



Basis of Reporting

Bigger Picture Impact Report 2019

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1. Access services across Sky channels per year (percentage)

Metric: Subtitling access service provision across 28 regulated Sky channels

Metric: Audio description access service provision across 25 regulated Sky channels

Description

This KPI illustrates the proportion of content with subtitles and audio description across the Sky channels for which we provide access services. Sky's Access Services are created by a combination of providers across our channels, overseen by an in-house content services management team.

Calculation methodology

Unit of measure

Programming hours with subtitling and audio description as a percentage of total programming hours per relevant channel. This excludes promotional videos and commercials.

Scope

All Sky owned channels where we provide access services. For audio description, we report the figure as an average across 24 channels, all of which are regulated by Ofcom. For subtitling, we report the figure as an average across 26 channels, all of which are regulated by Ofcom.

The average Ofcom target across the regulated channels is 9.46% for audio description, and 72.65% for subtitling. The figures reported are for linear programming.

Exclusions:

- Sky News and Sky Sports News are both exempt from audio description.
- We are not including in the data scope the channels not required to provide access services by Ofcom, even if they carry subtitles and audio description.

Area of business

Sky Production Services

Estimations

The percentages reported are based on actual broadcast programme hours, no estimations are used. Where Ofcom have rounded up the data differently to Sky, we are reporting the Ofcom number for consistency as the variance is always less than 0.05%.

Assumptions

None

Data quality, collection and reporting frequency

Data quality

The number of programme hours by channel relies on a system which is fundamental to Sky's core scheduling and broadcasting operations. Every effort is made to ensure accuracy of the data.

Data collection

Access services hours by channel are logged onto Sky's internal system and reports are generated from there. These reports form the basis of our quarterly performance reports to Ofcom.

Reporting frequency

Reported externally on an annual basis. Covers the period from 2nd January 2019 to 31st December 2019.

2. Composition of workforce and headcount

Metric: Total number of employees (heads)

Description

The total number of employees calculated in 'Heads' which includes permanent, fixed term contractors and ad hoc employees from continuing operations. Employees who work for joint ventures, such as the History Channel, are excluded from this figure.

Calculation methodology

Unit of measure

- UK and ROI: The number of employees in heads at year end. It includes permanent and fixed term contracts including maternity leave, parental leave, casual contracts ('casual worker' is applicable to the UK only - it is used to describe workers who are not part of the permanent workforce, but who supply services on an irregular or flexible basis, often to meet a fluctuating demand for work and are sky employees), and long term sickness. Only excludes those on long term sickness and in receipt of income protection insurance as they are no longer being paid by Sky UK. Agency workers are not included as they are not paid by Sky UK.
- The data only includes employees paid via Sky payroll.
- Italy: The number of employees in heads at year end. It includes permanent and fixed-term contracts including maternity leave, parental leave, long term sickness (please note that Italy maintains every employee on sickness on Payroll, they always prepare a payslip for each employee with an "active" contract with Sky). It excludes agency workers as they are not paid by Sky. Data only include employees paid via Sky payroll.
- Germany: The number of employees in heads at year end. Headcounts include permanent and fixed term contracts including maternity leave and long-term sickness. It excludes agency workers and employees on parental leave as they are not paid by Sky. Data only include employees paid via Sky payroll.

Scope

The number of permanent, fixed-term contractors and ad hoc employees from continuing operations, excluding those employees working for joint ventures / agency workers.

Area of business

People Insight

Conversion factors

Not applicable

Estimations

No estimations have been made.

Data quality, collection and reporting frequency

Data quality

- UK and ROI: Reporting on employees is derived from the UK and ROI PeopleSoft system which is the central database for all employee related information.
- Italy: Reporting on employees is derived from the Italy SAP system which is the central database for all employee related information.
- Germany: reporting employees is derived from the Germany SAP system.

Data collection

- UK and ROI: Reporting on employees is extracted by the People Insight team from UK and ROI PeopleSoft.
- Italy: Reporting on employees is extracted by the People Administration team from SAP.
- Germany: Reporting on employees is extracted by the HR Controlling & Platforms from SAP Germany.

Reporting frequency

Reported externally on an annual basis

Metric: Total number of employees (Full Time Equivalents)

Description

The total number of employees has been calculated as Full Time Equivalents ("FTE") which includes permanent, fixed term contractors and ad hoc employees from continuing operations. Employees who work for joint ventures, such as the History Channel, are excluded from this figure.

- UK and ROI: FTE is calculated as the number of employees in heads at year end. The FTE figure was calculated using the FTE field in PeopleSoft which is derived from the employee's salary admin plan (the standard hours attached to a position).
- Italy: FTE data is extracted from the SAP system.
- Germany: FTE data is extracted from the SAP system.

Calculation methodology

Unit of measure

A standardisation exercise conducted in FY17/18 is used for this year's reporting period. The full description of the scope is outlined below:

- UK and ROI: Full time equivalent includes employees on maternity leave, parental leave, and long term sickness (it only excludes those on Long Term Sickness and in receipt of income protection insurance as they are no longer being paid by Sky UK).
- Italy: Full time equivalent includes employees on maternity leave, parental leave and long-term sickness. Agency workers have been excluded from the Italy headcount numbers as these are third party workers who are not paid via the Sky payroll. This is consistent with the methodology applied by the rest of the Group as only Sky employees paid via the Sky payroll are included in the metrics.
- Germany: Full time equivalent includes employees on maternity leave and long-term sickness. FTE data held is in SAP. Employees on parental leave have been excluded from the calculation of the German headcount numbers as these individuals are not on the Sky payroll.

Scope

The number of permanent, fixed term contractors and ad hoc employees from continuing operations, excluding those employees working for joint ventures.

Area of Business

People Insight

Conversion factors

Not applicable

Estimations

No estimations have been made.

Assumptions

A FTE of 0.33 has been applied to all staff members employed on an ad hoc contract basis. These underlying assumptions are inherent in all the metrics where FTE is used and we have not repeated it in those metrics.

Data quality, collection and reporting frequency

Data quality

- UK and ROI: Reporting on FTEs is derived from the UK and ROI PeopleSoft system which is the central

database for all employee related information.

- Italy: Reporting on FTEs is derived from the Italy SAP system which is the central database for all employee related information.
- Germany: Reporting FTE is derived from the Germany SAP system.

Data collection

- UK and ROI Reporting on the FTE is extracted by the People Insight team from UK and ROI PeopleSoft.
- Italy Reporting on the FTE is extracted by the People Administration team from SAP.
- Germany Reporting on the FTE is extracted by the HR Controlling & Platforms from SAP system.

Reporting frequency

Reported externally on an annual basis.

Metric: Voluntary staff turnover (number)

Description

Voluntary leavers are any employees who leave the company due to resignation, retirement or death in service. Employees who work for joint ventures, such the History Channel, are excluded from this figure.

Calculation methodology

Unit of measure

Number of voluntary staff FTE turnover.

Scope

Number of employees who have voluntarily left the organisation due to resignation, retirement or death in service.

Area of Business

People Insight

Conversion factors

Not applicable

Estimations

No estimations have been made.

Assumptions

No assumptions have been used other than as noted in the first metric.

Data quality, collection and reporting frequency

Data quality

- Reporting is derived from the UK and ROI PeopleSoft system, the central database for all employee related information.
- Reporting is derived from the Italy SAP system, the central database for all employee related information.
- Reporting is derived from the Germany SAP system, the central database for all employee related information.

Data collection

- The People Insight team extracts the Leavers report from UK and ROI PeopleSoft which details all employees who have left the organisation.
- Voluntary Leavers are extracted by the People Administration team from SAPItaly.
- Voluntary Leavers are extracted by the HR Controlling & Platforms from SAPGermany.

Reporting frequency

Reported externally on an annual basis.

Metric: Voluntary staff turnover (percentage)

Description

Voluntary leavers are any employees who leave the company due to resignation, retirement or death in service. Employees who work for joint ventures, such the History Channel, are excluded from this figure.

Calculation methodology

Unit of measure

Number of voluntary staff FTE turnover as a percentage of total FTE employees.

Scope

Number of employees who have voluntarily left the organisation due to resignation, retirement or death in service.

Area of Business

People Insight

Conversion factors

Not applicable

Estimations

No estimations have been made.

Assumptions

No assumptions have been used other than as noted in the first metric.

