



Better World – our commitment to society

Summary and highlights

Sir Christopher Bland, the Chairman of BT, has described the job of BT as facilitating effective communication, irrespective of geography, distance, time or complexity.

As the company restructures he has confirmed our objective to ensure that all parts of BT continue to operate in a way that is consistent with our overarching values, commitment to doing business ethically, and commitment to sustainability.



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Introduction

We aim to be at the heart of the information society – a communications-rich world in which everyone, irrespective of nationality, culture, ethnicity, class, creed or education, has access to the benefits of information and communications technology (ICT).

In practical terms, that means we are committed to doing business in a way that:

- maximises the benefits of ICT for individuals
- contributes to the communities in which we operate
- minimises any adverse impact that we might have on the environment.

It means doing business in a way that will persuade customers to buy from us, investors to back us, the best people to work for us and communities to have us around.

If we had to say what we believe in a single sentence, it would be this:

better communications help create a better world.

But having said that, we need to prove it.

So, welcome to BT's first, all-encompassing, social, environmental, sustainable development, corporate social responsibility, triple bottom line report.

We know that's a bit of a mouthful, but these terms often have overlapping meanings and the issues they cover are often interconnected.

Our aim is to highlight that interconnectivity which is why we have used the Internet.

The Better World (www.groupbt.com/betterworld) site includes a wealth of information, performance data and targeted improvements. Internet hyperlinks demonstrate the inter-linkages not only within the site, but also with other parts of BT's web presence and with many external sites.

It's not like a book that has a start and an end and a logical story running through it.

The power of the Internet is that it allows people to go directly to the information that most interests them.

This executive summary is therefore a poor substitute for the real thing. But we hope that it tempts you to delve further.

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Vision and values

Our vision is to be “*the most successful worldwide communications group*” and this vision is at the heart of our Commitment to Society, and central to our social programmes.

In fact wherever we operate, we aim to meet a set of minimum standards. These are defined in our Statement of Business Practice, which sets out a governance framework for our non-financial activities.

“In a recent benchmarking study of FTSE100 companies undertaken by Integrity Works of FTSE100 companies, BT came equal first in ‘Ethical Expression’. The object was to establish the relationship between a company’s stated ethical precepts and best practice, and also their effectiveness in implementing these principles. The methodology used included a questionnaire and follow-up discussions with senior company representatives. The process was based upon a formula developed for The Times newspaper by Integrity Works to ascertain, over a two-year period, ‘Ethical Expression’ ratings for all of the FTSE 100 companies.”

And of course we look for a return on our investment in corporate social responsibility. A separate section on the business case for action offers more details.

Listening to our stakeholders

The BT Statement of Business Practice defines our key aspirations and commitments to our customers, employees, suppliers, shareholders, partners and society as a whole.

We believe that it is important for BT to be explicit about what it is trying to achieve with each stakeholder and to have a developed understanding of each stakeholder's expectations of us. Consultation and dialogue with each of these stakeholders is part of our core business and is covered in the relevant sections of the report.

And to see that we are held accountable, you can navigate our site according to these aspirations and commitments by visiting The Way We Work Index at http://www.groupbt.com/society/list_bus.htm

Effective two-way communication is key to building and enhancing these relationships.

Indeed, the CEO of BT Retail, Pierre Danon, set out the importance of effective communication with stakeholders in his recent major publication, Enlightened Values:

“In BT we fervently believe that creating stakeholder value is the route to creating shareholder value. That maximising employee and customer satisfaction, partnering with suppliers for mutual gain and being accountable for our actions to wider society is as important as making a profit. For they are, in effect, one and the same; because by addressing stakeholder expectations we create shareholder value – enlightened shareholder value.”

His paper goes on to outline why stakeholder consultation is core to our business strategy and to the pursuit of shareholder value.

This paper can be found at <http://www.groupbt.com/society/standards2.htm>.

Our key relationships

BT is committed to protecting and enhancing the dignity of everyone who works for the company and everyone who has dealings with it.

Human rights are about people, and it's often closest to home – in the way we treat our employees – that we can have the greatest impact.

Our people policies and procedures are based on the principles of the United Nations Universal Declaration of Human Rights. A good example of this was the recent introduction of the UK Human Rights Act, which has been integrated into the way we manage our people.

But not everyone who works for us does so under the BT banner. That's why we aim to ensure that the working conditions in our supply chain meet standards based on the Universal Declaration and the International Labour Organisation Conventions.

