasn't getting anywhere. No-one she knew could help her get her foot in the door. Manpreet got her first break at Sky. Now she works for Sky Studios and she's destined for great things.



Inspiring young athletes and entrepreneurs

Through our scholarship programme, we mentor, sponsor and support some of Europe's most promising young athletes and female tech entrepreneurs, enabling them to realise their potential. We're passionate about sport and want to help the next generation of young athletes to break through. We also want to inspire young people to get involved at all levels. Through our partnership with the England and Wales Cricket Board, we're aiming to make cricket more accessible to children and their families. In 2017, we launched Women in Tech Scholars because it's better for all of us to have a diverse group of people driving the next wave of tech innovation. Here are some of our rising stars:



Olympic and Paralympic medals

24

young sports people supported to be the best they can, since 2011

First to win gold on the parallel bars



Before Sky, I was a junior athlete in a senior world. I'd just turned 18. Sky saw the potential in me. All my career, I've wanted to get to the Olympics. Sky reinforced my belief, because they believed in me.

Joe Fraser
Gymnast

Joe Fraser is a world-class gymnast with multiple gold medals to his name. Last year, he became the first British gymnast to win gold on the Parallel Bars, representing Britain at the World Gymnastics championships. We're proud to support him.



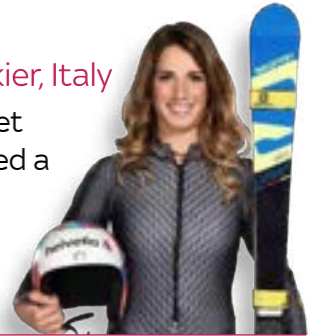
Ellen Keane, Para Swimmer, Ireland

Ellen won a bronze in the 100m breaststroke SB8 at the World Para Swimming Championships in London last September.



Marta Bassino, Alpine Skier, Italy

Marta loves to soar on a set of skis and in 2019, achieved a bronze medal in the World Skiing Championships.



A new network for black professionals



I was working at Citibank and Deutsche Bank and was the only black woman in the room, sitting next to somebody whose uncle got him in. I thought if I could create an app, I could connect with like-minded people.

Kike Oniwinde
founder and CEO BYP Network

Kike Oniwinde, one of our first Women in Tech scholars, is the Founder and CEO of BYP Network, an app that connects black young professionals. She created it after studying abroad, meeting like-minded young people from diverse backgrounds. Back in the UK, the lack of diversity at work made it hard to network. So BYP Network was born.

Last year, Kike became one of the rising tech stars on the Forbes 30 Under 30 list. Watch this space.





Giving back to our communities

skycares

Launched in 2019

Our aim is to have:

250,000

volunteered hours in our communities across Europe by 2025

Every one of our 33,000 Sky colleagues across Europe can volunteer to give back to the community on company time. There are four good causes we support, each chosen by our people: helping the homeless, alleviating loneliness, supporting young people and caring for the environment. Our work could involve anything from spending time with older people, to mentoring school children or taking part in a beach clean.

Our volunteering programme is called Sky Cares. It launched in 2019. By 2025, we aim to have volunteered for 250,000 hours in our communities.



Our goals

- ✓ Make a difference through each volunteering opportunity
- ✓ Create long-lasting change for each charity and the people it serves
- ✓ Give our people the chance to connect with each other and with Sky leaders
- ✓ Cover the cost, and more, of each volunteering day

Sky Germany volunteers

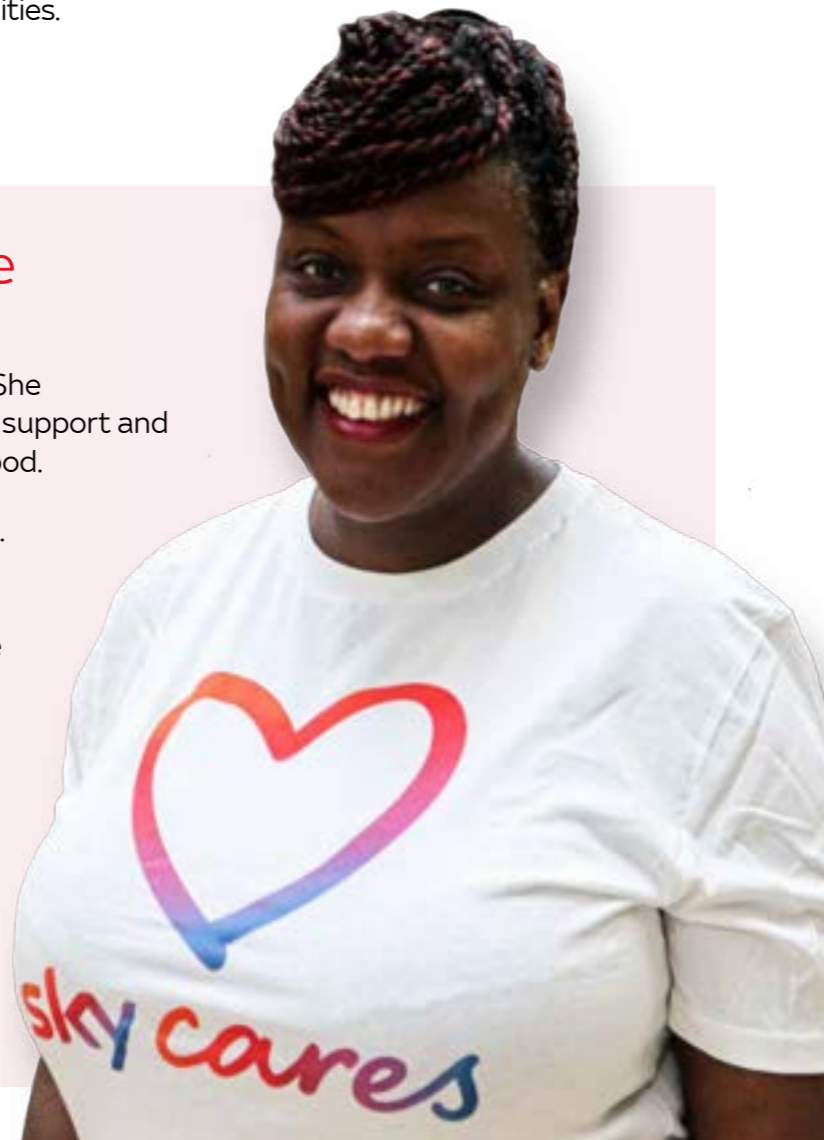
Ifey's making a difference

Ifey has always cared about her community. She volunteers at a local food bank, giving advice, support and friendship to people in need, alongside the food.

Volunteers like Ifey are giving people a lifeline. The Food Project gives people food and essentials like toiletries. Nurses are on hand to help with healthcare. And there's guidance on finding work and eating healthily on a budget.

Ifey told us about her work at the Food Project. We were so impressed, we've asked them to be one of our Sky Cares charity partners.

Ifey
Volunteer



skycares

2019 impact

3,142

Sky volunteers

15,000

volunteering hours

7,000+

hot meals for the homeless

500+

children supported

1,000+

Christmas gifts for Age UK

300

trees planted

2020 ambitions

4,000

volunteers

30,000

volunteering hours



A snapshot of our impact



We work with over **60 charity partners**, in **10 countries**.

Here's a snapshot of the impact we're making with some of them.



Green spaces for everyone

The Conservation Volunteers are a national volunteer focused charity connecting people and green spaces to deliver lasting outcomes for both. Sky volunteers rolled up their sleeves to work on projects in Scotland, Leeds and London. Together they created new wildlife gardens, greater access to green spaces for disabled people, food-growing projects for schools and much more.



Normally, we work in teams of five. Thanks to Sky, we've taken on ambitious projects with teams of up to 80. The work we do in one day would otherwise take us three months. Hundreds of thousands of people enjoy our green spaces. The difference we make in that day is felt by everyone.

Douglas Palarm
The Conservation Volunteers



Friendship and a new space to connect

Age UK's vision is to make the UK a great place to grow older, by providing advice and support to older people most in need. Sky volunteers are providing vital companionship to vulnerable older people, organising events and celebrations. Which can feel like a lifeline to those who are lonely. We redeveloped the Hounslow Age UK Centre to make it a great space for people to connect.



Every Age UK member in Hounslow received a card and Christmas present from someone at Sky this year. For some people, this was the only present they received. It makes them remember that people care about them.

Andrew Hunter
Age UK



Role models and mentors for young people

Youth Sport Trust works with young people aged up to 25, helping them to create a brighter future through sport. It helps to remove the barriers preventing young people from playing sport, enabling them to unlock their potential. Sky volunteers are starting to mentor young people, connecting with them through sport.



Young people need great role models in sport and in life and through our Sky volunteers, we have a whole new group of people to play that critical role.

Jenny Rouse
Youth Sport Trust



Providing 150,000 more meals each year

Nishkam Swat makes a difference to homeless people by meeting their short-term needs and improving their long-term prospects. Sky's support and funding enables the charity to feed homeless people in London for one extra day per week.