Data quality, collection and reporting frequency

Data quality

- Reporting is derived from the UK and ROI PeopleSoft system, the central database for all employee related information.
- Reporting is derived from the Italy SAP system, the central database for all employee related information.
- Reporting is derived from the Germany SAP system, the central database for all employee related information.

Data collection

- The People Insight team extracts the Leavers report from UK and ROI PeopleSoft which details all employees who have left the organisation.
- Voluntary Leavers are extracted by the People Administration team from SAP Italy.
- Voluntary Leavers are extracted by the HR Controlling & Platforms from SAP Germany.

Reporting frequency

Reported externally on an annual basis.

Metric: Staff on fixed term or temporary contracts (Full Time Equivalents)

Description

The total number of FTEs employed on a fixed term or ad hoc basis as at year end.

Calculation methodology

Unit of measure

The total number of FTEs employed on a fixed term or ad hoc basis as at year end.

Scope

A standardisation exercise conducted in FY17/18 is used for this year's reporting period. The full description of the scope is outlined below:

- UK and ROI: Follows the same definition mentioned for headcounts - FTE on fixed term contracts including maternity leave, parental leave and long-term sickness (excluding those in receipt of income protection insurance). It excludes agency workers as not on Sky payroll.
- Italy: Follows the same definition mentioned for headcounts - FTE on fixed term contracts including maternity leave, parental leave and long term sickness. It excludes agency workers as not on Sky payroll.
- Germany: Follows the same definition mentioned for headcounts - FTE on fixed term contracts including maternity leave and long term sickness. It excludes agency workers and employees on parental leave as not on Sky payroll.

Area of business

People Insight

Conversion factors

Not applicable

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

- Reporting is derived from the UK and ROI PeopleSoft system, the central database for all employee related information.
- Reporting is derived from the Italy SAP system, the central database for all employee related information.
- Reporting is derived from the Germany SAP system, the central database for all employee related information.

Data collection

- The People Insight team downloads the FTE report from UK and ROI PeopleSoft and extracts all "non-perm" employees to arrive at the total number of fixed term and ad hoc contractors.
- Fixed term and ad hoc contractors are extracted by the People Administration team from SAP Italy.

- Fixed term and ad hoc contractors are extracted by the HR Controlling & Platforms from SAP Germany.

Reporting frequency

Reported externally on an annual basis.

Metric: Number of compulsory redundancies

Description

The total number of terminated employments due to compulsory redundancy. Employees who work for joint ventures, such the History Channel, are excluded from this figure.

Calculation methodology

Unit of measure

It includes all the FTE compulsory redundancies under the period in scope.

Scope

Employees who have left the organisation due to compulsory redundancy.

Area of Business

People Insight

Conversion factors

Not applicable

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

Leaver codes and reasons are entered onto the HR system upon termination of employment.

Data collection

- The People Insight extracts the Leavers report from UK and ROI PeopleSoft which details all employees who have left the organisation. The reason code is then filtered on "involuntary redundancy" to arrive at the total number of compulsory redundancies.
- Italy Reporting on Leavers - compulsory redundancy is derived from the Italy SAP system which is the central database for all employee related information.
- Germany Reporting Leavers - compulsory redundancy is derived from SAP system.

Reporting frequency

Reported externally on an annual basis.

Metric: Organic job growth (FTE)

Description

Organic job growth is defined as the total number of FTE new starters employed on a permanent basis excluding employees employed at joint ventures.

Calculation methodology

Unit of measure

The total number of FTE new starters employed on a permanent basis.

Scope

New permanent FTE starters excluding employees employed at joint ventures.

Area of Business

People Insight

Conversion factors

Not applicable

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

- Reporting is derived from the UK and ROI PeopleSoft system, the central database for all employee related information.
- Reporting is derived from the Italy SAP system, the central database for all employee related information.
- Reporting is derived from the Germany SAP system, the central database for all employee related information.

Data collection

- The People Insights team extracts the Starters report from PeopleSoft which details all new starters employed on a permanent basis.
- Perm Starters are extracted by the People Administration team from SAPItaly.
- Perm Starters are extracted by the HR Controlling & Platforms from SAP Germany.

Reporting frequency

Reported externally on an annual basis.

3. Gender and Diversity

Metric: Female employees (number & percentage)

Description

This is the number of female employees and includes people employed on a permanent, fixed term or ad hoc contract (excluding those working for joint ventures and agency workers).

This also includes employees on maternity leave across all territories and parental leave in UK& ROI and Italy. Individuals on parental leave in Germany & Austria are excluded as they are not paid by Sky.

Calculation methodology

Unit of measure

Number of female employees at year end across all territories.

Number of female employees at year end across all territories, divided by the total Sky headcount to give a % figure.

Scope

A standardisation exercise conducted in FY17/18 is used for this year's reporting period. The full description of the scope is outlined below:

- UK & ROI: it includes female employees on permanent and fixed term contract, maternity leave and long-term sickness (excluding those in receipt of income protection insurance). It excludes agency workers as they are paid by third parties.
- Italy: It includes female employees on permanent and fixed term contract, maternity leave and long-term sickness. The figure excludes agency workers as they are paid by third parties. This now aligns with the other territories.
- Germany: It includes female employees on permanent and fixed term contract, maternity leave and long term sickness. For our reporting, this figure excludes agency workers as they are paid by third parties and individuals on parental leave as they are no longer paid by Sky.

Area of Business

People Insight

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

- Reporting on gender is derived from the UK and ROI PeopleSoft system which is the central database for all employee-related information.
- Italy Reporting on Gender is extracted by the Organization & Workforce Planning team from SAP Germany
- Reporting on Gender is extracted by HR Controlling & Platforms team from SAP

Data collection

- The People Insight team extracts the Diversity Summary report, which provides information on gender, ethnic background and disabilities from the UK and ROI PeopleSoft system.
- Gender is extracted by the HR Controlling & Platforms from SAP Germany

- Gender is extracted by Organization & Workforce Planning team from SAP Italy

Reporting frequency

Reported externally on an annual basis.

Metric: Total employees in senior management positions

Description

The senior manager definition is a person who has 'responsibility for planning, directing or controlling the activities of the company, or a strategically significant part of the Company. At Sky, senior managers are represented through the Reward Leadership Bonus Group which includes members of the Sky executive group.

A banding approach has been used across the three territories looking across the business to identify roles with similar responsibilities and group them into the appropriate level. Using this logic those banded as L8+ (Level 8+) was then used to determine who would be included in the Leadership Bonus Group this year.

Calculation methodology

Unit of measure

Number of HC employees within the Reward Leadership Bonus Group at year end across all territories.

Scope

A standardisation exercise conducted in FY17/18 is used for this year's reporting period. The full description of the scope is outlined below.

All employees employed on a permanent and fixed term contracts including maternity leave, casual contracts and long-term sickness (excluding those on long term sickness and in receipt of income protection insurance) within this group.

Area of Business

Diversity / HR Reporting

Conversion factors

Not applicable

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

A List of employees who are in the senior management Bonus Group is maintained and owned by the Director of Reward. On a monthly basis the list is refreshed and reviewed with the Heads of HR.

Data collection

The HR Reporting team receives sight of this list and then any gender breakdown is applied using diversity information from the PeopleSoft system.

Reporting frequency

Reported internally on a quarterly basis and externally on an annual basis.

Metric: Females in Senior Management (number & percentage)

Description

The senior manager definition is a person who has 'responsibility for planning, directing or controlling the activities of the company, or a strategically significant part of the Company. At Sky, senior managers are represented through the Reward Leadership Bonus Group which includes members of the Sky executive group.

A banding approach has been used since FY2017/18 across the three territories looking across the business to identify roles with similar responsibilities and group them into the appropriate level. Using this logic those banded as L8+ (Level 8+) was then used to determine who would be included in the Leadership Bonus Group this year.

Calculation methodology

Unit of measure

Number of female employees within the Reward Leadership Bonus Group at year end across all territories.

Proportion of female employees within the Reward Leadership Bonus Group across all territories.

Scope

A standardisation exercise conducted in FY17/18 is used for this year's reporting period. The full description of the scope is outlined below.

All employees employed on a permanent and fixed term contracts including maternity leave, casual contracts and long-term sickness (excluding those on long term sickness and in receipt of income protection insurance) within this group.

