At Sky, we’re at the heart of millions of lives, which gives us a platform to have a positive impact in the communities in which we operate. What we choose to do with this platform says everything about who we are. That’s why we’re guided by a clear purpose and values, which drive our broader contribution to society.

We believe in doing the right thing for our customers, our staff, our communities and our shareholders. That means being responsible in how we do business and acting on issues that matter. We also take the opportunity to reach beyond our business to inspire others to take action and support young people to be their best.

Through Sky Ocean Rescue, we’ve taken the critical issue, of the health of our oceans and identified that by inspiring action on plastics an area we can make a significant difference.

Over the years, we’ve built a strong track record and we’re excited for what more we can do in the future. This report highlights the work we’ve done in 2017/18 to deliver on our ambitions and our plans for the future.

Jeremy Darroch
Group Chief Executive

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**The challenges facing society today are broad and complex. That’s why leading businesses need to influence and enact change**.

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Our purpose and values drive our broad contribution to society

Our purpose

**Bringing better content and better innovation to all of our customers; better connecting them to more of what they love**

Our values

- **Forward-looking & restless**
  We believe in building a better tomorrow.

- **Creative & action-oriented**
  We believe in making new ideas and making them happen.

- **Customer-led & simplifying**
  We believe in making things better and simpler.

- **Collaborative & inclusive**
  We believe we are better when we all work together.

- **Fair & responsible**
  We believe in doing the right thing.

- **Creative & action-oriented**
  We believe in new ideas and making them happen.

Our contribution

- **£13.6bn**
  Contribution to European GDP

- **216,800**
  Total jobs supported across Europe

- **£4.8bn**
  Total annual tax contribution across our countries

- **£6.3bn**
  Content investment

- **30,600+**
  Employees

- **£21.9m**
  Community contribution

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What’s inside

- Our Bigger Picture Strategy: 2
- Sky Ocean Rescue Impact: 4
- Ocean health into the future: 18
- Being an inspirational business: 22
- Standards of working: 23
- Inspiring young people: 25
- Data: 26

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The oceans support the greatest biodiversity on the planet. They are the earth’s largest carbon sink and support the livelihoods of millions of people. They are under threat and we need to help them.

We believe that doing business well is the only way to do business. That means being responsible in how we go about our business, acting on issues that matter, inspiring young people to be their best and inspiring others to take action.

Our highlights

- **55%** Reduction in CO₂e intensity in the UK, exceeding 2020 target
- **80%** Increase in the number of scholarships launched this year
- **108,000+** Young people attended Sky Academy Studios since launch
- **33.5m** People aware of Sky Ocean Rescue in our core markets
- **108,000+** Young people attended Sky Academy Studios since launch
- **33.5m** People aware of Sky Ocean Rescue in our core markets
- **180,000+** Young people attended Sky Academy Studios since launch
- **33.5m** People aware of Sky Ocean Rescue in our core markets

Our ambition for Sky Ocean Rescue

- **55%** Reduction in CO₂e intensity in the UK, exceeding 2020 target
- **80%** Increase in the number of scholarships launched this year
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The context for our strategy

We look at the issues that are most material to us, and talk to our people, customers and partners to make sure our efforts are focused. We’ve aligned our strategy to the UN Sustainable Development Goals to make sure we contribute to these internationally agreed ambitions, where we have most impact.
Taking action on plastic

We want to support the change being directed at one of the biggest man-made environmental disasters that faces our planet – plastics in the ocean. We launched Sky Ocean Rescue to raise awareness about ocean health and encourage the public to remove single-use plastic from their lives.”

Jeremy Darroch
Group Chief Executive

The threats to our oceans

Humanity is only just waking up to the extent to which it is harming itself and the planetary environment through the plague-proportions of plastic it is dumping into the ocean… We have all played a part in this problem; we must all work on the solutions.”

Peter Thomson
UN Special Envoy for the Oceans

%50
Of plastic is used once for an average of 12 minutes

8m
Tonnes of plastic a year end up in the ocean

6.3bn
Tonnes of plastic on earth

20,000
Plastic bottles sold per second globally

+50%
Of sea turtles have consumed plastic

An average portion of mussels contains about 90 pieces of microplastic

Plastic is now found in the deepest reaches of the ocean

Dee Caffari – Volvo Ocean Race research team
Our **commitments**

We strive to be a responsible business and we believe we can effect real change. Sky Ocean Rescue aims to shine a spotlight on the issues that affect ocean health, to find innovative solutions to the problem of ocean plastics, and inspire people to make small everyday changes that, together, make a huge difference. Here’s what we’ve committed to do and some of the highlights of what we’ve already achieved:

### Goals

**Transforming our own business**
- Become single-use plastic free in our products and operations by 2020
- Work with our business partners and supply chain to do the same
- Lead the way for other businesses by working together and sharing what we learn

### Achievements

<table>
<thead>
<tr>
<th>All new products have single-use plastic free packaging</th>
<th>175</th>
<th>Tonnes of single-use plastic saved in 2018, that’s 19 rubbish trucks full</th>
</tr>
</thead>
</table>

### Making our oceans resilient with WWF

We’ve partnered with WWF to protect over 400,000km² of our oceans for the long term. Together, we’re working with people who live, work, and play on our coastlines to inspire ocean friendly choices. We’re finding innovative solutions to the threats facing our oceans and sharing what we learn with government and businesses.