It's been amazing. So far, we've had 300 volunteers from Sky. For a lot of those people, it's changed their perceptions of homelessness. Some come back in their own time. Sky's support is making a big difference.

Kirpa Kaur
Nishkam Swat



Supporting migrants into work opportunities

AMIGA, in Germany, aims to support migrants into the local job market. Sky's volunteers provide advice and support for young migrants to build skills and they also support organisational development for the charity.



We very much appreciate your external view of our public relations work, both from a strategic and an operational point of view. We have taken up many suggestions and practical tips, which you've offered in a way that fit with our financial and personnel resources.

Martina Dafinger
AMIGA



Sky Italia volunteers

Better world

We believe in a better world

We campaign on the big issues of our time, inspiring millions of people to join us and take action. With the help of our customers we protected 1 billion trees in the Amazon rainforest.

When our journalists came back from the frontline of the climate crisis with stories of a rising tide of plastic across once-pristine shores, we set up Sky Ocean Rescue to campaign for healthy oceans. Now we're focused on creating a net zero carbon world, protecting our planet and our future.



Tackling the climate crisis

2019 highlights

carbon neutral productions

we offset the emissions from our UK commissioned productions*

halved

we've more than halved our operational intensity across the Group in the last ten years

70%

of the energy we use across the Group is renewable

*Emissions of completed UK productions calculated through the albert carbon calculator



Sky's net zero pledge is ambitious and hugely welcome as it stretches across its supply chain and will reach millions of its customers. Only a handful of UK businesses are showing the leadership that is needed to help tackle the climate crisis in this way, despite the devastating toll that climate change is taking on our planet.

We hope that Sky's pledge will inspire and support customers and communities to live a lower-carbon lifestyle. More companies urgently need to follow Sky's lead and commit to a science-based target, limiting global temperature rise to no more than 1.5°C.

Tanya Steele
Chief Executive, WWF





Hello net zero

We're going net zero carbon, two decades before we have to, because the world can't wait.

In 2006 we were the first media company in the world to go carbon neutral, cutting the carbon emissions created by our offices and studios and offsetting the rest.

Today we power our business with renewable energy and we're always improving efficiency.

Now we're going net zero carbon by 2030. This time, we're not just tackling our own emissions. The world needs us to do more. By 2030, we'll cut the emissions created by our business, by our suppliers and by people using our tech products, by at least 50%.

1st
media company in the world
to go carbon neutral

2030 ambitions

50%
carbon emissions reduction across
our Group-wide business and global value chain

5,000
vehicles transformed to create
a zero emissions fleet

To get there, we're making all our tech products more efficient. We're developing the world's most sustainable film and TV studio. We'll make every TV channel, show and film we produce net zero carbon. We'll transform our 5,000 vehicles to create a zero emissions fleet. And we'll invest in natural sinks for the carbon that remains.

Millions of people watch, surf and chat with Sky every day. And 11,000 companies work with Sky, doing everything from making our Sky boxes to producing the next hit TV series.

We'll spread the word through our channels and shows, inspiring as many people as we can to join us and #GoZero.

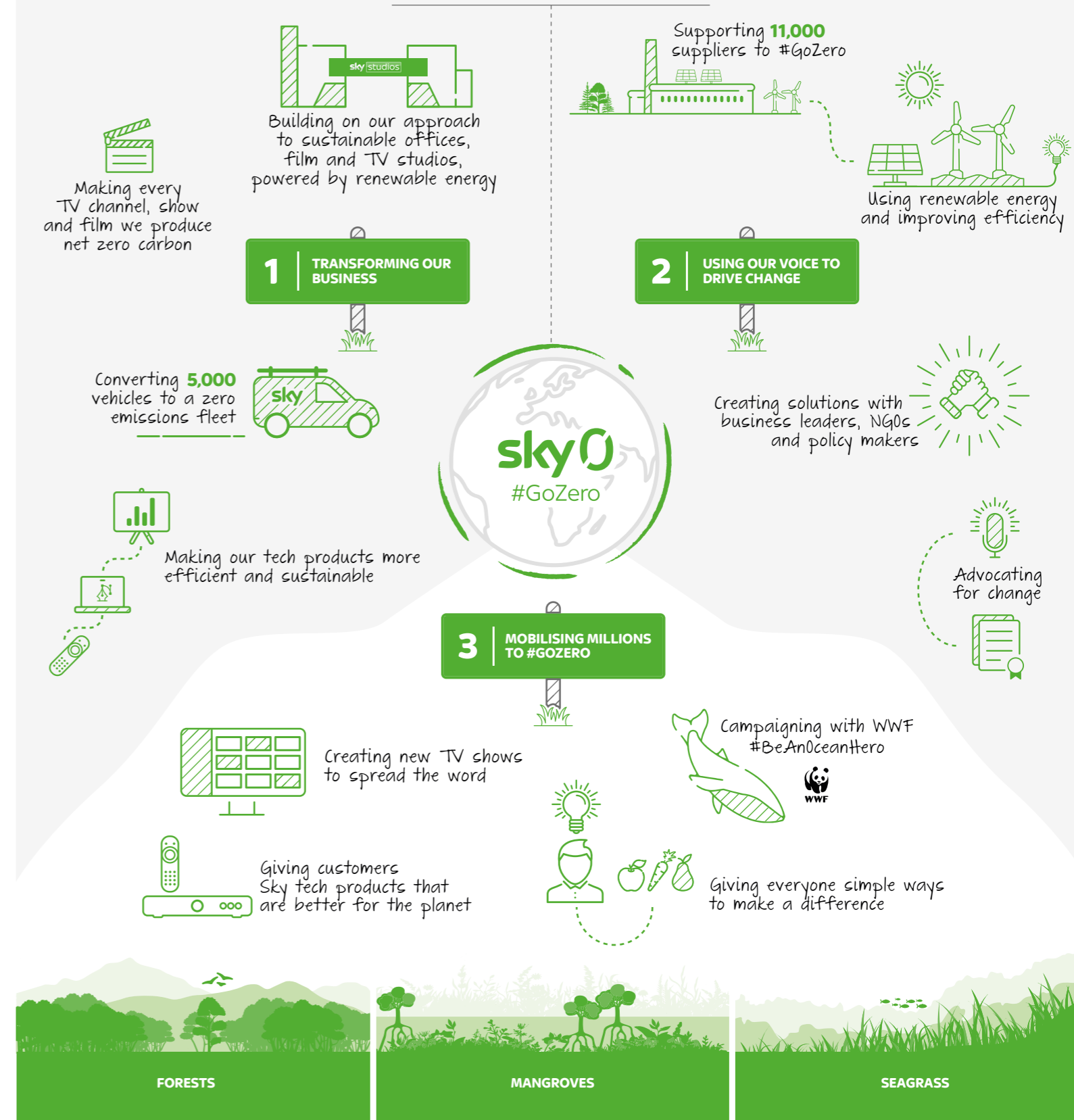


NET ZERO CARBON BY 2030

BECAUSE THE WORLD CAN'T WAIT

We'll cut emissions from the use of our tech products, from our global supply chains and from our business by at least 50%. And plant trees, mangroves and seagrass to absorb the carbon we can't cut... yet.

THREE WAYS WE'RE TAKING ACTION





How we'll go net zero

Our ten-year plan to go net zero carbon will deliver against a science-based target. These targets will specify how much and how fast we need to cut emissions.



Approved by experts

The Science Based Targets Initiative is checking our net zero targets.

We'll aim high and move fast

By 2030 we'll cut the carbon emissions created through our business, our supply chains and the use of our Sky tech products, by at least 50%.

We'll cut emissions and we'll work with nature

We'll cut as much as we can, and we'll work with nature to make sure the emissions we can't cut are absorbed by forests, mangroves and seagrass. It's the best way to capture carbon for the long-term and to restore our world's biodiversity.

We'll work with others

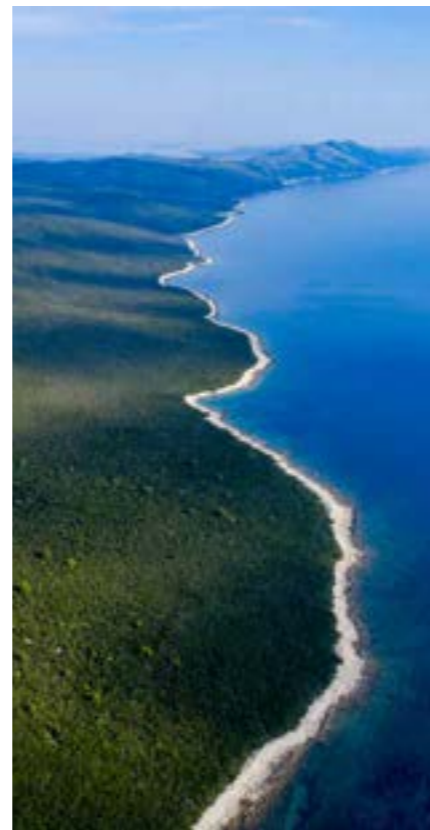
Only a wave of action by business, governments and people will solve the climate emergency. Our ambitious public target is rallying our business and our suppliers to work together to go net zero. We hope it inspires others to take action.