Area of Business

Diversity/HR Reporting

Conversion factors

Not applicable

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

A List of employees who are in the senior management Bonus Group is maintained and owned by the Director of Reward. On a monthly basis the list is refreshed and reviewed with the Heads of HR.

Data collection

The HR Reporting team receives sight of this list and then any gender breakdown is applied using diversity information from the PeopleSoft system.

Reporting frequency

Reported internally on a quarterly basis and externally on an annual basis.

Metric: Total number of black and ethnic minority employees (number)

Description

This is the number of black and minority ethnic (BAME) employees and includes people employed on a permanent, fixed-term or ad hoc contract.

Calculation methodology

Unit of measure

Number of BAME employees as a proportion of total employees at year end. Italy and Germany do not track specific information on ethnicity, employees do not need to complete any information on it. The metrics are only applicable to the UK.

Scope

All black and minority ethnic employees employed on a permanent, fixed-term or ad hoc contract. Where an employee's ethnicity is "other, not known or undeclared" this is not included in the count.

Area of Business

People Insight.

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

Reporting on ethnic background is derived from the UK and ROI PeopleSoft system which is the central database for all employee related information. Approximately 10% of employees do not disclose ethnic background data on PeopleSoft and these are not included in the statistics.

Reporting is not available for Italy or Germany.

Data collection

The HR Reporting People Insight team extracts the Diversity Summary report, which provides information on gender, ethnic background and disabilities from the UK and ROI PeopleSoft system.

Reporting frequency

Reported externally on an annual basis.

Metric: Total number of black and ethnic minority employees (percentage)

Description

It's our people that make Sky Europe's leading entertainment company. That's why we work hard to be an inclusive employer, so everyone at Sky can be their best.

At Sky, we believe that to serve our customers in the best way, our workforce should reflect the diversity of our customer base and we know that diversity of perspective drives creativity and innovation. Providing equality of opportunity and increasing diversity both off and on-screen is therefore a business issue for us.

Our commitment to diversity and inclusion impacts all aspects of an employee's experience with Sky from recruitment, through communication, to support and development. And because we believe focused efforts deliver better results, we also have 2 areas of particular focus - Women in Leadership, and the representation of BAME people in Content. We have committed publicly to targets for both and are working hard towards achieving them.

This is the number of black and minority ethnic (BAME) employees as a percentage of total employees (heads) and includes people employed on a permanent, fixed-term or ad hoc contract.

Calculation methodology

Unit of measure

Number of BAME employees as a proportion of total employees at year end.

Italy and Germany do not track specific information on ethnicity, employees do not need to complete any information on it.

The metrics are only applicable to the UK.

Scope

All black and minority ethnic employees employed on a permanent, fixed-term or ad hoc contract. Where an employee's ethnicity is "other, not known or undeclared" this is not included in the count.

Area of Business

People Insight

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

Reporting on ethnic background is derived from the UK and ROI PeopleSoft system which is the central database for all employee related information. Approximately 10% of employees do not disclose ethnic background data on UK and ROI PeopleSoft and these are not included in the statistics.

Reporting is not available for Italy or Germany.

Data collection

The People Insight team extracts the Diversity Summary report, which provides information on gender, ethnic background and disabilities from the UK and ROI PeopleSoft system.

Reporting frequency

Reported externally on an annual basis.

Metric: Total number of black and ethnic minority employees in senior management (number)

Description

The senior manager definition is a person who has 'responsibility for planning, directing or controlling the activities of the company, or a strategically significant part of the Company.

At Sky, senior managers are represented through the Reward Leadership Bonus Group which includes members of the Sky executive group.

Calculation methodology

Unit of measure

Number of BAME employees as a proportion of total employees within the Reward Leadership Bonus Group at year end.

Italy and Germany do not track specific information on ethnicity employees do not need to complete any information on it.

The metrics are only applicable to the UK.

Scope

All BAME employees employed on a permanent, fixed term or ad hoc contract within this group.

Area of Business

People Insight.

Conversion factors

Not applicable.

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

UK and ROI List is maintained and owned by the Director of Reward. Reporting is not available for Italy or Germany.

Data collection

The People Insight receives sight of this list and then any BAME breakdown is applied using diversity information from the UK and ROI PeopleSoft system.

Reporting frequency

Reported externally on an annual basis.

Metric: Black and ethnic minority in senior management (percentage of all management employees)

Description

The senior manager definition is a person who has 'responsibility for planning, directing or controlling the activities of the company, or a strategically significant part of the Company.

At Sky, senior managers are represented through the Reward Leadership Bonus Group which includes members of the Sky executive group.

Calculation methodology

Unit of measure

Number of BAME employees as a proportion of total employees within the Reward Leadership Bonus Group at year end.

Italy and Germany do not track specific information on ethnicity, employees do not need to complete any information on it.

The metrics are only applicable to the UK.

Scope

All BAME employees employed on a permanent, fixed term or ad hoc contract within this group.

Area of Business

People Insight

Conversion factors

Not applicable

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

A list of employees who are in the senior management Bonus Group is maintained and owned by the Director of Reward. On a monthly basis the list is refreshed and reviewed with the Heads of HR. Reporting is not available for Italy or Germany.

Data collection

The People Insight team receives sight of this list and then any BAME breakdown is applied using diversity information from the UK and ROI PeopleSoft system.

Reporting frequency

Reported externally on an annual basis.

Metric: Employees who are disabled (number)

Description

Disability is defined by Sky as a 'physical or mental impairment which has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities.' A long term effect is one which has lasted or is likely to last at least 12 months or the remainder of life.

Calculation methodology

Unit of measure

The total number of employees declaring a disability divided by total employees at year end

Scope

Employees that have registered a disability, either physical or mental, on the relevant system. Where the disability status is "not known or undeclared" this is not included in the count of disabled employees.

Area of Business

People Insight.

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

- Disability reporting is derived from the UK and ROI PeopleSoft system which is the central database for all employee-related information.
- Italy Reporting on Gender is extracted by the People Administration team from SAP.
- Germany Reporting on Gender is extracted by HR Controlling & Platforms team from SAP.

Data collection

- The People Insight team extracts the Diversity Summary report, which provides information on gender, ethnic background and disabilities from the UK and ROI PeopleSoft system.
- Disability data is extracted by the People Administration team from SAP Italy.
- Disability data is extracted by HR Controlling & Platforms team from SAP in Germany.

Reporting frequency

Reported externally on an annual basis.

Metric: Employees who are disabled (percentage)

Description

Disability is defined by Sky as a 'physical or mental impairment which has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities.' A long term effect is one which has lasted or is likely to last at least 12 months or the remainder of life.

Calculation methodology

Unit of measure

Proportion of disabled employees at year end across all territories.

Scope

Employees that have registered a disability, either physical or mental, on the relevant system. Where the disability status is "not known or undeclared" this is not included in the count of disabled employees.

Area of Business

People Insight.

Estimations

No estimations have been used.

Assumptions

No assumptions have been made.

Data quality, collection and reporting frequency

Data quality

- Disability reporting is derived from the UK and ROI PeopleSoft system which is the central database for all employee-related information.
- Italy Reporting on Gender is extracted by the People Administration team from SAP.
- Germany Reporting on Gender is extracted by HR Controlling & Platforms team from SAP.

Data collection

- The People Insight extracts the Diversity Summary report, which provides information on gender, ethnic background and disabilities from the UK and ROI PeopleSoft system.
- Disability data is extracted by the People Administration team from SAP Italy.
- Reporting on Gender is extracted by HR Controlling & Platforms team from SAP in Germany.

Reporting frequency

Reported externally on an annual basis.

4. Gross CO2e emissions – Sky Group

Metric: Reduction in gross CO2e emissions relative to revenue (£m/tCO2e)

Description

We report on our gross and net carbon emissions at Group level for scope 1 and scope 2; and scope 3. We report our scope 2 emissions in market-based and location-based emissions. Our gross emissions target relates to our scope 1 and 2 location-based emissions normalised against revenue. Our target is to halve our UK & Ireland emissions relative to revenue (t/£m) by 2020 versus a 2008/09 baseline.

For all data reported we have included all impacts that fall within the reporting scope as described below. We exclude emissions from the energy produced by our on-site owned and controlled renewables since they have a zero emission factor.

We report in line with our financial control boundary which includes all sources of environmental impact over which we have financial control.

