



## **Basis of Reporting**

Bigger Picture Impact Report 2017/18

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# 1. Access services across Sky channels per year (%)

**Metric: Subtitling access service provision across 26 regulated Sky channels**

**Metric: Audio description access service provision across 24 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 9.6% for audio description, and 74% for subtitling. The figures reported are for linear programming.

### Exclusions:

- Sky News and Sky Sports News are both exempt of 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 2017 to 31<sup>st</sup> December 2017.

## 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 the joint ventures, such as National Geographic and 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.

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 the 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 employees 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.

The data only includes employees paid via the 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. Agency workers and employees on parental leave are not included as they are not paid by Sky.

The data only includes employees paid via 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 / agency workers.

##### **Area of business**

People Insight

##### **Conversion factors**

Not applicable

##### **Estimations**

None - UK and ROI, Germany and Italy use as at year end figure.

## **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 the joint ventures, such as National Geographic and 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 was taken for this reporting year and changes were made to the methodology compared to last year. The full description for the unit of measures including the changes made (FY 17/18), are outlined below:

- UK and ROI: Full time equivalent includes employees on maternity leave, parental leave, and long term sickness (it 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.

- Germany: Full time equivalent includes employees on maternity leave and long term sickness. FTE data held is in SAP.

### **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: Number of compulsory redundancies**

### **Description**

The total number of terminated employments due to compulsory redundancy.

This figure excludes those employees who work for the National Geographic and History Channel joint ventures.

### **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: Total Leavers (voluntary)**

### **Description**

Voluntary leavers are any employees who leave the company due to resignation, retirement or death in service.

This figure excludes those employees who work for the National Geographic and History Channel joint ventures.

### **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 SAP Italy.
- Voluntary Leavers are extracted by the HR Controlling & Platforms from SAP Germany.



## **Reporting frequency**

Reported externally on an annual basis.

# **Metric: Staff turnover (voluntary) %**

## **Description**

Voluntary leavers are any employees who leave the company due to resignation, retirement or death in service. This figure excludes those employees who work for the National Geographic and History Channel joint ventures.

## **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 was taken for this reporting year and changes were made to the methodology compared to last year. The full description of the scope including the changes made (FY 17/18), are 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: 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 which is 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 SAP Italy.
- Perm Starters are extracted by the HR Controlling & Platforms from SAP Germany.

### **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 was taken for this reporting year and changes were made to the methodology compared to last year. The full description of the scope including the changes made (FY 17/18), are 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.

### 3. Gender and Diversity

#### 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: Black and ethnic minority employees (BAME) %**

#### **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 gender 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 (% 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 (%)**

### **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: Total disabled employees (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**

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.

## **Metric: Female employees (number & %)**

### **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). This also includes employees on maternity / parental leave.

### **Calculation methodology**

#### **Unit of measure**

Number of female employees at year end across all territories.

#### **Scope**

All female HC employees - those employed on a permanent, fixed term or ad hoc contract (excluding those working for joint ventures).

#### **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 and Persis

#### **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.

Gender is extracted by the HR Controlling & Platforms from SAP and Persis Germany

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

### **Reporting frequency**

Reported externally on an annual basis.

## **Metric: Females in Senior Management (number & %)**

### **Description**

The senior manager regulatory 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.

### **Calculation methodology**

#### **Unit of measure**

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

#### **Scope**

All female HC employees within the Reward Leadership Bonus Group at year end across all territories.

#### **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**

List is maintained and owned by the Director of Reward.

#### **Data collection**

Data provided by Director of Reward which includes employees included in the Reward Leadership Bonus Group.

#### **Reporting frequency**

Reported externally on an annual basis.

## **Metric: Female Board members (number & %)**

### **Description**

The gender split of the current Sky plc. Board of Directors as listed in the Annual Report.

### **Calculation methodology**

#### **Unit of measure**

Number of female employees as a proportion of total employees on the Board of Directors of Sky plc.

**Scope**

All females who make up part of the Sky plc. Board of Directors at year end.

**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**

Output is a list with gender applied to current list of Sky plc. Board of Directors.

**Data collection**

The People Insight gather these figures from the external Sky website.