We put people at the heart

From building sustainable buildings to converting our 5,000 vehicles to a zero-emissions fleet, we'll make a positive impact on the planet and a positive impact for people too.

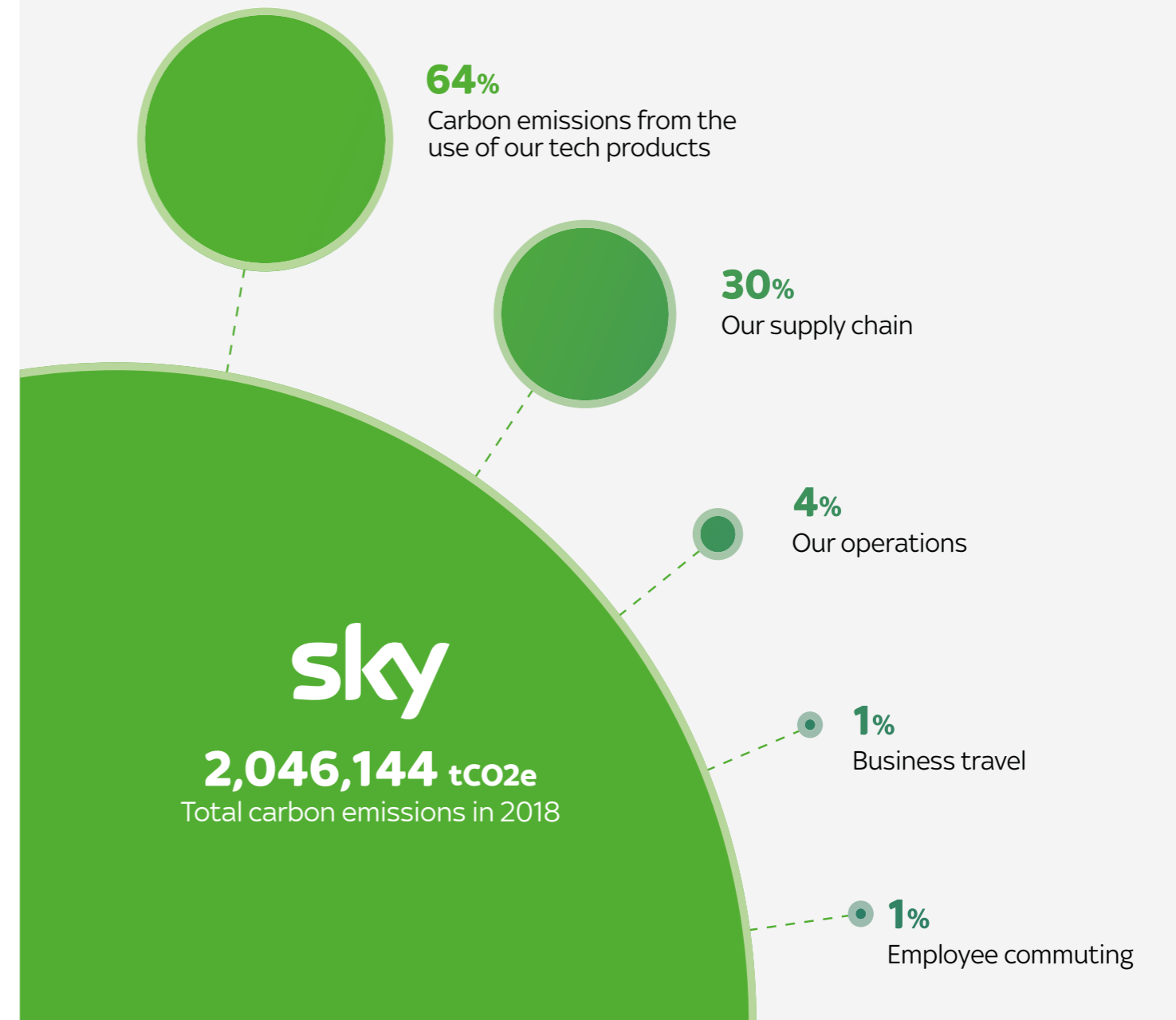
We'll keep sharing our progress

We'll regularly report our carbon footprint, across all three scopes of our plan. We'll also share information on our other environmental targets.



Our emissions baseline

These are the carbon emissions for our value chain - our direct and indirect emissions, from 2018. We've been measuring and reporting on our scope 1, 2 and 3 emissions for years, we've used these to set our net zero carbon target. We aim to cut our emissions by at least 50% by 2030.



For our full scope 1, 2 & 3 carbon emissions data for 2018-2019 see page 56



Making our operations net zero carbon

Over the last ten years we have focused our attention on our energy, travel, waste and water. During that time, we reduced our carbon intensity by more than 55% and cut our business travel emissions by over 30% for the UK & Ireland.

70% of all our energy use comes from renewable electricity or district heating. We're actively working with partners and landlords to close the gap on that last 30%.

We're working to grow our business in the most efficient way and cut our carbon intensity across Sky Group operations by at least 50%, by 2030.



5,000

tonnes of CO₂ saved in our operations in 2019

all our own UK data centres are now powered with

100%
renewable energy

In 2019 we cut emissions by 7% across our Group-wide operations. This was a result of ongoing energy efficiency improvements such as efficiencies at our data centres and smarter energy use around our people's working hours.

By 2030, we'll have switched our 5,000 vehicles to create a zero emissions fleet across Europe. This includes our engineering vans, company cars, broadcast vehicles and shuttle buses, something we piloted in 2019. In Germany, 75% of all our product deliveries are already carbon neutral.

This year, we also piloted a scheme at our Osterley campus to enable thousands of Sky colleagues to return old phones, tablets, laptops and other unused electronic devices for reconditioning or recycling. We collected 812kg of electronics, including 113kg of mobile phones and laptops. This saved 10.1 tonnes of carbon.



2019 highlights

5%

reduction in carbon intensity

7%

reduction in absolute carbon emissions

15%

reduction in total waste

4%

increase in renewable energy generated on our sites

2030 ambitions

5,000

Vehicles converted to a zero-emissions fleet

eliminate

avoidable waste

As members of the **London Business Climate Leaders Group**, we're working towards a zero carbon city with the Mayor of London.





Making our tech products net zero

Improving efficiency

Millions of people watch, surf and chat with Sky every day. The energy use of our products in customer homes across Europe is the biggest part of our carbon footprint. In 2019 this amounted to 64% of our total direct and indirect footprint.



Our hardware and software design teams work hand in hand with our industrial product designers to increase the efficiency of our products.



In 2019 we launched an updated Sky Q box saving on materials and energy. Since March 2020, our new broadband contracts follow a service model with Sky retaining ownership of the equipment. That way, we can ensure it's used to full capacity and where appropriate, refurbished, reused or recycled. We hope this will enable us to manufacture 14% fewer new routers.

We continue to push for carbon emission reductions in our product manufacturing. This year, we worked collaboratively with our engineering and manufacturing partners to change the design of our products. With them we industrialised new selective molten solder machines, that save up to 60% of the energy required to make a traditional circuit board and rolled them out to all our factories.

Working for change in our industry



We're working with the University of Bristol to map the impact of the digital services industry. This will enable everyone to make more informed decisions to reduce carbon emissions.



We're working with the UK Future Industrial Resource Efficiency Strategy to ensure resource efficiency is placed at the heart of the UK's industrial strategy.



2019 achievements

40%
improvement in the efficiency
of our Sky Q box

continued innovation
in manufacturing

2030 ambitions

50%
cut in emissions created by
the use of our tech products

double
resource productivity

eliminate
avoidable waste

Jemma loves to fix things

Since she was a child, Jemma had a passion for figuring out how things work. And finding ways to build them better.

Now she designs our Sky boxes, and she's proud to be part of a team that's driving real change for the better.

Thanks to engineers like Jemma, all Sky's products will create 50% less carbon emissions by 2030.

From our Sky boxes to our routers, we're always making our products more energy efficient. We're building them to last, making quality devices that can be repaired, reused and recycled, not thrown away.

And we're making sure that the companies that manufacture them are working towards a net zero carbon world, just like we are.

Jemma Watson
Sky engineer





Supporting our suppliers to go net zero

Around 11,000 companies across the world work with Sky doing everything from making our Sky boxes to producing TV shows. We're supporting our suppliers to work towards a net zero carbon world with us. Their carbon emissions make up 30% of our total value chain carbon footprint, so together, we can make a difference.

We work directly with our suppliers on sourcing responsibly, energy efficiency and renewables, and through the Carbon Disclosure Project.

We built on our approach to sourcing responsibly (working with Ecovadis and our parent company Comcast) rating our suppliers for sustainability and supporting them to make improvements. We changed the way we buy branded merchandise, improving the way we source materials and ensuring all merchandise we give away is both sourced responsibly and valued by those who receive it.