Different industries face different human rights challenges – and we think that a major challenge for our industry is to work out how information and communications technology can have greatest positive effect on improvements in people's lives. We have therefore started to consider these implications for the communications industry, covering issues such as freedom of expression, privacy and intellectual property.

Employees

We know that our people are critical to our success. Which is why we aim to attract, recruit, develop and motivate the best people. At 31st March 2001, BT employed around 137,000 people, based in 23 countries around the globe.

Research shows that the way a company treats its employees can influence consumer decision making and a reputation as a good employer helps us to win and retain customers. To this end we strive to achieve high standards of health and safety in order to protect our people, our customers and the community from the risks arising from our work.

Our comprehensive employment policies cover employee relations, recruitment and retention, pay and benefits, learning and development, and equality and diversity.

Unions in the UK

In the UK BT recognises two trade unions: the Communications Workers Union, which represents 85,000 non-management grades, and Connect, which represents around 17,000 predominantly first- and second-line managers and professionals.

We maintain positive working relationships with both unions at local and national levels.

Our key relationships (continued)

Communication

We believe that effective two-way communication within BT is essential to maintaining effective relationships at all levels of the business. We achieve this through a number of communications channels, including our intranet, which is one of the largest in Europe: its most popular sites receive anything up to ten million hits a month.

We also have a number of upward feedback mechanisms, including a comprehensive survey of employee attitudes. A key measure for us within this survey is the “People Satisfaction Index” (PSI) which measures our people’s attitudes to their working conditions, the support they receive from their management and team, and how they feel their job compares with similar roles within other companies. The PSI is created by grouping a number of questions together and averaging the responses. The PSI score for 2000 was 65 and compares well, given current operating conditions, with the 1999 score of 66.

A learning organisation

Only by actively encouraging learning and development in all our people can we be the “learning organisation” that our customers need to guide them through the personal and business impacts of the information and communications revolution.

Our commitment to our people’s learning and development is encapsulated in our learning and development principles, and has achieved external recognition in the form of our Investors in People accreditation.

Equality and diversity

BT has, for some time, been at the forefront of the evolving equality and diversity agenda, and has been particularly active in establishing the business case for equality.

We have a comprehensive equality and diversity strategy, covering race, gender, disability, and work-life balance. We work closely with a range of not-for-profit organisations, the Government and other employers in both the public and private sector to share ideas and best practice. Our policies and practices are externally benchmarked against other employers. For example, in 2001 Opportunity Now, part of Business in the Community, awarded us a Gold Standard for our approach to gender issues within the company. Race for Opportunity, also part of Business in the Community, awarded us a Gold Standard for our approach to race issues within the company. BT achieved the highest performance score of all the private sector organisations taking part in the benchmarking exercise.

Customers

In April 2000, we announced a radical restructuring of the BT Group to create a number of new operating businesses. One of the main reasons for this restructuring is to ensure an even more disciplined focus on each of our customer groups.

Our key relationships (continued)

Research

We conduct a major programme of research to test the views of our customers about the services we provide and the quality of service they receive. Much of this research is survey-based, but we have also set up a number of consumer panels, which provide us with more qualitative insight into customer concerns.

We publish data on our quality of service every six months and, in the UK, we participate in an initiative that compares our performance on specific key activities with that of other telecom operators.

The number of UK residential customers expressing overall satisfaction with BT was 80% in 2001, down from 86% the previous year. For small and medium sized businesses the equivalent figures were 79% in 2001, down from 82% the previous year.

Working for customers

We are committed to helping all our customers make the most of communications and continue to look for innovative ways of meeting the needs of our more vulnerable customers and those with disabilities.

One of our major commitments is Typetalk, a national text relay service, funded by BT and run by the Royal National Institute for Deaf People. This service enables textphone users who may be deaf, deaf blind, hard of hearing or speech impaired to make and receive calls to or from hearing people.

In July 2001 we will be launching BT TextDirect, a new service that will automate and simplify the making and receiving of text calls to and from voice or other textphone users.

We also operate schemes for those people who make little use of the telephone or are on low

incomes, and in the last financial year we introduced a range of pricing options for internet access.

Some of what we offer these customers is a condition of our licence, but in a number of cases we go beyond what regulation requires of us or offered the service on a voluntary basis before it became a regulatory obligation.

Suppliers

We spent more than £11 billion with tens of thousands of suppliers around the globe in 2000/2001.

