

# Data and Targets

Better World  
BT's Social & Environment Report



# Data and targets

In this section of Better World you can view:

- BT's ten non-financial key performance Indicators for a quick overview of our social and environmental performance.
- Our social or environmental performance data.
- Our social and environmental performance targets, including progress against targets set in previous financial years.

## Key performance indicators

We have selected ten non-financial key performance indicators (KPIs) to provide a quick overview of BT's social and environmental performance. They also offer an indication of the underlying health of BT.

The KPIs have also been used to establish ten strategic social and environmental targets.

### Key performance indicator selection

The primary reference point in the identification of KPIs was BT's Statement of Business Practice. This sets out our business principles together with the specific aspirations and commitments that apply in our stakeholder relationships.

From here specific indicators were selected following consultation with investors, customers and employees, together with outside experts such as the BT CSR Stakeholder Advisory Panel and our Independent Report Advisory Panel.

The final set of KPIs includes at least one indicator for four important stakeholder groups (customers, employees, community and suppliers) and reflects key issues of social concern (integrity, digital inclusion and environment).

### Summary

The following figures relate to the 2003 financial year:

- Customer dissatisfaction reduced by 37%.
- Broadband available to 67% of UK households.
- People Satisfaction Index steady at 67%.
- Increase in the percentage of ethnic minority employees (8.6%) in BT whilst percentage of women (23.6%) and disabled employees (2%) held steady.

- Global Warming CO<sub>2</sub> emissions now 40% lower than 1996.
- General waste down 1.1% to 89,878 tonnes and 24% recycled.
- Health & Safety significant incident rate down from 126 to 113 per 10,000 full time employees.
- Ethical trading risk assessment questionnaires completed by 31 suppliers and 14 on-site assessments undertaken.
- Community investment of £8.2 million plus £17.9 million in further funding and support in kind.
- Awareness of our Statement of Business Practice in the UK up from 76% to 83%.

Below is a summary of our performance in each of the KPIs during the 2003 financial year. More information can be found in the relevant sections of this site.

### Customers

Reducing customer dissatisfaction is the cornerstone of the BT strategy and we have set the target to reduce the number of dissatisfied customers by 25% each year.

We achieved a 37% reduction in customer dissatisfaction across the whole group over the year, beating the target of 25%. All areas of the business improved satisfaction levels, with particularly significant improvement among our international and wholesale customers.

BT is determined to spread the benefits of broadband as widely as possible. At present the ADSL 'footprint' covers 67% of all UK homes. We have set out a roadmap that will see broadband reach 80% of all UK homes by June 2004.

### Employees

Broadly speaking, people continue to feel committed and satisfied with working for BT.

The People Satisfaction Index (measuring the overall satisfaction of people with their working life in BT) remains at 67%.

However, we have now set the target for an increase in the People Satisfaction Index to 69% by 2004.

The past year has shown an increase in the percentage of ethnic minority employees in BT (8.6%) whilst percentage of women (23.6%) and disabled employees (2%) held steady.

We now aim to increase the percentage of women employees to 25% and disabled employees to 2.5%, whilst not falling below 8% for ethnic minority employees.

Providing a safe place to work and promoting a healthy lifestyle are critical to our employee relationships. Therefore it was pleasing that our significant incident rate (the reported number of injuries, diseases and dangerous occurrences) was down from 126 to 113 per 10,000 full time employees in the UK this year. Our target is to achieve a 25% reduction in incidents by 2005 from 2001 levels – we are currently on track with a 23% reduction achieved so far.

### Suppliers

It is vitally important that our suppliers provide working conditions consistent with international guidelines such as the UN's Universal Declaration of Human Rights.

We continued to roll out our ethical trading programme to those places where we believe the risk of falling short of our Sourcing with Human Dignity standard is at its highest.

Ethical trading risk assessment questionnaires have been completed by 31 suppliers, 14 on-site assessments have been undertaken and improvement plans are in place where required.

Our target now is to obtain clear evidence of action in high and medium risk areas.

### Community

We have made the commitment to provide a minimum of 1% of our UK pre-tax profits to activities in support of society, either through direct funding or through support in kind. This year we provided £8.2 million to activities in direct support of society, plus £17.9 million in further funding and support in kind.

### Environmental

At first glance the environmental impact of communications technology does not appear to be great, but our sheer scale and reach create a sizeable environmental footprint.

Indeed, BT is one of the largest single consumers of energy in the UK.

BT's emission of global warming CO<sub>2</sub> emissions has been reduced by a further 7% this year – now a massive 40% reduction since 1996.

The UK's own target for CO<sub>2</sub> reduction is 20% below 1990 levels by 2010 so we are way ahead of that. However, we would like to give some advance warning – the expansion of our network and broadband roll-out will increase our energy use. Nevertheless we have set the target to cap our 2010 CO<sub>2</sub> emissions at 25% below those of 1996, still a sizeable reduction.

Also important is the disposal of all our waste. This year we have increased the amount of waste recycled from 21% to 24% and reduced our general waste volume by 1.1% to 89,878 tonnes.

### Integrity

In today's world, integrity and fulfilling our promises are increasingly critical. Here our Statement of Business Practice (The Way We Work) is a key document, setting out the principles that apply to BT people all over the world.

In 2003, awareness of these principles in the UK increased to 83%, up from 76%. We have set the target to increase awareness in the UK to 86% by March 2004 and to report awareness figures for the whole of the BT Group by March 2005.



BT Non-Financial Key Performance Indicators

Aspect	Indicator	Financial Years			Target
		2003	2002	2001	
Customers	Customer Dissatisfaction – a measure of the overall success of BT’s relationship with its customers	37% reduction	N/A	N/A	Reduce number of dissatisfied customers by 25% each year
	UK Addressable Broadband Market – a measure of the geographical reach of broadband	67% UK households	N/A	N/A	80% of UK households addressable by mid-2004
Employees	People Satisfaction Index – a measure of the overall success of BT’s relationship with its employees	67%	67%	65%	69% by March 2004
	Diversity – a measure of the diversity of the BT workforce	23.6% Women 8.6% Ethnic Minority 2% Disabled	23.9% Women 7.7% Ethnic Minority 2% Disabled	26.4% Women 7.5% Ethnic Minority 2% Disabled	25% Women > 8% Ethnic Minority 2.5% Disabled by March 2004
	Significant Incident Rate – a measure of BT’s success in health and safety	113 per 10,000 full time employees (UK only)	126 per 10,000 full time employees (UK only)	147 per 10,000 full time employees (UK only)	25% reduction in incidents from 2001 by March 2005
Suppliers	Ethical Trading – a measure of the application of BT’s supply chain human rights standard	31 risk assessment questionnaires completed	N/A	N/A	Evidence of action in high/medium risk areas
Community	Community contribution – a measure of BT’s investment in society	£26.1 million in funding and support in kind	£26m in funding and support in kind	£16m	Maintain at minimum of 1% pre-tax profit
Environment	Global Warming CO <sub>2</sub> emissions – a measure of BT’s climate change impact	40% below 1996 (0.96 million tonnes/51t per £ million turnover)	36% below 1996 (1.03 million tonnes/56t per £ million turnover)	22% below 1996 (1.26 million tonnes/61t per £ million turnover)	Cap 2010 CO <sub>2</sub> emissions at 25% below 1996 levels
	Total Waste and Recycling rates – a measure of BT’s resource impacts	89,878 tonnes and 24% recycled	90,900 tonnes and 21% recycled	117,196 tonnes and 18% recycled	10% by volume increase recycled by March 2004
Integrity	Awareness of the BT Statement of Business Practice – a measure of our success in promoting integrity	83% (UK) N/A (All BT)	76% (UK) N/A (All BT)	71% (UK) 73% (All BT)	86% (UK) by March 2004



## Social and environmental data

This section only contains trended and analysed data. Other one-off quantified data is included in the text in various sections of the site.

You can view which of our social and environmental data have been identified as particularly important in the key performance indicators section of the site.

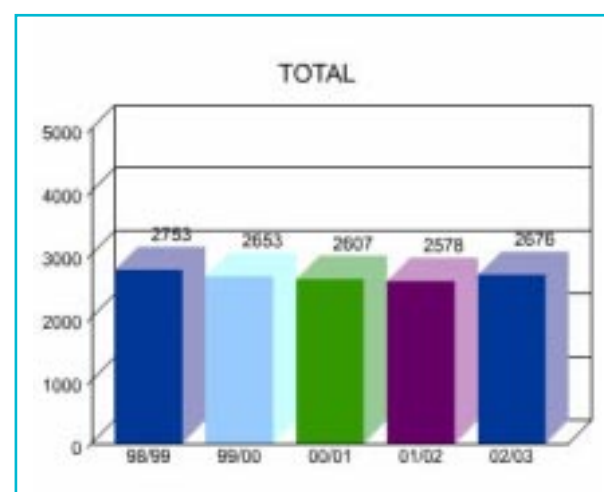
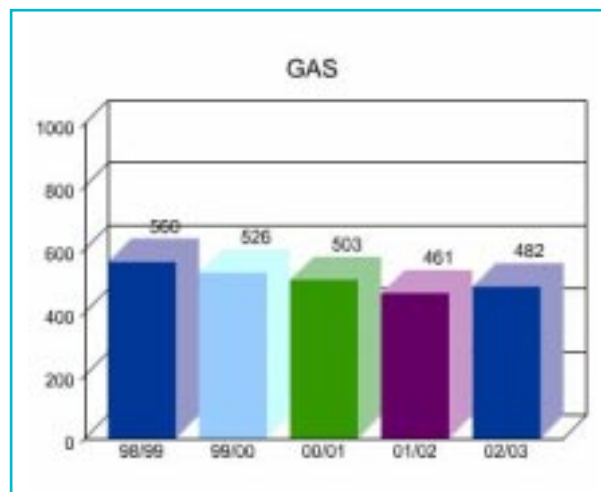
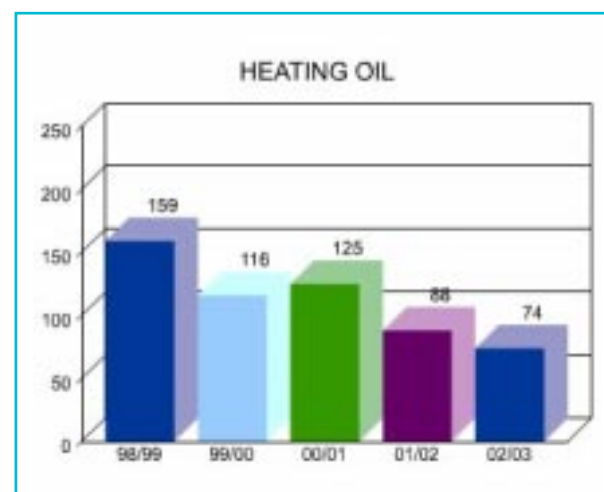
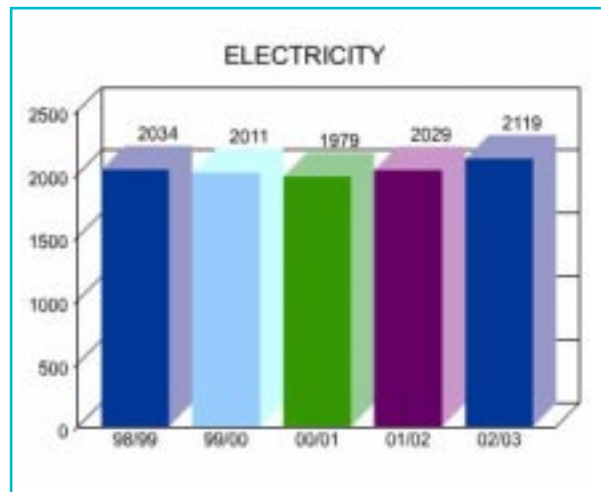
### Fuel, energy and water

#### Energy consumption by BT's network & estate

**Source:** Invoices (not weather corrected). Figures include BT plc, BT Northern Ireland & Manx Telecom. Figures exclude Subsidiary companies and BT Tenants

**Scale:** (GWh)

**Note:** Excludes BT Global Services outside the UK.

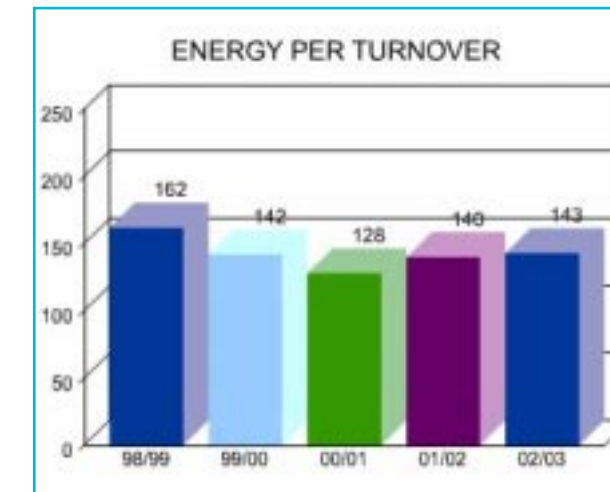


#### Energy Consumed per £m Turnover

**Source:** Annual Report & Accounts, Energy Database

**Scale:** MWh

**Note:** Excludes BT Global Services outside the UK.

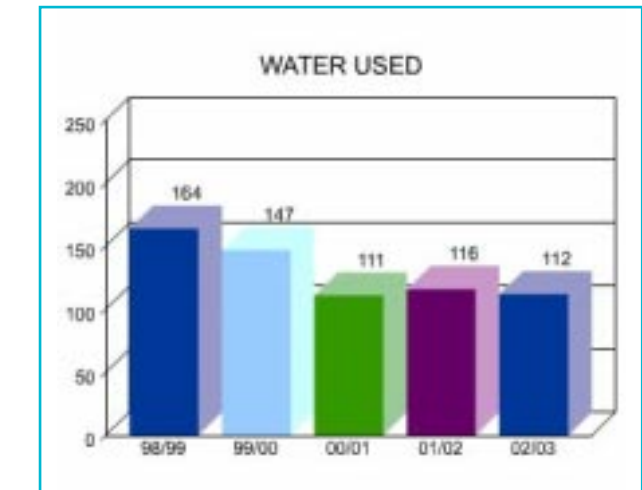


#### Water Consumed per £m Turnover

**Source:** Annual Report & Accounts, Energy Database

**Scale:** CuM

**Note:** Excludes BT Global Services outside the UK.

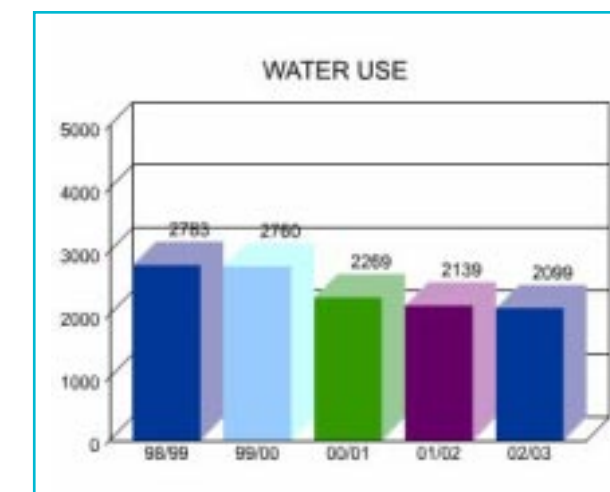


#### Water used by BT's network & estate

**Source:** Invoices (not weather corrected). Figures include BT plc, BT Northern Ireland & Manx Telecom. Figures exclude Subsidiary companies and BT Tenants