<table>
<thead>
<tr>
<th>400,000km²</th>
<th>of ocean around our territories are under protection</th>
</tr>
</thead>
</table>

### Using our voice to inspire action

- Inspire our customers through our programming to raise awareness
- Call for government to adopt policy changes
- Encourage millions to join us with key partnerships, such as the Premier League to inspire football clubs and fans nationwide

<table>
<thead>
<tr>
<th>1m</th>
<th>Engaged with our #PassOnPlastic campaign on Twitter</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.5m</td>
<td>Aware of Sky Ocean Rescue across our core markets</td>
</tr>
<tr>
<td>220+</td>
<td>MPs and MEPs signed up to #PassOnPlastic and change their behaviour</td>
</tr>
</tbody>
</table>

### Innovating to help turn off the tap of plastics

- Launched Sky Ocean Ventures with anchor funding to invest in innovative solutions to plastic use
- Three Sky Ocean Rescue Scholars announced with National Geographic

| £25m | Sky Ocean Ventures launched with anchor funding by Sky plc |
| First investments announced in summer 2018 | **Partner** |
| | Partnerships with National Geographic Innovation Challenge and Imperial College launched. |

<table>
<thead>
<tr>
<th><strong>Partner</strong></th>
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</tr>
</thead>
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Our progress

Tour of Plastics whose weight is equal to the amount of plastic entering our oceans every second
June 2017

Launch of Sky Ocean Rescue campaign with Sky News Documentary A Plastic Tide
January 2017

Announcement of five year WWF partnership
October 2017

Volvo Ocean Race starts.
Sky co-sponsor Turn the Tide on Plastic
October 2017

#PassOnPlastic campaign signed by 130 MPs
January 2018

Premier League commits to going single-use plastic free
April 2018

Sky Mobile SIM Card goes single-use plastic free
April 2018

Business challenge for the mobile industry on single-use plastics
June 2018

Disposable coffee cups removed from our sites, saving 7 million coffee cups per year
May 2018

Our logistics will be 75% single-use plastic free
December 2018

Our Operations front of house will be 100% single-use plastic free
June 2018

75%

Our branded products will be single-use plastic free
July 2018

We commit to being single-use plastic free by 2020

Sky and The Oval join forces on plastic at 100th test match
August 2017

Our Oceans Conference
Announcement of our single-use plastic vision
October 2017

£25m Launch of the Sky Ocean Rescue £25m Ventures Fund
March 2018

Premier League commits to going single-use plastic free
April 2018

Appointment of three Sky Ocean Rescue scholars in partnership with National Geographic
April 2018

World Oceans Day
Sky host Volvo Ocean Race Summit in Cardiff reaching 179,500 people
June 2018

Our summit with the Premier League inspires reductions in plastic use
July 2018

Our operations front of house will be 100% single-use plastic free

75%

Our logistics will be 75% single-use plastic free

All Sky staff issued with reusable water bottles and single-use plastic water bottles removed from our sites
February 2017

£25m Sky Ocean Rescue £25m Ventures Fund
March 2018

Our branded products will be single-use plastic free

Our operations front of house will be 100% single-use plastic free

75%

Our logistics will be 75% single-use plastic free

We commit to being single-use plastic free by 2020

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Our branded products will be single-use plastic free

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75%

Our logistics will be 75% single-use plastic free

We commit to being single-use plastic free by 2020

8 Sky Bigger Picture Impact Report 2018
Impact objectives
We’re reporting against the UN Sustainable Development Goals 12 – Responsible Consumption and Production, and 14 – Life Below Water. We’ll invest in commercially sustainable business models that can deliver impactful solutions. We’ll track and report specific data from our portfolio companies and as we help these companies grow, we’ll report on the complete portfolio results of how our companies have reduced single-use plastic usage and leakage, improved the recycling rates and end-of-life value of plastics.

Technology focus areas
We’re looking for early stage companies creating:

• Scalable innovations along the entire plastics value chain, from material to end of life
• Technology-enhanced business models that foster responsible consumption and drive the circular economy model
• Efficiency improvements in the recycling, clean-up and treatment of waste plastics.

What we’re doing
Our first investments
This summer, we announced our first two investments creating innovative companies making products to stop the flow of plastics into our oceans:

Sky Ocean Ventures invested in Skipping Rocks Labs, a company pioneering the use of natural materials such as alginate, an extract from brown seaweed, to create materials and packaging with low-environmental impact. The company’s first product, the “Ooho”, is a 100% naturally biodegradable membrane that can be used for a range of “on-the-go” liquids, including water, condiments, and juices. Skipping Rocks Labs is building multiple packaging solutions to address the impact of plastics. Skipping Rocks Labs have previously been an “Innovator-in-Residence” on the Sky Campus, trialling their products to our people.

We also invested in Choose Water, founded by inventor and entrepreneur, James Longcroft. James has developed a working prototype water bottle made from 100% bio-degradable and bio-compostable natural materials. Sky Ocean Ventures is proud to support James’ bold vision to create a replacement to the single-use plastic water bottle (of which 1.2 million are bought every minute around the world). James’ product can break down naturally and quickly in the ocean, addressing the current problem with microplastics in our oceans.

Our partnerships
National Geographic Innovation Prize
We partnered with National Geographic on a new set of investments for projects that develop solutions to stop plastic reaching waterways. We’ll issue entrepreneurs with a series of Innovation Challenges to address inefficiencies in product design and consumer use to identify and award pioneering technologies. National Geographic have committed $10m to bring scientific expertise and media reach to support Sky Ocean Ventures.

Grantham Institute for Climate Change and the Environment at Imperial College London
Partnering to find more investable ideas that can solve our plastic challenges and foster a circular economy model. This collaboration will support the joining of forces between businesses and scientific innovators, lead by the academic expertise of Imperial College London.

Choose Water

“We are very excited to have Sky Ocean Ventures’ support for our new biodegradable bottle, which we hope will have a huge positive impact on the oceans. With their help and guidance, we can bring our biodegradable bottles to shelves even sooner.”

Jeremy Darroch
Group Chief Executive
How we’re removing single-use plastic from our operations

At the 2017 Our Ocean Conference, hosted by the European Union, we announced our commitment to transform our business by eliminating all single-use plastics from our operations, products and supply chain by 2020.

This is a journey that involves tough decisions and complex challenges. It’s taking hard work by our people and partners, but it’s also exciting. The commitment has galvanised our people who want to see the significant change that’s possible by eliminating plastic.

We started by removing disposable plastic water bottles and providing everyone with a refillable bottle. We saved approximately 500,000 plastic bottles in a year. Our approach is to reduce or remove wherever we can, by auditing all our single-use plastic and taking away things like plastic straws, disposable cutlery and milk bottles. We then reuse anything that can’t be removed, and when we can’t reuse, we will recycle.