In all our dealings with our suppliers we seek to do business in accordance with the principles of fair and ethical trading. This applies to the selection and development of our suppliers, consultation, and reward and payment processes.

Working with suppliers

We also seek to promote our principles and values with our suppliers, particularly as these relate to environmental responsibility and respect for diversity and human rights in our supply chain.

For example, we have established Sourcing with Human Dignity, a supply chain initiative to promote these universal standards to our direct suppliers and gain their support in advancing them throughout our supply chain.

We continually strive to improve the way we work with all our suppliers. A key indicator of success is the percentage of our 20-plus top suppliers who express overall satisfaction in their relationship with BT. In this year's survey, 69 per cent expressed overall satisfaction, compared with 67 per cent last year.

We also have a commitment to pay our suppliers "promptly and as agreed". This year the average time to pay was 21 days.

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Our key relationships (continued)

Community

BT is committed to making a difference in society and manages a major programme of investment designed to improve the quality of life and well-being of the communities in which we operate. In fact we commit a minimum of 0.5% of our UK pre-tax profits to direct activities in support of society; £16 million was allocated to this in the 2001 financial year.

We support a number of social investment initiatives around the world, focusing primarily on the development of communications skills.

Education

We work across the educational spectrum, from primary schools to universities, using a variety of techniques and media from live drama to web based activities.

Our education initiatives include:

- BT's Education programme, which is helping to improve the communication skills of young people throughout the UK
- the provision of on-line resource materials on ICT skills for teachers
- and providing around 2,500 student work places each year.

Charities and fundraising

We can make a difference to the charitable sector by demonstrating the positive value of communications tools, which is why we support helplines, websites and the telethons, such as Children in Need, Comic Relief and GMTV's Get Up and Give, and international appeals for the Disasters Emergency Committee (DEC).

BT also markets products and services in the interests of good causes, such as the BT Friends and Family Charities campaign and the Big Button Phone.

And we provide support for the creation of on-line services and the promotion of interactive technology within the voluntary sector.

Volunteering

Many thousands of our employees give their time to work as volunteers. We support them in a number of ways such as linking the 500 BT people who are school governors to our education programme, and running a scheme that allows BT people to apply for support for the local charities they are involved in.

BT people are also encouraged to take part in company volunteering initiatives and are given paid time-off where this is agreed by their line manager as part of their personal development.

Arts and heritage

BT sponsors the Collection Displays at Tate Modern and has recently extended this relationship to Tate Online, www.tate.org.uk, where BT is the Tate's official online partner, providing technical support, hosting, and on-line broadcasting to facilitate the presentation of the Gallery through the application of cutting edge technology.

BT is continuing to play its part in managing our telecommunications heritage. We have gone into partnership with museums across the UK to exhibit up to 10,000 items of historic importance. This national collection – together with an innovative 'museum on the internet' due to be launched in 2002 – will form Connected Earth, a new concept in the museums sector.

Economics and the big picture

The concept of sustainable development has increasingly come to represent a new kind of world – a world in which economic growth delivers a more just and inclusive society, at the same time as protecting our natural heritage.

At BT, we believe that the term “corporate social responsibility” embraces the activities a company can take towards this wider goal of sustainability.

In many corporate reports the economic dimension is often covered in purely financial terms. We believe this to be a misplaced approach and have attempted to offer a much broader interpretation not only in a separate section on economics, but also throughout the Better World site.

In fact BT is a significant economic force in its own right. For example, our 2000/2001 turnover of £20.4 billion is greater than the GDP of many countries.

And there are a number of issues relating to our economic profile and that of the information and communications technology (ICT) industry that might really help to create a better world.

Issues such as:

- how do ICT products and services impact the wider economy?
- does ICT make countries more competitive, and thereby help to alleviate poverty and social exclusion?
- and can ICT activities in developing countries help provide the necessary skills and infrastructure to provide for a sustainable form of economic development?

We don't suppose we have all the answers to these questions – but we do have views. And these views involve matters of public policy.

Although BT has a policy of not making donations to any political party, we do lobby widely on both business and industry issues, at a national, European and global level. We undertake these activities both directly and through many intermediary organisations such as our European trade association (ETNO) and the Confederation of British Industry (CBI). Our responses to important regulatory consultation documents are posted on our web site at <http://www.bt.com/regulate/otherresp/index.htm>, which includes our response to the UK Government's consultation on sustainable development.

The environment

Better communications are just as important in helping the natural world as they are in improving the human world.