Calculation methodology

Unit of measure

tCO2e

Emission	Territory	Scope	Data source
Scope 1 –Diesel	UK and Ireland	<p>Diesel fuel consumed from back-up emergency generators.</p> <p>Includes generators at our main sites plus generators at Sky Network Services sites.</p>	<p>Diesel consumption is calculated using both measured and estimated data.</p> <p>Diesel generators are measured in kVA and reported in kW through a conversion factor. Reported sites include Sky owned and pop-up sites. For monthly reporting, the following formula is used: Fuel consumption (0.284 litres per kW per hour) * Generator load (kW) * Estimated hours run per month Generator load is the average load in kW when generators are run on load.</p> <p>For our Sky Network services sites the diesel consumed is calculated by the number of hours the generators are used for. The estimation is based on the estimated run time per annum and fuel consumption per hour for the generators at each site.</p> <p>Our diesel data at our Osterley site is also audited yearly by the EU ETS governing body to ensure we are accurately reporting on our diesel and generator use. This is due to the Sky Osterley site qualifying for the EU Emissions Trading System Scheme.</p>
	Germany and Austria	Diesel fuel consumed from back-up emergency generators at the main sites in Unterföhring.	Diesel consumption is estimated each month based on the number of hours the diesel generators have run and the estimated fuel consumption per hour given in the product manual.
	Italy	Diesel fuel consumed from	Diesel usage is measured by infrared technology in

Emission	Territory	Scope	Data source
		back up emergency generators at the Milano Santa Giulia, Roma Salaria and Cagliari Sestu	Milano and via a graduated rod in Roma and Cagliari.
Scope 1 - Fuel Oil	Germany and Austria	Fuel oil consumed by heating at the Jahnstrasse warehousing facility.	Monthly consumption data is estimated based on the quantities ordered with our supplier in the previous year.
Scope 1 - Gas	UK and Ireland	Purchased gas for all sites	<p>Consumption is obtained from billed data which is based on the actual meter reads that are taken on site and/or an automated third party metering system. This data is collated and sent to our energy bureau, Inenco for bill validation which includes numerous checks for accuracy and completeness. For sites where actual consumption is unknown, full year estimates are calculated using the ECON19 type 4 office benchmark for typical annual energy consumption, and also our own internal benchmark estimates, based on average kWh/sqft consumption per building category type.</p> <p>Due to the nature of the data, billing can be delayed before it is required for reporting. When data is missing from our energy bureau's consumption report, gaps are filled by using the previous year's relevant month's data; or in case of new sites, with the most recently billed actual data.</p> <p>For sites where there is no property size to allow us to calculate an estimation, we exclude these from our scope based on their immateriality and as they are relatively so few in number. These include Sky Retail Sites (SRS) pop up stalls and car parks. In instances outside of these two types, we work with the business to seek further information to allow us to calculate estimated emissions if appropriate.</p>
	Italy	Purchased gas for the Milano Santa Giulia and Roma Salaria sites	Gas consumption for all sites is based on monthly meter readings taken at each of the individual sites. The gas is recorded in m ³ before being converted to kWh using the calorific value and correction factor given by the energy provider.
Scope 1 -Vehicle fuel	UK and Ireland	Company car use, Sky Shuttle Bus (and other vehicles using fuel from the Osterley fuel tank) and UK van fleet	<p>Company car use - information is gathered from car fuel cards, provided by our third party supplier (Allstar Business Solutions Ltd.). This data may also include the fuel consumed for personal use. Fuel consumption for cars without fuel cards are reported as an expense by the employee through the company's spend management software (Ariba).</p> <p>Shuttle Bus fuel use (and other vehicles using fuel from the Osterley and Scotland fuel tank) is recorded from the on-site fuel tank usage.</p> <p>Engineering van fleet - information is gathered from fuel card reports from third party provider. This data may also include the fuel consumed for personal use.</p>

Emission	Territory	Scope	Data source
	Germany and Austria	Company car use and Germany/Austria van fleet	For company car use and van fleet, reports are provided by our third party provider (Sixt). The reports are based on car fuel cards. Data may also include the fuel consumed for personal use.
	Italy	Company car use and Italy van fleet	Data for company car use, non-company car use and the van fleet is obtained from monthly fuel card reports which are automatically issued by third party provider (Eni). Data may also include the fuel consumed for personal use.
Scope 1 - Refrigerants	UK and Ireland	Refrigerant disposal and leakage from air conditioning systems across all sites	Emissions from refrigerants are calculated using the F-Gas leakage quantities recorded in the maintenance reports issued by our Maintenance and Engineering department and third party service provider. Total loss of F-gas is equal to the size of the air conditioning unit less the quantity of refrigerant removed.
	Germany and Austria	Refrigerant leakage from air conditioning systems at the Unterföhring sites	Emissions from refrigerants are calculated using the F-Gas leakage quantities recorded in the maintenance reports issued to the Building Operations department. Total loss of F-gas is based on the size of the air conditioning unit less the quantity of refrigerant lost and replaced.
	Italy	Refrigerant leakage from air conditioning systems at Milano Santa Giulia, Caligari Sestsu and Roma Salaria sites	Emissions from refrigerants are calculated using the F-Gas leakage quantities recorded in the maintenance reports issued to the property maintenance department. Total loss of F-gas is based on the size of the air conditioning unit less the quantity of refrigerant lost and replaced.
Scope 2 – District Heating (location-based)	UK and Ireland	Purchased heat at Slough site	SSE (Scottish & Southern Energy) supply heat energy to our site in Slough from its biomass powered CHP (Combined heat and power plant). Invoices are sent to Sky's energy bureau, Inenco who check them for accuracy before the data is sent to Sky. Currently no consumption was reported for this financial year.
	Germany and Austria	Purchased heat for Unterföhring, Schwerin, Teltow and Vienna sites	District heating is produced at co-generation plants connected to the local grid. Consumption data in kWh is either estimated based on the most recent annual service charge or monthly invoices where available. The district heat consumed for our Medienallee 26 site is not included in our scope 2 emissions as it is from a geothermal source, supplied directly into the building.
	Italy	District Heating for the Milano Santa Giulia site.	Consumption data in kWh is recorded each month using internal meters.
Scope 2 – District Heating (market-based)	UK and Ireland	Purchased heat at Slough site	SSE supply heat energy to our site in Slough from its biomass powered CHP. Invoices are sent to Sky's energy bureau, Inenco who check them for accuracy before the data is sent to Sky. Currently no consumption was reported for this financial year.

Emission	Territory	Scope	Data source
	Germany and Austria	Purchased heat for Unterföhring, Schwerin, Teltow and Vienna sites	<p>District heating is produced at co-generation plants connected to the local grid.</p> <p>Consumption data in kWh is either estimated based on the most recent annual service charge or monthly invoices where available.</p> <p>The district heat consumed for our Medienallee 26 site is not included in our scope 2 emissions as it is from a geothermal source, supplied directly into the building.</p>
	Italy	District Heating for the Milano Santa Giulia site.	Consumption data in kWh is recorded each month using internal meters.
Scope 2- Electricity (location-based)	UK and Ireland	Purchased electricity – including all sites	<p>Consumption is obtained from billed data which is based on the actual meter reads that are taken on site and/or an automated third party metering system. This data is collated and sent to our energy bureau, Inenco for bill validation which includes numerous checks for accuracy and completeness. For sites where actual consumption is unknown, full year estimates are calculated by using the ECON19 type 4 office benchmark for typical annual energy consumption, and also our own internal benchmark estimates, based on the previous year's average kWh/sqft consumption per building category type.</p> <p>Due to the nature of the data, billing can be delayed before it is required for reporting. When data is missing from our energy bureau's consumption report, gaps are filled by using the previous year's relevant month's data; or in case of new sites, with the most recently billed actual data.</p> <p>For sites where there is no property size to allow us to calculate an estimation, we exclude these from our scope based on their immateriality and as they are relatively so few in number. These include Sky Retail Sites (SRS) pop up stalls and car parks. In instances outside of these two types, we work with the business to seek further information to allow us to calculate estimated emissions if appropriate.</p>
	Germany and Austria	Purchased electricity across all sites	<p>Electricity is recorded on a monthly basis based on supplier invoices provided directly to Sky where Sky holds the contract or to Sky through the respective landlord at the site.</p> <p>For sites where consumption is unknown, the site is estimated either using the ECON19 Benchmark data for the typical annual energy consumption from a type 4 office or estimated using our own internal benchmark estimates, based on the previous year's average kWh/sqft consumption per building category type.</p>
	Italy	Purchased electricity across all sites	Electricity consumption is based on metered information recorded monthly at the Milan, Rome