Having removed big everyday items, we’re now focused on finding even more innovative solutions. The approach we take when looking at alternatives is to make sure we have an overall positive impact on the environment.

We still face some challenges. One is in our cleaning services where we’re looking into developing technology for viable alternatives to bin bags and shrink wrap.

Our production process

Over the year, we’ve made good progress removing single-use plastic from the creation of our TV shows. We provided reusable bottles on sets such as A League of Their Own and for outside sports broadcasts like darts, cricket and football we no longer use single-use plastic bottles. We also made changes to remove plastic cutlery and polystyrene from our outside broadcasts, and on productions, introduced warm flannels to remove make-up, replacing the use of thousands of wet wipes. We engage our suppliers in the journey and include our single-use plastic policy when renewing contracts. On an industry level, we work with the BAFTA Albert Consortium to share learnings on how to make quick changes to reduce single-use plastics and identify the industry-wide challenges that there aren’t any current solutions for. We also support Albert to integrate measurement of single-use plastic into their calculator tool.

Working with our catering partners

Having launched our single-use plastic free Sky Ocean Rescue café at our Osterley campus, we set about sharing the lessons across the business in order to significantly reduce single-use plastic across all our catering outlets. Working with our partner, Gather & Gather, we aim to remove all front-of-house single-use plastic by the end of the year. We’re working on innovative solutions like a circular economy approach to our food packaging so it can be continually recycled back to the same product.

“Change is very visible in the company – it’s hard not to see. Everyone is drinking from reusable bottles and coffee cups. Information is throughout the offices. Interesting how quickly habits form.”

Sky employee

How we’re transforming our catering operations

Sky Ocean Rescue launch
January 2017
We removed over 500,000 plastic water bottles per year, that’s 8 tonnes.

May 2017
We removed 72,500 plastic straws.

April 2018
We removed 2 million sachets.

May 2018
We removed 24 tonnes of plastic milk bottles replaced by chilled milk stations.

June 2018
We removed 7 million coffee cups and 3 million lids – pay back is realised within 3 months.

June 2018
20 tonnes of cutlery removed.

December 2018
All single-use plastic will be removed from Sky’s front of house operations.

End of 2018

End of 2020

122.5 tonnes of plastic will be saved

Our operations will be single-use plastic free
How we’re removing single-use plastic from our products

We’re working to remove all single-use plastic from our products by the end of 2018, by innovating and reimagining the way we package our products. We have thought about the way they are made, how they are delivered and treated in our repair centres. We launched our first single-use plastic free product, the Sky Soundbox in October 2017. This was followed by other Sky and Now TV products. The all new Sky Q set-top boxes are now packaged without single-use plastic too.

Sky Soundbox
This presented an exciting challenge to our design team, to find a new way of protecting the Soundbox and deliver an amazing unboxing experience. A layered cardboard structure supports a cardboard pulp overlay to encase the product. The internal structure fits into a sleeve that carries the Sky Soundbox brand.

Working with Unipart, logistics partner
"I’m incredibly proud of the hard work, creative thinking, and passion that our people have put into significantly reducing the usage of single-use plastic.

It’s a big undertaking, but we won’t rest until we have found ways to eliminate all single-use plastic from the supply chain.

As a key partner of Sky, we are proud to support the incredible work they have been doing with Sky Ocean Rescue to highlight the issue and inspire action.

In line with Unipart’s commitment to responsible business, we wanted to take the lead in our industry, and ensure we are doing absolutely everything we can to eliminate plastic from our customers’ supply chains."

Claire Walters
Chief Commercial Officer, Unipart Logistics

Sky Mobile SIM
We've significantly reduced the use of plastic in our Sky Mobile SIM card by supplying it without the traditional credit card surround. The SIM card is glued to card, folded and closed with a paper seal. We reuse all plastic surplus from the manufacturing process to make more cards, so the process is free of plastic waste.

An external review of our business transformation
by University of Cambridge Institute for Sustainability Leadership

An outside perspective
We want to make sure we’re meeting our commitment to remove single-use plastic in the best possible way, and if not, learn how to do it better.

We commissioned experts from the Cambridge Institute for Sustainability Leadership to conduct an in-depth review of what we’ve done and how we’ve done it.

The University of Cambridge will publish this research later in 2018.

Our story of change

"Leadership is from the top down – it’s front and centre of the business strategy. It’s promoted by the executive. It filters all the way through from Jeremy down."

At Sky, we don’t want it to be a flash in the pan – want to make sure it’s sustainable and keep a legacy going."

Clare Walters
Chief Commercial Officer, Unipart Logistics

Leadership
1. Set an ambitious target to be single-use plastic free as a business by 2020
2. Sky culture existing values and ethos to do the right thing
3. Leadership from the top clearly defined the ambition
4. Leadership at all levels responsibility taken to embed in own area of the business
5. Governance & accountability Sky Ocean Rescue Steering Group
6. Systematic approach established a baseline and tracked progress
7. Budget and resources delivered within existing budgets and resources
8. Internal engagement created a significant shift in behaviour
9. External engagement worked in partnership with suppliers to innovate
10. Systematic change influenced beyond the business

Leadership from the top defined the ambition – to eliminate all single-use plastic from all products by the end of 2018.
Using our voice to inspire action

Since the launch of Sky Ocean Rescue with the groundbreaking documentary ‘A Plastic Tide’, Sky News have created a further five documentaries and covered ocean health on a daily basis. The coverage has won awards including a Golden Nymph at the Monte Carlo Film Festival.

“So many other media outlets are now talking about it. When we launched last January nobody was talking plastic, and now everyone’s talking about it and that is so exciting and makes us feel really proud.” Helen-Ann Smith, SOR Documentary Producer.

Customer engagement

In January, we celebrated one year of Sky Ocean Rescue by encouraging everyone to join us and #PassOnPlastic and make simple everyday changes to cut down on single-use plastic. Since then over 33.5million people have shown their support and over 220 MPs and MEPs got involved.