In fact, we have openly communicated the impact of our operations on the environment since 1992 and have been influential in establishing benchmarks of best practice in environmental reporting. This was recognised in March 2001 when the Association of Chartered Certified Accountants (ACCA) presented BT with a “lifetime achievement” award, for our consistent commitment to the disclosure of extensive environmental and social information over the past decade, and for our innovative, spearheading attempts to widen the boundaries of corporate environmental reporting worldwide.

In the Business in the Environment (BiE) Index of Corporate Environmental Engagement (2000), BT was the top placed telecommunication company and we were placed eighth overall, out of the 78 FTSE 100 companies that participated. Our overall score was 96 per cent compared with an industry average of 47 per cent, and a FTSE 100 companies average score of 68 per cent.

At the end of 1999, Lloyds Register Quality Assurance awarded ISO14001 certification to BT’s environmental management system covering all our UK operations.

We measure our impact on the environment in the following nine categories:

Environmental risk

Three years ago, BT initiated an ambitious programme to test all its fuel tanks – our most significant environmental risk – used to store oil both for heating and to supply stand-by diesel generators to power the network in the event of electrical supply failure. To date, an expert integrity testing company has visited 3,583 sites, tested 4,677 tanks, passed 3,261 and provided detailed recommendations for remedial action on the rest.

Fuel, energy and water

Energy consumption for BT’s network and estate during 2000/2001 was 2607 GWh.

Since 1991, we have reduced our energy consumption by over 22 per cent, contributing to a 46 per cent reduction in overall CO₂ emissions.

During 2000/2001, we reduced our network electrical consumption by 1 per cent, our premises energy by 6 per cent, and our water consumption by 18 per cent.

Following a specially commissioned study by AEA Technology Study, we have set ourselves the target of 3 per cent of total BT electricity consumption in the UK to come from renewable/green sources by March 2002, subject to market availability.

The environment (continued)

Waste

Our waste to landfill showed a 13 per cent increase, from 103,853 tonnes in 1999/2000 to 117,196 tonnes in 2000/1, against a reduction target of 5 per cent. The failure to achieve our target was due to building closures, health and safety initiatives such as ‘clean, smart and tidy days’ and, in part, to problems during the transition phase of the outsourcing of our facilities management activities.

However, recycling continues to be a major part of BT’s environmental management activities and in the financial year 2000/01, BT won the Best Industry Recycling Initiative award at the National Recycling Awards, for our toner cartridge/inkjet recycling project. The 2000/01 income from the sale of metals and materials from our waste recovery programme was £4 million whilst the cost of reclaiming them was £7 million. If this waste had gone to landfill, it would have incurred landfill tax of some £500,000.

Transport

BT’s fleet was specifically mentioned in the Government’s Climate Change Report as an example of what can be done to reduce the emission of greenhouse gases. The report recognised that over the past eight years, BT had cut the size of our vehicle fleet by a quarter and achieved a consequent 33 per cent cut in fuel consumption (and a 25 per cent reduction in overall CO₂ emissions).

At this year’s Fleet News Awards, the BT fleet was named UK Fleet of the Year and runner-up in the Fleet Environmental Award.

BT is taking part in the TH!NK @bout London mobility project launched by motor manufacturer Ford and in August 2001, London Mayor Ken Livingstone presented BT fleet partners with the keys to a brand new electric vehicle for the

company to use around the capital.

(http://www.thinkaboutlondon.co.uk/default_ns.html)

Emissions to air

BT continues to examine ways in which it can reduce its reliance on ozone depleting refrigerants and, where possible, we use HFC refrigerants in new and existing plant.

We also continue to explore opportunities to improve the energy/cooling efficiency of the equipment we purchase – in some cases eliminating the need for refrigerated cooling altogether.

And our halon gas replacement project is on course. In 2000/2001, 15,750kg of halon (from portable fire extinguishers) was recovered from over 4,000 BT sites and destroyed.

Procurement

All our suppliers are asked to identify the environmental impacts most relevant to the product or service they supply to BT.

We also ask questions about how products have been designed with the environment in mind – a message reinforced by our Investors in Excellence awards for supplier best practice.

Product stewardship

Product stewardship focuses particularly on the early life cycle stage, when all the decisions for the future ought to be taken. It is instrumental in reducing all the environmental impacts that might have appeared later on.

BT has been collaborating with Brunel University to investigate the use of SMART materials to reduce the time required to disassemble returned equipment, thereby enabling recycling of the materials.