**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

tCO<sub>2</sub>e

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	Diesel consumption is estimated each month based on the number of hours the diesel generators have run and the estimated fuel

Emission	Territory	Scope	Data source
		generators at the main sites in Unterföhring.	consumption per hour given in the product manual.
	Italy	Diesel fuel consumed from back up emergency generators at the Milano Santa Giulia, Roma Salaria and Cagliari Sestu	Diesel usage is measured by infrared technology in 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 <sup>3</sup> 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	Company car use – information is gathered from car fuel cards, provided by our third party supplier. 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.



Emission	Territory	Scope	Data source
			<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>
	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. 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. 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 Giula, 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 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.
	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</p>

Emission	Territory	Scope	Data source
			2 emissions as it is from a geothermal source, supplied directly into the building.
	Italy	District Heating for the Milano Santa Giula 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.
	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 Giula 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	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.  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.  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

Emission	Territory	Scope	Data source
			outside of these two types, we work with the business to seek further information to allow us to calculate estimated emissions if appropriate.
	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 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 provider 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>

Emission	Territory	Scope	Data source
	Germany and Austria	Purchased electricity – accounting for contractual instruments and the residual energy mix	Sky procures a renewable energy tariff through its energy supplier at the Medienallee 26, Betastraße 7, Betastraße 11, Storage Hamburg, Storage Kamen-Heerne, Sky Austria Rivergate and the Sky Austria TV Studio Auhof sites. Schwerin procures partial renewable energy at the Eckdrift 109 site. Confirmations of both tariffs are obtained 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 (CO<sub>2</sub>e) 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 2017) and the Reliable Disclosure (RE-DISS) European Residual Mixes 2016. 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 2016 and 2017 grid-average 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 EU RE-DISS set of factors. Where a RE-DISS emission factor is not available, Defra's 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 provider E-on 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. For example, this year we calculated our air travel emissions according to the new emission factor set provided by Defra.

### **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 (April, May and June) 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.

In case of estimated sites across all three territories, we assume that the source of energy is non-renewable as 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<sub>2</sub>e 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<sub>2</sub>e)**

We report on our total upstream and downstream Scope 3 emissions via an assessment we undertake with Trucost, 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<sub>2</sub>e 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 the 2017/18 reporting year we will offset our CO<sub>2</sub>e 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 [corporate.sky.com/bigger-picture/sustainability-reporting/policies](http://corporate.sky.com/bigger-picture/sustainability-reporting/policies).

## **Metric: Energy obtained from owned or controlled renewables at Sky-owned sites in the UK**

### **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. Our renewable energy target is for Sky-owned sites to obtain 20% of their energy requirements, as measured against a 2008/09 baseline (105,000,686kWh), from owned or controlled renewable source by 2020.

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.

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, Fairoak and Scotland (Dunfermline and Livingston).

#### **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).

Types of on-site renewable generation:

- CCHP Plant;
- 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 the two biomass boilers at Dunfermline and Livingston.

#### **Area of business**

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

#### **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 publically 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 offices (Osterley, Chilworth & Fair oak and Scotland [Dunfermline and Livingston]);
- Maintain a recycling rate of 65% across all Sky sites; and
- Recycle 100% of food waste at our main sites (Osterley, Chilworth & Fair oak 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 offices, including Osterley, Chilworth and Fair oak and Scotland [Dunfermline and Livingston];
- Waste recycled across all Sky sites; and
- Food waste recycled as a percentage of all food waste that is separated from our waste stream at our main 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. Waste generation for these sites 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, April, May and June data is estimated. The figure is an average from the nine months' data for 2017/18.

### **Assumptions**

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.

Where bin weight is not always available, the weight of the bin is assumed. Assumption of 8kg per black sack collected and 0.112 tonnes per 1,100 litre bin emptied is then used to calculate weight of waste. This is then used to calculate waste generation per month or quarter.

As data needs to be gathered for reporting before the end of the financial year, a global estimate has been included for April, May and June data. This figure is an average from the 9 months' data for the relevant reporting year. 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 Service Provider. Since July 2017 we have switched over waste contractor from our integrated service provider Mitie waste to Simply Waste. The data is cross checked and reviewed by the Service Provider Key Account Manager before submission to Sky Properties Services Group.