**Scale:** 1,000 Cubic Metres

**Note:** Excludes BT Global Services outside the UK

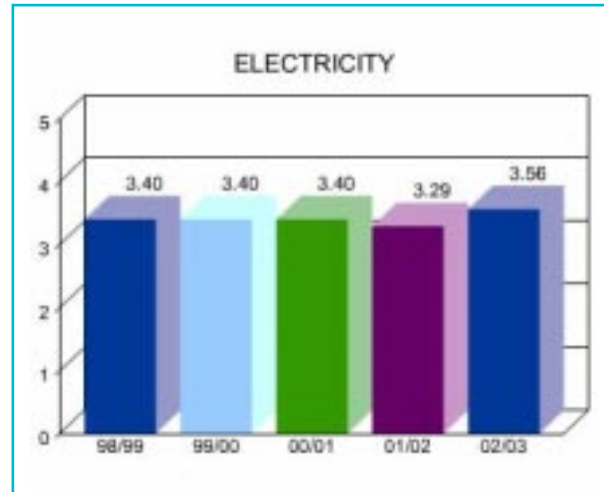


**Approximate Emissions of NOx**

**Source:** Emissions derived using Government conversion factors. Figures include BT plc, BT Northern Ireland & Manx Telecom. Figures exclude Subsidiary companies and BT Tenants

**Scale:** 1,000 tonnes

**Note:** Excludes BT Global Services outside the UK.

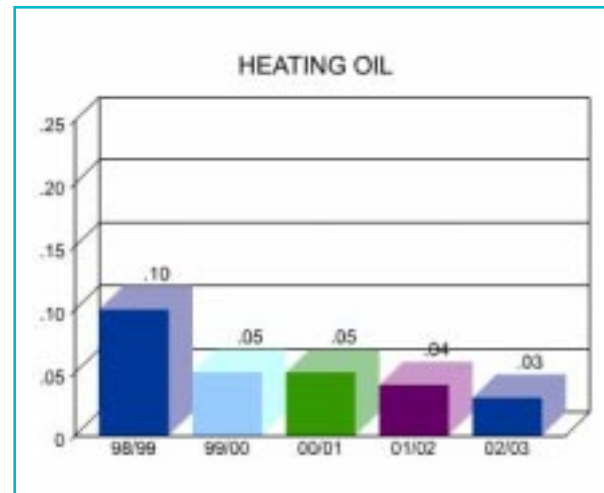
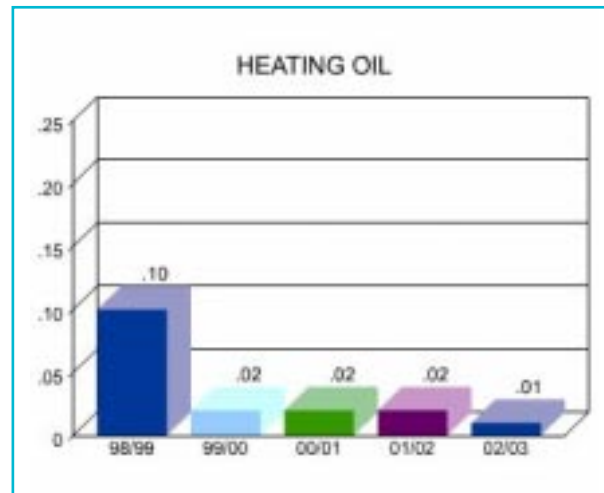
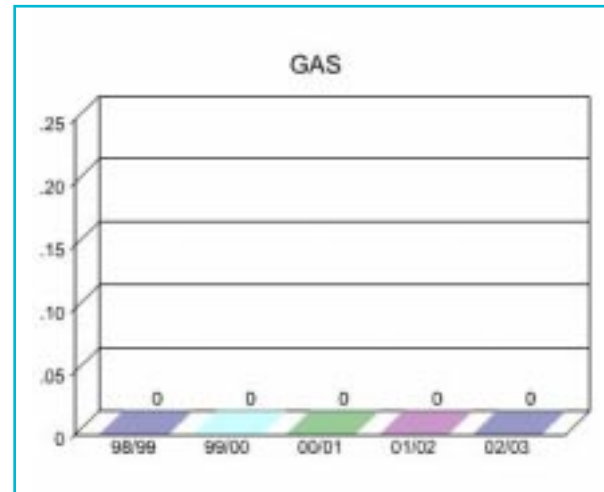
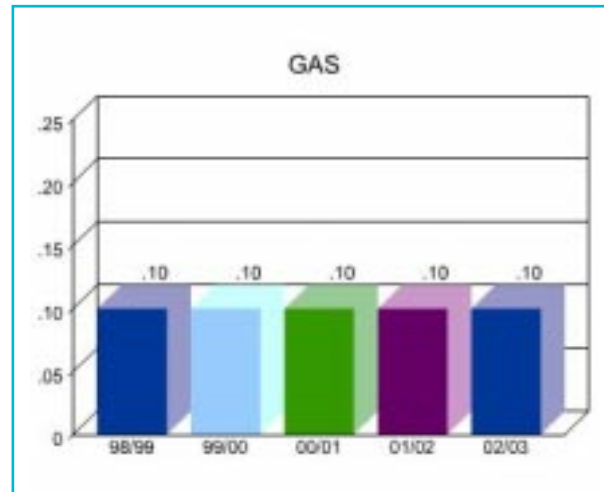


**Approximate Emissions of SO2**

**Source:** Emissions derived using Government conversion factors. Figures include BT plc, BT Northern Ireland & Manx Telecom. Figures exclude Subsidiary companies and BT Tenants

**Scale:** 1,000 tonnes

**Note:** Excludes BT Global Services outside the UK.



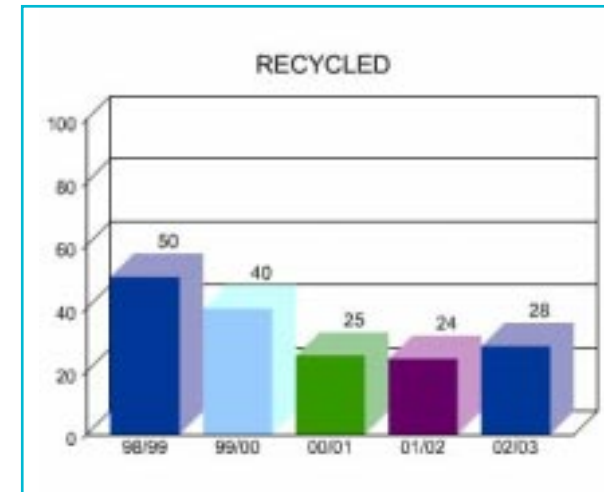
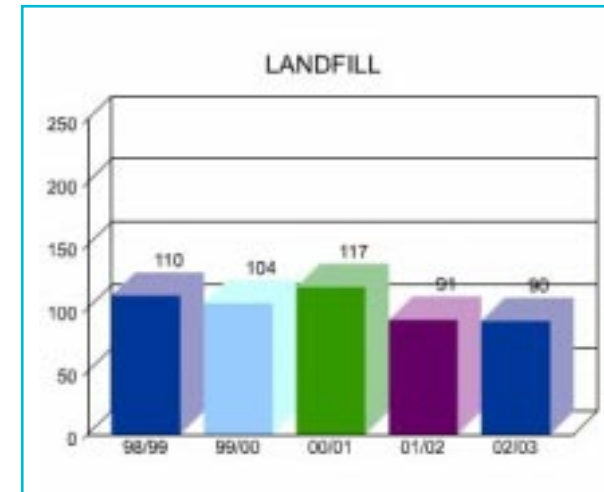
**Waste**

**Waste arising and management**

**Source:** Contractors

**Scale:** Tonnes

**Note:** Excludes BT Global Services outside the UK.





## Waste recovery model

Waste Type (tonnes)	Year 2000	Year 2001	Year 2002	Year 2003
<b>Metals</b>				
Steel	11,692	2,570	514	1,014
Copper	3,771	660	77	116
Aluminium	775	132	52	72
Gold	1	0	0	0
Silver	4	0	0	0
Platinum	0	0	0	0
Palladium	0	0	0	0
Iron	1,213	853.3		
<b>Total</b>	<b>16,243</b>	<b>3,362</b>	<b>1,856</b>	<b>2,056</b>
<b>Cable</b>				
Subsea cable	812	Nil	Nil	Nil
Switchboard cable	656	931	817	685
Mixed cable	1,291	1,227	1,284	965
Aerial self-supporting cable	938	932	744	874
Polythene covered cable	438	800	663	790
Lead covered cable	673	471	697	235
Optical fibre cable	1,108	1,198	1,204	746
Blown fibre cable	203	395	346	138
<b>Total</b>	<b>6,119</b>	<b>5,954</b>	<b>5,756</b>	<b>4,434</b>
<b>Telephone exchange equipment</b>				
Miscellaneous equipment	1,264	935	1,007	823
General iron & steel	1,513	1,293	1,004	1,202
Payphone equipment	886	136	172	223
Telephones	674	580	516	431
PCB/PCN Capacitors	112	1.5	0.1	0.0
<b>Total</b>	<b>4,449</b>	<b>2,945</b>	<b>2,700</b>	<b>2,679</b>
<b>Office &amp; packaging waste</b>				
Office paper	2,635	2,116	1,818	6,264.2
Cardboard	1,277	1,050	2,286	1,366.1
Plastics	37	30.5	Nil	14.3
Toner cartridge	25	39	43	50.0
Silica desiccant	13	34	8.4	10.0
Aluminium cans	2.2	1.6	2.0	
Plastic cups	12.2	11.39	12.0	
<b>Total</b>	<b>3,987</b>	<b>3,284</b>	<b>4,104</b>	<b>7,719</b>
<b>Batteries</b>				
Ni-Cad rechargeable batteries	6	8	20	16
Exchanged lead acid batteries	6,203	4,281	3,483	2,632
Vehicle Lead Acid Batteries	50	26	47	61
<b>Total</b>	<b>6,259</b>	<b>4,315</b>	<b>3,550</b>	<b>2,708</b>

Waste Type (tonnes)	Year 2000	Year 2001	Year 2002	Year 2003
<b>Transport related waste</b>				
Lubricating oil	270	209	202	246
Oil filters	38	52	28	90
Antifreeze/water mixture	10	8	6	21
Brake fluid	3	2	1	1
Mixed fuel	26	18	15	3
Oil contaminated waste	12	7	8	12
Paint solvent/thinners	0.5	0.5	0.02	0.23
Tyres	437	545	496	404
<b>Total</b>	<b>797</b>	<b>842</b>	<b>755</b>	<b>777</b>
<b>Other</b>				
Telephone directories	615	442	616	359
Telegraph poles	1,173	3,852	3,926	6,551
Computing equipment	180	104	832	443
Clothing	4	2	3	3
Catering oil	80			
<b>Total</b>	<b>1,972</b>	<b>4,400</b>	<b>5,377</b>	<b>7,436</b>
<b>Total waste recycled</b>	<b>23,582</b>	<b>21,739</b>	<b>24,099</b>	<b>27,809</b>
<b>General waste</b>	<b>103,853</b>	<b>117,196</b>	<b>90,900</b>	<b>89,878</b>
<b>Total weight for all categories</b>	<b>127,435</b>	<b>142,297</b>	<b>114,999</b>	<b>117,688</b>
<b>Waste recycled (as % of total waste)</b>	<b>29%</b>	<b>18%</b>	<b>21%</b>	<b>24%</b>

£s	Year 2000	Year 2001	Year 2002	Year 2003
Total income	9.6 million	4.0 million	4.2 million	4.26 million
Total expenditure	7.0 million	7.0 million	8.1 million	8.29 million
Landfill tax savings	0.4 million	0.28 million	0.3 million	0.36 million
<b>Total savings/costs</b>	<b>3.0 million</b>	<b>- 2.7 million</b>	<b>- 3.6 million</b>	<b>- 3.7 million</b>

