



# *Objectives and targets*

**Better World – Our Commitment to Society**

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## *Objectives and targets*

All BT businesses are encouraged to set themselves environmental and social targets and report progress against these targets at regular intervals.

Because our site is 'live', we have the added flexibility of being able to add new targets during the year. We will also be providing interim updates on progress against our targets on a quarterly basis (with the exception of quarter one).

Please Note: The Interim target updates given below ARE NOT verified by LRQA. LRQA verify progress against targets on an annual basis only.

In this section you will find all the new targets we have set this year for 2001/2002 and beyond. Also included in this section are updates of progress made against each new target as well as updates on all our ongoing targets from previous environmental reports.

## ***Social targets***

### **By March 2002:**

We will report on the number and proportion of key suppliers that have signed an agreement to work towards Sourcing with Human Dignity.

### **Interim update:**

On target to be achieved.

### **By March 2002:**

We will hold at least two Sourcing with Human Dignity supplier forums with our key network and IT suppliers.

### **Interim update:**

The second Sourcing with Human Dignity supplier forum was held on 29th October 2001. This completes this target. Additionally, a third forum was planned for 26th February 2002.

### **By March 2003:**

We will report on the total number of suppliers and contractors that have contractually agreed to work towards the Sourcing with Human Dignity standard.

### **Interim update:**

On target to be achieved.

### **By March 2003:**

We will report on the number, nature and country of identified shortfalls of the Sourcing with Human Dignity standard.

### **Interim update:**

On target to be achieved.

### **By December 2001:**

We will launch phase two of the supplier diversity programme, aimed at involving businesses owned by people with disabilities in BT's procurement activities.

### **Interim update:**

Phase two of the programme has been remodelled in order to be inclusive of all minority owned businesses not only disabled business owners. The emphasis will still be on disability, but further research in this area has warranted a different approach to that of phase 1 (race), in order to better engage disabled business owners. As a result the launch has been delayed until the Autumn of 2002. This new approach is a reflection of the maturity of phase one.

**By December 2003:**

We will expand the Supplier Diversity Programme to include 25 businesses owned by people with disabilities and 15 businesses owned by women.

**Interim update:**

Despite the delay to the launch of phase two of the Supplier Diversity Programme, we still expect to meet the target date set for end of 2003.

**By March 2002:**

We will establish a revised accountability process for social responsibility matters between BT Group HQ and the lines of business.

**Interim update:**

Implementation and committee structure in place and Linked to LoB performance contracts. The revised accountability process is on schedule to be in place by end of March.

**By March 2002:**

We will establish an extensive volunteering initiative to support and enhance the BT education programme.

**Interim update:**

17 Volunteering Clubs are now operational and the rollout for 180 Clubs begins 28th January 2002 for completion in early 2003. A Volunteering website is functional featuring automatic registrations and separate Club sites as they come on stream. A DVD version of the BT Education Roadshow has been produced which will replace the actors in those schools unable to receive the main roadshow. As a result several thousand more schools will receive the benefit of the Education Programme.

**By December 2002:**

We will develop a new employee volunteering scheme which will make 10,000 BT and ex-BT people available to volunteer in schools.

**Interim update:**

There are currently over 1,000 volunteers. However, we do not expect to reach the 10,000 target until March 2003.

**By March 2002:**

Building on our hot topic report on the Digital Divide, we will undertake a systematic analysis of our activities as they relate to the connectivity, capability and content dimensions of the Digital Divide.

**Interim update:**

Now incorporated into Digital Divide Campaign. PCB will identify current activities.

**By March 2002:**

We will develop and initiate a campaign addressing digital inclusiveness issues, emphasising the benefits that the communications technology can bring.

**Interim update:**

Business case accepted by CSC November 2001. Project plans in place, contract negotiations commenced with partner organisations.

**By March 2002:**

We will identify a major communications issue to champion within the charity sector.

**Interim update:**

We have conducted employee research into the possible causes and have identified a theme. We have gained unanimous buy-in to the initial concept amongst all the lines of business within BT and are now conducting further research with other stakeholder groups to pin down the exact cause to be championed.

**By July 2003:**

The BT Education programme will reach two million children and young people in 9,000 schools.

**Interim update:**

We are well on track to meet this target, with over 5,000 schools visits now having taken place.