60
of our key suppliers
responded to the
Carbon Disclosure Project

ZINWELL

Zinwell makes Sky boxes that end up in millions of people's homes across Europe. In consultation with Sky, Zinwell installed large-scale solar panels to power their factory in Shenzhen, China. The first of their kind in the district, the solar panels produce around 1.4 megawatts a year, providing roughly 50% of the electricity used to make Sky products.



Sky Group Supply Chain Director Giles Harvey, Director of Zinwell, Chester Wu and Sky Director of Group Manufacturing Chris Moore on Zinwell's solar-panelled rooftop

Now we're engaging our global supplier base, starting with our most carbon intensive suppliers, and the suppliers where we can make the biggest difference. As we did with Zinwell, WNC and Picotronics, who make the Sky tech products across the Group, we'll support them with the tools and knowledge they need to make the transition to a net zero carbon future.

Everything we're doing to get to net zero has to be financially sustainable. Where necessary, we'll invest to meet this goal. We'll work with suppliers to map a programme that is ambitious, but achievable. We have a rigorous monitoring programme to ensure that what we do is good in the round: good for people as well as good for the planet.

Chris is pushing boundaries

He loves having the freedom to make a difference.

Chris supports the companies that make Sky's products to work towards a net zero carbon future, alongside us.

He oversees the work to manufacture all Sky's hardware, from the set top boxes to the routers that end up in millions of people's homes.

Thanks to Chris, our manufacturers are installing solar panels and switching to renewable energy. They're working towards a target of making the same amount of products, using 50% less energy.

So the next time you switch on a Sky box, you'll know that the team who designed it, made it and delivered it to you are making sure it has the minimum impact on the environment, every step of the way.

By 2030, all Sky's products will be net zero carbon.

Chris Moore
Director of Group Manufacturing

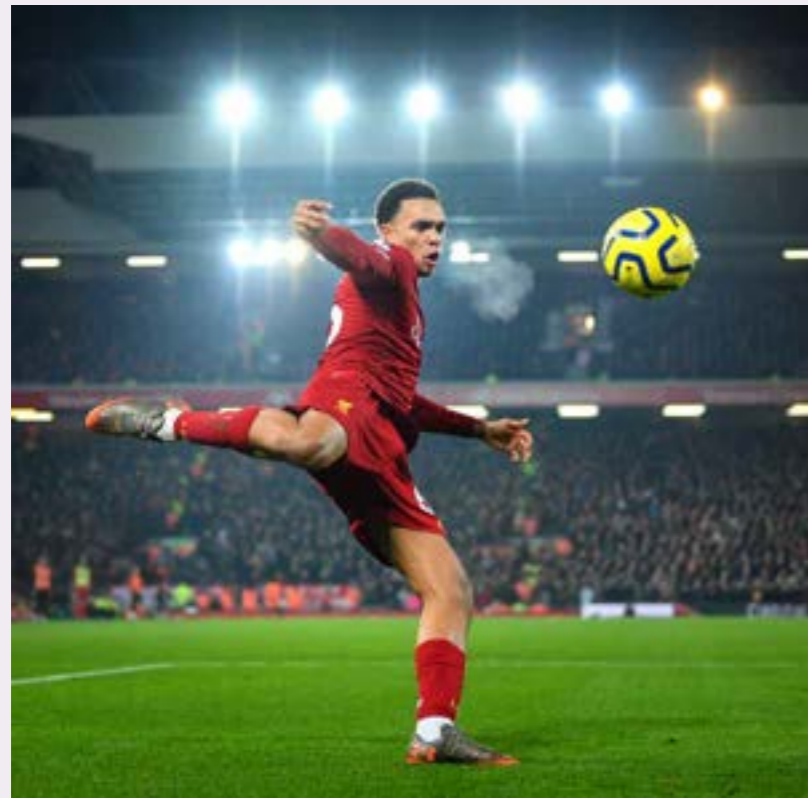




Making net zero TV

All the TV channels, shows and films we produce will be net zero carbon by 2030. In 2019, we moved to include our Sky Originals in Sky's CarbonNeutral® status for the first time. We've offset the emissions created by every UK-commissioned production in 2019, measured through the albert carbon calculator through renewable energy projects, twinned with support for mangrove projects in Mexico.

In the UK, we're a founder member of the BAFTA albert consortium which helps the film and TV industry go net zero carbon. We measure the carbon emissions created by every TV show we make, and encourage them to reduce the expected footprint. We're now aiming for every Sky Original to gain albert sustainable production certification. And we're setting genre-specific carbon emission targets for every Sky production.



Sky was the first broadcaster to get albert sustainable production certification for its Premier League coverage. We created the Eco Outside Broadcast network to share best practice for outside broadcasts with fellow rights holders, and to influence sports bodies and venues to make sustainability changes. We're working with albert to standardise certification across all our outside broadcasts.

We're using our voice to make a difference. We're spreading the word through our TV channels and shows inspiring millions of people to join us and #GoZero. Sky News appointed its first dedicated climate correspondent and commissioned a series of special reports: 'A New Climate'.



Ambitions

climate action
training for all

all Sky Originals
albert sustainable
production certified

all commissioned productions
carbon neutral
from 2019 onwards



In Germany, we've put ambitious environmental requirements into all our production agreements, with 10% of the final payment conditional on meeting these. It's meant big changes like Masterchef 3 becoming the world's first single-use plastic free cooking show. Sky productions have built the infrastructure for generators to be run from a renewable energy supply, making it available for others too.

Across Sky, our Group Producers Community meets regularly to promote sustainability and share learnings.

We're developing one of the most sustainable film and TV studios in the world, in Elstree. It will run on renewable energy.

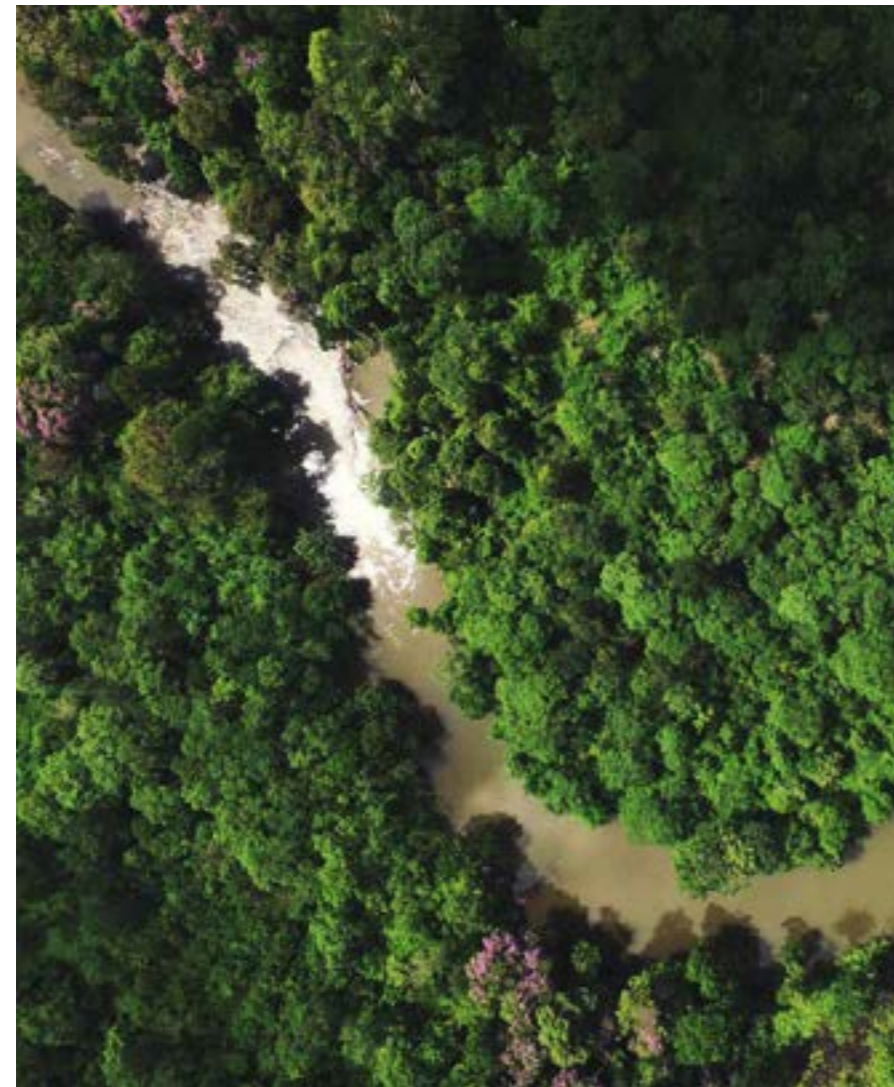
There will be plenty of electric vehicle charging points and it will be built in line with the UK Green Buildings Council's Framework Definition for Net Zero Buildings.



Working with nature

From 2030 we'll plant forests, mangroves and seagrass to absorb any carbon we can't yet cut out from our activities. Our ultimate ambition is to be carbon positive – to take more carbon out of the atmosphere than we put in – and to have a positive impact on biodiversity.