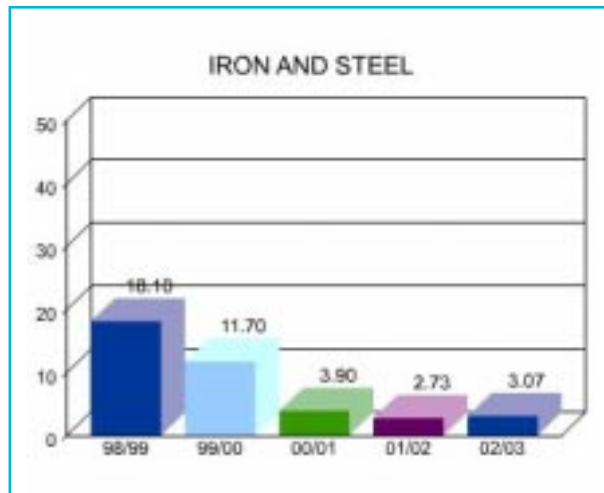
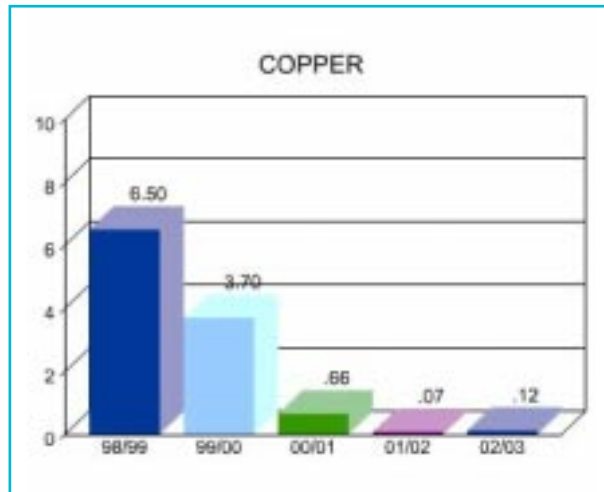
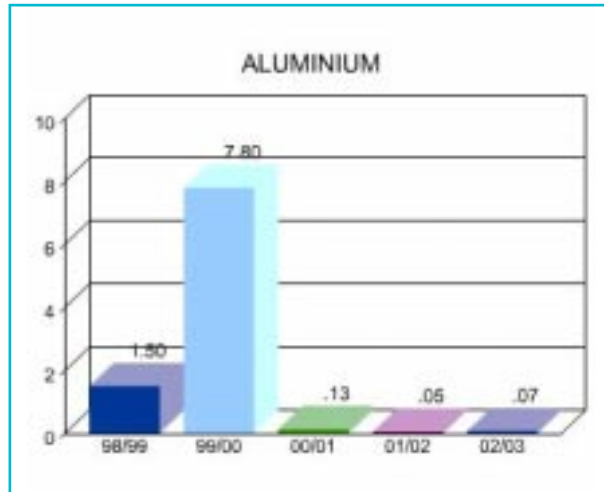


**Principal Metals Recovered from Exchange**

Source: Contractors

Scale: 1,000 tonnes

Note: 0.014 tonnes of Gold, 0.027 tonnes of Silver were also recovered during 02/03. Quantities reduced due to completion of our exchange recovery programme. Excludes BT Global Services outside the UK.

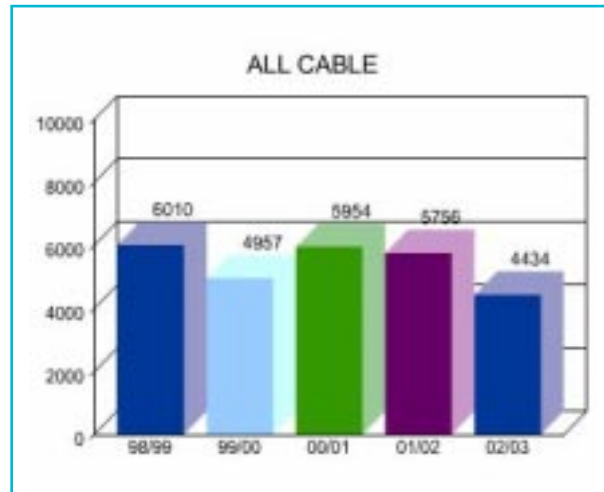


**Quantities of Scrap Cable Recovered for Recycling**

Source: Contractors

Scale: Tonnes

Note: Excludes BT Global Services outside the UK.

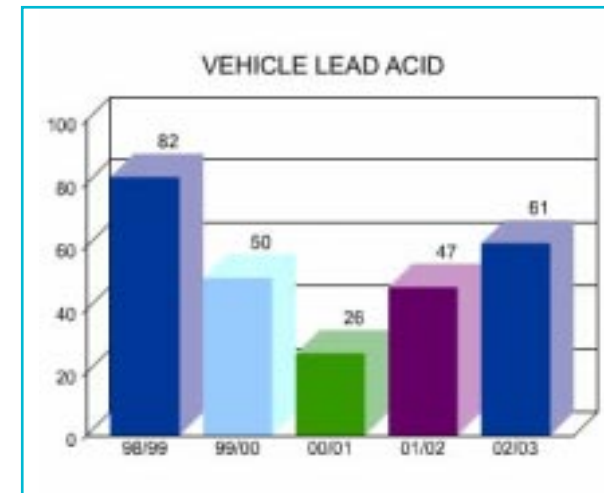
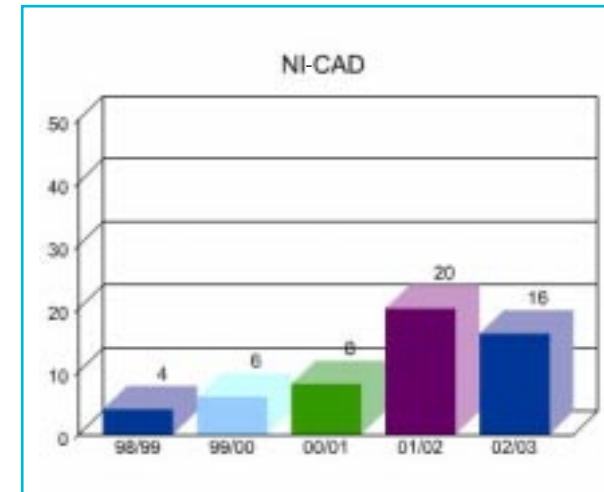
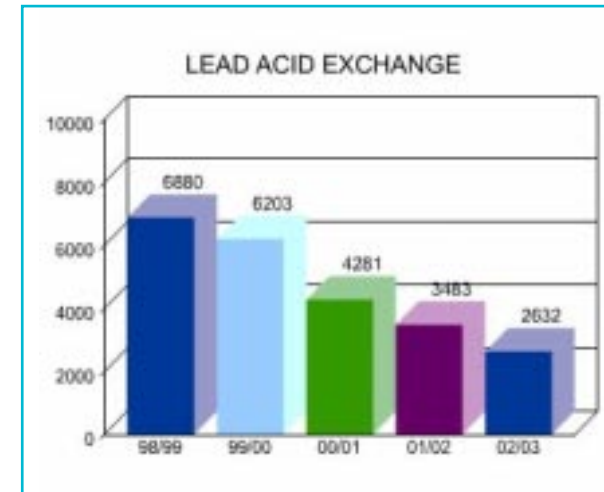


**Quantities of Batteries Recycled**

Source: Contractors

Scale: Tonnes

Note: Excludes BT Global Services outside the UK.



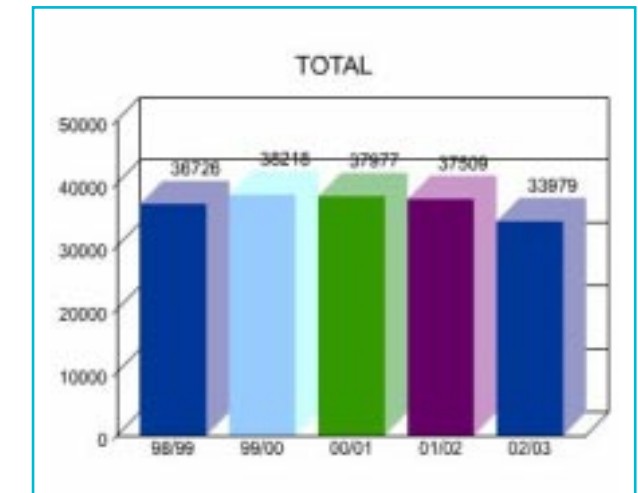
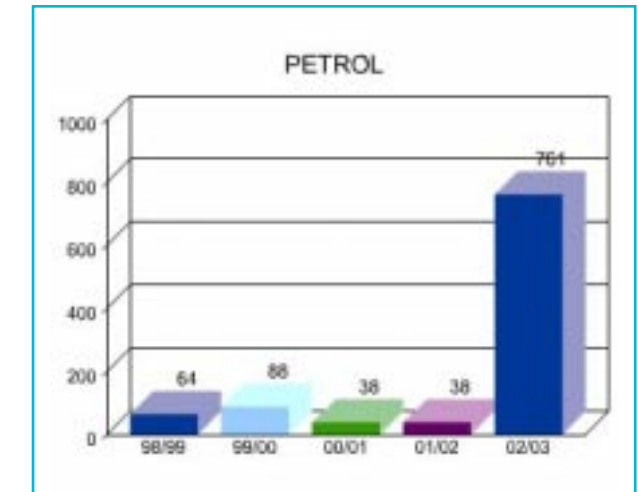
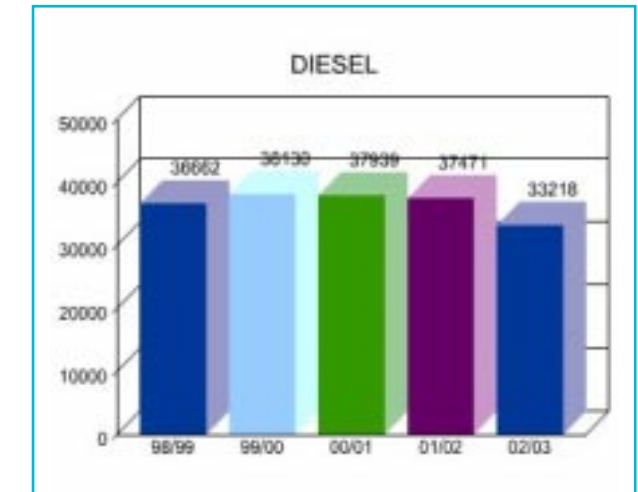
**Transport**

**Number of Vehicles in BT's Commercial Fleet**

Source: BT's Vehicle Database

Scale: Vehicles

Note: Excludes BT Global Services outside the UK.

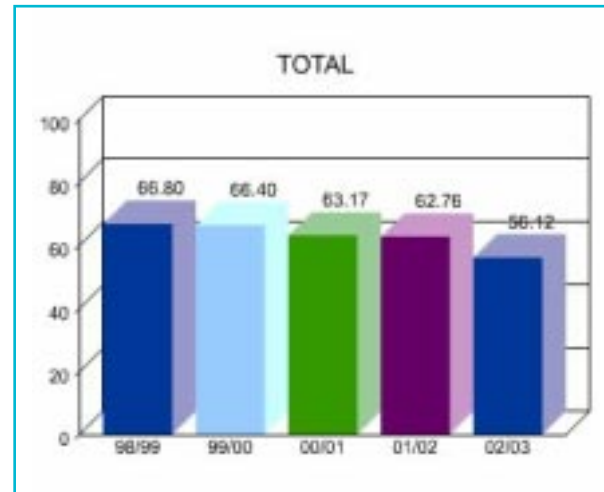
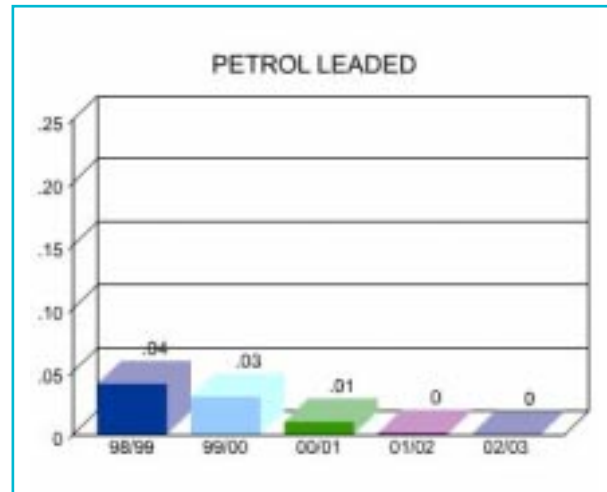
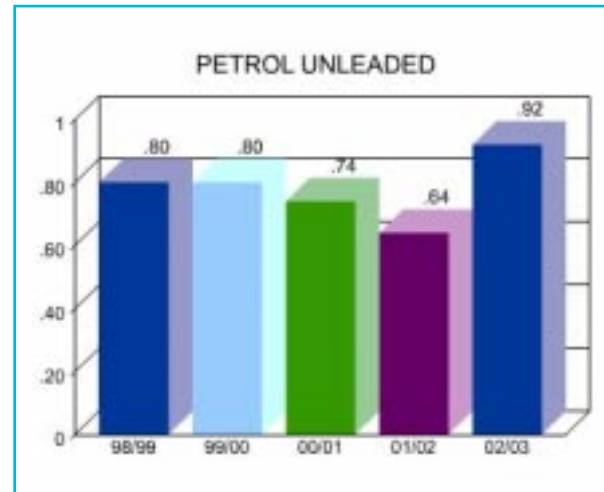
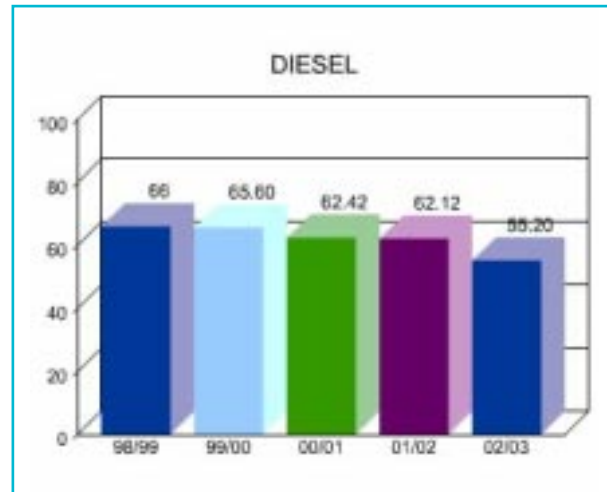


**Fuel used by BT's Commercial Fleet**

Source: BT's Vehicle Database

Scale: Million Litres

Note: Excludes BT Global Services outside the UK.