## ***Health and safety targets***

### **By August 2001:**

We will complete an initial Fire Risk Assessment for all our UK buildings.

### **Interim update:**

We are pleased to be able to announce that the initial fire risk assessment of the BT estate (8,690 premises) has been completed to the agreed target deadline of 31st August 2001.

### **By March 2002:**

Within the UK, we will achieve a zero incident of formal enforcement actions i.e. improvement notices, prohibition notices or prosecutions.

### **Interim update:**

As of 31/12/2001, no prosecutions had been received. Unfortunately, we have failed this target and have had one Improvement Notice and two Prohibition Notices during the period 30/09/2001 to 31/12/2001. The Prohibition Notices received immediate attention and have both been discharged. The Improvement Notice also received immediate attention and is awaiting final discharge.

### **By March 2005:**

Within the UK, we will achieve a 25 per cent reduction in the number of sick absence days lost as a result of accidents at work.

### **Interim update:**

The base line data for this target has been agreed and signed-off by the individual lines of business. As of the 31/12/2001, our statistics indicate a 1.55% reduction against our base line.

### **By March 2005:**

Within the UK, we will achieve a 25 per cent reduction in incidences of ill health – meriting referral to occupational health – which are possibly attributable to work activity.

### **Interim update:**

The base line data for this target has been agreed and signed-off by the individual lines of business. As of the 31/12/2001, our statistics indicate a 42.5% reduction against our base line.

### **By March 2005:**

Within the UK, we will achieve a 25 per cent reduction in the number of incidents resulting in the requirement to send a RIDDOR report to the Enforcing Authorities.

### **Interim update:**

The base line data for this target has been agreed and signed-off by the individual lines of business. As of the 31/12/2001, our statistics indicate a 4.63% reduction against our base line.

## *Employment*

### **By March 2002:**

Within the UK, we will provide 100 New Deal employment opportunities.

### **Interim update:**

Completed. To date 426 new deal employment opportunities have been provided.

### **By March 2002:**

Within the UK, we will maintain our Investors in People accreditation.

### **Interim update:**

As a result of the demerger of BT Wireless, and the fact that BT Group is not now due for full IiP re-assessment until January 2003, this target has been achieved.

### **By March 2002:**

We will increase the number of people with a disability, directly employed by BT, to 2.5 per cent of the workforce.

### **Interim update:**

The disability declaration project will not be completed until the end of April. The current percentage of disabled employees stands at 2.03%.

### **By March 2002:**

Within our next employee attitude survey, we will achieve a People Satisfaction Index score of 67.

### **Interim update:**

Completed. The people satisfaction index score for the 2001 CARE survey was 67.



## ***Environment targets***

### **Environmental risk**

#### **By September 2000:**

BT will agree a strategy, and set a target, to reduce holdings of fuel surplus to required stand-by capacity.

#### **Interim update:**

Our management system document (ISIS) PWR/ACS/C043, which was re-issued 15 October 2001, now incorporates our strategy for reducing fuel stocks.

#### **By March 2001:**

BT will have routinely tested to the modified MM23 routine all bulk fuel tanks.

#### **Interim update:**

After the delayed start the testing routines for both Network and heating tanks are now being carried out at a faster rate than the original programme. To date 2,695 routines have been completed. This would equate to a year end figure of 3,593 against a target of 5,322 i.e. 67%. However over the past three months the routines completed have increased to such a degree that the target figure may yet be achieved.

#### **By March 2002:**

Following the implementation of the comprehensive integrity testing programme last year, a further 1,500 fuel tanks will be subject to the test.

#### **Interim update:**

At end of week 51 (22nd December 2001), 1096 fuel tanks had been conclusively tested with 879 passing and 217 failing, a further 165 tests visits have been undertaken with the result being unclassified, generally due to site disposals or no tanks on site. The test rate is on schedule with 73% of the 1500 target completed.

#### **By March 2002:**

We will introduce remote stock monitoring at ten per cent of oil fire heating sites.

#### **Interim update:**

Delayed. 10% represents 45 sites nationally. After a prolonged delay at the start of the year, progress is now being made. Firm orders for 13 sites have been placed with the supplier for Scotland. Completion of the target by March 2002 is dependent on the delivery of power and communications links. These need to be in place before further orders are placed.

#### **By March 2002:**

We will reduce our gas oil stocks by two million litres and reuse it for heating purposes within the business.