For over a decade, we've been campaigning to protect some of the world's most powerful natural carbon sinks – our rainforests and oceans, through protecting forests, seagrass and mangrove planting. We call them carbon sinks because of their immense capacity to absorb excess carbon from the atmosphere. Without them, we can't have a healthy planet.



Collecting seagrass seeds for restoration

Our CarbonNeutral® status as a business, in accordance with The CarbonNeutral Protocol, includes our operations and business travel across the Sky Group. And this year, working with Natural Capital Partners and albert, we've become the first broadcaster to commit to CarbonNeutral status for all our UK-commissioned productions too. To date we've been supporting nature, communities and renewable energy projects around the world.

In 2009, we launched Sky Rainforest Rescue with WWF. Thanks to the generosity of our customers, we protected 1 billion trees in the Amazon rainforest and supported local communities to make a sustainable living from the forest.

Since 2006

1bn
trees protected



We've been working with Natural Capital Partners to offset our emissions since 2006. They ensure we invest in credible, certified projects with impact.

2 hectares
of seagrass replanted
in our pilot scheme

1.2m
trees planted to date
through our
offsetting projects

And we're not
stopping there



It has been a privilege to work with Sky over the last 14 years. Sky is constantly raising the bar for what it takes to be a leader on climate action and a meaningful contributor to a net-zero economy.

Jonathan Shopley
Managing Director External Affairs,
Natural Capital Partners





Protecting our oceans with WWF

We're working with WWF to make our oceans healthier. Together, we're planting seagrass and campaigning for political change to safeguard ocean health for the long term. We hope this will have a positive impact for generations to come.

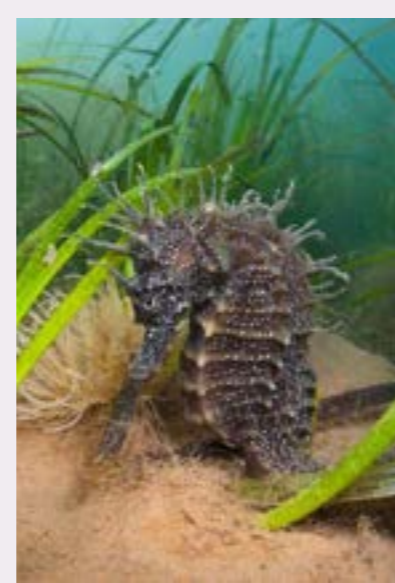
Restoring seagrass meadows

Seagrass captures up to 35 times more carbon than rainforests. It's a natural defence against global warming that restores ocean health and provides a haven for marine life. Natural solutions like this support biodiversity, enabling all kinds of species to flourish whilst helping to solve one of the most pressing issues of our time.

With WWF and Swansea University, we're piloting the UK's largest seagrass replanting project in Dale, West Wales. Over the coming years, we'll extend the programme to other coastal areas of the UK, fighting global warming and supporting fisheries and coastal livelihoods.



In Italy, we've completed a large-scale whale tagging project in the Pelagos to help better understand the impact of shipping in the area on whales' behaviour. We're also helping bring smaller Italian coastal protected areas into an official network for a co-ordinated approach to conservation activities.



35x

seagrass absorbs CO₂ faster than rainforest

1/5

of the world's biggest fisheries are supported by seagrass meadows, increasing animal biodiversity by 30 times compared to bare sand

100,000

litres of oxygen per day come from one hectare of seagrass

Campaigning for change

We want the UK Government to commit to significant action on UK ocean recovery, to bring our seas back to health and set an example for the global community to follow.

With WWF, we're asking millions of people to step up and #BeAnOceanHero, calling for change with us. The challenges facing our oceans require urgent political action. Together, we can make it happen.

BE AN
**OCEAN
HERO**

Accelerating ideas to solve the ocean plastic crisis

Through Sky Ocean Ventures, our media-powered impact investment fund, we are investing in smart ideas to enable millions of people to use less plastic and recycle more with the goal of preserving the long-term health of our oceans, by stopping plastic leakage at source.



Launched in 2018

£25m

commitment over 5 years

£10m

invested so far

21

high-potential start-ups across
3 continents & 7 countries

1,000+ hrs

contributed by Sky staff

So far we have invested almost **£10 million** in **21 exciting new companies and start-ups.**

For each **£1 we invested**, our start-ups attracted a further **£4 in investment** from public and private sources.

We estimate that our investment led to the creation of **75 jobs.**

We invest in high-potential companies that create new science or technology to further one of these three objectives:

- 1 Material innovation**
We look for new materials that are more sustainable than fossil fuel-based plastics.
- 2 Responsible consumption**
We search for technology-enabled solutions that can inspire more responsible consumption by us all.
- 3 Circular economy**
We look for ideas that deliver improvements in recycling, clean-up and recovery of waste plastics.



Meet our start-ups: material innovation

Notpla: plastic-free packaging

Most plastic packaging is used once before it is thrown away. It provides a few minutes of convenience but can take hundreds of years to degrade, impacting our ocean ecosystem. Notpla have developed a material made from seaweed and other plants that's 100% biodegradable, so it breaks down naturally.

The first Notpla product, the Ooho, is made from a seaweed extract and can be used to hold drinks like water and juice. Since our investment, over 250,000 plastic water bottles have been replaced with Ooho and prevented from entering the environment.

Sky Ocean Ventures was the first company to invest in Notpla. We gave Notpla support from a range of Sky experts whilst helping them pilot the Ooho on our campus.

We introduced them to our commercial contacts and advised them on creating great branding and communications. We showcased their product range to partners at our Osterley head office, and supported them to raise more funds.



Meet our start-ups: circular economy

Matter.



Sky has been a fantastic partner of ours. Sky Ocean Ventures in particular has allowed us to accelerate our product development, shortening our timescale from three and a half years to a year. 💬

Adam Root
Founder

Matter: filtering plastic out of the wash

From every wash, 700,000 tiny plastic particles pour down the drain. These invisible plastics account for over 30% of the plastic leaking into our oceans, every day. Matter has developed a filter to capture them.

This product has the potential to catch tons of plastic, protecting the health of oceans and marine life, whilst preserving the food chain.

Sky Ocean Ventures introduced Matter to our commercial contacts and helped them create a brand for their first product, Gulp. We helped them build a go-to-market strategy with specialist teams that launch new Sky products to millions of consumers each year. Gulp launches in 2020. Watch this space.



Meet our start-ups: responsible consumption

Loop: sustainable shopping

Thanks to Loop, you can do your weekly grocery shop and have your favourite food and drink, health and beauty and cleaning products delivered to your door in reusable containers. Just like people used to return empty milk bottles to the milkman, you send your empty containers back.

The ambition is to create a zero-waste platform to reduce the eight million tonnes of plastics that currently enter and contaminate the ocean each year global companies like Proctor and Gamble and Unilever are on board and Loop is already available in France and the US. It's launching in the UK soon.

Sky Ocean Ventures invested in Loop in October 2019 and is working to help them accelerate their growth in Europe.

So far, we have supported them through guidance from our media teams on targeted advertising. We've advised them on their UK launch communications strategy as well as integrating Loop into our "Be an Ocean Hero" campaign, in partnership with WWF.



From start-ups to partners

Many innovators in our portfolio have gone from start-ups we believe in, to trusted partners who are changing the way we work:

FLEXI-HEX[®]

Flexi-Hex gave us new insight on the way we package our products, and now we use more paper as an alternative to plastic. Their paper-based packaging has eliminated 389km of unnecessary bubble-wrap from the packaging of the companies they work with.

eugène

1,000 Sky customers are piloting a new app by Uzer, called Eugene, designed to help people recycle more efficiently and effortlessly.

NORD | SENSE

Nordsense are deploying their sensor technology at our Osterley campus, helping us redefine the way we manage our waste and making our recycling efforts more efficient.

JIVA

Jiva's fully biodegradable circuit boards will be trialled in our tech products soon, with the ambition to replace the non-recyclable plastic circuit board we currently use.

Partnering with National Geographic and Innovate UK



We partnered with National Geographic on a series of targeted events, bringing together both grant and investment opportunities, leading to the Ocean Plastic Innovation Challenge, launched in February 2019. This resulted in \$1.5 million of investment and grant funding for the competition winners and finalists. Algramo, the winners of the circular economy category, have revolutionised the way products are bought in Santiago, Chile. They focus on distributing cleaning products in bulk and incentivising their customers to reuse their existing packaging through cheaper prices. They have plans to launch in the US and Europe later this year.



Sky & Innovate UK have jointly committed to a combined

£6m

in investment and grant funding

with a global competition opened for innovations to win

£2m

in grants and investment

We also partnered with Innovate UK to jointly commit £6 million in investment and grant funding. This partnership continues to fund UK businesses developing solutions to help solve the ocean plastic crisis. So far, we've funded 11 companies through this partnership.



In January 2019, with Innovate UK, we opened a UK-wide competition for innovations to win £2 million in grants and investments. We completed our first 10 concept investments in July with some amazing solutions, including Bagboard, a company that replaces plastic bags with sustainable paper ones, funded via advertisements on the bags. And Dame, who make sustainable period products, including the world's first reusable tampon applicator. So far, they've eliminated the need for over 2.5 million disposable tampon applicators, saving our oceans from another source of unnecessary plastic pollution.