Partnerships

In March 2018 we announced that we are joining forces with the Premier League into the fight against single-use plastic. By working together we’re aiming to encourage and provide advice to help football clubs go single-use plastic free. And we hope to inspire many fans to #PassOnPlastic and develop new resources for schools through the Premier League Primary Stars programme. We held a summit where Sky, the Premier League, Clubs and NGOs shared their stories and ideas of how to make changes. 74% of attendees said they were inspired to swap merchandise packaging for single-use plastic free alternative and 86% of Clubs want to engage fans with the single-use plastic problem.

Sailing has a vested interest in ensuring the health of our oceans. That’s why we teamed up with ‘Turn the Tide on Plastic’, skippered by Dee Caffari, competing in the Volvo Ocean Race. The team worked to promote the UN Clean Seas campaign and the message reached millions of people during stopovers.

The team also collected seawater samples that were tested for microplastics as well as levels of salinity, dissolved CO2 and algae. The findings were uploaded ‘open source’ to benefit scientific understanding of the plastic threat.

In Italy, we’ve partnered with the VR 46 Moto GP team to raise awareness with fans and improve recycling practices at the Misano Grand Prix.

Inspiring through content

Sky Kids Dive In and Do It

A brand new Sky Kid’s series, for 6-10 year olds is part of our commitment to inspire young people to make simple everyday changes to stop our ocean from drowning in plastic. The series dives into the issues of single-use plastic and other issues facing our ocean.

Inspired by Sky Ocean Rescue Yuvraj Rathore, aged 7, wrote to Jeremy in November 2017 explaining how he had been watching the Sky Ocean Rescue programmes and news and learning about how plastic bags and bottles are getting in to the sea and killing the whales.

Yuvraj wanted to help, so we took Plasticus to his school and now Yuvraj and his friends have been making changes in their school and talking to others. Yuvraj wrote a beautiful poem which you can read on the back page of this report.

What we’ve achieved so far:

Volvo Ocean Race team ‘Turn the Tide on Plastic’ won The Beyond Sport Award for The Best Corporate Campaign in the Sport for Good category

33.5m

aware of Sky Ocean Rescue*

4m

inspired or changed behaviour

3m

engaged with Plasticus across 25 locations

1,583

Sky staff volunteered on beach cleans

6 tonnes

of single-use plastic avoided at the Kia Oval

*Incite research 2018, from a survey of 24,268 nationally representative interviews across the UK, Germany and Italy.
Protecting our oceans with WWF

Sky Ocean Rescue aims to create a legacy for ocean health. This isn’t something we can do alone. That’s why we partnered with WWF to protect our oceans, so they’re resilient to challenges like plastic pollution.

We’re working together to support Marine Protected Areas (MPAs), special areas of the ocean where human activity is managed, similar to national parks on land. They’re an essential conservation tool to improve the health of the ocean and allow marine environments to recover from degradation, including impacts from shipping, mining, overfishing, climate change and plastic pollution.

- **Over five years** we’re donating £10 million to WWF.
- By the end of this commitment, in 2023, WWF will have put in place stronger protection for over 400,000 km² of ocean from unsustainable and damaging practices so marine life can thrive once again.
- We’ll create a model and strong case for good MPA management and leave a legacy of inspired people, businesses and governments who want to be part of this crucial work.

Protecting and making our oceans more resilient helps not only marine animals, but also those who live and work on the coasts. People like Ben Bengey, who at 21 years old has just bought a new fishing boat.

Ben loves fishing, but his boat will pay for itself through eco-tourism - cruising through Lundy’s spectacular bird and marine life, and taking divers to the marine nature reserve.

Fishing is tough, Ben told us. For him and others like him, the dual income is essential. Ben is a first-generation fisherman. He chose this line of work because he loves to be out on the water.

The protections being put in place around beautiful Lundy (Norse for “Puffin”) Island should ensure the livelihoods of people like Ben are sustained, and the environment continues to be enjoyed by all.

Introducing Dr Martina Capriotti

Martina Capriotti grew up next to the Adriatic Sea in Italy and developed a strong passion for protecting the beauty and health of the ocean through scuba diving. It was while scuba diving that she realised the extent of pollution in the ocean, and particularly how fish grazed around it. Martina’s studies have focused on marine environments and toxicology to date, leading to a PhD from the University of Camerino (Italy).

As an Ocean Rescue Scholar, Martina is developing an innovative approach for testing the chemical impact of microplastics on marine life in the seas around her native Italy. She hopes that the outcomes of this project will benefit the scientific community in helping to understand the impact of plastic in the ocean.

"It’s a privilege for me to have been chosen to be part of this big family that bases its principles on the discovery and protection of the environment and its living beings.

My ambition for the next year is to research, day after day, without thinking about a project that will finish, but thinking about a project that is in constant development, contributing to the progress of science."

Dr Martina Capriotti
Sky Ocean Rescue Scholar

Lundy Island MPA

Marine protected areas funded by Sky Ocean Rescue

- Devon and Outer Hebrides marine protected areas
- Harbour purpose special areas of conservation
- German North Sea marine protected area & Wadden Sea marine protected areas
- The Pelagos Sanctuary and proposed extension

Sky Ocean Rescue scholars

We aim to inspire young people to be their best, that’s why we’ve partnered with National Geographic to support three Sky Ocean Rescue Scholars to drive research that will raise awareness of the issues surrounding ocean health and advance our knowledge of the ocean. Sky Ocean Rescue and National Geographic are offering the young innovators, who are passionate about our oceans, support and mentoring for their marine-based research projects.

At National Geographic’s Festival of Science in Rome in April 2018, we announced the three Sky Ocean Rescue Scholars for 2018, who are:

- **Imogen Napper** - The Future of Clothes Washing
  Plymouth, UK
- **Annette Fayet** - Why are puffins going extinct?
  Oxford, UK
- **Martina Capriotti**
  San Benedetto del Tronto, Italy

We’re working together to support Marine Protected Areas (MPAs), special areas of the ocean where human activity is managed, similar to national parks on land. They’re an essential conservation tool to improve the health of the ocean and allow marine environments to recover from degradation, including impacts from shipping, mining, overfishing, climate change and plastic pollution.