The Properties Services Group checks the data before submitting to the Bigger Picture team for import and data merge in the data management tool CR360 and approved by Sky.

### **Data collection**

Waste data is collated by the Service Provider Waste team and the Bigger Picture team uploads to CR360 on a monthly basis. Waste collections and ad-hoc jobs are checked against agreed schedules by Sky Properties Services Group. 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 imported into CR360 data management software internally on a monthly basis. Data is reported externally on an annual basis.

## **Metric: Increase fleet fuel efficiency (in percent)**

### **Description**

This metric reflects the efficiency of our van fleet. Sky has 3,300 vans in its engineer fleet all installed with Telematics. Efficiency is calculated using average gCO<sub>2</sub>/km for the fleet each month and averaging over the year.

Our fleet efficiency target is: 15% increase in fleet fuel efficiency by 2020 for UK & Ireland versus a baseline of 263 g CO<sub>2</sub>/km set in 2011/12.

### **Calculation methodology**

#### **Unit of measure**

gCO<sub>2</sub>/km

#### **Scope**

This metric includes all engineer vehicles. It is measured by analysing fuel use from all Sky engineer vans. The data comes from telematics which are installed in all vehicles.

#### **Area of business**

Sky UK and Ireland - Home Services and Supply

#### **Emission factors**

The telematics technology in our vans and caddies provides carbon data which we use for calculating fleet fuel efficiency. The third party data provider uses the most recent IPCC (Intergovernmental Panel on Climate Change) emissions factor for diesel fuel.

#### **Conversion factors**

The telematics technology collects fuel (L) and distance (metre) information from each van on a daily basis. Fuel in litres is converted to imperial gallon before applying the emission factor on the source data. Conversions to the source data are carried out by the third party data provider.

#### **Estimations**

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 nine months' data.

## **Data quality, collection and reporting frequency**

### **Data quality**

Data is based on actual fuel use and trend checks are carried out throughout the year.

### **Data collection**

Data is collected via telematics systems installed on all vans and caddies, and analysed monthly at Sky.

### **Reporting frequency**

Internally data is collated and stored monthly. It is reported externally once a year.

## **Metric: Maintain the efficient use of water at our sites of +/- 1m<sup>3</sup> from 10m<sup>3</sup>/FTE**

### **Description**

This KPI reflects the amount of water used at Sky buildings in the UK per full time equivalent employee (FTE) throughout the 2017/18 year. Our water target is to ensure that water consumption remains +/- 1m<sup>3</sup> from 10m<sup>3</sup>/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**

m<sup>3</sup>/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 (2016/17) 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, April, May and June 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**

Since 2016/17 our data quality has continuously 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 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.

### **Reporting frequency**

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

# **Metric: Increase energy efficiency across all buildings**

## **Description**

Sky has targeted a 20% increase in energy efficiency across all buildings in the United Kingdom (UK) and the Republic of Ireland (ROI) by 2020, which is measured against a reference year (in this case 2012/13). Energy efficiency is in this instance defined as the intensity of energy consumption (of both gas and electricity) per unit of floor area.

## **Calculation methodology**

### **Unit of measure**

kWh/sqft and Power Usage Effectiveness (PUE).

### **Scope**

This metric includes Sky sites as per the property portfolio with actual energy data (i.e. those under the control of our energy bureau).

Seven main types of buildings were identified and agreed in 2011/12. These include: offices, call centres, studios, technical, warehouses, training centres and data centres.

As part of the assessment conducted for this reporting year, sites excluded are those that don't fit our seven main building type categories, are estimated (due to no direct billing e.g. landlord sites) or lack any size or building type information so we cannot make an accurate estimation of consumption. Joint Ventures are excluded.

Our energy efficiency targets against the seven main building types are in line with the Chartered Institution of Building Services Engineers ("CIBSE") guidelines but tailored to Sky-specific requirements.

KWh per square footage (from electricity and gas consumption) is used for calculating the average efficiency across all of our building types except for data centres. Energy efficiency for co-located data centres is calculated using the industry standard, PUE, which is a ratio between the total building load and the IT load. We are currently present in four data centres (Edinburgh 1, Edinburgh 2, Hemel and Slough data centres). 2012/13 data set includes Schiphol data centre but we have now exited the site and Schiphol is out of our current scope.