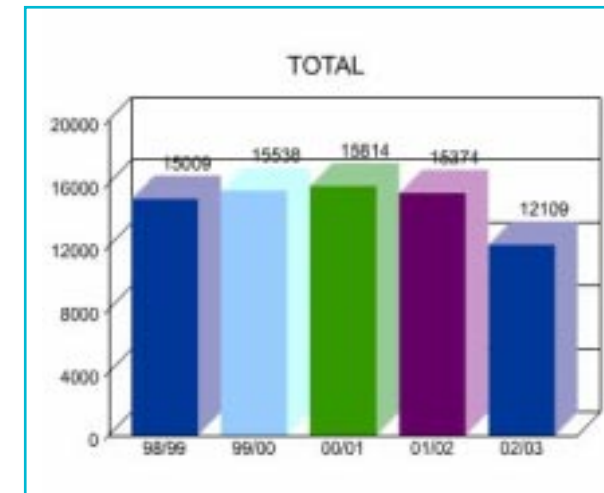
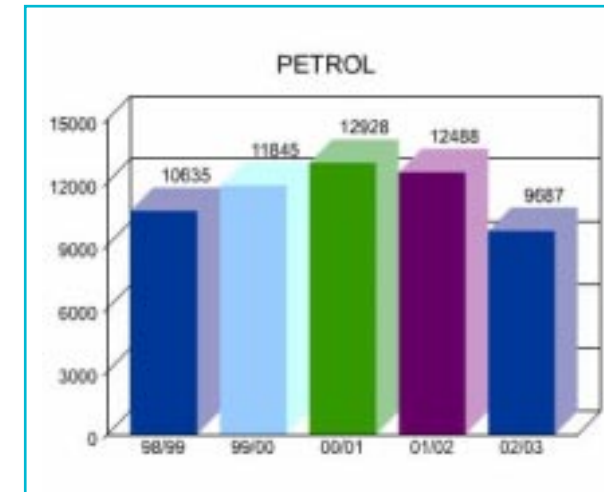
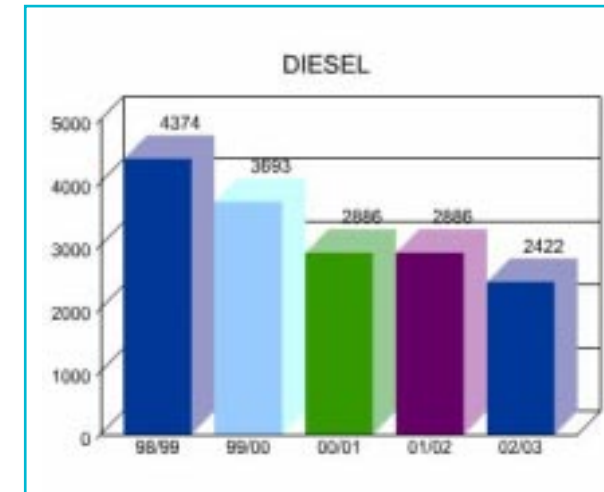


**Total Number of Vehicles in the Company Car Fleet**

Source: BT's Vehicle Database

Scale: Vehicles

Note: Excludes BT Global Services outside the UK.

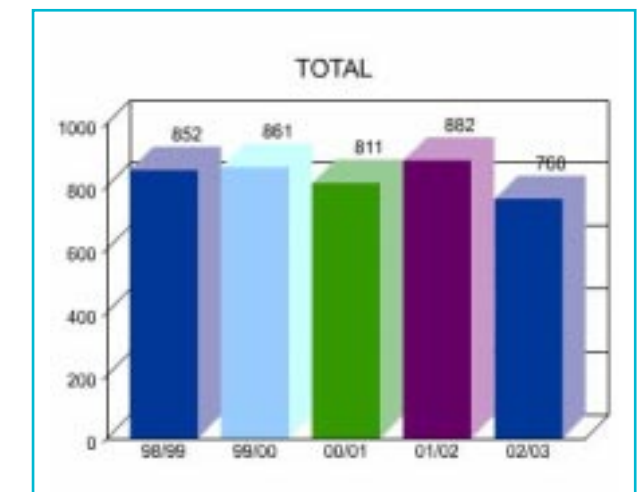
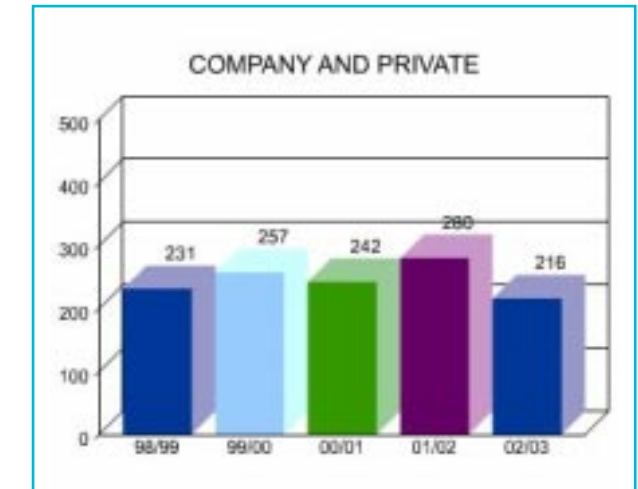


**Distance Travelled by the Commercial Fleet, Company Cars & Private Vehicles on BT Business**

Source: BT's Vehicle Database & Business Expense Claims

Scale: Million km

Note: Excludes BT Global Services outside the UK.



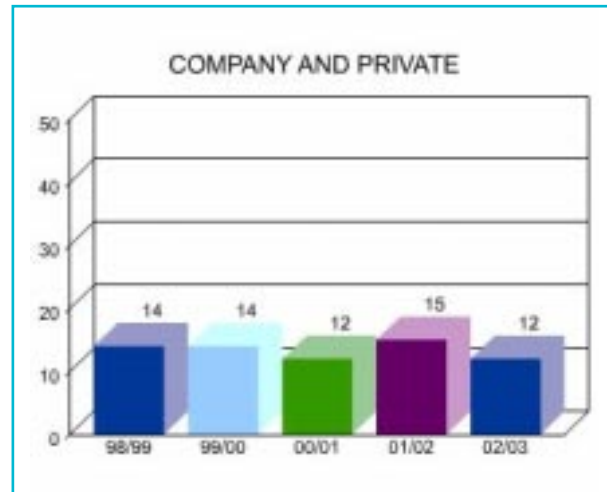
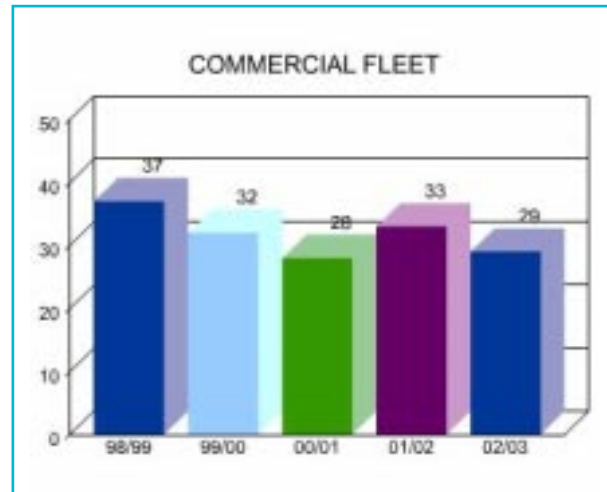


**Distance Travelled per £m Turnover**

Source: Annual Report & Accounts, Transport Database

Scale: 000 kilometres

Note: Excludes BT Global Services outside the UK.

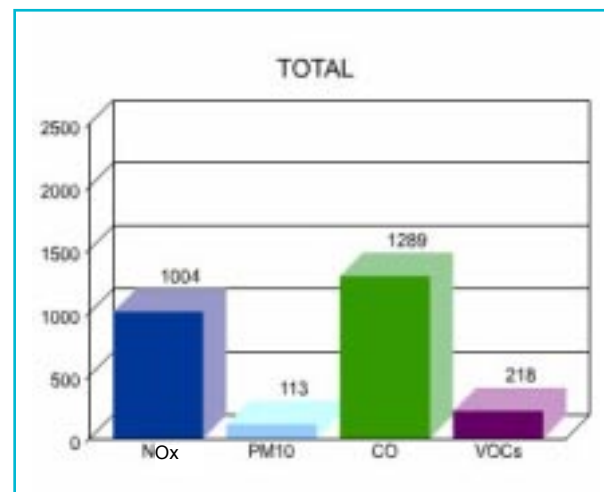
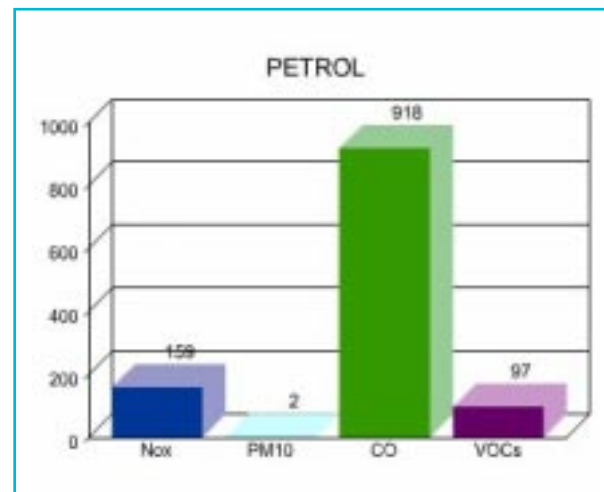
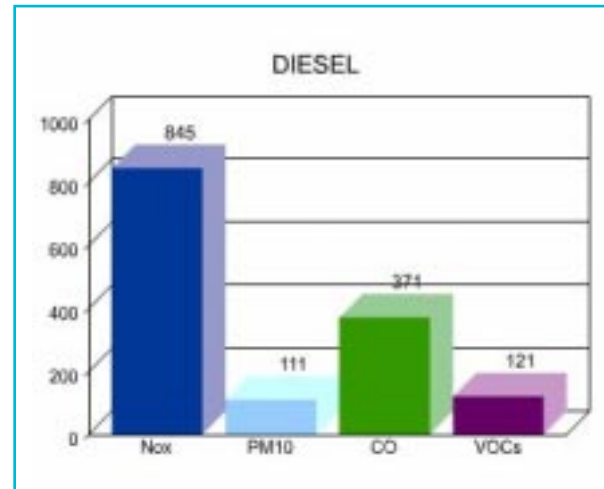


**Transport Emissions by Commercial Fleet, Company Cars & Private Vehicles on BT Business**

Source: NETCEN (AEA Technology)

Scale: Tonnes

Note: Excludes BT Global Services outside the UK.



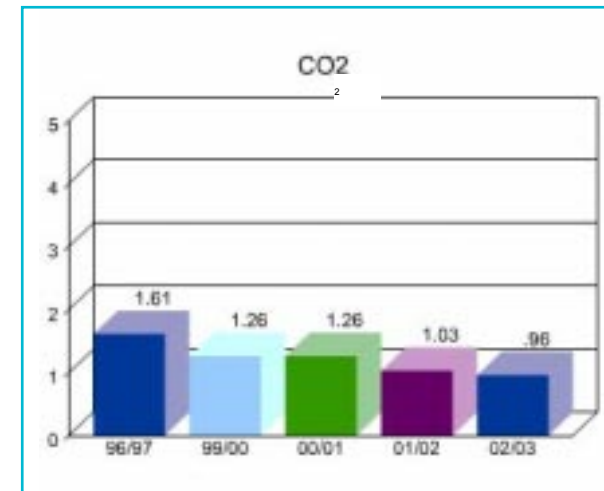
**Emissions to air**

**CO<sub>2</sub> Equivalent Emissions**

Source: Invoices, BT vehicle database, BT refrigerants database, BT expenses unit, BT travel management, DETR, AEA NETCEN

Scale: Million tonnes

Note: Excludes BT Global Services outside the UK (96/97 is the CO<sub>2</sub> target base year).

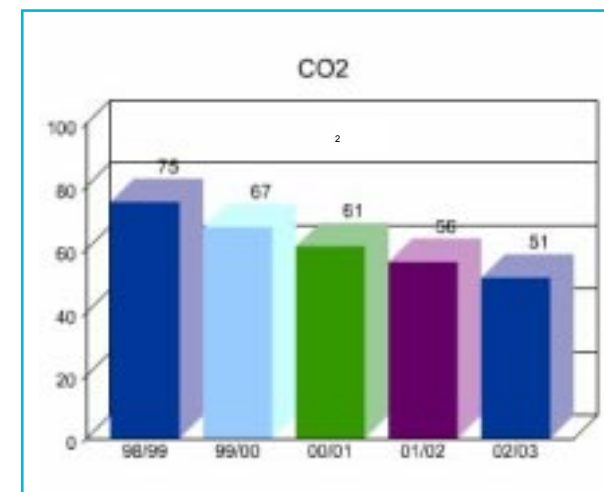


**CO<sub>2</sub> per £m Turnover**

Source: Annual Report & Accounts, CO<sub>2</sub> Model

Scale: tonnes

Note: Excludes BT Global Services outside the UK.