**Interim update:**

Delayed. 84,000 litres has been reused and a further 224,000 litres are available for reuse from 10 decommissioned tanks. Priority will be given to this oil, before any new oil is purchased, when spare capacity becomes available.

**By March 2002:**

We will complete environmental risk surveys for 90 per cent of the BT estate, in order to improve awareness of the environmental impact of our facilities.

**Interim update:**

After a very slow start good progress is now being made. The Monterey performance report confirms that 2452 Risk Questionnaires have produced against a target for the period of 3137 i.e. 78% of target. With the increased activity it may still possible to achieve the target.

**Fuel, energy and water**

**By March 2002:**

We will purchase three per cent of total BT electricity in the UK, renewable/green sources subject to market availability.

**Interim update:**

We are pleased to announce that we have completed this target. We are now in receipt of green certificates for the supply of 78GWh of new green energy. This represents an achievement of 3.95%.

**By March 2002:**

We will reduce the energy consumption required to run our premises (all gas, oil and electricity) by three per cent from the 2000/2001 out-turn. (NB: this excludes network electricity consumption.)

**Interim update:**

Unfortunately, this target is unlikely to be met due to the late contractual agreement of Monterey key performance indicator (KPI25) & the benchmarking regime. This has been contractually agreed and was rolled out in August 2001. Monterey are now reporting monthly on performance.

**By March 2002:**

Through implementation of energy efficiency measures, we will reduce the actual increase in electrical consumption due to network growth by seven per cent. (NB: this excludes premises' electricity consumption.)

**Interim update:**

Our chip change project was completed in Q1. However, resources limitations have restricted the roll out of further projects. However, the other planned projects are now at business case level.

**By March 2002:**

We will reduce metered water used in BT premises by five per cent from the 2000/2001 out-turn.

**Interim update:**

We are currently on target, with work proceeding well on our water projects.

**Waste**

**By March 2002:**

BT will phase out its fixed ‘fire safety’ halon flooding systems, in advance of current legislation.

**Interim update:**

The business case for the removal and destruction of the Halon Flooding systems has been submitted by Property Partners and is awaiting sign off. All locations have been recognised across the BT Estate with an audit and costings for the work to commence once financial concurrence is received.

**By March 2003:**

BT will phase out its portable halon fire extinguishers, in advance of anticipated legislation.

**Interim update:**

The halon destruction programme continues to progress as planned. At the end of December 2001 there were 29,042 Halon extinguishers left in the BT Estate (at 1.5kg per unit). Total Halon destroyed to date is 45,000 kgs.

**By March 2001:**

BT will reduce the amount of waste going to landfill by five per cent – based on landfill tax paid.

**Interim update:**

The nine month outturn figure of 65,250 tonnes against a year end figure of 111,336 tonnes confirms that we are on course to exceed the target.

**By March 2002:**

We will increase the recycling of batteries by ten per cent from the 2000/2001 recycling out-turn.

**Interim update:**

The December figures show we have recovered 13.7 tonnes against a target of 6.6 tonnes. An excellent result. In addition we have identified a number of non-operational sites to run trials of collections. We will evaluate these at the year end.

**By March 2002:**

We will increase the recycling of cardboard by 15 tonnes from the 2000/2001 recycling out-turn.

**Interim update:**

The December (nine months) figures show 569 tonnes of cardboard collected for recycling. This is 67% of our target. However, this is an increase from the 52% shown in the November figures. The main reason for the improvement is the introduction of MRF facilities by the Monterey Waste contractor. It is planned to continue this system, include some additional sites, and continue the drive for more awareness throughout the BT Estate. Progress is being monitored on a regular basis to try to achieve the target.

**By March 2002:**

We will review existing contract processes to develop effective systems for the introduction of a fluorescent tube recycling scheme, in conjunction with our facilities management contractors. This will include analysis of recycled volumes to establish targets for the following year.

**Interim update:**

Trial sites together with suitable contractors have been identified. Funding for the trials has been agreed by BT. The outcome of the trials will be monitored at the Waste Forum.

**By March 2002:**

We will introduce a scheme to recover, reuse and recycle redundant PC equipment.

**Interim update:**

Procedures are now in place. Agreement still has to be reached regarding the inclusion of management information and Monterey access to the system. This issue is being escalated via the Waste Forum.