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Dr Martina Capriotti
Sky Ocean Rescue Scholar
At Sky we know there’s momentum happening in the world of ocean health and plastics, but we wanted to understand how far it has come. That’s why we asked Forum for the Future to carry out an independent review of how people, businesses and governments are changing their approach to the use of single-use plastics. Forum for the Future reviewed the ‘plastic system’ through a framework called the Multi-level Perspective, which helps to explain long-term shifts. They mapped some of the things that have already taken place, and are happening now in the world of ocean plastics.

**Ocean plastic: a story of system change by Forum for the Future**

<table>
<thead>
<tr>
<th>Phase of change</th>
<th>Start up</th>
<th>Acceleration</th>
<th>Stabilisation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Landscape:</strong></td>
<td>Create a robust case for change by generating science-based information</td>
<td>Shift culture and behaviours to enable a new mainstream</td>
<td>Develop policies (2) that reinforce systemic transformation</td>
</tr>
<tr>
<td><strong>Regime:</strong></td>
<td>Make the information widely accessible</td>
<td>Create collaborations to align mindsets and goals, enable shared learning and spark new innovations</td>
<td>Develop rules, measures and standards for the new mainstream</td>
</tr>
<tr>
<td><strong>Niche:</strong></td>
<td>Create new disruptive innovations</td>
<td>Create routes for new innovations to scale and mainstream</td>
<td></td>
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</table>

**How we accelerate**

Here are the key lessons from Forum for the Future’s review:

- **Diagnose the system:** Start to map out how the plastic system works and how it is changing to help inform your strategy. For Sky, we started by raising the public’s awareness of the issue of plastic pollution and working out how it was being used within our business and supply chain.
- **Understand your leverage points:** What can you change to help influence the system. For Sky, our opportunity was through using our voice through our news and TV programming to help influence the system. For Sky, we moved fast, making immediate changes even when they were disruptive and we didn’t have all the solutions yet.
- **Experiment and learn:** Create experiments with an active learning component to balance the short-term need to act with the importance of implementing long-term changes to the system that stand the test of time. At Sky, we challenged ourselves to come up with innovative new solutions which often resulted in a better finished product for the long term.
- **Collaborate with others:** This is vital to align and complement existing activity and to amplify change. Sky held events across Europe to bring together industries to discuss the challenges, solutions and share learnings as we know we can only change the plastic system through everyone working together.
- **Tackle the elephant:** How can what you do drive mindset and behaviour shifts which fundamentally transform the plastic system. At Sky we’ve faced the challenges head on, engaging our people, our customers and suppliers to get everyone talking about the challenge and solutions.
- **Stick it out:** Change is hard and slow, particularly transformational change that profoundly shifts the way the mainstream operates. We are on the brink of a system change and so it’s more important than ever we keep accelerating so people don’t become fatigued and support for the issue starts to wane.
- **Start now!** There will never be a ‘perfect’ moment for action in a system which is constantly and rapidly changing, as plastics is today. For this reason it is important to start now, and to learn from and evolve interventions for change as you go. At Sky, we encourage everyone to start now on this journey with us as together we can create lasting change.

**Ocean plastic: a story of system change by Forum for the Future**

Through research and interviews Forum for the Future have identified nine strategies that we believe have the potential to support systemic change in the plastic system today – as well as in tackling sustainability challenges more broadly.

We have concluded that this is the start-up phase of change in the plastics system, but with the opportunity to move into the acceleration phase if we play things right.

Forum for the Future are preparing to launch their research following this report and together, we are hoping to inspire others with the aim of moving into the acceleration phase to create a significant and long lasting change.

• **Be bold in ambition (and flexible):** It is critical to set ambition based on the change we need to see. At Sky, we set the ambition of becoming single-use plastic free by 2020 well before we had a plan on how we would achieve this.
• **Plan for disruption:** Businesses with incremental targets for recycling and recyclability, or ones which are not moving fast enough, are likely to be disrupted. At Sky, we moved fast, making immediate changes even when they were disruptive and we didn’t have all the solutions yet.
• **Experiment and learn:** Create experiments with an active learning component to balance the short-term need to act with the importance of implementing long-term changes to the system that stand the test of time. At Sky, we challenged ourselves to come up with innovative new solutions which often resulted in a better finished product for the long term.

**Bigger Picture Impact Report 2018**
Being an inspirational business

At Sky, we're committed to doing the right thing and beyond this, inspiring others to do the same.

Environment

We aim to be the most environmentally friendly media company in the world.

Our strategy ensures that we consider the environment in everything we do – from the energy consumption of our buildings through to the components we use in our products. This strategy has served us well. We’ve achieved a 55% reduction in carbon intensity against our 2008/09 baseline, two years ahead of target. We are now setting our path towards net zero carbon by 2050 across the Sky Group.

We’ve been focused on the energy efficiency of our buildings and increasing investment in renewable energy. In our Sky Central building, we’ve realised further efficiencies better aligning our generators to office capacity.

We remain committed to using 100% renewable energy in our operations and we continue to offset any unavoidable emissions to maintain our carbon neutral status. Going forward, we will capitalise on our investments in photovoltaic cells to harness solar energy for our buildings, on-site wind turbines and a combined cooling heat and power unit (CCHP) for our investments in environmental efficiencies, aiming towards net zero carbon by 2050.

We also encourage climate action with our suppliers, through the Carbon Disclosure Project’s (CDP) Supply Chain Work. Currently, 78% of our top 50 suppliers have integrated climate change initiatives into their strategies.

We continue to develop better, more sustainable products and we’re working to eliminate single-use plastic in our products. This year, we removed all plastic packaging from Sky Q, the NOW TV Smart Stick and Sky Mobile SIM card packaging, and launched Sky Soundbox, our first new product with plastic-free packaging. By the end of 2018, all of our Sky branded products will be single-use plastic free.