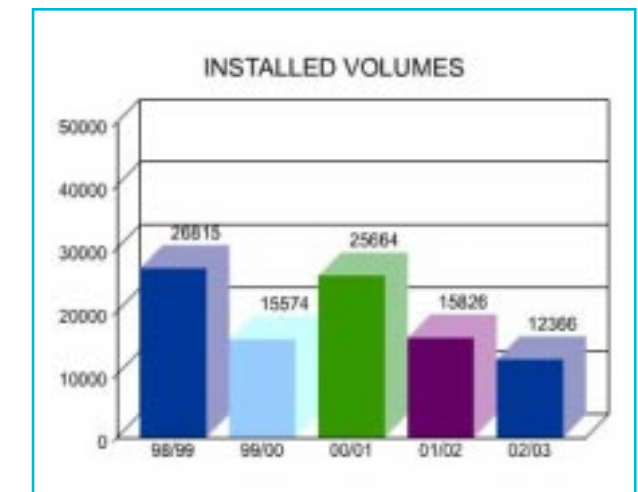
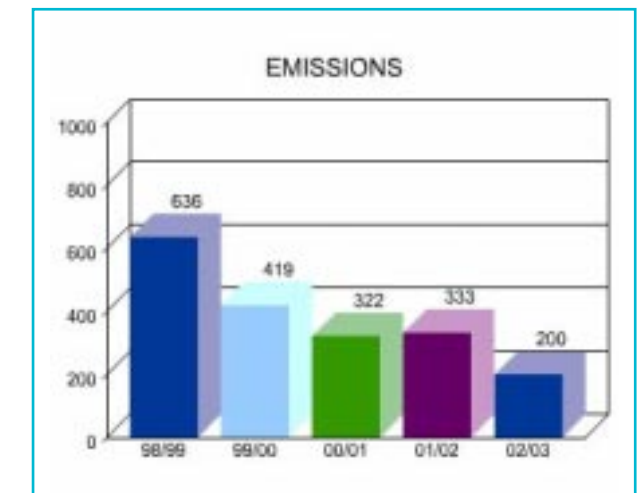


**CFC-11 Equivalent Emissions**

Source: Refrigerant database

Scale: kgs

Note: Note 1: Both installed volume and emissions are for Network Buildings only. Non-network installed volumes have now been identified and input into the Monterey MAXIMO database and we will be reporting on these and our non-network emissions, as of March 2004. Excludes BT Global Services outside the UK.



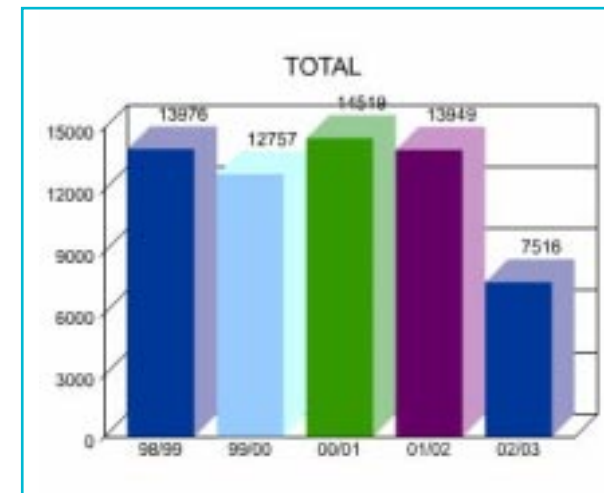
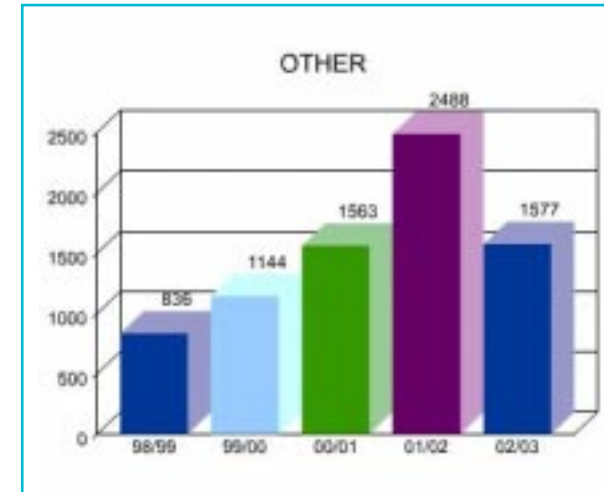
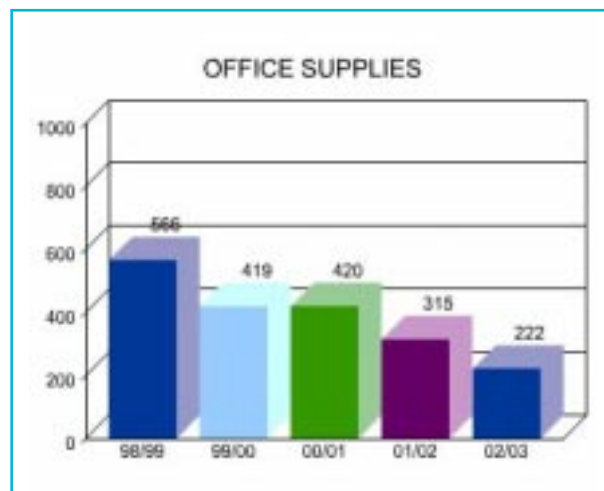
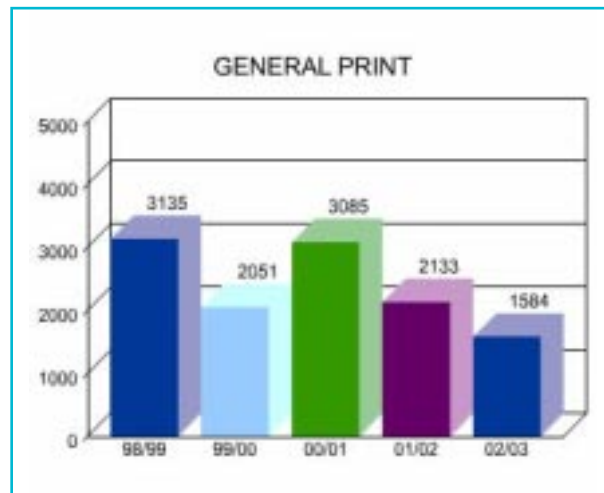
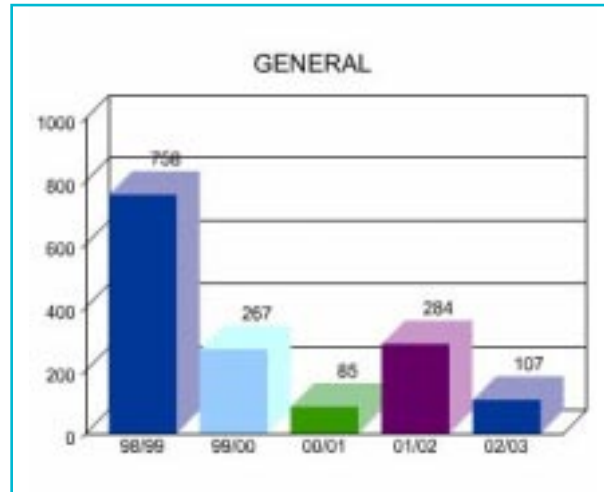
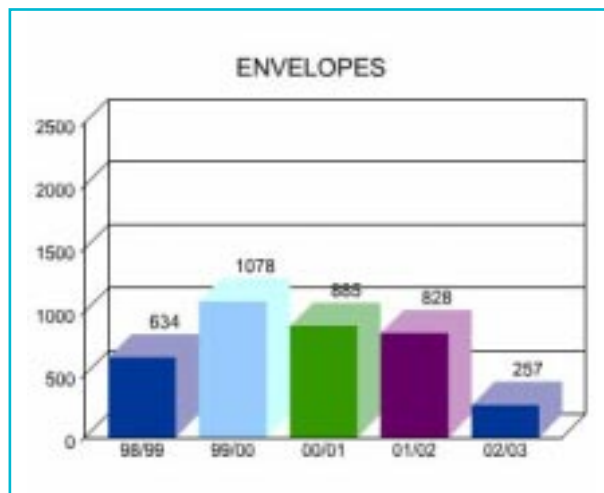
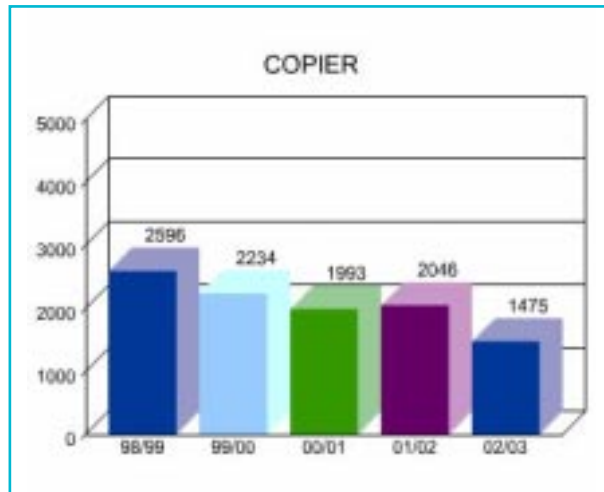
Benefits

**BT Paper Consumption**

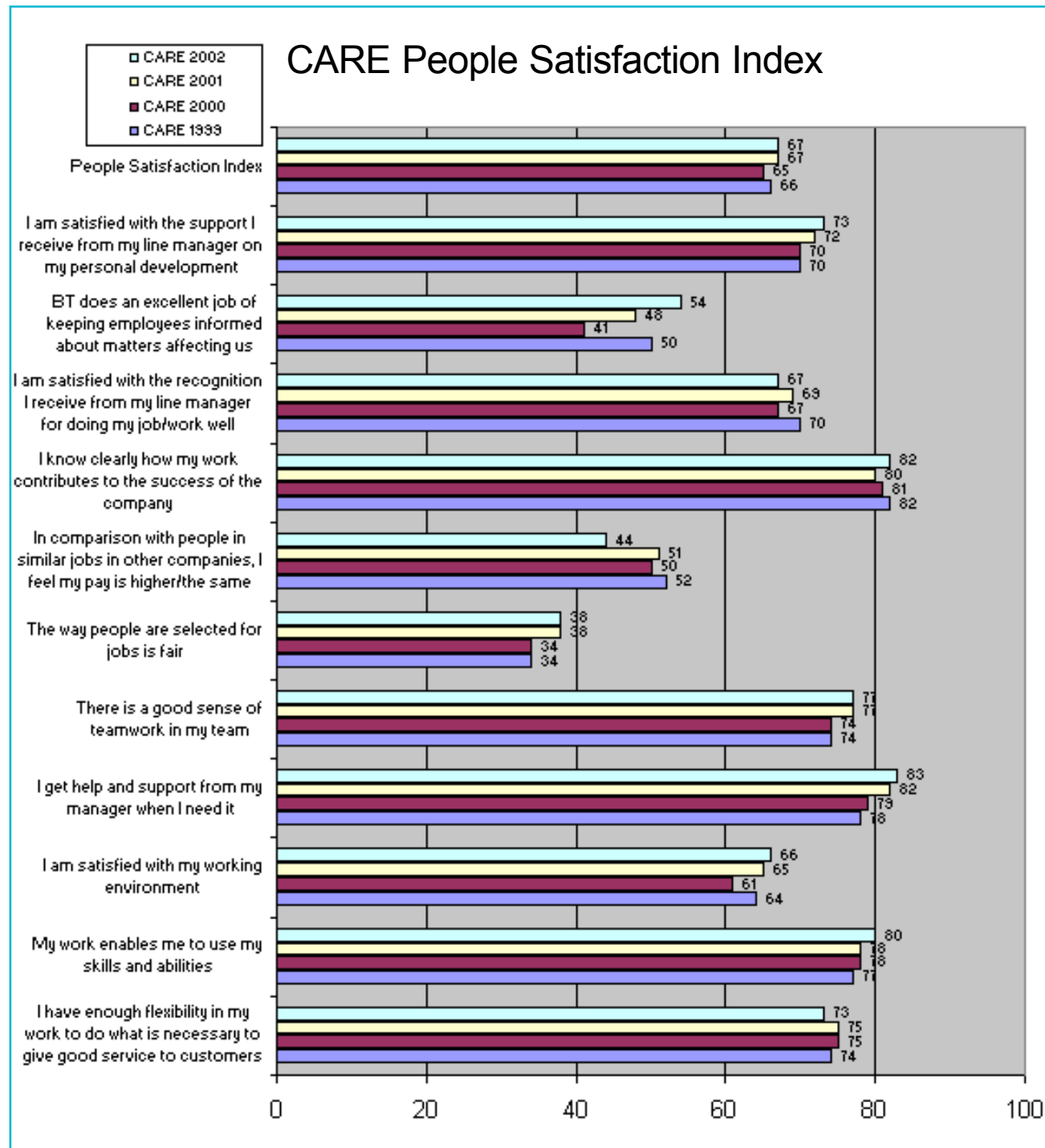
Source: BT Procurement

Scale: Tonnes

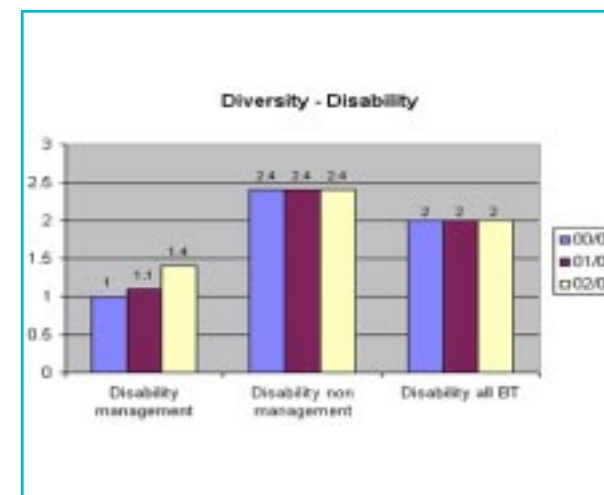
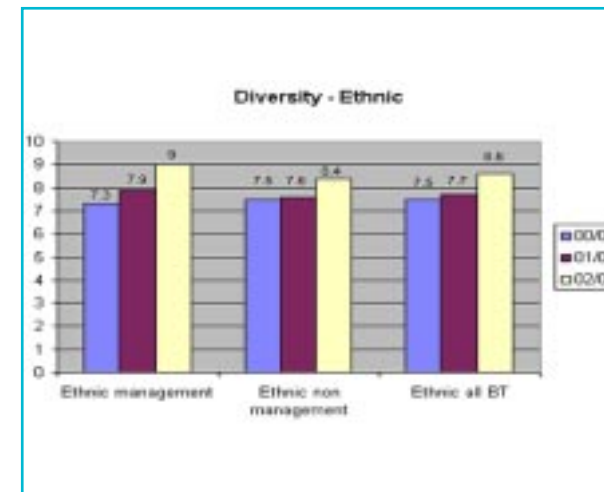
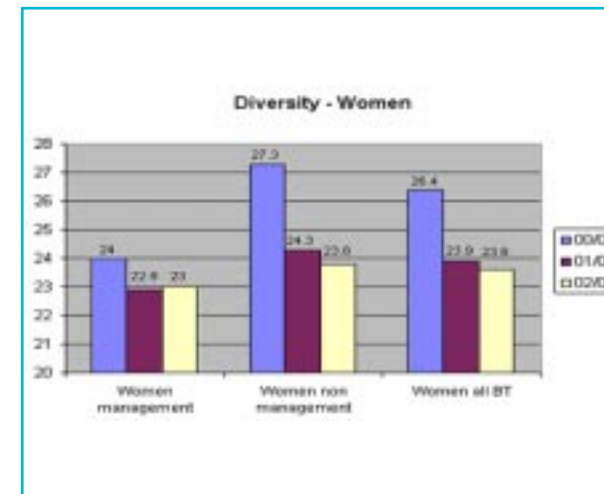
Note: Excludes BT Global Services outside the UK.