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The environment (continued)

Local impacts

The GLOBE Programme is an international environmental education project now active in 97 countries world-wide. Pupils in schools take practical measurements of their local environment, then report their data over the Internet, where GLOBE provides visualisations of the planet that can be shared by everyone. BT is supporting the GLOBE Programme throughout the UK to encourage more teachers to get involved, and to promote new activities in Sustainable Development. These will enable children everywhere to learn from each other about their impact on the planet.

Benefits

The creative application of information and communications technology (ICT) (including the communications products and services that BT sells) can significantly reduce consumption of finite materials and other adverse environmental impacts.

The use of conferencing technologies, for example, saved BT around 150 million travel miles in 2000/2001. Reduced commuting, as a result of our homeworking programme, is saving 424,000 car miles and 190,00 rail miles per week. And, we are now reaping the benefits of investment in e-business initiatives, which have contributed to financial savings of more than £1.2 billion over the past four years.

BT Payphones

At the recent Tidy Business Awards 2000, run by The Tidy Britain Group, BT people at the payphones office in South Manchester achieved the top award for their contribution to the local community and commitment to environmentally friendly business practice.

Corporate social responsibility in action

Readers of our past reports told us that they not only wanted impact performance data, but they also wanted a more qualitative insight into the way BT acts in real situations. How it lives up to its promises about new ways of doing business, how it puts its values into practice, and how its products and services really can help to create better lives for people in a better world.

Consequently, we commissioned a number of reports on some of the key hot topics our industry faces. We asked independent experts to set out the terms of the debate and to comment on BT's performance. You can join the debate and comment on the views of the experts by visiting the Your Views section of the site.

e-business

Written by the UK Centre for Environment and Economic Development (UKCEED), this hot topic sets out BT's approach to the environmental impacts of e-business.

It considers one simple question – is e-business good for the environment? Many people believe so, it says, because e-business can potentially substitute electronic for paper-based processes, or reduce transport through audio conferencing and flexi-working. But others doubt whether there are any such “free electronic lunches”. Electronic equipment itself consumes considerable amounts

of energy, whilst savings from flexi-working may be offset by additional journeys – such as making special trips to take children to school, rather than dropping them off on the way to work.

The paper contains a wealth of quantitative figures taken from BT's own use of e-business. Figures such as the 6.8 tons of paper saved through on-line stationery ordering, the two million envelopes and sheets of paper saved through e-billing, and the 39 million miles of plane travel saved by the use of audioconferencing.

UK CEED concludes that BT's own e-business activities are primarily driven by commercial rather than environmental considerations, but nevertheless bring a number of positive environmental benefits that are well understood and managed by BT, in advance of most other telecommunications companies.

However, these actions are less important than the aggregate environmental impacts of e-business activities conducted by BT's customers. Whilst BT has little control over the actions of its customers, ensuring that these are as positive as possible will be BT's main long-term contribution to the sustainability of e-business. Initiatives such as Digital Futures, of which BT was a participant, helped to identify a road map of how these benefits may be achieved.

Corporate social responsibility in action (continued)

The Digital Divide

Written by independent commentators Simon Zadek and Peter Raynard, this hot topic investigates what we really mean when we talk about the “Digital Divide”.

It identifies tackling the three ‘C’s – connectivity, content and capability – as critical to reducing the divide and uses these to build three possible scenarios for action.

BT’s approach is also analysed in the same context, covering issues such as:

- the universal service obligation which is estimated by OFTEL to cost BT in the order of £75-£100 million per annum.
- BT FutureTalk in Education Schools Awards which will, over two years, provide £600,000 to support innovative curriculum projects with a communications theme.
- BT talk21e – a free, secure e-mail service now being used by 2,500 schools throughout the UK.
- support for the Katha Information Technology and E-commerce School (KITES) in one of Delhi’s main slum clusters.

The authors conclude that BT’s approach compares well with those of other ICT companies but that there is much to do – especially in addressing “capability”, probably the most critical of the three ‘C’s. They also highlight the importance of building innovative partnerships.

Since launching the Better World site we have held a two-week email debate on the Digital Divide, which culminated with a live online discussion with Pierre Danon, CEO of BT Retail. Transcripts of this debate can be found at www.groupbt.com/betterworld/digital_discuss.

ICT and Quality of Life

Prepared by the Future Foundation, this Hot Topic considers the question “do modern communications technologies make life better or worse?” It concludes that, whilst it may not be possible to ‘prove’ the case that modern communications technology improves life quality from objective research measures, there is widespread subjective qualitative and quantitative research showing that people generally think this is the case.