## **Area of business**

Bigger Picture

## **Emission factors**

No emission factors have been used.

## **Estimation and plugging**

No estimated data is used in the energy efficiency calculations.

As data needs to be gathered for reporting before the end of the financial year, the energy efficiency figures for the current financial year are based on the first 9 months of the financial year.

## **Data quality, collection and reporting frequency**

### **Data quality and collection**

Electricity and gas data is predominantly from billed data which is based on the actual meter reads that are taken on site and/or an automated third party metering system (AMR) where available. This data is collated monthly and sent to Sky's energy bureau, Inenco, to do bill validation which includes numerous checks for accuracy and completeness.

No estimations or gap filling is used in the overall building energy efficiency calculation. This year we have restated historical figures after improving the calculation and the data available to it.

### **Metrics and calculation steps**

The metric used to quantify building energy efficiency is energy consumption per square foot of floor area (kWh/sqft). This combines gas and electrical consumption, and does not apply emission or weighting factors.

Data Centres are the exception, with efficiency calculated using the industry standard metric Power Use Effectiveness (PUE). This quantifies the ratio of total Energy Centre building load to the IT load. The use of PUE is deemed appropriate for this calculation process as it is considered to be a more accurate quantification of Data Centre efficiency than the kWh/sqft metric used for the other building categories.

The energy efficiency is calculated as the percentage of the total combined floor area which is taken up by each individual building category. This is expressed as a percentage of total overall floor area, and should add up to a total of 1.00. The use of a weighted average ensures that the impact of changes within individual building categories has a proportional impact on the combined overall efficiency figure. This approach also allows the progress of the individual building categories to be examined, and significant sources of increase/decrease to be interrogated.

For each individual building category, the impact of the change in efficiency upon overall efficiency levels is calculated by multiplying the change in efficiency from the reference year by the area weighting.

The overall change to building energy efficiency is expressed as a percentage relative to the reference year data.

### **Reporting frequency**

Internally data is gathered monthly for all building types. We report externally on an annual basis.

## **Metric: Reduce CO<sub>2</sub>e emissions from travel per full-time equivalent (FTE) employees (tCO<sub>2</sub>e/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.

Our employee travel target for UK & Ireland is: Reduce CO<sub>2</sub>e emissions from travel per full time equivalent (FTE) by 20% by 2020.

## **Calculation methodology**

### **Unit of measure**

tCO<sub>2</sub>e

### **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 (CO<sub>2</sub>e) using the emission factors listed in the latest Guidelines to Defra/DECC's greenhouse gas Conversion Factors for Company Reporting (published in June 2017). For vehicle fuel use, gross calorific value emission factors, as specified in the Defra/DECC Guidelines (June 2017), 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 2015 guidelines 'With Radiative Forcing' emission factors.

### **Estimations**

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.

### **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 April, May and June 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.

The historical data has been restated for all data types due to more accurate figures in those years becoming available. Company cars now includes data from the time we owned Easynet Europe, and company

car expenses claims are now correctly being reported against company car emissions when before they were registered under non-company cars.

**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 (tCO<sub>2</sub>e/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. 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.

#### **Calculation methodology**

##### **Unit of measure**

Total number of actual RIDDOR reportable incidents.

##### **Scope**

RIDDOR reportable incidents that have been identified through OSHENS.

##### **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 excluded from the OSHENS (UK/ROI only) report to prevent the rate being over-stated, as the denominator only includes hours worked by Sky permanent employees. These are captured through alternative processes by the business to ensure that the organizational legal and moral obligations are met.

Permanent hours worked is based on available hours.

##### **Data collection**

A list of all reportable incidents is extracted from OSHENS (UK/ROI only) by the Health and Safety team for the purposes of reporting.

The HR Reporting team extracts the 5.15 absence report from the PeopleSoft system which contains the working hours available for all permanent employees.

### **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 and this can be validated by the Sky in-house Occupational Health team 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.

### **Calculation methodology**

#### **Unit of measure**

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

#### **Scope**

RIDDOR 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 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 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 excluded from the OSHENS report to prevent the rate being over-stated, as the denominator only includes hours worked by Sky permanent employees. These are captured through alternative processes by the business to ensure that the organizational legal and moral obligations are met.