Employment



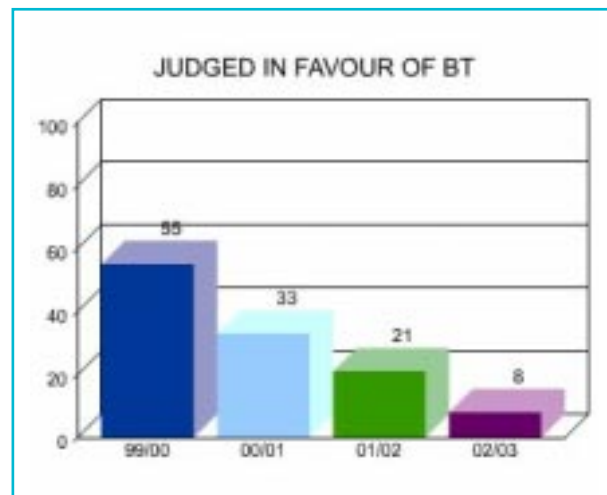
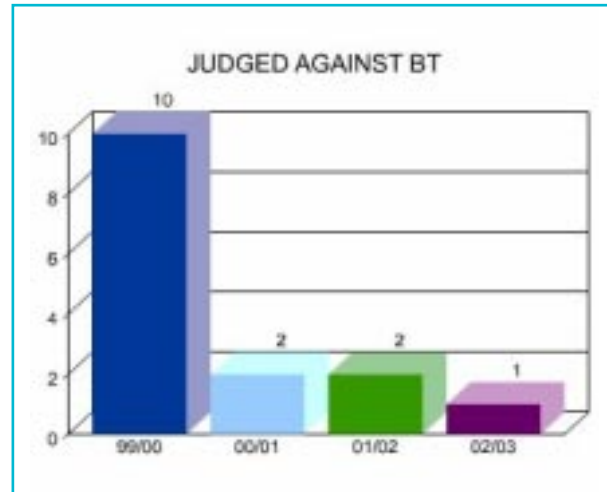
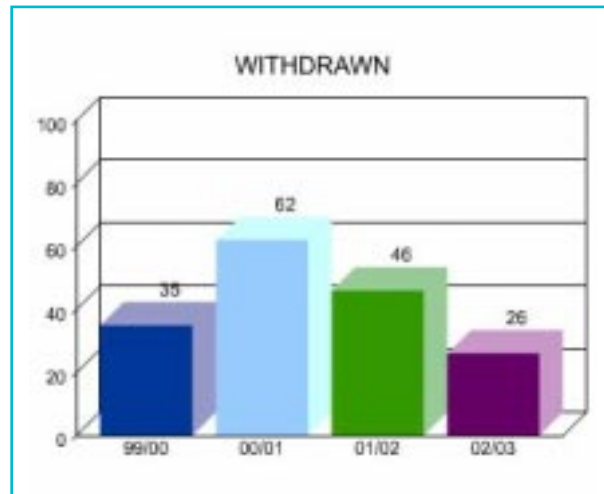
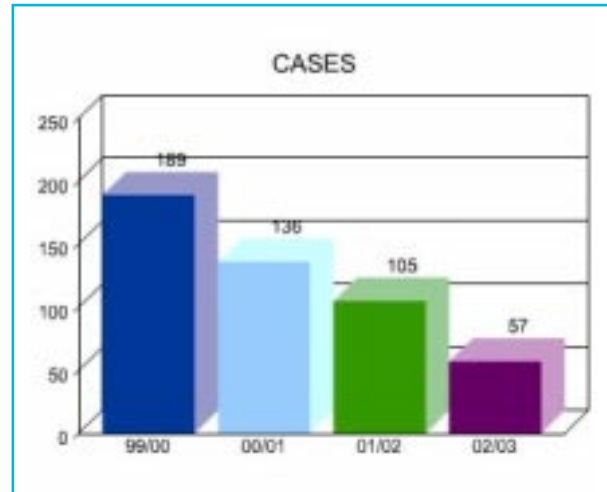
Diversity in BT



**Employee Tribunal Cases**

Source: Group legal

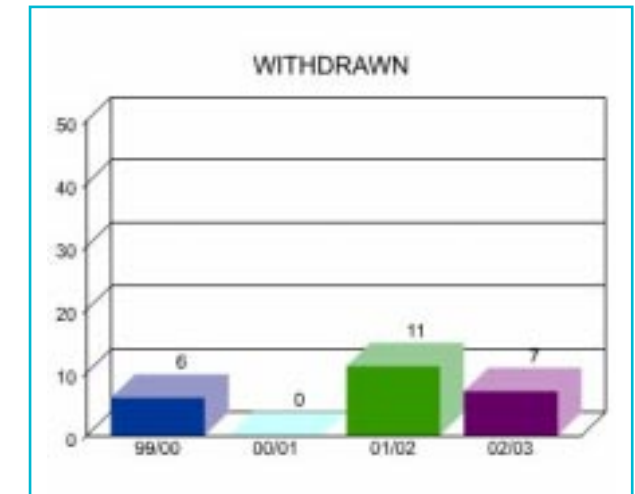
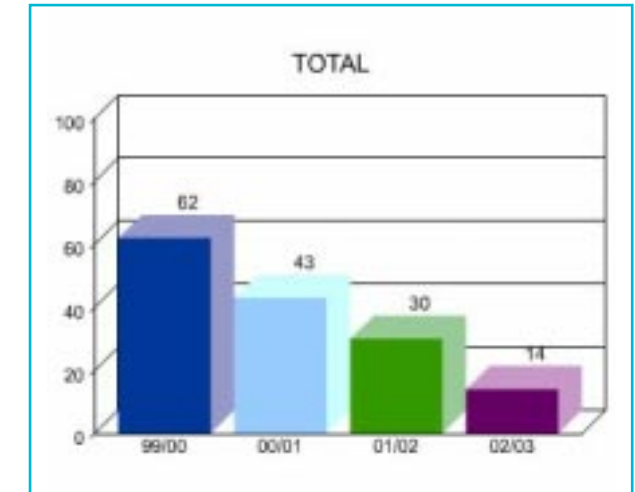
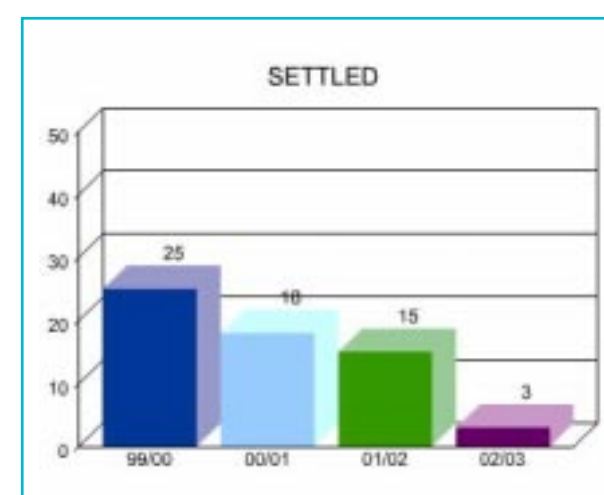
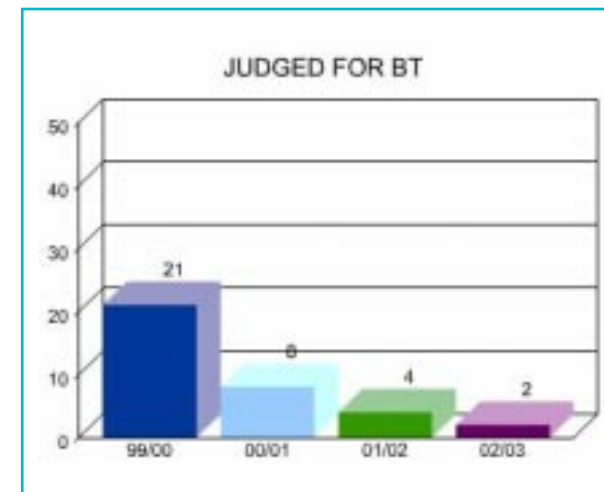
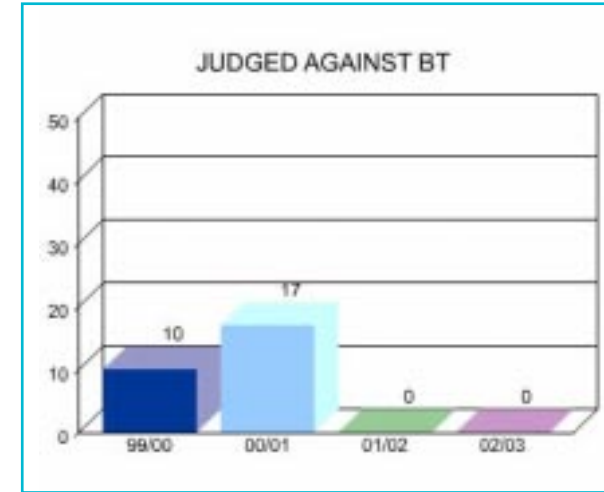
Scale: Cases



**Discrimination Litigation**

Source: Group legal

Scale: Cases



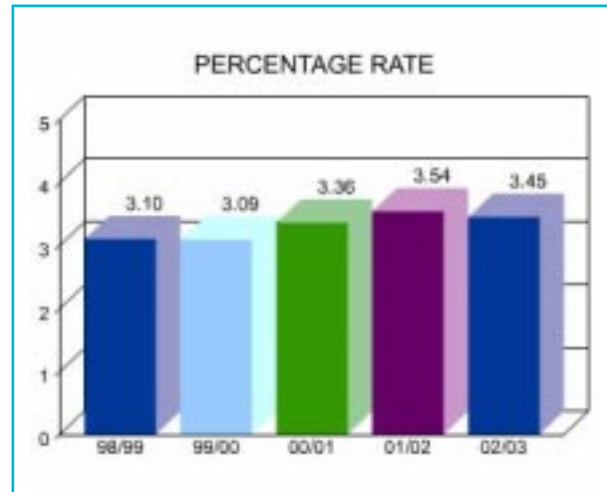


### Health and Safety

#### Rate of Absence

Source: Accenture database

Scale: Percentage



#### Sick Absence due to Accidents

Source: Accenture database

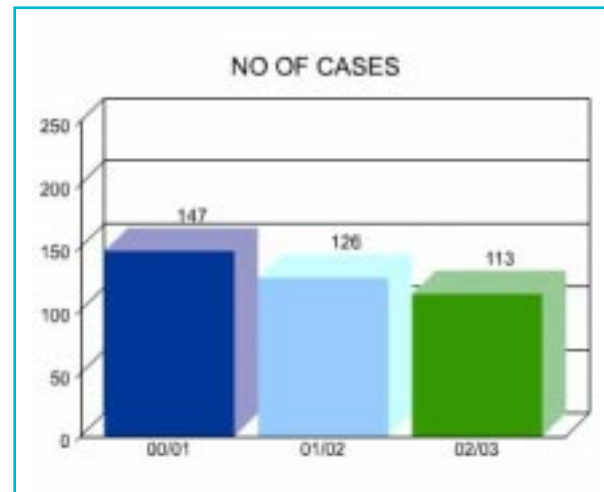
Scale: 10,000 FTE



#### Significant Incident Cases

Source: Accenture database

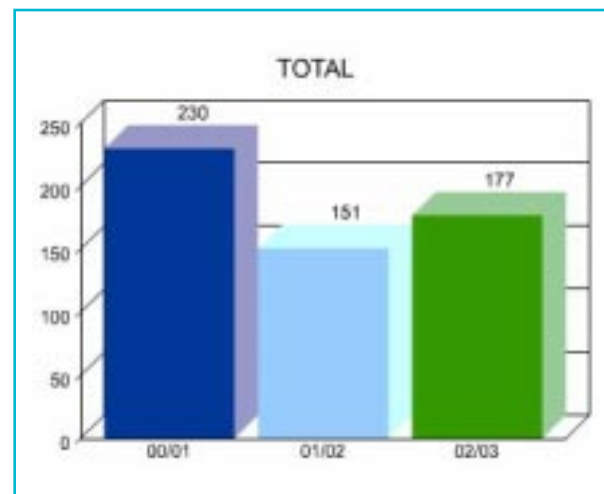
Scale: 10,000 FTE



#### Ill Health Cases with OHS Referral

Source: Accenture database

Scale: 10,000 FTE



## Target status reports

### Targets

We have established a set of targets to improve our social and environmental performance.

Details of all our targets are given below. We also provide interim updates on progress against our targets on a quarterly basis (with the exception of quarter one) on the Better World site.

You can see which of our social and environmental targets have been identified as particularly important in the key performance indicators section of this document.

NB: interim target updates (where indicated) ARE NOT verified by LRQA. LRQA verify progress against targets on an annual basis only.

### Performance against targets

Our 2002 Better World report included 64 targets. Of these, 47 were completed, 7 remain on target, 2 are in delay, 7 have failed, and 1 was abandoned.

We have introduced 38 new targets this year and progress on these, as well as our 9 ongoing targets, will be tracked on a quarterly basis.