Read more in our Sky Ocean Rescue Impact Report.

In Germany, by focusing on sustainability and carefully considering product recycling in the design of Sky+Pro, we’ve been able to refurbish and return over 90% of all set-top boxes to market over the past 12 months. In addition, following a review of our investments in environmental efficiencies, Sky Deutschland has been awarded the Okoprofit environmental certification, further cementing our position as an environmental leader.

55% reduction in carbon intensity

two years ahead of target

100% renewable energy commitment

in our operations

Setting the highest standards of working

Strong partnerships are a key way for us to support the transition to a low carbon economy. This year we have joined the Cities C40 group, working with the Greater London Authority, the B team and others to push ambitious targets to make London the world’s greenest global city.

We also encourage climate action with our suppliers, through the Carbon Disclosure Project’s (CDP) Supply Chain Work. Currently, 78% of our top 50 suppliers have integrated climate change initiatives into their strategies.

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55% reduction in carbon intensity

two years ahead of target

100% renewable energy commitment

in our operations

Responsible sourcing

Our ethical, social and environmental standards are integral to our culture and key to the way we collaborate with our suppliers. We make sure our responsible sourcing principles are met through risk assessment, training and collaboration with suppliers.

In total, suppliers that account for over 90% of our spend on goods and services responded to environmental, social and ethical questions. Our high risk product suppliers are subject to a four-year rolling audit programme by a third party supplier. Ten further audits are carried out by the Responsible Business Alliance each year.

We are aware that some manufacturers may conceal issues during our audits. To take steps to mitigate this, we developed training for other types of factory visitors, including engineers, buyers and quality managers, to increase capacity to recognise indicators of potential forced or child labour.

Human rights

In line with our values, we respect the rights of everyone we impact. Our approach is based on the International Bill of Human Rights, the International Labour Organisation Conventions and the UN Guiding Principles on Business and Human Rights. Our focus has evolved as our understanding of where the risks lie has increased. Our significant focus is now on products and merchandise along with TV, sports and news production.

Our Human Rights Steering Group involves representatives from across the business whose role it is to address salient issues and to identify opportunities for leadership. Our commitments are on our website, our Ways of Working document and our Responsible Sourcing Policy for suppliers. We also provide training to relevant teams on modern slavery.

We work with others in our industry through our memberships with the Responsible Business Alliance and TechUK. We’re a founding member of BAFTA’s TV Industry and Human Rights Working Group, sharing insight and building industry knowledge.

Our CEO Jeremy Darroch this year joined the Home Office’s Business Against Slavery Forum, discussing leadership in tackling modern slavery.

Read more about our work on human rights in our Modern Slavery Statement.

Accessibility

We aim to connect all our customers to more of what they love and work to make our TV content, products and customer service accessible to all, regardless of impairments.

Over 80% of our Sky linear and On Demand entertainment is now available with subtitles, and we continue to work with third party broadcasters to provide access services On Demand. We audio describe just under 30% of our linear TV content going beyond the Ofcom requirement of 10% and are working to improve the accessibility of our On Demand content.

We are proud of the work of our audio describers do at Sky’s head office in West London. We match their voice and expertise to each programme and make sure they stay consistent throughout each series.

TV

We’re continually improving our audio description, sign language and subtitles across our channels. This year, we completed the work to enable subtitles on demand for our entertainment across all NOW TV, including our iOS and Android Apps.

Products

Sky Q is a highly accessible product and its roll out in Germany and Italy has improved accessibility settings there. Voice control and search make finding and playing entertainment very easy, and we’re working and we are working on improving access for our visually impaired customers.

Customers

We have a dedicated customer service team for customers with accessibility needs. Our team of 220 agents are specially trained to give additional support and make adjustments to help all customers make the most of our service. We work closely with our customers, the RNIB and other partners to keep improving our offering to them.

55% reduction in carbon intensity

two years ahead of target

100% renewable energy commitment

in our operations

Modern Slavery Statement
Setting the highest standards of working continued

Protecting the family
We want Sky to be the safest place for families to enjoy entertainment online, on screen and on mobile.

Sky Broadband Shield is switched on by default and helps families filter website content across all internet-connected devices in the home. We are a founding member of Internet Matters, and continue to strongly support it. We are particularly proud that 2.5 million people visited Internetmatters.org last year.

We have played a prominent role in public discussions about how to make the UK the safest place to be online. This year we commissioned an independent report “Keeping Consumers Safe Online: Legislating for platform accountability for online content”.

On screen, we provide a range of family-friendly settings and products to help kids and their families access our shows safely, such as the Sky Kids app, which gives children their own profiles with content tailored to their age, as well as setting viewing time limits.

Data governance
We’re responsible for safeguarding personal and commercial data. It’s key that we get this right for our customers, our people and our partners.

We worked to make sure our data governance communication engages employees through our three R’s approach – Responsibility, Respect and Reputation, with champions across the business. This year we successfully launched our General Data Protection Regulation Readiness programme.

On screen standards
Between July 2017 and June 2018, Ofcom investigated 74 complaints across our Entertainment, Sports and News channels. This compared to 55 complaints in 2016/17 and 74 complaints in 2015/16. There have been four upheld adjudications this year based on the television regulator investigations.

Our high standard of customer service has been recognised by Ofcom, and we have received the lowest level of complaints in the watchdog’s quarterly report for nine consecutive quarters.

Inclusion
It’s our people that make us Europe’s leading entertainment company, so we’re working hard to build a diverse and inclusive organisation where everyone can be themselves and deliver their best work.

We want every voice to be heard and every person to feel confident sharing their own perspective to help us fulfil our purpose. We’re building an inclusive culture for everyone.

We’re aiming for a gender-balanced leadership team and to increase the number of women working in our technology and engineering teams. In April, we published our Gender Pay Gap Report, summarising the work we’re doing to increase the representation of women in our workforce and close our gender pay gap.