Cutting out single-use plastic

47 million

people across Europe saw our campaign against single-use plastic and many are taking action

all Sky products

are now packaged single-use plastic free in recyclable FSC cardboard and paper

In 2017, we set ourselves some ambitious targets to go single-use plastic free in our operations, products and supply chain by the end of 2020, and also to raise awareness of the issue of ocean plastics around the world. We published a review of our approach with Cambridge Institute for Sustainability Leadership in 2018 and will update on the outcome of these ambitions early next year.

On our sites in 2019, we removed items like single-use plastic bottles, straws, sachets, cups, cutlery and take-away boxes, cutting out over 100 tonnes of plastic per year across our territories. This year in three UK office fit-outs, we avoided using half a tonne of plastic packaging and learnt valuable lessons we can apply to future construction projects.

In our product packaging, our Sky boxes, broadband hubs and NOW TV Smart Sticks are now all single-use plastic free. In our warehouses, we've replaced shrink wrap with reusable or sustainable alternatives. In our supply chain we have removed more than one third of single-use plastic from our factory operations with the remainder either being reused or recycled into alternative uses within the supply chain. We have also rolled out best practice nurdles containment with our plastics suppliers.

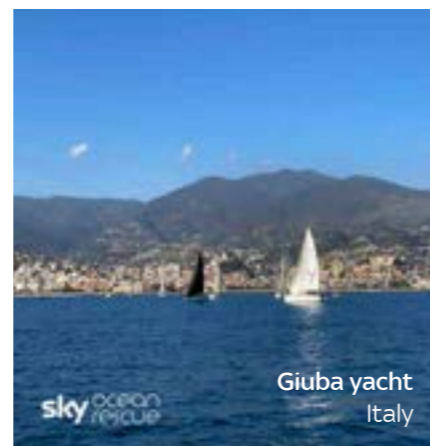
In Germany, we've reduced merchandise single-use plastic by 90% compared to last year. Group-wide, any promotional merchandise must be single-use plastic-free.

At sea, the Sky Ocean Rescue message has sailed the Mediterranean on Giuba, a 15-metre single-use plastic free yacht. Our colleague Andrea Zacchi and crew participated in the West Liguria Sanremo Championship, finishing first and raising awareness among sailors of disposable plastic use.

On set, all Sky Studios productions in Germany are now contractually obliged to be free from single-use plastic and so is catering in our Vienna studio. All new UK Sky Sports contracts now include Sky's single-use plastic policy, which is driving rapid change in areas like crew catering too. We're sharing what we've learned with teams across Sky's territories.



Sky Ocean Rescue Café Osterley



Giuba yacht Italy

Inspiring football fans to get involved

Sky Ocean Rescue teamed up with the Premier League to launch a reusable cup trial. It was a great success and inspired all Premier League Clubs to begin their journey to phase out single-use plastics.

Our partnership with the Premier League Primary Stars has reached 13,536 school children. Our Tackling Plastic Pollution teaching resources won the Teach Primary Free Resources award in 2019.



Alex Scott Ex-Footballer and presenter speaks to primary school children

Doing business responsibly

We couldn't make a positive impact on people's lives, on our communities or on the wider world, without strong business ethics everywhere we work. We're proud to be a responsible business looking out for our people and partners, as well as the customers and communities we serve. It's important to us that we do business in a fair and ethical way.

For us, that means creating an inclusive culture, where everyone can contribute their best. It means working to protect everyone's data. It means respecting the human rights of everyone we reach. And it means sourcing responsibly, to ensure that everything we offer our customers is produced with high standards of welfare and with the utmost respect for the environment.

DOING BUSINESS RESPONSIBLY



Creating an inclusive culture

We want everyone at Sky to feel a sense of belonging, be comfortable being themselves, understand the value diversity brings and deliver the best work of our lives.

In 2017, we launched a vision to lead our industry in the UK and Ireland for inclusion, on screen and behind the scenes. In 2019, we were recognised at the top of the The Inclusive Top 50.

How we measure inclusive culture

Our people survey is carried out twice a year and we compare scores between different demographic groups, to see whether people are having a consistently good experience of working here. And when we identify significant gaps, teams take action to close them. Questions such as; 'How happy are you working at Sky' and 'I feel comfortable being myself at Sky' and 'I'm treated fairly at Sky' are used to measure inclusive culture and indicate feeling involved, valued and heard.



Gillian Joseph
Presenter, Sky News

Disrupting bias

Around 95% of people's thought processes are automatic and based on their backgrounds, past experiences and stereotypes. Whilst our training raises awareness of this, it doesn't change behaviour, so we're working to disrupt this bias by nudging people's thinking at the point of decision-making. We're doing this in all our systems, policies and processes, so that we improve inclusion not just in recruitment, but in every aspect of life at Sky.



enhanced paternity
or **secondary carer** leave;
supporting men and women taking time away from their career

female representation in home service has **doubled** since 2018

2019 we achieved our **highest ever ranking** in Stonewall Top 100 Employers

Addressing BAME under-representation

In some parts of Sky, we don't have as many colleagues from black and minority ethnic backgrounds as we should, so we're working to change that and this year, we introduced three new programmes to help us to do that.

Let's talk about RACE is a team session that explores taboos around race. It's facilitated by our BAME employees and based on their own experiences. So far, we've run sessions with over 20 leadership teams. People have welcomed the sessions, telling us it's been a powerful learning experience.

Our Multiculture@Sky network partnered with Business in the Community to invite people from a BAME background to join a mentoring circle, made up of people from different organisations in their local area.

Fresh Perspectives is a Sky-wide programme for mid-level managers from a BAME background. People taking part are matched with our most senior leaders to discuss leadership, and make connections.

Disability on our agenda

In addition to our long-standing support for the UK government's Disability Confident Scheme, in 2019 we signed up to the Valuable 500, making a commitment to focus on disability in our inclusion programme. We worked closely with colleagues with visual impairments to make internal systems and tools more accessible.

Mental health and wellbeing

Over 80% of our departments have signed the Time to Change Pledge since 2017 to join the conversation around mental health. Sky Sports and News and our Customer Service teams were some of the first, with huge take-up of mental health first aid training, and dedicated networks of champions.