#### Output for target category: Community Economic Development

Target Type:	Completed
Target Date	By September 2002:
Description	We will have fully established the community champions element of the Digital Inclusion campaign at no fewer than four pilot sites.
Target Status	Completed
End of year status	Project title is everybodyonline. Project Officers have been recruited and projects are underway in all 4 locations. Formal launch events held in 3 locations, 4th launch scheduled for 26th June in Croydon.
Target Type:	Completed
Target Date	By March 2003:
Description	We will implement and host a best practice Digital Inclusion website.
Target Status	Completed
End of year status	The website is now in place. <a href="http://www.sustainit.org/digital_inclusion/digital_inclusion.htm">http://www.sustainit.org/digital_inclusion/digital_inclusion.htm</a>
Target Type:	Completed
Target Date	By March 2003:
Description	We will have produced a set of measures in order to identify the success of our Digital Inclusion campaign.
Target Status	Completed
End of year status	Measures developed and benchmark surveys undertaken in all pilot sites during 2002.
Target Type:	Completed
Target Date	By December 2002
Description	We will establish a Digital Inclusion section on the Better World site, covering BT's main activities addressing the Digital Divide.
Target Status	Completed
End of year status	Section introduced from Better World Home Page. Includes information on campaign areas, BT position statements and links to the Digital Divide Hot Topic.
Target Type:	Completed
Target Date	By March 2003:
Description	5 BT Managers will provide mentoring for Job Centre Plus Managers.
Target Status	Completed
End of year status	BT provided 5 volunteer senior mentors to the Department of Employment. To date 3 have been used as mentors. Job Centre Plus is now established and therefore it is unlikely the other two mentors will be used by the Department of Work and Pensions.

Target Type:	Completed
Target Date	By March 2003:
Description	We will work with the EU and UK Government to address the shortage of ICT skills, particularly amongst females.
Target Status	Completed
End of year status	We are involved in the marketing and promotion of Career Space, a consortium of companies working with the EU and national governments to address skills shortages in this area. This has seen the development of curricular guidelines for 120 universities across Europe and the production of a generic ICT skills profile which includes the communication and lifestyle skill required for the ICT industry of the future. Please see <a href="http://www.career-space.com">www.career-space.com</a>

#### Output for target category: Community Outreach

Target Type:	Completed
Target Date	By May 2002:
Description	We will launch our Charity Cause research findings.
Target Status	Completed
End of year status	Research findings are now available at <a href="http://www.bt.com/listening/">http://www.bt.com/listening/</a>
Target Type:	Completed
Target Date	By September 2002:
Description	We will provide a free website offering local charities/community groups opportunities to develop their own web-based information
Target Status	Completed
End of year status	The free website is now available at <a href="http://www.communitykit.ik.com/">http://www.communitykit.ik.com/</a> .
Target Type:	Completed
Target Date	By October 2002:
Description	We will launch the campaign elements of the Big Charity Cause.
Target Status	Completed
End of year status	The launch was held as planned, at Jubilee Gardens (Waterloo), on 31st October 2002.
Target Type:	Completed
Target Date	By March 2003:
Description	We will pilot a grass-roots initiative associated with the charity campaign.
Target Status	Completed
End of year status	We asked the UK Youth Parliament to seek out brilliant grass-roots examples of the positive impact that young people can have when they do make their voices heard. The pilot phase has now been completed. These grass-roots examples will be launched shortly and will form the basis for a wider targeted campaign to improve listening.
Target Type:	Completed
Target Date	By July 2003:
Description	10,000 teachers will have registered with our education website at <a href="http://www.bt.com/education">www.bt.com/education</a> .
Target Status	Completed
End of year status	As of 31/03/2003, 13,326 teachers had registered with our education web site.
Target Type:	Ongoing
Target Date	By July 2003:
Description	The BT Education programme will reach two million children and young people in 9,000 schools.
Target Status	On Target
End of year status	As of 31/03/2003, the BT Education programme had reached 2.2 million children and young people in 8,889 schools.
Target Type:	Completed
Target Date	By December 2002:
Description	We will develop a new employee-volunteering scheme, which will make 10,000 BT and ex-BT people available to volunteer in schools.
Target Status	Completed
End of year status	As of 31/03/2003, the total number of volunteers was 12,142.



#### Output for target category: Community Outreach – continued

Target Type:	New
Target Date	By March 2004:
Description	The BT Education Programme will visit 325 schools and engage a minimum of 30,000 young people.
Target Type:	New
Target Date	By March 2004:
Description	554,000 direct engagements with the UK community will have been made by BT's UK-based community programmes.
Target Type:	New
Target Date	By March 2004:
Description	25% of BT people will be involved in BT's community programmes.
Target Type:	New
Target Date	By March 2004:
Description	BT will donate one per cent of BT Group pre-tax profits, made up of 1/2% direct funding in line with its Per Cent Club commitment and one half per cent contribution in kind as measured by the London Benchmarking Group model.

#### Output for target category: Corporate Governance

Target Type:	Completed
Target Date	By December 2002:
Description	The Better World site will be brought into accordance with the 2002 revision of the GRI Guidelines.
Target Status	Completed
End of year status	After we published this target GRI introduced a specific meaning for the term 'in accordance with the GRI guidelines'. Our report now meets these stricter requirements.
Target Type:	Completed
Target Date	By February 2003:
Description	A set of key performance indicators will be in place on the Better World site.
Target Status	Completed
End of year status	Following an extensive consultation process ten key performance indicators have been identified and are now included in the Data and Targets section of the site.
Target Type:	New
Target Date	By March 2004:
Description	The percentages of stakeholders agreeing with the statement that 'BT takes its responsibilities to society and the community very seriously or seriously' will be as follows: MORI Survey of All Adults 55%; Opinion Leader Survey 40%; BT Employee Survey 85%
Target Type:	New
Target Date	By March 2004:
Description	We will increase the awareness of the BT Statement of Business Practice (The Way We Work) amongst UK-based employees to 86%.
Target Type:	New
Target Date	By March 2004:
Description	We will bring the Better World site into line with the Global Reporting Initiative Guidelines Telecommunications sector supplement.
Target Type:	New
Target Date	By March 2005:
Description	Indicators on the awareness of BT's Statement of Business Practice will be extended to incorporate BT's wholly owned international activities.

#### Output for target category: International Issues

Target Type:	Completed
Target Date	By October 2002:
Description	We will produce a roadmap for establishing more international content on the Better World site.
Target Status	Completed
End of year status	A sustainability audit of BT's European operations proposed a way forward on international reporting. Two new targets have been introduced this year to ensure group-wide coverage of environmental and business practice data.
Target Type:	Completed
Target Date	By October 2002.
Description	We will complete a review of the environmental and social activities in BT Ignite's European operations.
Target Status	Completed
End of year status	Both the social and environmental surveys have been completed. The results were presented to the BT Ignite board in October 2002. As a direct result, two CSR managers have now been appointed. One for the UK and one for Europe. In addition, a number of other recommendations for further action were made.
Target Type:	New
Target Date	By March 2004:
Description	We will have collected international data on BT's key environmental impacts, energy use, transport, waste and emissions to air, for BT's wholly owned international activities.
Target Type:	New
Target Date	By March 2004:
Description	We will publish an independently written Hot Topic on internet issues associated with matters that many people consider to be morally outrageous.

#### Output for target category: Environment – Fuel, Energy and Water

Target Type:	New
Target Date	By March 2004:
Description	BT will reduce the energy consumption required to run its premises i.e. all gas, oil and electricity, by 3% from the 2002/03 outturn (N.B. excludes network electrical consumption).
Target Type:	New
Target Date	By June 2003:
Description	BT will reduce the energy consumption of wet heated buildings (i.e. gas and oil) by 3%, weather corrected from the 2002/03 outturn (N.B. excludes electrical consumption).
Target Type:	New
Target Date	By September 2003:
Description	We will assess our above-ground fuel tanks. Any not complying with the oil storage regulations, at significant risk locations, will be upgraded to meet the new guidelines.
Target Type:	Completed
Target Date	By September 2002:
Description	We will ensure that risk questionnaires, designed to improve awareness of the environmental impact of our facilities, have been completed for all of the BT estate. This follows the roll-out of Environmental Risk Questionnaires during the year ending 31/03
Target Status	Completed
End of year status	Risk questionnaires have now been completed for all of the BT estate.
Target Type:	Completed
Target Date	By March 2003:
Description	We will carry out a comprehensive integrity test on a further 1800 fuel tanks. This is a continuation of the tank-testing programme, which began in 2000
Target Status	Completed
End of year status	At year end, 1,914 BT Sites had been tested.



### Output for target category: Environment – Fuel, Energy and Water – continued

Target Type:	Completed
Target Date	By March 2003:
Description	We will reduce the number of fuel oil bowsers in the BT fleet by 10%.
Target Status	Completed
End of year status	5 bowsers (11%) were decommissioned in the period up to the end of March 2003.

Target Type:	Ongoing
Target Date	By September 2005:
Description	We will eliminate all bowsers from the BT fleet, which are used to transport gas oil to remote sites
Target Status	On Target
End of year status	To date we have scrapped 5 vehicles.

Target Type:	Completed
Target Date	By March 2001:
Description	We will have routinely tested all bulk fuel tanks, to the modified MM23 routine.
Target Status	Completed
End of year status	BT's Facilities Management contractor Monteray, have confirmed that all MM23 routines had been completed

Target Type:	Failed
Target Date	By March 2002:
Description	We will reduce our stocks of gas oil by two million litres and reuse it for heating purposes within the business.
Target Status	Failed
End of year status	Since this target was introduced, 1,435,139 litres of fuel have been removed from tanks that were decommissioned as a result of our integrity testing programme or conversion from oil to gas-fired heating systems. Of this, 548,899 litres have been reused for heating purposes within the business. 507,200 litres has been reused in replacement generator tanks. Where it was not been possible to reuse internally within BT, other external reuse options have been considered. A further 305,500 litres have been externally reused in the production of road surface material. As a last resort, we disposed of 73,600 litres as controlled waste so that the fuel tank-decommissioning programme would not be delayed. The key point of this target was to remove oil from tanks, which needed to be decommissioned. With very few BT sites now using oil for heating, internal reuse has proved more difficult than originally anticipated. Therefore, because we are, and will remain, unable to meet exactly, the requirement stated in our target, the target has failed. However, we remain committed to oil recovery and reuse.

Target Type:	Failed
Target Date	By March 2002:
Description	We will introduce remote stock monitoring at 10% of oil fire heating sites.
Target Status	Failed
End of year status	The target has not been achieved because the new 5 regional supply contractors were not prepared to tender for the oil supply contract if the requirement for remote stock monitoring was included.

Target Type:	New
Target Date	By March 2004:
Description	We will visit another 1224 BT sites and will carry out a comprehensive integrity test on the fuel tanks at these sites. This will complete the tank-testing programme, which began in 2000.

Target Type:	New
Target Date	By March 2004:
Description	BT will reduce metered water used in BT premises by 3% from 2002/3 out-turn.

Target Type:	New
Target Date	By March 2004:
Description	We will complete risk assessments on all buried fuel tanks.

Target Type:	Failed
Target Date	By April 2003:
Description	We will reduce metered water used BT in premises by 5 per cent from 2001/2 out-turn.
Target Status	Failed
End of year status	The current projected outturn was not achieved. However, we managed a reduction of 1.84%, 39,350 cu m, which contributes to a significant 25% reduction over the last 4 years.

Target Type:	Failed
Target Date	By April 2003:
Description	BT will reduce the energy consumption required to run its premises i.e. all gas, oil and electricity, by 3% from the 2001/02 outturn (N.B. excludes network electrical consumption).
Target Status	Failed
End of year status	The final result was a 2.74% reduction from the 2001/2 outturn against our target of 3%. However, the 2002/03 winter was colder, with degree days up 2% on last year and this year we are including additional data on our on-site electricity generation.

Target Type:	Completed
Target Date	By April 2003:
Description	We will implement energy efficiency measures to reduce electrical consumption by 5GWh within the BT Wholesale estate.
Target Status	Completed
End of year status	The target has been achieved, with the savings programme delivering 10.7GWh of energy reduction initiatives.

### Output for target category: Environment – Waste

Target Type:	New
Target Date	By March 2004:
Description	We will develop new disposal and recycling routes and processes at site level for fluorescent tubes in line with current regulations.

Target Type:	New
Target Date	By March 2004:
Description	We will introduce improved disposal routes and processes for spoil/rubble from BT Field Operations using BT Telephone Engineering Centre sites.

Target Type:	New
Target Date	By March 2004:
Description	We will increase the amount of items recycled (recorded in tonnes) by 10%, measured against the March 2003 outturn figure.

Target Type:	New
Target Date	By March 2004:
Description	We will review all communication channels for information to BT people on waste management and recycling including introduction of new computer-based training courses, improvement to existing training delivery and communications to enhance environmental awareness.

Target Type:	Failed
Target Date	By March 2003:
Description	We will carry out a major clean-out of many of our large sites. BT will strive to reduce the amount of waste going to landfill by 5% based on the outturn figures for 31st March 2002. However, this figure may need to be revised in light of the overriding clean-out programme.

Target Status	Failed
End of year status	With an overriding programme to clean-up a significant number of our large operational sites taking priority, the actual outturn was 89,878 tonnes, a reduction of 1,022 tonnes (1%) . This is a pleasing result given the high levels of waste generated by the clean-up campaign.





#### Output for target category: Environment – Waste – continued

Target Type:	Completed
Target Date	By March 2003:
Description	BT will increase the amount of items recycled (measured in tonnes) by 10%.
Target Status	Completed
End of year status	The amount of waste recycled totalled 27,809 tonnes, an increase of 16% against the previous year and exceeded the target set by 6%. This is partly due to making the maximum use of Materials Recovery Facilities where all waste is put through a segregation process to separate recyclable waste and general waste and results in reducing the amount to landfill whilst increasing the amount recycled.

Target Type:	Completed
Target Date	By March 2003:
Description	We will have drainage plans at all sites.
Target Status	Completed
End of year status	The programme to survey 282 properties and produce compliant drainage plans for those properties has been completed. The new plans are now lodged at the central records office and also held at local buildings as necessary. The work was completed on target by the WSP Group under a contract managed by BT Property Partners.