Utilising extensive research into the use of and attitudes towards technology, the paper contends that the phone, internet and mobiles are all positive facilitators to achieving our personal goals. However, this potential is only fulfilled when we learn to control and use the technologies to help balance our lives, stay in touch with emotionally important friends and family and perform our jobs successfully. In this respect these technologies can help make a better world – providing they facilitate individual self-fulfilment.

The authors propose that the biggest contribution BT can make to the beneficial use of technology at the individual level in society is through ensuring that the technologies available are as accessible, usable, cost effective and advanced as possible.

Corporate social responsibility in action (continued)

BT in India

Prepared independently by ERM, the BT in India case study assesses the economic, social and environmental impacts of BT's activities and evaluates the overall impact of ICT on development in India.

The paper summarises the major part BT has played in the financial and business success of its joint ventures, such as business strategy development, technical expertise, secondments and shared learning.

ERM conclude that, on social and environmental issues, BT's most significant contribution has been to human resources management, where BT has promoted good practice amongst the joint ventures. ERM go on to make recommendations for further improvement, such as for greater dialogue with its joint venture partners on business practice, environmental policy and community issues.

ERM then examine the current impact of the ICT industry on development in India and assess the prospects for enhancing this contribution. In particular, they identify the obstacles to greater access and consider potential business opportunities for internet service provision in rural areas and to low income groups.

The authors expect most expansion of the ICT industry in India to be characterised by further private sector investment in states with higher average disposable incomes and larger proportions of the population in urban areas. If this occurs they conclude that the ICT divide will continue to increase in India in the next few years.

However, ERM suggest that the situation could be affected by a major shift in the approach of government and the private sector. They make a number of specific recommendations in this regard.

BT – setting the standard or meeting the standard?

There are literally hundreds of different guidelines, standards and codes of practice that companies are encouraged to sign up to. It's impossible to cope with them all but the section on standards describes how we approach some of the better known and more influential.

Of particular relevance to corporate reporting is the Global Reporting Initiative (GRI).

We are directly supporting the work of the GRI and have used it extensively in compiling this report. If you prefer to work through the report following the GRI framework then we have created an index especially for you. There is also an index based on the BT case study submission to the Global Compact.

The scrutineers

Every effort has been made to ensure that our report is complete and accurate. So the whole thing has been through the rigours of a comprehensive verification process.

Our panel of independent experts brought their independence of thought, experience and insight – as well as their knowledge of corporate accountability – to the process.

They have been involved in all aspects – from providing guidance on our proposals for the report’s main content areas, to the selection of the hot topics, from repressing our flights of PR fancy to agreeing the criteria for selecting the independent verifier.

In addition, there were the external verifiers LRQA, strongly supported by BT’s Internal Audit department, whose primary role was to identify and assess the key data gathering systems and to validate appropriate data samples.

Future forward

We have prepared this report during one of the most turbulent times in BT's history.

Not since privatisation in the 1980s has the company experienced so much change. And it would be naïve not to recognise that this further complicates an already complicated job.

On the other hand, could there be a better time to substantiate our claim that our social programmes are a joined-up part of the way we do business? In fact, according to the Dow Jones Sustainability World Index, BT is now the leading Telecommunications company in the world. The DJSI World includes 312 companies from 62 industries in 26 countries with a combined market capitalisation of more than 6.2 trillion EUR. Dow Jones Indexes and SAM Group announced the results of their 2001

Annual Review in September 2001. BT had an overall Sustainability Performance score of 71% (industry average was 45%). The three component scores that give this overall score were Economic 84% (industry average was 55%), Environment 55% (industry average was 38%) and Social 84% (industry average was 48%).

To demonstrate our future commitments in this area we have built on our strong history of setting environmental targets and have introduced social targets for the first time.

(Note: The number of targets has reduced following the sale of Yell and the demerger of BT Cellnet. These targets have been transferred and are now owned by Yell and mmO₂).

Better World – our commitment to society

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A better world?

We believe our proposition that **‘better communications helps create a better world’** holds true and that through the Better World web site we have helped substantiate this claim.

But communications are not one way and we would like to hear from you.

Do you agree with the recommendations made by the hot topic authors?

Have we missed anything out?

Is there anything we could do better?

Do **you** think better communications helps create a better world?

Let us know through the Your Views section of the site.