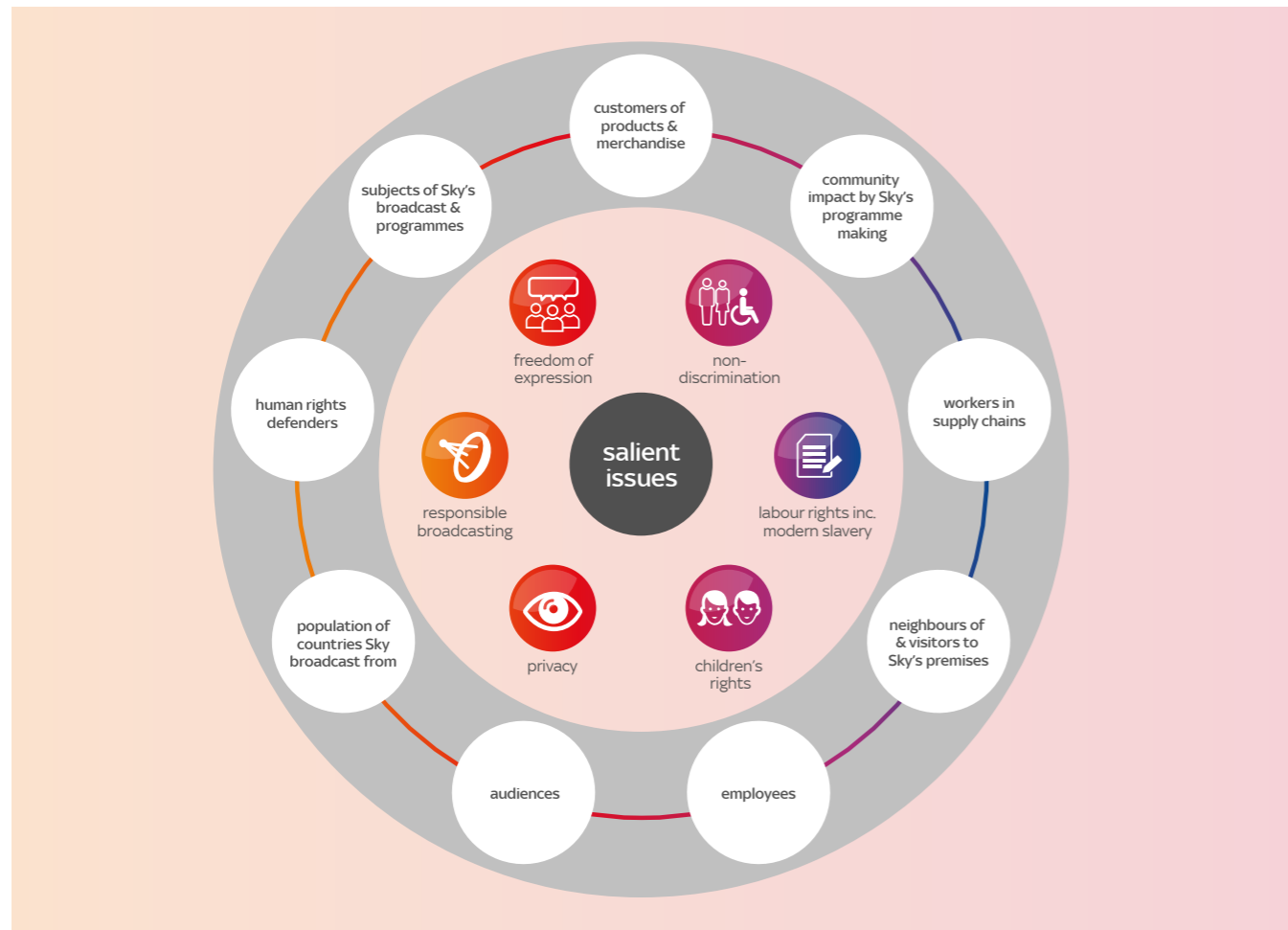
Employee networks

Our employee networks are entirely run by Sky volunteers. Together, they represent everyone, with over 9,000 members keeping us focused on what matters most through their collective voice. They have the freedom to challenge and push boundaries to make Sky a better place for everyone.



Respecting human rights

We respect, protect and remedy the rights of everyone we reach. Our approach is to embed the United Nations' Guiding Principles on Business and Human Rights. We conduct human rights impact assessments across our business activities on an ongoing basis.



Our strategy evolves as new risk areas for our business and supply chains emerge. Our human rights leadership group involves representatives from across the business whose role is to address any issues and identify leadership opportunities.

The group is responsible for understanding these issues and embedding mitigations in their areas of the business.

It draws on external stakeholder input, including representatives from vulnerable groups.

In 2019 we evolved our approach to focus on our business, our supply chains and content production which includes Sky Studios, Entertainment, Sky News and Sky Sports. We seek to identify vulnerable people, wherever they might be, and to understand what issues might exist for them. This is explained in Sky's Human Rights Policy Statement.

Understanding human rights impacts in the TV industry

We are founding members of the TV Industry and Human Rights Forum, a working group set up to address human rights in the television industry. In 2019 we commissioned a programme of research to better understand labour rights risks in TV production. Part of that research looks at commissioning practices that might contribute to labour rights risks.



Sourcing responsibly

We're committed to sourcing responsibly in everything we do. We conduct risk assessments across our business and supply chains. We have tailored due diligence initiatives for different business areas, supported by an audit programme, including pre-contract audits for high risk suppliers. Our Group Supply Chain Compliance team attends, reviews and manages the SMETA and RBA audits conducted by external auditing companies.

In 2019, we worked with our parent company, Comcast, to develop an enhanced Supplier Code of Conduct for the whole Comcast Group. This includes our standards on environmental, social and governance. We've also developed a new approach to monitoring these standards and tracking the progress that our suppliers make, working with Ecovadis. Our audits have identified recruitment fees, long working hours and fair pay as risks in factories that are part of our electronics and marketing merchandise supply chains. We update on progress in the annual Comcast Statement on Supply Chain Values and Modern Slavery.



2019 highlights

we reviewed our approach to **sourcing merchandise** to reduce environmental & labour rights risks, pre-approving manufacturers & introducing more responsible purchasing practices

we introduced **pre-contract audits** for all manufacturers of our tech products

we built a new approach with **Stronger Together** and ISG to understand and prevent labour exploitation in our construction project

Sky Group carbon emissions and carbon intensity^{1,2}

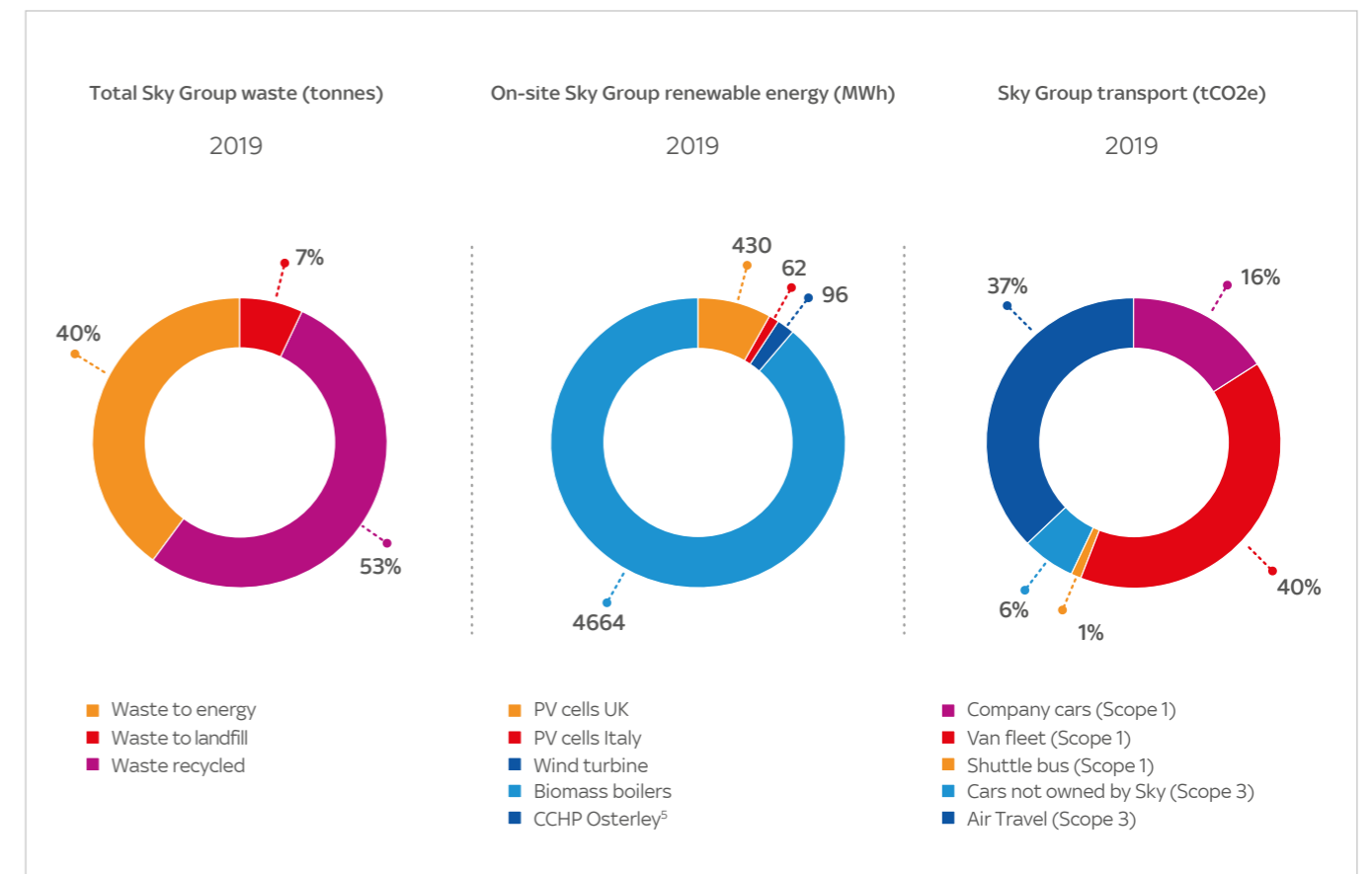
This year, we are reporting for the first time on a January-December financial year, following Sky's acquisition by Comcast in September 2018.