Permanent hours worked is based on available hours.

### **Data collection**

A list of all reportable incidents is extracted from OSHENS by the Health and Safety team for the purposes of reporting.

The HR Reporting team extracts the 5.15 absence report from the PeopleSoft system which contains the working hours available for all permanent employees.

### **Reporting frequency**

Reported externally on an annual basis.

## 6. Young People Participation

### **Sky Academy Studios participation 2017/18**

#### **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 since 1<sup>st</sup> July 2017 through to 30<sup>th</sup> June 2018. 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 and confirmed over the telephone within five days. The teacher 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 and calculated by Sky on the tracker spreadsheet.

Non-School groups and ad hoc schools are inputted manually into a microsite and the 'Non-School Bookings' spreadsheet which notes details of the establishment name, number of attendees and contact name for trip. Number of attendees is amended when necessary as per school bookings.

Sky staff book their children onto 'Staff Family Days'. The number of attendees to these sessions is inputted onto the 'Non-School Bookings' spreadsheet with registers supporting this.

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.

## **Sky Academy Scholarships (UK)**

### **Metric: Sky Scholarship recipients**

#### **Description**

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

#### **Calculation methodology**

##### **Unit of measure**

Number of recipients

##### **Scope**

Includes all those participating in (receiving the scholarship) 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**

The total number of Sky Scholarships recipients is reported internally on a quarterly basis and externally on an annual basis.

## **Young People Participating in Sky Foundation 2017/18 (Germany)**

### **Metric: Number of young people participating in Sky foundation 2017/19**

#### **Description**

Total number of young people who took part in the following projects:

1. Käfigliga (Vienna, Austria)
2. buntkicktgut (Germany)
3. sportZeit (Germany)
4. kids auf Schwimmkurs (Germany)
5. Special Olympics – special kids swim classes (Germany)
6. Special Olympics – special kids table tennis (Germany)
7. Active Learning (Bensheim, Germany)
8. Alba macht Schule (Berlin, Germany)
9. Clean Winners (Schwerin, Germany)
10. Refugees programme: swim classes (Munich, Germany)
11. KIBAZ (Dusseldorf, Germany)
12. Special Olympics school tournaments (Germany)
13. XCross Kids Parcours (Munich, Germany)

#### **Calculation methodology**

##### **Unit of measure**

Number of young people taking part in a Sky Foundation project during the 2017/18 German school year. The figures are calculated based on actual figures obtained from the organisation depending on the mode of registration and Sky Foundation`s share of the individual project.

**Scope**

Includes all young people participating in a project mentioned above during the 2017/18 German school year.

**Area of business**

Germany and Austria.

**Estimations**

- a) All reported figures are broken down into Sky Foundation`s share as there are other sponsors as well.
- b) Long term projects (projects 1 -10): Figures throughout the year remain constant as these are ongoing projects.
- c) Single events projects (projects 11, 12, 13) which are not included into a school program are counted on individual attendance based on registration.
- d) Due to the overlap between winter and summer in buntkicktgut (project 2) the figure has been reduced by 40%.

**Data quality, collection and reporting frequency****Data quality**

Quality is verified by the external project manager and Sky Foundation manager. All projects verified by the government as charitable organisations and supervised by governmental authorities.

**Data collection:**

Each organisation reported its figures to the Sky Foundation annually by the beginning of June. Figures from July 2017 to May 2018 are accurate figures, June figures for projects 1,3,11 and 12 are estimated based on projects` registration list for the events.

For long term projects 2 and 3, the registered gross number of participations does not distinguishing between individual children thus an average is taken to ensure there is no double counting, e.g. the same child participates 4 times per month is recorded as 1 child in our reporting.

**Reporting frequency**

Project managers report to Sky Foundation annually in an evaluation report received at the beginning of June.

**Sky Academy Studios Participation 2017/18 (Italy)****Metric: Number of young people participating in Sky Academy Studios****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 in the Academy Studios initiatives.

**Scope**

All students between the ages of 8 and 16 that participated in Sky Academy Studios experience since September 25<sup>th</sup> 2017 through to June 8<sup>th</sup> 2018 (schools are closed during the summer months). The figure also includes students from schools. During June and July, Sky Academy Studios are open to host young people from summer camps and associations.