Emission	Territory	Scope	Data source
			and Cagliari sites. For the Bologna and Naples offices, the monthly electricity consumption is estimated based on an average consumption of the previous year.
Scope 2- Electricity (market-based)	UK and Ireland	Purchased electricity – accounting for contractual instruments and the residual energy mix	<p>Confirmation of the renewable energy tariff supplied to Sky for all the electricity it directly procures is obtained from our energy providers on an annual basis.</p> <p>Consumption is obtained from billed data which is based on the actual meter reads that are taken on site and/or an automated third party metering system. This data is collated and sent to our energy bureau, Inenco for bill validation which includes numerous checks for accuracy and completeness. For sites where actual consumption is unknown, full year estimates are calculated by using the ECON19 type 4 office benchmark for typical annual energy consumption, and also our own internal benchmark estimates, based on the previous year's average kWh/sqft consumption per building category type.</p> <p>Due to the nature of data when data is missing from our energy bureau's consumption report, gaps are filled by using the previous year's relevant month's data; or in case of new sites, with the most recently billed actual data.</p> <p>For sites where there is no property size to allow us to calculate an estimation, we exclude these from our scope based on their immateriality and as they are relatively so few in number. These include Sky Retail Sites (SRS) pop up stalls and car parks. In instances outside of these two types, we work with the business to seek further information to allow us to calculate estimated emissions if appropriate.</p>
	Germany and Austria	Purchased electricity – accounting for contractual instruments and the residual energy mix	Confirmation of the renewable energy tariff supplied to Sky for all the electricity it directly procures is obtained from our energy providers on an annual basis.
	Italy	Not relevant as no renewable energy purchased	Not relevant as no renewable energy purchased.

Scope

Refers to all sites and operations for Sky Group (excluding joint-ventures <50% ownership) across the UK & Ireland; Italy; Germany & Austria.

We include Data Centres in which we own the equipment and receive metered energy consumption figures (note that this differs to the energy efficiency target whereby we only include those where we have operational control).

We report in line with our financial boundary which includes all sources of environmental impact over which we have financial control.

Area of business

Sky UK & Ireland, Sky Italy and Sky Germany & Austria, including joint ventures with >50% ownership and international sites.

Emission factors

Sky categorises its greenhouse gas emissions as Scope 1, 2 or 3 as referred to in the WBCSD-WRI greenhouse Gas Protocol Corporate Standard (revised edition, dated March 2004). We calculate our greenhouse gas emissions in carbon dioxide equivalent (CO₂e) for Scopes 1 and 2 using the emission factors listed in the latest Guidelines to Defra/DECC's greenhouse Gas Conversion Factors for Company Reporting (published in June 2019), IEA emission factors (2019 edition) and the Reliable Disclosure (RE-DISS) European Residual Mixes 2018. We use the listed emission factors for both UK and International sites. International electricity conversion factors are applied to the electricity supplied to the local energy grid that it's purchased from (this does not include the emissions associated with the transmission and distribution of electricity).

In January 2015, the Greenhouse Gas Protocol published its Scope 2 Guidance. The revision set out requirements for companies to split their Scope 2 emissions in their reporting between market-based and location-based emissions. In 2015/16, Sky adopted the new guidance and is now reporting in the new format:

- Location-based emissions reflect the average emissions intensity of grids on which Sky's energy consumption occurs (using Defra's grid-average emission factor data 2019 for UK and IEA's 2019 emission factor data).
- Market-based emissions reflect the emissions generated by the energy procured through contractual instruments, such as renewable energy tariffs, and those emissions generated representing the unclaimed emissions (the residual mix) for the energy not procured through contractual instruments. The residual mix emissions are calculated using the 2018 EU RE-DISS set of factors. Where a RE-DISS emission factor is not available, IEA's 2019 location-based emission factors are applied in accordance with the Scope 2 Guidance market-based emission factor hierarchy. Sky's market-based emissions prior to the 2014/15 financial year have been calculated using the Defra location-based emission factors rather than the EU RE-DISS factors.

Currently, the majority of our UK & Ireland sites are on a renewable energy tariff with our energy provider Scottish and Southern, who retain on our behalf the appropriate certificates linked with the power purchased in the form of Levy Exemption Certificates and Renewable Energy Guarantee of Origin. For the energy directly procured by Sky Germany & Austria, our energy providers also retain on our behalf the appropriate certificates linked with the power purchased in the form of Certificates of Origin.

For fuel use, gross calorific value conversion factors are used as specified in the Defra/DECC Guidelines (June 2015) (in line with the UK's Carbon Reduction Commitment Energy Efficiency Scheme methodology).

To improve reporting accuracy, we make sure the correct emission factors are used for the relative year's data. In addition, as well as relative fluctuations in electricity factors, we update emission factors if there has been significant change.

Estimations and plugging

For office sites where consumption is unknown (e.g. land lorded sites), full year estimates are made by using the ECON19 Benchmark data for typical annual energy consumption for a type 4 office and applied to the square footage of the site. For other building types (i.e. call centres or warehouses) an internal benchmark, using known accurate data from the prior year, is used and applied to the square footage of the site. Germany and Austria, and Italy also adopt this methodology.

In the instances where data is missing (i.e. due to delayed invoices) rather than unknown, gaps are plugged to ensure complete data sets are used for reporting. This is done by using either the data from the relevant month of the previous year; or if that is missing then the previous month's actual data.

As data needs to be collected and analysed for reporting before the end of the financial year, the last three months (October, November and December) data is estimated. The estimated figure is a monthly average from the nine months' data for that reporting year. We then re-state the actual figure in the following year.

Assumptions

Calculation methodology for refrigerant data: Total loss of F Gas = Size of Unit - amount removed.

For market based electricity in case of estimated sites across all three territories, we assume that the source of

energy is non-renewable if we do not have sufficient information to prove otherwise.

Data quality, collection and reporting frequency

Data collection

Gaps in electricity and gas data are addressed using the estimation and plugging methodologies described above. Where actual data is not available, the data is based on the best possible estimate, a process which is verified by a representative in each territory. Gas and electricity data for the UK & Ireland is on an automatic feed from a third party data system into our online data management system. Other data and estimated sites' data are manually inputted into the system where automatic totalling and emissions calculations take place.

For reporting *Gross tCO_{2e} emissions relative to revenue (t/£m)*, we use revenue figures provided by our internal finance team. Our scope of environmental reporting is in line with the company's financial reporting boundary. We ensure a 100% coverage through our property and assets list and regularly reconcile this to sites in our data software programme.

Reporting frequency

Data is gathered monthly, quarterly or half yearly internally depending on the type of the data and externally reported on an annual basis.

Scope 3 emissions (tCO_{2e})

We report on our total upstream and downstream Scope 3 emissions via an assessment we undertake with ERM, one of the foremost providers of environmental performance intelligence. They use an in-depth profiling model to calculate our indirect, scope 3, environmental impacts.

Carbon Neutrality

We offset our residual gross CO_{2e} emissions that we cannot avoid, including Scope 1 and 2 and selected gross Scope 3 emissions from waste, business air and car travel across the Sky Group. For July 2018 to December 2019 we will offset our CO_{2e} emissions. The full list of projects which the company has supported financially through the purchasing of carbon offsets is available to view in our Carbon Neutral Policy found on our website <https://www.skygroup.sky/corporate/articles/documents-and-policies>.

Metric: Energy obtained from owned or controlled renewables at Sky-owned sites

Description

This metric reflects the energy obtained from on-site or controlled renewable sources as a percentage of the energy consumption at Sky-owned sites.

Data is collected from bespoke electricity and heat metering dedicated to renewable energy generating plants. Data is recorded centrally internally by the Energy and Sustainability Manager (UK) and Facilities Manager (IT).

Our calculation methodologies are accurate and in the case of the Combined Cooling, Heating and Power (CCHP) plant it includes not only the electricity output to Sky Studios and useful heat produced, but also takes into account the generated electricity that is lost during the process of changing heating to cooling by chillers.