	Sky Group (2018)	Sky Group (2019)	UK & Ireland (2019)	Italy (2019)	Germany & Austria (2019)
Carbon Intensity					
Revenue (£m)	14,841	15,040	10,104	2,964	1,972
Carbon intensity (tCO2e/£m revenue)	6.90	6.54 ^(A)	6.54 ^(A)	8.46 ^(A)	3.63 ^(A)
Carbon Emissions (tCO2e)					
Scope 1					
Diesel	182	173	120	50	4
Fuel oil	28	11	n/a	n/a	11
Gas ³	6,480	15,336	3,584	11,753	n/a
Vehicle fuel	22,652	22,529	18,618	1,822	2,089
Refrigerants	1,429	1,144	220	900	23
Total Scope 1	30,771	39,193^(A)	22,542^(A)	14,525^(A)	2,127^(A)
Scope 2 (market-based purchased energy)					
Purchased district heating (market-based)	571	618	n/a	392	226
Purchased electricity (market-based)	41,678	28,091	9,271	15,127	3,693
Total Scope 2 (market-based purchased energy)	42,249	28,709^(A)	9,271^(A)	15,518^(A)	3,920^(A)
Scope 2 (location-based purchased energy)					
Purchased district heating gross (location-based)	571	618	n/a	392	226
Purchased electricity (location-based)	70,999	58,503	43,541	10,152	4,810
Total Scope 2 (location-based purchased energy)	71,570	59,121^(A)	43,541^(A)	10,544^(A)	5,036^(A)
Total Scope 1 and Scope 2 (market-based purchased energy)⁴	73,019	67,902	31,813	30,043	6,046
Total Scope 1 and Scope 2 (location-based purchased energy)	102,341	98,314	66,083	25,068	7,163
Joint Ventures contribution to total Scope 1 & 2 CO2e (tCO2e)	808	1,287	1,206	81	n/a
Scope 3					
Upstream explanation					
1. Purchased goods and services	539,117	503,416			
2. Capital goods	34,659	18,417			
3. Fuel and energy related activities	9,195	7,063			
4. Upstream transportation and distribution	33,241	34,144			
5. Waste generated in operations	387	240			
6. Business travel	15,474	16,406			
7. Employee commuting	30,351	31,753			
8. Upstream leased assets	2,181	2,481			
Total upstream	664,604	613,921			
Downstream explanation					
9. Downstream transportation and distribution	572	474			
10. Processing of sold products	n/a	n/a			
11. Use of sold products	1,307,391	1,252,364			
12. End of life treatment of sold products	557	586			
Total downstream	1,308,520	1,253,425			
Total upstream and downstream	1,973,124	1,867,346			

We have been reporting our carbon footprint since 2005/06, which now includes our businesses in the UK, Republic of Ireland, Spain and Portugal, Germany, Austria and Switzerland, and Italy. Once again, we've succeeded in reducing our Group carbon intensity from 6.9 tCO2e/£m revenue in 2018 to 6.54 tCO2e/£m this financial year.

Beyond carbon

We focus on reducing all of the environmental impacts that come with running a large media and tech company, from energy to waste and water. Having met our target to send zero waste to landfill from our main sites in the UK and Ireland, we're turning our attention to our global operations. And over 2018 and 2019 all our main data centres in the UK switched to purchased renewable energy, reducing our overall UK and Ireland carbon footprint from 11,962 tCO2e in 2018 to 9,271 tCO2e.



Notes to environment data

1. With Sky's acquisition by Comcast in September 2018, Sky has moved its financial year in line with Comcast's reporting. We have reinstated our full 2018 emissions in line with our new financial and reporting year (Jan-Dec). 2018 and 2019 data are independently assured by ERM CVS. For prior (July-June) financial year data, see previous reports for details on historical assurance by Deloitte LLP.
2. We measure our CO2e emissions according to the Greenhouse Gas Protocol, the global standard for reporting greenhouse gas emissions.
3. Gas consumption for Italy increased for 2019 significantly due to the full operational use of the trigeneration plant serving the offices and studio in Milan since November 2018.
4. Our total gross CO2e emissions include all Scope 1 and Scope 2 location-based greenhouse gas emissions, and our market-based emissions are those remaining after emissions factors from contractual instruments have been applied. Our energy providers retain, on our behalf, the Guarantees of Origin (GOs) and Renewable Energy Guarantee of Origin (REGOs). In addition, we offset our total gross emissions, including Scope 1, location-based Scope 2 and selected Scope 3 emissions, through the purchase of Voluntary Carbon Standard offsets.
5. Review underway following November 2016 fire incident.

Our wider contribution

We are part of the cultural fabric of the nation, creating jobs and boosting the economy. As we build on our leading position in Europe, we make important financial, economic and community contributions to the countries in which we operate. We are proud to pay our fair share of tax and support good jobs across Europe and beyond.

Our contribution to the community

Sky understands the importance of making a positive contribution to the communities in which we live and work. We use the London Benchmarking Group model to analyse our community contribution.

This year 9% of our people volunteered with Sky Cares, Sky Academy Studios and Sky Ocean Rescue, up from 4% in 2017/18.

Our total community investment this year is £23.5m, up from £21.9m in 2017/18.

	2017/18	2019
Cash	£16,808,972	£16,922,913
Time	£421,236	£1,554,063
In-kind	£1,289,943	£1,726,438
Management	£3,420,964	£3,295,010
Total	£21,941,205	£23,498,424

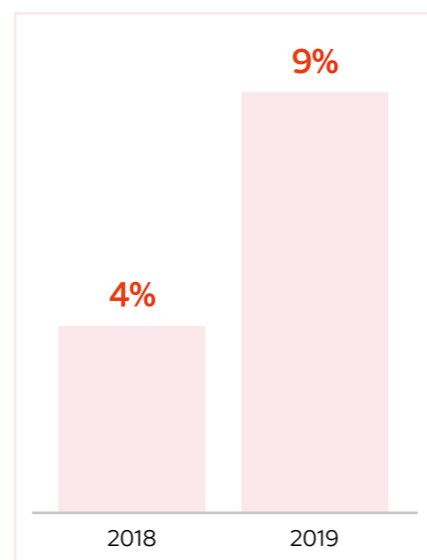
Employee Volunteering



Sky UK volunteers

in 2018
we contributed
£26bn
across Europe

we're proud to pay our
fair share of taxes,
and paid over
£1.8bn
in tax last year



Accessibility and people data

Accessibility

Our provision of subtitles and audio description of UK on-screen TV content continues to exceed our regulated quotas across all Sky channels.

Accessibility	Ofcom regulated quota - 2019	2018	2019
Subtitling	72.65%	90.12% (across 26 channels)	85.87% (across 28 channels)
Audio Description	9.46%	33.75% (across 24 channels)	33.22% (across 25 channels)

Diversity¹

We slightly improved our gender diversity and maintained our BAME diversity across the business this year. More of our employees are completing their diversity profiles, ensuring we can better understand our workforce's needs. Read more about our range of initiatives to continue improving diversity at Sky on pages 52 and 53.

Employee Diversity	2017/18		2019	
	Number	%	Number	%
Black, Asian and Minority Ethnic employees (UK&I only ²)	2,996	13	3,386	13
Disabled employees	1,639	5	1,963	6

Gender Diversity	2017/18				2019			
	Male		Female		Male		Female	
	Number	%	Number	%	Number	%	Number	%
Senior managers ³	241	73	88	27	317^(A)	70^(A)	137^(A)	30^(A)
All employees	19,128	62	11,481	38	20,245^(A)	62^(A)	12,351^(A)	38^(A)

Health and Safety¹

This year our accident rate remained at 0.1 per 100,000 hours worked, where we have kept it for the past 3 years.

UK & Ireland	2017/18	2019
Total number of reportable incidents	54	49^(A)
Incident rate per 100,000 hours worked as defined by RIDDOR	0.13	0.11^(A)

Notes to people data

1. With Sky's acquisition by Comcast in September 2018, Sky has moved its financial year in line with Comcast's reporting. We switched to the new financial and reporting year (Jan-Dec) for people data in 2019. For further prior (July-June) financial year data, see previous reports for details on historical assurance by Deloitte LLP.
2. Sky Italy and Sky Germany & Austria do not collect or hold data regarding the ethnicity of their employees.
3. Based on headcount. Defined for the purposes of this report as those included in the Leadership Bonus Group which includes members of Sky's executive group. For more information and methodology changes, please see the Basis of Reporting on: <http://www.skygroup.sky/corporate/bigger-picture>.

How we report

Assurance

In addition to our internal audit function, we engaged ERM CVS to carry out independent limited assurance under the International Standard on Assurance Engagements ISAE 3000 (Revised) on the 2019 data for selected key performance indicators defined as material through our strategy. The assured data, on which ERM CVS issued a clean unqualified conclusion, is denoted by an (A) in the tables on pages 56 to 59 of this report data. For full details of the scope of the assurance engagement, the assurance procedures and ERM CVS' conclusions, please see ERM CVS' full [Independent Assurance Statement](#). You can find out more about our reporting criteria and performance metrics in our [Basis of Reporting](#) documentation.

Sustainability governance

Sky's Group Executive Committee ensures that its strategy takes account of the interests of all the company's stakeholders, including our employees through our Sky Forum, and others. This includes our responsible business approach, and our work with our customers, employees, communities, and campaigning for environmental action. Sky's executive level Bigger Picture Committee reviews the environmental and ethical impacts of the company's activities, including approving the Bigger Picture strategy, monitoring progress and approving our Bigger Picture Impact Report. The strategy is implemented by a number of steering groups and teams in each of our territories.

About our reporting

Unless otherwise stated, the information covered in this report refers to all sites and operations for Sky Limited companies across the Group, Sky UK & Ireland, Sky Deutschland and Sky Italia. For a full list of entities included please visit our website. We consider that reporting is most effective if it is based around a framework of the issues most relevant to our business and our stakeholders. As new participants of the UN Global Compact in 2020, this report also provides our first Communication on Progress.



Working together



Our partners



Awards





You have to act on the environment, if you want to protect your company over the long-term. It's just good business. As a big brand, we can change things at scale.

So we're taking a bold position. We're using our reach and our voice to make a difference.

Our customers want us to.

So do our colleagues.

And the world is crying out for change. 

Jeremy Darroch
Group Chief Executive

sky

believe in better