## **Transport**

**By March 2001:**

BT will produce a communications campaign to increase employee awareness of BT's travel and transport policy and of how each individual can make a difference to the company's impact on the environment through travel.

**Interim update:**

Further progress has been made with the target. All of the following outstanding items are being addressed via the Do's and Don'ts in the SMART Driving page: Promote awareness of the environmental impact of short car journeys; Environmental impact air conditioning; Environmental Impact of accidents.

## Emissions to air

### By March 2002:

All refrigeration work in BTUK to be undertaken by REFCOM or equivalent accredited Engineers whether direct labour or contractors.

### Interim update:

There are two teams that have failed their HVCA REFCOM audit from the home counties. The problem was lack of log books. HVCA are to re-audit again at a later date. It should not impact on our target completion date. However, the Government has to state its statutory minimum qualifications for refrigerant handling by the end of December 2001 under the Ozone Depleting Substances Regulations ODS 2037/2000. This may impact on our final target.

### By March 2002:

We will reduce the amount of net refrigerant (quantity purchased minus quantity returned for disposal/recycling) purchased by our operational network to no more than four per cent of the total refrigerant held.

### Interim update:

The percentage of refrigerant purchased compared to the installed total is currently running at 2.47% for Networks. This is within target.

### By March 2002:

We will identify the total volume of refrigerant used by our estate cooling plant (excluding network cooling plant).

### Interim update:

The action plan produced by Monteray has now started. No significant issues have been identified and the project is on course for completion in September 2002.

## Procurement

### By March 2002:

We will develop an electronic version of GS13 with associated database.

### Interim update:

GS13 specification is currently undergoing extensive review to ensure it continues to provide suitable supplier information to assist BT to measure and improve the environmental impact of its procurement activities. The development of the GS13 database has been put on hold waiting the outcome of this review. The development delay has provided the opportunity to integrate the GS13 database with other planned procurement tool developments, the timescales for which, are not yet fixed.

## Product stewardship

### By March 1998:

BT will conduct a scoping exercise to see where PVC is used within the company and assess environmental concerns about its use.

### Interim update:

Work continues on the risk element of the project. It has been agreed with the customer to include a review of current BT practices regarding PVC duct and cable. The White Paper which forms part of the EC future strategy on PVC is not expected until late 2002. Potential consequences of this will be reflected in the final report. Meetings between all major players in the PVC chain and BT now take place on a regular basis. A meeting arranged between 'The Natural Step' and BT will include issues of sustainability of PVC.

### By March 2002:

All the relevant people in BT will have received training in the principles of product stewardship. The target community of approximately 1,000 people for this training will be designers, product specifiers, product and process owners, and buyers.

### Interim update:

The computer-based training (CBT) package produced by e-Peopleserve has undergone trial and been reviewed using feedback provided by a sample group. The list of individuals to be trained has been refined further to take account of recent changes such as the Newstart initiative. An explanatory note covering the purpose of the awareness training package and an accompanying encouragement notice underlining senior management support for the package has been sent to the LOB champions who will be assisting in the roll out. It is anticipated that roll out of the CBT will commence towards the end of January 2002.

### By March 2001:

BT will have identified all the hazardous materials in products that, as a result of the WEEE Directive, could be recovered from households in the UK.

### Interim update:

Following on from our previous report, where we reported that information covering the period mid-1970s to 1995 had already been secured, the responsibility for information provision is now with BT's suppliers. Progress has been made in securing the majority of the information. The remaining suppliers are being urged to provide the outstanding information. If this is not forthcoming, this target may have to be abandoned.

### By March 2002:

We will assist suppliers to complete 25 eco-design assessments on the equipment they are providing to BT.

### **Interim update:**

Twenty-five products have been identified for assessment. Thirteen design assessments have been completed and the results have been recorded using the eco-design process. Six products are currently undergoing assessment. It is anticipated that, due to severe difficulties in sourcing the required product information, completion of work associated with this target will continue beyond March 2002.

### **By March 2002:**

We will demonstrate both the environmental and financial benefits that follow from the completion of 25 eco-design assessments on products provided by BT's leading suppliers.

### **Interim update:**

The output from the eco-design assessments will be one or more recommendations for design changes. These will attract costs, both positive and negative. A process has been developed to determine the whole life impact of the design change recommendations and the content of reports detailing these are presently being considered. Given the issues relating to the product assessment part of the process, it is anticipated that work associated with this target will continue beyond March 2002.