We’re aiming to increase Black, Asian and Minority Ethnic (BAME) representation both on-screen and behind the scenes. This year we launched our Digify programme, in partnership with Livity, providing training and work placements to talented digital creatives from BAME backgrounds.

This year we’ve seen two new employee networks launch: multiculture@sky and body&mind@sky. They join our existing LGBT+@sky, parents@sky, launch: multiculture@sky and body&mind@sky.

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Find out more at corporate.sky.com/inclusion

Inspiring young people to be their best

We take high potential young people and support them to thrive.

This year we added Sky Women in Tech and Ocean Rescue to our scholars programme across our European markets. These provide a unique combination of financial support, personal development, learning, mentoring and practical experience of the world beyond their area of expertise.

We’re also opening young minds to the amazing world of media and entertainment through Sky Academy Studios and our support for the MAMA Youth project.

Sky Academy Studios
Through Sky Academy Studios, we’re bringing young people behind the scenes of TV to make news reports using state of the art technology. This year we have introduced fictional storytelling and future innovation ideas into our creativity workshops.

“Working with Sky and previous Sky Sports Scholar Sam Oldham has really helped build my confidence. I look forward to helping inspire other young people.”

Joe Fraser
Sky Sports Scholar, Gymnast

Spotlight on Sky Sports Scholars
We’re committed to supporting sports at all levels and with Sky Sports Scholarships, we’re now supporting 12 of Europe’s most promising young athletes to be the best they can be.

The Scholarship programme has opened its doors to athletes from a wider range of sports this year and for the first time, includes Scholars specialising in tennis, modern pentathlon and climbing.

“Working with Sky and previous Sky Sports Scholar Sam Oldham has really helped build my confidence. I look forward to helping inspire other young people.”

Joe Fraser
Sky Sports Scholar, Gymnast

108k
Young people have now visited Sky Academy Studios since opening our doors 2012

20%
Of Sky Sports Scholars have won medals on the world stage

98%
MAMA Youth graduates have gone on to work in the media
Group environmental data

Group carbon emissions and carbon intensity\(^2\)

We have been reporting our carbon footprint for the Group since 2005/06 including our businesses in the UK, Ireland, Germany, Austria, Italy, Switzerland and Spain. Our Group carbon intensity has decreased from 8.73 tCO₂e/£m revenue to 8.40 tCO₂e/£m this financial year. We continue to focus on energy consumption and invest in renewable energy on our sites, including photovoltaic cells (solar PV), wind and geothermal. This year we’re setting new Group targets relating to our carbon footprint which support the transition to net carbon zero by 2050. From a 2015/16 baseline, when we first reported as a group.

<table>
<thead>
<tr>
<th>Carbon intensity</th>
<th>Sky Group 2015/16</th>
<th>Sky Group 2017/18</th>
<th>Sky Group 2018/19</th>
<th>UK and Ireland</th>
<th>Italy 2017/18</th>
<th>Germany and Austria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (£m)</td>
<td>11,965</td>
<td>12,916</td>
<td>13,585</td>
<td>8,931</td>
<td>2,631</td>
<td>2,023</td>
</tr>
<tr>
<td>Carbon intensity (tCO₂e/£m revenue)</td>
<td>10.35</td>
<td>8.73</td>
<td>8.40</td>
<td>9.33</td>
<td>9.04</td>
<td>3.43</td>
</tr>
</tbody>
</table>

**Carbon Emissions (tCO₂e)\(^3\)**

**Scope 1**

- Diesel: 245 to 193, 174 to 126, 44 to 4
- Fuel oil: 32 to 33, 40 to 40
- Gas: 4,047 to 4,919, 5,012 to 4,674, 338 to 0
- Vehicle fuel: 23,694 to 22,819, 23,430 to 19,290, 1,806 to 2,334
- Refrigerants: 1,386 to 1,439, 1,305 to 180, 981 to 144

**Scope 2**

- Location-based purchased electricity: 94,075 to 82,747, 84,410 to 59,083, 20,142 to 4,185
- Market-based purchased electricity: 94,529 to 83,353, 84,233 to 56,083, 20,621 to 4,419
- Purchased district heating: 454 to 592, 713 to 0, 479 to 234
- Purchased electricity: 94,075 to 82,747, 84,410 to 59,083, 20,142 to 4,185

**Scope 3**

- Joint Ventures contribution: 71,034 to 71,388, 73,062 to 37,917, 30,882 to 4,664

**Scope 4**

- Off-site renewables: 475,929 to 587,916, 587,916 to 587,916
- Capital goods: 86,278 to 18,602
- Employee commuting: 42,233 to 33,521
- Transportation and distribution: 34,827 to 28,546
- Business travel: 12,645 to 8,653
- Leased assets: 3,598 to 2,182
- Fuel and energy-related activities: 22,884 to 19,055
- Waste generated in operations: 333 to 533

**Total Upstream**

69,131 to 69,625

**Downstream explanation**

- Use of sold products: 1,298,284 to 1,335,091
- Transportation and distribution: 1,281,284 to 1,335,091
- End-of-life treatment of sold products: 1,885 to 1,813

**Total Downstream**

1,300,080 to 1,337,881

**Total Upstream and Downstream**

1,975,410 to 1,960,034

Our total upstream and downstream indirect emissions (Scope 3) decreased this year as a result of energy efficiencies in our products and reduction in business travel.

**Notes to environment data:**

1. 2017/18 data independently assured by Deloitte LLP. See previous reports for details on historical assurance.
2. We measure our CO₂e emissions according to the Greenhouse Gas Protocol, the global standard for reporting greenhouse gas emissions.
3. Net energy consumed from all owned and controlled renewable energy (REGOs). In addition, we offset our total gross emissions, including Scope 1, location-based Scope 2 and selected Scope 3 emissions, through the UNFCC’s Clean Development Mechanism.
4. On-site renewables include photovoltaic cells (solar PV), wind and geothermal. This year we’re setting new Group targets relating to our carbon footprint which support the transition to net carbon zero by 2050. From a 2015/16 baseline, when we first reported as a group.