Calculation methodology

Unit of measure

Renewable energy is measured in kWh and reported as a percentage compared to the total energy from Sky-owned buildings 2008/09 baseline. Sky-owned sites include: Osterley, Chilworth, Fair oak, Scotland (Dunfermline and Livingston) and Milan.

Calculation

For the CCHP, the reported figure is the sum of:

- The total electricity exported from plant to Sky site;
- Proportion of useful heat exported to Sky Studios via heat link; and
- Electricity offset by reduction in Star Chiller consumption at coefficient of performance

("COP") of 4.24

For the Biomass boilers, Photovoltaic cells and Wind turbine, the reported figure is the sum of the energy generated throughout the reporting year.

Scope

The scope for on-site generation includes Sky-owned sites in the UK: Osterley, Chilworth, Fairoak and Scotland (Dunfermline and Livingston) and Milan, Italy.

Types of on-site renewable generation:

- CCHP Plant (currently inactive due to a fire);
- Biomass boilers;
- Wind turbine; and
- Photovoltaics (solar).

On-site power generation comprises our CCHP plant and wind turbine which supplies power to our Sky Studios at Osterley, our photovoltaic cells installed on our buildings in Osterley and Milan, and the two biomass boilers at Dunfermline and Livingston.

Area of business

Sky UK & Ireland (excluding joint ventures and international sites), Sky Italia.

Emission factor

No emission factors are necessary for generated electrical output as it is metered in kWh. Heat is metered in kWh or in GJ and converted to kWh using: 1 GJ = 277.78 kWh.

Estimations

Where gaps in metered data arise, for example due to meter faults, estimates may be based on alternative data such as plant running hours or fuel measurements.

As data needs to be gathered for reporting before the end of the financial year, April, May and June data is estimated. The estimated figure is a monthly average from the first nine months' data.

Data quality, collection and reporting frequency

Data quality and collection

Depending on metering and network arrangements, data collection comprises of:

- Data collected by external third party;
- Manual meter readings, collated monthly and then stored electronically; and
- Automatic meter readings with data uploaded periodically (typically daily) to a central energy management system.

Reporting frequency

Data is collated and stored monthly and is reported publicly once a year.

Metric: Waste sent to landfill from our main offices

Metric: Waste recycled from all Sky sites

Metric: Food waste recycled at our main offices

Description

Our waste targets are as follows:

- Achieve zero waste to landfill by 2020 from our main UK offices (Osterley, Chilworth & Fairoak and Scotland [Dunfermline and Livingston]);
- Maintain a recycling rate of 65% across all UK Sky sites; and
- Recycle 100% of food waste at our main UK sites (Osterley, Chilworth & Fairoak and

Scotland [Dunfermline and Livingston]) by composting and anaerobic digestion.

If the recycled or food waste streams get contaminated with non-recyclable or non-food waste, they will be reclassified as general waste.

Calculation methodology

Unit of measure

- Tonnes of waste sent to landfill from our main offices measured as a percentage of total waste from our main offices;
- Tonnes of waste recycled measured as a percentage of total waste from all Sky sites; and
- Food waste recycled as a percentage of all food waste that is separated from our waste stream.

Scope

- Waste sent to landfill from our main UK offices, including Osterley, Chilworth and Fair Oak and Scotland [Dunfermline and Livingston]);
- Waste recycled across all UK Sky sites; and
- Food waste recycled as a percentage of all food waste that is separated from our waste stream at our main UK sites - Osterley, Chilworth & Fair Oak and Scotland [Dunfermline and Livingston]).

Waste diverted from landfill includes waste that is recycled and waste that is sent to waste to energy (incineration).

Area of business

Sky UK and Ireland (excluding joint ventures and international sites).

Estimations

Actual weights are obtained from weighbridge tickets for containers that are emptied on exchange, tip and return or collection basis (e.g. skips, RoRo containers, Compactors).

Where actual data is not available for a site, waste generation and waste recycling is estimated based on internal benchmark per square meter of floor space. This benchmark is formulated using waste generation across active Sky sites during the previous reporting year and an average consumption per square meter is defined. The estimation of waste recycled is also based on the previous year's internal average recycling rate benchmark.

As data needs to be gathered for reporting before the end of the financial year, October to December data is estimated. The estimated figure is a monthly average from the first nine months' data.

Assumptions

Where waste weight is not provided but actual data is available on the waste collection and cost, an estimate of the collection weight is made using actual weight data of the same refuse type, reported container size and reported cost. This is taken from the same month, or where not available, the earliest previous month actual data was available and then used alongside weighed data to calculate waste generation per month or quarter. In cases of infrequently collected waste, e.g. WEEE, previous year weight data may be used to calculate a weight estimate for new collections of known container size and cost.

These assumed weights are used for containers that are emptied on "milk round" collections (Eurobins, Consoles, Front Load Containers). For scheduled collections the assumed industry weights and content composition for mixed recycling is: 40% card, 40% paper, 10% cans and 10% plastic.

As data needs to be gathered for reporting before the end of the financial year, October to December data is estimated. The estimated figure is a monthly average from the first nine months' data. This data is replaced with the actuals once the information is obtained and restated in the following reporting year.

Data quality, collection and reporting frequency

Data quality

Following month-end checks and reconciliation of supplier information, the data is collated by our Integrated Service

Provider. This is cross checked and reviewed by the Integrated Service Provider Key Account Manager before submission to Sky.

Following the data upload by Integrated Service Provider, any necessary weight estimates based on the month's collection data are calculated by the Responsible Business Executive, and it is merged in the data management tool cr360 and approved by Sky.

Data collection

Waste data is collated by the Integrated Service Provider Waste team and uploaded to cr360 on a monthly basis. Waste collections and ad-hoc jobs are checked against agreed schedules. Any missed collections, wasted journeys and non-collections due to contamination are logged and supported by photographic evidence.

Ad-hoc services arranged for Sky are recorded and remain open until supplier confirmation of weighbridge ticket and associated weight is verified.

Reporting frequency

Waste data is reported into cr360 data management software internally on a monthly basis. Data is reported externally on an annual basis.

Metric: Maintain the efficient use of water at our sites of +/- 1m3 from 10m3/FTE

Description

This KPI reflects the amount of water used at Sky buildings per full time equivalent employee (FTE) throughout the reporting year. Our water target is to Maintain the efficient use of water at our sites at a maximum of +/- 1m3 from 10m3/FTE.

Where Sky has billing responsibility, water data is based on fiscal water meter reads. There is no electronic monitoring of water meters. The fiscal meter read data is taken from the bills and verified against the read data by our energy bureau.

Full-time equivalent (FTE) employees include permanent employees, and those on fixed term and ad-hoc hours employment contracts from continuing operations only. It excludes those employees who work for our joint ventures.

Calculation methodology

Unit of measure

m3/ FTE

Scope

All water consumed at Sky sites (i.e. all sites in property portfolio). The only sites excluded from this are those where there is no property size which prevents an estimation being calculated. These are immaterial and few in number. These include Sky Retail Sites (SRS) pop up stalls and car parks.

Area of business

Sky UK and Ireland (excluding international sites and joint ventures)

Estimations

If billed/invoiced data has not yet been provided to our third-party bureau and is not included in the consumption report sent to us, gaps are filled using the previous year's relevant month's data; or with the most recently billed actual data.

This data is collated and sent to our water bureau for bill validation which includes numerous checks for accuracy and completeness. For sites where there is an unknown element of data (i.e. property size) full year estimates are made. The usage for these sites is estimated according to building type (i.e. call centre or warehouse) based on internal benchmark per square meter of floor

space. This benchmark is formulated using water consumption across active Sky sites during the previous reporting year and an average consumption per square meter calculated across all sites.

As data needs to be gathered for reporting before the end of the financial year, the final three months' data is estimated. The estimated figure is a monthly average from the nine months' data of the financial year.

Assumptions

No assumptions are made.

Data quality, collection and reporting frequency

Data quality

From 2017 onwards, our data quality improved with our water provider moving to more accurate billing.

Thames Water conducts regular meter readings at our sites to ensure the billing data they provide our utilities bureau is as accurate as possible.

Data collection

Water data is based on billed water data from the actual meter reads of the fiscal meters that are taken on site. This data is collated and sent to our third-party bureau, Inenco, for bill validation which includes numerous checks for accuracy and completeness.