Target Type:	Completed
Target Date	By March 2003:
Description	We will have completed a total phase out of halon portable fire extinguishers in advance of anticipated legislation.
Target Status	Completed
End of year status	The programme to phase out halon portable fire extinguishers from our estate has been completed. A total of 83,000 Kg has been removed.

Target Type:	Completed
Target Date	By March 2003:
Description	We will have completed a total phase out of halon fixed automatic flood systems in advance of current legislation.
Target Status	Completed
End of year status	The project to remove all halon flood systems from the BT estate has been completed. A total of 8,326 Kg of halon was removed. However, 53 Kg of halon remain at one site, which requires a replacement Argonite system to be installed before decommissioning of the halon system can take place. The order has been placed and this work will be completed by ADT before the end of June.

#### Output for target category: Environment – Transport

Target Type:	New
Target Date	By March 2004:
Description	We will consider and recommend, if appropriate, dual fuel (LPG) vehicle types for BT's business need company car fleet and alternative fuelled fleet vehicles for operating in cities in order to reduce vehicle emissions and gain exemptions from congestion charges.

Target Type:	New
Target Date	By March 2004:
Description	We will assess BT's Transport Strategy (Network Build & Customer Service) in order to estimate the influence it will have on the fuel consumption of the commercial vehicle fleet, recommend improvements if necessary and target fuel reductions, as appropriate.

#### Output for target category: Environment – Emissions to Air

Target Type:	New
Target Date	By March 2004:
Description	We will control the amount of net refrigerant (quantity purchased minus quantity returned for disposal/recycling) purchased by our operational network to no more than 4% of the total refrigerant held.

Target Type:	New
Target Date	By March 2005:
Description	We will reduce the amount of CFC/HCFC installed, as a percentage of the Operational Networks Estate installed/stock of CFC/HCFC, by 3.5%.

Target Type:	New
Target Date	By March 2010:
Description	We will reduce our carbon dioxide emissions (measured in tonnes CO <sub>2</sub> equivalent) to 25% below 1996 levels.

Target Type:	Completed
Target Date	By March 2004:
Description	We will reduce the amount of CFC/HCFC installed, as a percentage of the Operational Networks Estate installed/stock of CFC/HCFC, by 2.8%.
Target Status	Completed
End of year status	Our end of year results show a reduction of CFC/HCFC for Networks of 5.8%, far exceeding our two-year target.

Target Type:	Completed
Target Date	By March 2003:
Description	We will control the amount of net refrigerant (quantity purchased minus quantity returned for disposal/recycling) purchased by our operational network to no more than 4% of the total refrigerant held.
Target Status	Completed
End of year status	Our final year end result was 2.71%.

Target Type:	Completed
Target Date	By March 2002:
Description	We will identify the total volume of refrigerant used by our estate cooling plant (excluding network cooling plant).
Target Status	Completed
End of year status	The exercise to identify the total volume of refrigerant installed in our estate cooling plant (excluding network cooling plant) has been completed.

Target Type:	Completed
Target Date	By March 2002:
Description	All refrigeration work in BTUK will be undertaken by REFCOM or equivalent accredited engineers whether direct labour or contractors.
Target Status	Completed
End of year status	The last zone was accepted on 31/03/2003.



### Output for target category: Environment – Procurement

Target Type:	New
Target Date	By March 2004:
Description	There will be evidence that continuous environmental improvement is being driven with all suppliers identified as requiring improvements as a result of the GS13 Risk Assessment Process.
Target Type:	New
Target Date	By March 2004:
Description	All BT buying units inside and outside of the UK will have received training on how to use the GS13 Environmental Impact Risk Assessment Process.
Target Type:	Completed
Target Date	By March 2003:
Description	We will issue a revised implementation process (GS13) following a comprehensive review of our environmental objectives and procedures for incorporating environmental considerations into our procurement activities.
Target Status	Completed
End of year status	We launched a significantly revised GS13 process in November 2002.
Target Type:	Completed
Target Date	By March 2003:
Description	We will implement an electronic system that enables environmental data concerning our suppliers to be held on a central database.
Target Status	Completed
End of year status	In November 2002, we implemented a new electronic central database that enables us to capture environmental data relating to our suppliers.

### Output for target category: Environment – Product Stewardship

Target Type:	New
Target Date	By March 2004:
Description	BT will assess the whole life costs of 5 products exiting the business via our existing waste disposal routes in order to determine the impact on BT of the forthcoming WEEE and RoHS Directives.
Target Type:	New
Target Date	By March 2004:
Description	BT will have assessed 10 electrical or electronic products procured from a variety of suppliers and produce proposals by which their environmental impact can be reduced.
Target Type:	New
Target Date	By June 2003:
Description	BT will have evaluated alternative pole materials to ensure compliance to Marketing & Use Directive 76/769/EEC (Creosote).
Target Type:	New
Target Date	By March 2004:
Description	BT will have monitored the application within the company of GS19, the Product Stewardship Generic Standard designed to reduce BT's environmental liability and will have produced proposals to improve its effectiveness.
Target Type:	Completed
Target Date	By March 2003:
Description	We will assess the options for investing in wind power and photo voltaic cell technology for operating BT's network and/or particular sites.
Target Status	Completed
End of year status	A report was produced, which provided an overview of the technical, economic and environmental considerations of adopting renewable energy technologies.

Target Type:	Completed
Target Date	By March 2003:
Description	We will undertake a study to compare the environmental impacts and benefits of flywheel energy storage systems with that currently used to provide back-up power systems for BT Network Communication Equipment.
Target Status	Completed
End of year status	A report was produced, which provides an overview of the strengths, weaknesses and suitability of flywheel energy storage systems.
Target Type:	Completed
Target Date	By March 2003:
Description	We will identify the environmental and financial burdens arising from the eco-assessment of 10 consumable products and an action plan to reduce the usage of these products.
Target Status	Completed
End of year status	A life cycle assessment report on ten consumable products was produced, which identifies a number of actions (for each consumable) that, if adopted, will lessen their usage and improve their environmental and financial performance.
Target Type:	Completed
Target Date	By September 2003:
Description	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).
Target Status	Completed
End of year status	The EEE awareness training has now been included in our Product Stewardship computer-based training package to the various lines of business.
Target Type:	Completed
Target Date	By March 2002:
Description	All the 'relevant' people in BT will have received training in the principles of Product Stewardship.
Target Status	Completed
End of year status	Since the roll-out of the Product Stewardship computer-based training package to the various lines of business, 1,893 individuals have completed the training.
Target Type:	Failed
Target Date	By March 2002:
Description	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.
Target Status	Failed
End of year status	Unfortunately we were only able to obtain product data for 18 of the targeted 25 products. However, significant benefit has been achieved by undertaking the 18 completed assessments and sufficient product information was forthcoming to enable these to be fully evaluated using the various elements of the eco-design process. Reports have been produced for each of the products.
Target Type:	Failed
Target Date	By March 2002:
Description	We will assist suppliers to complete 25 eco-design assessments on the equipment that they are providing to BT.
Target Status	Failed
End of year status	Unfortunately we were only able to obtain product data for 18 of the targeted 25 products. However, significant benefit has been achieved by undertaking the 18 completed assessments and sufficient product information was forthcoming to enable these to be fully evaluated using the various elements of the eco-design process. Reports have been produced for each of the products.

### Output for target category: Environment – Local Impacts

Target Type:	Abandoned
Target Date	By March 2002:
Description	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.
Target Status	Abandoned
End of year status	Following the initial workshop held with Peaks, Yorks Moors and Dales NPA planners, we have been unable to progress this any further because CNP were involved with other higher priority issues e.g. green paper consultations. We have had no one contact us since, to arrange any more meetings.



### Output for target category: Environment – Benefits

Target Type:	Ongoing
Target Date	By March 2004:
Description	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.
Target Status	On Target
End of year status	The sponsorship money was donated in 2002/03 and has been included in our budget for 2003/04.

### Output for target category: Products & Service

Target Type:	Ongoing
Target Date	By December 2002:
Description	We will complete an analysis of how broadband technologies contribute to UK national social, environmental and economic priorities.
Target Status	Delayed
End of year status	When we began work on this target it became apparent that the application of broadband technology was not mature enough to provide the evidence required to undertake the analysis. However, plans are now in place to complete the target by March 2004.

Target Type:	New
Target Date	By June 2003:
Description	We will make broadband available to 80% of UK Homes.

Target Type:	New
Target Date	By March 2004:
Description	We will reduce the number of dissatisfied customers by 25% according to a revenue-weighted calculation.

### Output for target category: Supply Chain

Target Type:	New
Target Date	By March 2004:
Description	All BT buying units inside and outside the UK will have received awareness training on Sourcing with Human Dignity and how to incorporate it into their procurement contracts.

Target Type:	New
Target Date	By March 2004:
Description	There will be evidence that action has been conducted with all contracts identified as high or medium risk in terms of GS18 Sourcing with Human Dignity.

Target Type:	Completed
Target Date	By March 2003:
Description	We will have continued our programme of holding Sourcing with Human Dignity supplier forums with key network and IT suppliers.
Target Status	Completed
End of year status	The fourth ethical trading forums with our key network and IT suppliers was held in July 2002. We then expanded the invitation to our fifth forum, held in February 2003, to other service providers.

Target Type:	Completed
Target Date	By Dec 2001:
Description	We will launch phase two of the supplier diversity programme, aimed at involving businesses owned by people with disabilities in BT's procurement activities.
Target Status	Completed
End of year status	We met our revised completion date of 31/12/2002

### Output for target category: Supply Chain – continued

Target Type:	Completed
Target Date	By March 2003:
Description	We will report on the total number of suppliers and contractors that have contractually agreed to work towards the Sourcing with Human Dignity standard.
Target Status	Completed
End of year status	As of March 2003, 55 suppliers have contractually agreed to work towards the Sourcing with Human Dignity Standard.

Target Type:	Completed
Target Date	By March 2003:
Description	We will report on the number, nature and country of identified shortfalls of the Sourcing with Human Dignity standard.
Target Status	Completed
End of year status	A detailed analysis of our on-site assessments can be found in the Suppliers section of Better World.

Target Type:	Ongoing
Target Date	By December 2003:
Description	We will expand the Supplier Diversity Programme to include 25 businesses owned by people with disabilities and 15 businesses owned by women.
Target Status	On Target
End of year status	On target to meet the completion date set for end of 2003.

### Output for target category: Workplace

Target Type:	Completed
Target Date	By March 2003:
Description	We will host a major conference on flexible working.
Target Status	Completed
End of year status	We held a major conference in BT Centre (Agile Business Balanced Lives), which consisted of 5 days of conferences for BT employees, customers and other interested organisations.

Target Type:	Completed
Target Date	By March 2003:
Description	We will review our childcare policies.
Target Status	Completed
End of year status	We have completed a full review of BT's Childcare Policies with the Daycare Trust.

Target Type:	Completed
Target Date	By March 2003:
Description	BT's gender specific employment policies will be recognised as leading edge by external benchmarks such as Opportunity Now.
Target Status	Completed
End of year status	BT achieved Platinum Standard in the 2002 Opportunity Now benchmarking.

Target Type:	Completed
Target Date	By March 2003:
Description	BT's race specific employment policies will be recognised as leading edge by external benchmarks such as Race for Opportunity.
Target Status	Completed
End of year status	BT achieved Gold standard in the 2002 Race for Opportunity benchmarking and was the top performing private sector organisation.

Target Type:	Completed
Target Date	By March 2003:
Description	We will establish an employee network for gay, lesbian and bi-sexual employees and sponsor a gay/lesbian/bi-sexual event.
Target Status	Completed
End of year status	BT now has a network for Gay, Lesbian and Bisexual employees – Kaleidoscope, which now has over 270 members.



### Output for target category: Workplace

Target Type:	Completed
Target Date	By March 2003:
Description	We will increase the number of home workers to 5.5% of the BT workforce.
Target Status	Completed
End of year status	The percentage of BT employees who are homeworkers is now 7%.

Target Type:	Completed
Target Date	By March 2003:
Description	We will maintain the BT liP registration.
Target Status	Completed
End of year status	External assessors awarded BT liP continued registration in February 2003.

Target Type:	Delayed
Target Date	By March 2002:
Description	We will increase the number of people with a disability, directly employed by BT, to 2.5% of the workforce.
Target Status	Delayed
End of year status	The percentage of people in BT who have declared they have a disability on peoplesoft is 2%. There is evidence that in anonymous surveys (e.g.CARE) a much higher percentage of employees declared a disability. Therefore we will be running a 'redeclaration' exercise during 2003. We have also started a pilot of Project Enable in Retail aimed at assisting managers of people with disabilities to identify reasonable adjustments to enable them to continue in employment. In addition work is being carried out with our Resourcing people so that the Two Ticks Disability Charter is more readily understood.

Target Type:	Ongoing
Target Date	By March 2005:
Description	We will achieve a 25% reduction in incidences of ill health meriting referral to occupational health which are possibly attributable to work activity within the UK.
Target Status	On Target
End of year status	As of 31/03/2003, our statistics indicate a 23% reduction against our base line.

Target Type:	Ongoing
Target Date	By March 2005:
Description	We will achieve a 25% reduction in the number of significant incidents resulting in the requirement to send a report to the enforcing authorities within the UK.
Target Status	On Target
End of year status	As of the 31/03/2003, our statistics indicate a 22.8% reduction against our base line.

Target Type:	Ongoing
Target Date	By March 2005:
Description	We will achieve a 25% reduction in the number of sick absence days lost as a result of accidents at work within the UK.
Target Status	On Target
End of year status	As of 31/03/2003, our statistics indicate an 11.4% reduction against our base line.

Target Type:	New
Target Date	By March 2004:
Description	We will hold the percentage of BT people that are from ethnic minorities to at least 8%.

Target Type:	New
Target Date	By March 2004:
Description	We will increase the percentage of BT people that are women to 25%.

Target Type:	New
Target Date	By March 2004:
Description	We will achieve a People Satisfaction Index of 69%.