Group renewable energy

On-site renewable energy (kW)

- CHP Ostley: 50,251,788
- PV cells: 376,998
- Wind turbines: 125,407
- Biomass boilers: 4,523,373

Total 5,025,178

Notes to environment data:

1. 2017/18 data independently assured by Deloitte LLP. See previous reports for details on historical assurance.
2. We measure our CO₂e emissions according to the Greenhouse Gas Protocol, the global standard for reporting greenhouse gas emissions.
3. Net energy consumed from all owned and controlled renewable energy (REGOs). In addition, we offset our total gross emissions, including Scope 1, location-based Scope 2 and selected Scope 3 emissions, through the UNFCC’s Clean Development Mechanism.
4. Review underway following November 2016 fire incident.

UK and Ireland carbon emissions and carbon intensity

In the UK and Ireland this year we have hit a number of our environment targets three years early and as a result are reviewi

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UK and Ireland carbon emissions and carbon intensity

In the UK and Ireland this year we have hit a number of our environment targets three years early and as a result are reviewing our targets going forward. In the UK and Ireland we have reduced our carbon intensity since 2008/09 by 55% and are sending zero waste to landfill. We have significantly reduced our waste quantities this year by 19% and are focused on reducing this further and recycling a greater proportion of our remaining waste.

Our absolute location-based carbon emissions have also significantly reduced since our 2008/09 baseline from 108,817 tonnes of CO₂e to 83,353 tonnes of CO₂e in 2017/18, a reduction of more than 20%.

**UK and Ireland**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (£m)</th>
<th>Carbon intensity (tCO₂e/£m)</th>
<th>Carbon emissions (tCO₂e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>11,965</td>
<td>10.35</td>
<td>108,817</td>
</tr>
<tr>
<td>2016/17</td>
<td>12,916</td>
<td>8.73</td>
<td>83,353</td>
</tr>
<tr>
<td>2017/18</td>
<td>13,585</td>
<td>8.40</td>
<td>83,353</td>
</tr>
</tbody>
</table>

**Notes to environment data:**

1. CO₂ emissions baseline is 2008/09
2. CO₂ emissions baseline is 2016/17
Accessibility, people and community contribution data

Accessibility
Our provision of subtitles and audio description of on-screen TV content continues to exceed our regulated quotas across all Sky channels. For our customers with a visual or hearing impairment, we audio described 35% of content and subtitled 90%.

### Accessibility

<table>
<thead>
<tr>
<th>Ofcom regulated quota</th>
<th>2016/17</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtitling</td>
<td>70%</td>
<td>85%</td>
</tr>
<tr>
<td>Audio description</td>
<td>10%</td>
<td>30%</td>
</tr>
</tbody>
</table>

All Accessibility data refers to UK and Ireland performance.

Diversity
We maintained our gender diversity across the business this year and have a range of initiatives to improve this in the future.

#### Employee diversity

<table>
<thead>
<tr>
<th>2016/17</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Black, Asian and Minority Ethnic employees (UK/I only*)</td>
<td>3,203 (10%)</td>
</tr>
<tr>
<td>Disabled employees</td>
<td>1,562 (5%)</td>
</tr>
</tbody>
</table>

#### Employee gender diversity

<table>
<thead>
<tr>
<th>2016/17</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Directors</td>
<td>8 (73%)</td>
</tr>
<tr>
<td>Senior managers**</td>
<td>199 (75%) 62 (25%)</td>
</tr>
<tr>
<td>All employees</td>
<td>19,751 (62%) 11,745 (37%)</td>
</tr>
</tbody>
</table>

* Sky Italy and Sky Germany & Austria do not collect or hold data regarding the ethnicity of their employees.
** 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 www.skygroup.sky/corporate/bigger-picture.

Health and safety
This year our accident rate decreased to 0.1 per 100,000 hours worked, the lowest rate in five years, reflecting our focus on creating the safest environment for our people.

### UK and Ireland Health and Safety

<table>
<thead>
<tr>
<th>2016/17</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident rate per 100,000 hours worked*</td>
<td>0.10</td>
</tr>
<tr>
<td>Total number of reported incidents</td>
<td>43</td>
</tr>
</tbody>
</table>

* As defined by RIDDOR.

Community contribution
This year in the UK and Ireland 7% of our employees gave to charity through payroll giving or matched funding and 4% of our people volunteered with Sky Academy Studios and Sky Ocean Rescue.

We use the London Benchmarking Group model to analyse our community contribution, which this year across the Group was £21.9 million.

<table>
<thead>
<tr>
<th>2016/17</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>£14,907,506</td>
</tr>
<tr>
<td>Time</td>
<td>£740,999</td>
</tr>
<tr>
<td>In-kind</td>
<td>£1,278,595</td>
</tr>
<tr>
<td>Management</td>
<td>£2,792,005</td>
</tr>
<tr>
<td>Total</td>
<td>£19,983,105</td>
</tr>
</tbody>
</table>

Unless otherwise stated, the information covered in this year’s report refers to all sites and operations for Sky plc companies across the Group in the UK and Ireland, Germany, Austria, and Italy for the 2017/18 financial year ended 30 June 2018.

We’ve also produced a Global Reporting Initiative (GRI) Content Index with this report.

Find out more

sky.com/biggerpicture

Sky is proud to have been awarded:

Sky are members of:

Deloitte LLP have carried out independent limited assurance procedures in accordance with International Standard on Assurance Engagements 3000 (ISAE 3000 Revised) on selected key performance indicators defined as material through our strategy, these are denoted by A.

You can find out more about the scope of our performance measures in our basis of reporting documentation and Deloitte’s full assurance statement.

Indicates 2016/17 external assurance by Deloitte LLP.
Oh beautiful whale

Oh beautiful whale from the sea,
you have shared your secret with me.
Oh what have we done to spoil your fun,
and now we are sad the harm we have done. Plastic bags, nets and straws,
we are very sorry we broke all the oceans laws. Now we rise to save your home. Please forgive us as we did not know.

by Yuvraj Rathore

Age 7