Data is provided by Inenco, submitted to Sky Properties Services Group where data cleansing and review is done before submitting to the Bigger Picture team. The data is uploaded onto the cr360 software, where automatic totalling calculations take place. In instances where data is not captured by the consumption report due to delayed billing, gaps are filled by using previous year's relevant month's data or, if not available, with the most recently billed month's data. We call this exercise "gap filling" and it is applied within the cr360 system. Gap-filled data is automatically overwritten when actual data is provided by our energy bureau in the following month.

For data centres, data is received on a monthly basis from the Data Centres Ops Design & Delivery Manager (Andy Ellis) through cr360. Hemel, Edinburgh 1, Edinburgh 2 and Slough are all co-lo sites, i.e. the service provider provides the building, power and water but we have Sky teams on site who manage our data halls, these all 'belong' to DC Ops.

Reporting frequency

Data is gathered monthly internally and externally reported on an annual basis.

Metric: Reduce CO₂e emissions from travel per full-time equivalent (FTE) employees (tCO₂e/FTE)

Description

This metric reports the total emissions from: company car use (Scope 1), Sky shuttle buses (including other vehicles using fuel from the fuel tank at Osterley) (Scope 1); air travel (Scope 3); and cars not company owned (Scope 3) per full time equivalent (FTE) employees.

It represents the average travel per employee each year.

Calculation methodology

Unit of measure

tCO₂e

Scope

This metric includes: company cars and cars not company owned; Sky shuttle bus services; and air travel. It does not include taxi, public bus or public rail transport methods.

The majority of air travel is booked through our third-party travel agency system and a small amount of charter flights booked directly with another third-party supplier. On rare occasions it is not possible to book travel through

the CWT system, and this data is not included.

All Sky shuttle bus use (and other vehicles' fuel use from the Osterley fuel tank) is included.

The metric also includes all company car use paid for via fuel cards (some personal mileage may be included) and any car travel that is expensed, including personal vehicle use and hire cars.

Area of business

Sky UK and Ireland (excluding joint ventures)

Emission factors

We calculate our greenhouse gas emissions in carbon dioxide equivalent (CO₂e) using the emission factors listed in the latest Guidelines to BEIS/Defra's UK Government GHG Conversion Factors for Company Reporting (latest version published in June 2019). For vehicle fuel use, gross calorific value emission factors, as specified in the Defra/DECC Guidelines (June 2019), are used (in line with the UK's Carbon Reduction Commitment Energy Efficiency Scheme methodology).

Emissions from fuel used by cars not company owned are calculated using the average price for petrol and diesel from monthly AA fuel price reports. The average car emission factors provided by Defra are then used to calculate the emissions.

Emissions from business air travel are calculated using the Defra 2019 guidelines 'With Radiative Forcing' emission factors.

Estimations

As data needs to be gathered for reporting before the end of the financial year, October, November and December data is estimated. The estimated figure is a monthly average from the first nine months' data.

Assumptions

For the calculation of emissions from cars not company owned where the fuel type is not known, it is assumed that petrol and diesel fuel use occur in the same proportion as for company cars.

It is assumed the estimation for October, November and December are an accurate reflection of real data as there has been no change in business model during this time.

Data quality, collection and reporting frequency

Data quality

Data is collected and entered into cr360 where it is reviewed for accuracy before being submitted. Cr360 flags if there has been a difference larger than 10% in the data since the last reported period.

Data collection

Data is manually entered and then approved in the cr360 software where automatic totalling calculations take place.

Company car use is obtained from fuel card reports from third party provider. This data may also include the emissions in the case the vehicle is also used for personal use.

Employees without fuel cards input vehicle fuel consumption as an expense.

For reporting on Employee travel emissions per full-time equivalent (tCO₂e/FTE), we use FTE figures provided internally by our HR team.

Reporting frequency

Internally, data is gathered monthly for fuel use and for air travel. It is reported externally reported on an annual basis.

5. OSHENS managed by Health and Safety OHSENS System – SKY UK

Metric: Total number of reported injuries

Description

This is the total number of reportable incidents as defined by applicable Regulations in 3 territories; UK & ROI

Each region has differing regulations that require the notification for certain types of accidents, incidents or instances of ill health.

Only the figure for UK & ROI has been reported. For the UK reportable incidents are defined under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). The definitions in these regulations remain unchanged since the last reporting period.

Calculation methodology

Unit of measure

Total number of actual RIDDOR reportable incidents.

Scope

UK & ROI - RIDDOR reportable incidents that have been identified through OSHENS. Reportable incidents are defined under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) and include defined workplace accidents, occupational diseases and dangerous occurrences.

The definitions in these regulations remain unchanged since the last reporting period.

Area of Business Health & Safety Conversion factors Not applicable Estimations

No estimations have been made.

Assumptions

No assumptions have been used.

Data quality, collection and reporting frequency

Data quality

The reportable requirements from RIDDOR have been built into the OSHENS (UK/ROI only) database to ensure that any events that may qualify are investigated to identify root cause, preventative actions are put in place to prevent a reoccurrence and any wider learnings are shared throughout the business. Notifications are completed to the HSE electronically according to the required defined timelines.

The Sky Health and Safety team review the OSHENS (UK/ROI only) database to ensure the quality of investigations is consistently maintained and that the correct actions are taken.

Incidents that do not relate to a Sky permanent employee are also included in the OSHENS (UK/ROI only) report, there are comparatively very few occurrences, thus, they do not cause the rate to be over-stated. This ensures that we are capturing all incidents relative to Sky to ensure that the organizational legal and moral obligations are met.

Due to the very nature of reporting incidents, it is possible that an incident occurring in the latter stages of one year, may not be reported to the system until the following year. To ensure optimal accuracy, the OSHENS report will be produced at the latest point possible to ensure we capture an accurate picture and will be based on incident dates. Also, when producing future statistics, we will re-run reports on previous years to check and correct any previous submissions, to capture any incidents which were entered for the reporting year after the previous report was produced.

Permanent hours worked is based on available hours.

Data collection

A list of all reportable incidents is extracted from the various databases used across Group has been provided by the

Health and Safety team for the purposes of reporting.

Reporting frequency

Reported externally on an annual basis.

Metric: Incident rate per 100,000 hours worked

Description

This is the number of reportable incidents per 100,000 permanent hours worked. Reportable incidents are defined under the Reporting of Injuries, Diseases and Dangerous

Occurrences Regulations 2013 (RIDDOR) and include defined workplace accidents, occupational diseases and dangerous occurrences.

Note: Permanent hours are the total working hours available for all full time equivalent (FTE) employees.

Occupational Diseases

No occupational diseases have been reported this year in UK&ROI. This can be validated by the Sky in-house Occupational Health or Health & Safety Teams who have direct contact with all Sky operations and personnel through a manager referral process.

Employee health is important at Sky and as such is supported through health and wellbeing awareness programmes including free fruit options at Osterley campus, cycle schemes and reduced Gym membership with qualified trainers available to do personal health and fitness programmes. The offering varies by location.

Calculation methodology

Unit of measure

Number of reportable incidents per 100,000 permanent hours worked.

Scope

Reportable incidents that have been identified on OSHENS the business incident and accident tracking and recording database.

Area of Business

Health & Safety

Conversion factors

Not applicable

Estimations

No estimations have been made.

Assumptions

No assumptions have been used.

Data quality, collection and reporting frequency

Data quality

The reportable requirements from RIDDOR have been built into the OSHENS (UK/ROI only) database to ensure that any events that may qualify are investigated to identify root cause, preventative actions are put in place to prevent a reoccurrence and any wider learnings are shared throughout the business. Notifications are completed to the HSE electronically according to the required defined timelines.

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Incidents that do not relate to a Sky permanent employee are also included in the OSHENS (UK/ROI only) report, there are comparatively very few occurrences, thus, they do not cause the rate to be

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Permanent hours worked is based on available hours.

Data collection

A list of all reportable incidents is extracted from the various databases used across Group has been provided by the Health and Safety team for the purposes of reporting.

Reporting frequency

Reported externally on an annual basis.

6. Young People Participation

Sky Academy Studios participation

Metric: Number of young people participating in Sky Academy (UK)

Description

The number reported is the actual number of young people aged 8-18 who participated in the Sky Academy Skills Studios experience.

Calculation methodology

Unit of measure

Number of young people participating in the initiatives.