**Area of business**

The Sky Academy Studios are located in Milan.

**Estimations**

None

## **Data quality, collection and reporting frequency**

### **Data quality**

A third party vendor (La Fabbrica) manages the booking of the experience and provides to Sky Academy team a weekly report which recaps all booking information detailing day by day: name of school, number of participants attended and other operative information.

### **Data collection**

The vendor (La Fabbrica) who maintains communication with the participating schools collects a booking. The teachers communicate the number of students attending, age of the group, topic, number of supervising adults and any special needs requirements.

Actual number of students attending are finalized the day before the trip which is when La Fabbrica sends to Sky Academy team a confirmation e-mail containing: number of young people attending, copy of release form signed by parent, name of teacher.

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

- number of students indicate 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.

Sky Academy team (in a shared folder with limited access) maintains a document manually. The document is in the form of a spreadsheet, which notes details of the establishment name, number of attendees and number of students participating. All data can be easily check through a comparison with recap signed by teacher. Sky Academy team archives these.

The document (spreadsheet) is periodically review and checked by head of Sky Academy Studios.

### **Reporting frequency**

Reported internally on an annual basis.

## **Sky Academy people adhering to Ultima Ora 2017/18 Ed. I**

**Metric: Number of young people aged 13-18 that had sent request participation in Ultima Ora project 2017/2018 Ed. I**

**Metric: Number of young people aged 13-18 that had sent final work composed by a news video and a PDF article**

### **Description**

The number reported in T0 is the number of students per classes/groups that had sent their subscription to Ultima Ora project, through the teacher.

The number reported in T1 is the number of students per classes/groups that had sent their final work in order to complete Ultima Ora project Ed. I.

The report will be due at the end of June 2017.

From January to May 2018: Registration of Classes/Groups

15<sup>th</sup> June: Deadline for sending final works

### **Calculation methodology**

#### **Units of measure**

T0: Number of young people that had sent the request participation in Ultima Ora project

T1: Number of young people that had sent their final work to OPGE.

### **Scope**

Number of young people from all over the country that showed some interest in participating to the project.

### **Area of business**

### **Estimations**

Total number of participants is the average number of students (26) per class multiplied the number of classes groups that registered themselves to the project.

### **Data quality, collection and reporting frequency**

#### **Data quality**

OPGE - partner in the project - collected the data.

Data are storage in the OPGE database and by them certificated.

#### **Data collection**

January - May 2018 Registration to the project is possible:

By phone giving the following information:

- Name of the Institute (Region, Province, Municipality)
- Name of the professor coordinating Ultima Ora Ed. I project
- Detail of the course of study (linguistic, scientific, classical...) attended by the classes involved for each school
- Announcement of the category chosen between CRONACA/ATTUALITA' and APPROFONDIMENTO for the creation of the final work.

By e-mail for Classes/Groups that had participated to other project promoted by OPGE giving the following information:

- Name of the Institute (Region, Province, Municipality)
- Name of the professor coordinating Ultima Ora Ed. I project
- Detail of the course of study (linguistic, scientific, classical...) attended by the classes involved for each school
- Announcement of the category chosen between CRONACA/ATTUALITA' and APPROFONDIMENTO for the creation of the final work.

#### **Reporting frequency**

The total number of classes/groups participating to Ultima Ora Ed. I is reported internally and externally on a three months basis at the end of the project in June 2018.

## 7. Sky Ocean Rescue

### Metric: Awareness of Sky Ocean Rescue and Sky trying to reduce the 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 metric is based on a bi-annual survey of approximately 24,000 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, 24,268 interviews were carried out in June 2018, across three territories: UK 8,011 Germany 8,100 and Italy 8,157. 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**

In addition to a bi-annual report summarizing key trends & learnings, 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.

### 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 consist 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:
  - Saved – 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.
  - 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 2019 or 2020; therefore there may only be baseline data available.

### **Scope**

- The business scope of single-use impacts are:
  - Sky products and supply chain
  - Operations
  - Branding and marketing
  - Sky Merchandise
  - 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**

To be added when the baseline is completed

### **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 chain 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 service providers).
- Baseline is reported over a yearly period either from the calendar year or financial year.

**Reporting frequency**

- Reported externally on an annual basis