### **By September 2003:**

We will initiate an awareness programme to inform the key players in all BT businesses of the impacts arising from the impending European Union (EU) directive on Electrical and Electronic Equipment (EEE).

### **Interim update:**

The directive is in delay due to a review by the EU. In the interim, an introduction to the directive will be included in the Product Stewardship CBT (computer based training) package.

### **By May 2001:**

We will develop a tool to prioritise future product stewardship involvement with new products.

### **Interim update:**

We are pleased to announce that this target has been completed. A new methodology has been developed to prioritise new products on the basis of an evaluation of the key factors in the launch process. Such factors include technological risk and both business impacts and drivers. This methodology is now available.

## **Local impacts**

### **By March 2002:**

We will participate in planning workshops with each of the National Parks planning authorities to develop a better understanding of communal targets and objectives and to help reduce our error rates.

**Interim update:**

Initial workshop held with Peaks, Yorks Moors and Dales NPA planners. Planning underway for workshop with SW Parks Authorities. No further workshops are expected as the remaining NPAs do not feel that there is any value in accepting BT's offer.

**By March 2004:**

We will sponsor, on an annual basis, the UK GLOBE new sustainable development biodiversity protocol by which schools measure local biodiversity indicators and post them on their internet database.

**Interim update:**

The GLOBE UK site has been updated, including BT's sponsorship of Biodiversity section. Linkages and PR are ongoing.

**Benefits**

**By December 2000:**

BT will introduce Duplex printing, summarised itemisation and choice of detail onto telephone bills, thereby reducing the amount of paper required for billing operations by 155.6 million sheets a year.

**Interim update:**

The latest figures, as of 30/11/02, show a saving of 175 million sheets per annum. This is below the business case forecast, due to reasons such as, too much white space etc. Therefore, we are still looking to drive down paper usage further.

**By March 2002:**

We will increase the number of "data conference" calls within the business by ten per cent from the 2000/2001 out-turn.

**Interim update:**

The average number of monthly calls has increased by 1.5%.

**By March 2002:**

We will increase the number of "phoneconference" calls by ten per cent from the 2000/2001 out-turn.

**Interim update:**

The forecast outturn indicates an increase of 25%. The demerger of BT Wireless (now mm02), has resulted in a 2% reduction in out-turn.



**By March 2002:**

We will quantify the mileage and environmental damage BT saves through the use of phoneconferencing. (This will involve a quantitative study of around 100 BT employees to update the existing environmental research (dated May 2000) that finds that BT people save approximately 150 million miles per year as a result of phoneconferencing.)

**Interim update:**

The final report was launched August 2001 by David Sales, Director, BT Conferencing. Highlights to follow at year end. PR activities are ongoing (e.g. Green Government). Highlights of the report include by using phone conferencing BT people saved 350 million kilometres of travel last year; an average of 2,112 kilometres are saved per 'replacement' conference call; reduced CO2 emissions of 54 thousand tonnes in 2001; A saving of over 12m litres of car fuel costing an estimated £9.7m in 2001; a net benefit to society of around £3.5 million/year from reduced impacts associated with travel (e.g. accidents, ill health).

**By March 2002:**

We will complete an impact study, to quantify the environmental and social impacts on BT and BT people of our e-business programmes.

**Interim update:**

Due to the BT Group reorganisation it has not been possible to co-opt people from within the individual Lines of Business to move this project forward. However, work in this area is being undertaken by BT, as a member of GeSI (Global e-sustainability Initiative). Therefore, to avoid duplication of effort, we have chosen to abandon this target.

**By March 2002:**

We will complete an impact study, to quantify the environmental and social impacts on BT and BT people of our flexi-working programmes.

**Interim update:**

The stage 2 survey has been completed. A survey of all 4,500 registered to workabout to take place next month. A final report will be available at year end. Future activities will be part of EU funded SUSTEL project.

**By March 2002:**

We will reduce the amount of paper-based media supporting the operation and maintenance of BT switch equipment, by replacing it with information on a joint BT/supplier extranet.

**Interim update:**

The latest documentation has been up-issued electronically at a central point and is readily available to users via the BT intranet. The recommended method for disposal of O&M paper is via the blue recycling bins. This has been completed at a significant number of sites. Due to the volume involved, disposal via recycling bins is being carried out using a phased approach.