Scope

All students between the ages of 8 and 18 that participated in Sky Academy experience between 1st January and 31st December 2019. The figure includes young people from schools, Sky staff family days and other organisations' visits to the Sky Academy.

Area of business

The Sky Academy are located at our main headquarters in Osterley, West London and in Livingston, West Lothian. Students visit from across the UK.

Estimations

None

Data quality, collection and reporting frequency

Data quality

A robust system is in place with daily reports supplied by a third party vendor. Information is generated from the website where bookings are made and cross checked with confirmation agreement forms and also the number of students that arrive on the day.

Data collection

A booking is made online by the teacher or group leader and confirmed via the website 10 days prior to the visit. The teacher/group leader will confirm the number of students attending, year group, topic, number of supervising adults and any special needs requirements.

Actual number of students attending are finalised on the day of the trip, final figures are amended on the website.

Sky staff book their children onto 'Staff Family Days'. The number of attendees to these sessions are inputted onto the relevant booking on the website with registers supporting this kept digitally.

This information is fed into a weekly report showing overall figures of students who attended and also those who are confirmed to visit throughout the year. This information is checked by management on a weekly basis.

Reporting frequency

Reported internally on a quarterly basis and externally on an annual basis.

Metric: Number of young people participating in Sky Academy Studios (Italy)

Description

The number reported is the actual number of young people aged 8-16 who participated in the Sky Academy Studios experience.

Calculation methodology

Unit of measure

Number of young people participating.

Scope

All students between the ages of 8 and 16 that participated in Sky Academy Studios experience between 1st January and 31st December 2019.

Area of business

The Sky Academy Studios are located in Milan.

Estimations

None

Data quality, collection and reporting frequency

Data quality

Sky Responsible Business (RB) team manage Sky Academy (SA) experience bookings by email. All booking information is recorded in an excel file, including name of school, number of participants attended and other operative information.

The booking email account is managed by the Sky RB and SA teams and the booking file is archive in a dedicated folder accessible by the RB and SA teams.

Data collection

Teachers communicate the number of students attending, age of the group, topic, number of supervising adults and any special needs requirements when booking the experience.

During the experience at Sky Academy Studios, teachers are required to provide to Sky Academy staff the original release form and declaration on:

- number of students indicated in booking phase
- number of students take part of the experience
- indication of students without release forms

Teachers sign the declaration form and the Sky Academy team collects this.

The Sky Academy team (in a shared folder with limited access) maintains a spreadsheet of this information manually, which notes details of the establishment name, number of attendees and number of students participating. All data can be easily checked against the declaration signed by the teacher. The Sky Academy team archives these declarations.

The spreadsheet is periodically reviewed and checked by the head of Sky Academy Studios.

Reporting frequency

Reported externally on an annual basis

Sky Scholarships (UK)

Metric: Sky Scholarship recipients

Description

Total number of recipients of our Sky Sports Scholarships and Women in Technology Scholarships.

Calculation methodology

Unit of measure

Number of recipients

Scope

Includes all those scholarship recipients within the Sky Scholarships programme at the time of reporting.

Data quality, collection and reporting frequency

Data collection

We track the number of recipients receiving sports, Sky Ocean Rescue and Women in Technology scholarships on a quarterly basis.

Reporting frequency

Reported internally on a quarterly basis and externally on an annual basis.

7. Sky Ocean Rescue

Metric: Awareness of Sky Ocean Rescue and Sky reduction of use of single use plastics across the group countries (UK, Italy and Germany)

Description

The numbers reported are in reference to Sky Ocean Rescue and/or Sky trying to reduce the use of Single Use Plastics ("SUP") across the UK, Germany and Italy.

The latest data from 2019 is amongst approx. 6000 respondents, who are nationally representative, conducted across the three territories.

Awareness is inferred to the wider populations giving a view on the number of people across the UK, Italy and Germany who would be aware of Sky's campaign to reduce SUP and/or Sky Ocean Rescue.

Calculation methodology

Unit of measure

Gathered as a percentage but then converted to a number (Percentage of people aware of efforts of SOR and / or SKY in each country based on the Incite survey x Population of over 16's in that country).

Data quality, collection and reporting frequency

Data quality

A robust system is in place to develop and check an online questionnaire which is served to a very robust number of nationally representative online panellists within each territory. The number of interviews has been designed to deliver a very low margin of error ensuring confidence in the data.

Data collection

Interviews are completed by individuals who are members of a third party online panel. Panel sizes are 300,000+ in Germany/Italy and 1.5m+ in UK.

From this panel, 1000 interviews carried out over 6 months across the 3 different territories. Invitations to complete the interview are sent with panellists completing in their local language over the course of approximately 2 weeks.

Target quotas for the panellists are based on a nationally representative sample of age and gender.

Quotas are monitored and applied to ensure the final dataset is nationally representative. Data is weighted to correct the data for representativeness to ensure that each day of the week was equally represented and age and gender were equally represented on each day. This is based on an industry standard method

Respondent level data is held in Statistical Package for the Social Science and analysed using similar tools.

Reporting frequency

Incite conduct a monthly monitor with sample size of 1,000 per market, to give a touch point on how specific campaign activity is contributing.

Interviews are spread throughout the month.

The most recent figure in each calendar year is reported annually.

Metric: Eliminate single-use plastics by 2020 across all Sky business and supply chain

Calculation methodology

Data collection

Data has been collected for a baseline year to obtain the amount of single-use plastic ("SUP") used, as well as current data, to track the progress being made, and to calculate the savings made to date. The data has been collected separately for each business unit (UK and Ireland, Germany and Austria, and Italy). This consists of data mainly for operations and products, with further subcategories where necessary e.g. catering, merchandise, etc.

Data was collected by individual departments, using financial or invoice data and measuring weight using scales, contacting suppliers or from online sources where required.

The data has been collated into a standard format by one centralised team (Sky UK). In line with the SUP policy, data has been collected for products but also packaging, segregated into primary, secondary and tertiary where this data is available.

Unit of measure

Two different terms were used during the data collection to determine the type of reduction in single-use plastic:

1. Eliminated – This is where the single-use plastic has been replaced with something else, resulting in a reduction in single-use plastic, which can include a complete removal. The saving is in comparison to the baseline data. This was previously referred to as plastic 'saved'.
2. Avoided – This refers to where another product has been used instead of one containing single use plastic. There is not a baseline comparison so the savings is referred to as avoided.

At present, not all teams have begun to remove single use plastic, or the process takes a while and will be removed in 2020; therefore there may only be baseline data available.

Scope

The business scope of single-use impacts are:

1. Sky products and supply chain
2. Operations
3. Branding and marketing
4. Sky Merchandise
5. Broadcasting, filming (Sky commission) and events

In addition Sky will work with suppliers to ensure that all products supplied to Sky adhere to this policy and encourage suppliers to adopt the same standards within their organisation and supply chains:

- All suppliers that provide products to Sky that are packaged or contained in single-use plastics.
- Sky products and supply chain covers all items from components to customer and includes retail, engineers etc.
- Direct and Indirect suppliers that provide products used by Sky or its employee e.g. food containers provided to Sky through a third tier supplier are in scope.

Area of business

Sky Group

Conversion factors

Not applicable

Estimations

UK and RoI, Germany and Italy single-use plastic weights are derived from either primary sources such as products being weighed individually or secondary sources such as online references or substituted from other departments.

In cases where no data is available such as events and activities that require a very quick turnaround, the weight of single-use plastic is estimated on average single-use plastic weight used per person per event basis.

Where possible, the weight of the plastic packaging is recorded and split into primary, secondary and tertiary packaging. Single-use plastic packaging are measured using weighing scales or from online sources/ databases. Any uncertain weights will default to average weights within similar product categories to give an estimated values.

Data quality, collection and reporting frequency

Data quality

Primary data is considered to be actual weight that are weighed in-house using a weighing scale.

Secondary data is derived from indirect sources such as online database, references or from similar product categories in other business departments (e.g. Catering).

Any data reported are extracted from submitted raw data from each business department and supplier records.

Data collection

Product volumes are extracted from historic and current invoices or provided from supplier records

The number of attendee and headcount are extracted from electronic or manually recorded guest lists held either internally or externally (third party organisations or serviceproviders).

Baseline is reported over a yearly period either from the calendar year or financial year.

Reporting frequency

Reported externally on an annual basis