



Believe in better

The Bigger Picture Performance Report 2016/17

A Plastic Whale

sky ATLANTIC



Group Chief Executive introduction



What we do goes beyond business.

At Sky, we're at the heart of millions of lives which gives us a platform to drive real change. What we choose to do with this platform says everything about who we are.

That's why we aim for something better, using our voice to inspire, create and act.

Jeremy Darroch
Group Chief Executive

All of this is built from our desire to make a difference. It's good for our customers, our people, and for our business. That's why we're guided by clear values, and a clear point of view, leading to meaningful initiatives that make a positive impact for today and the next generation.

Over the years, we've built a strong track record; becoming the world's first carbon neutral media company in 2006; getting over 1.6 million people to cycle more regularly; building confidence in 500,000 young people through sports; and saving 1 billion trees in the Amazon.

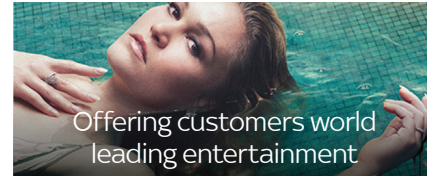
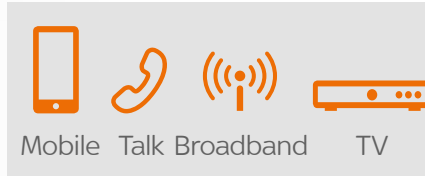
We're proud of the role we've played, but we want to go further. To inspire a new generation through the power of sports, invest further in creativity and diversity in our industry and encourage everyone to join in and support Sky Ocean Rescue.

We're focused more than ever on seeing the bigger picture.

This report highlights the work we've done in 2016/17 to deliver on our ambitions to make a difference for today and the next generation.



Europe's leading entertainment and communications business



5

territories across Europe:
UK, Ireland, Germany, Austria and Italy

22.5m
customers

216,800
total number of jobs
supported by Sky

£13.6bn
Sky's contribution
to European GDP

£4.8bn
total annual
tax contribution

We believe in better

Inspire

We believe sport brings people together and can change lives for the better. That's why we are inspiring the next generation to achieve their goals through participating in sport.

14

years of Sky Sports
Living for Sport

Create

Creativity is at the heart of our business. That's why we provide unique opportunities for young people to tell their stories and express their creativity.

24,914

young people visited
Sky Academy Studios

Act

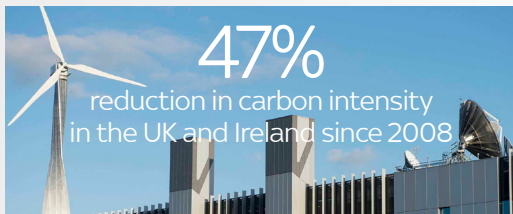
The environment is important to us. That's why we are raising awareness and campaigning for action on environmental issues our customers care about.

5m

engaged with Sky Ocean Rescue
in the 6 months since launch

Responsible business

Positive environmental footprint



Leadership

Silver
in Dow Jones Sustainability Index
for the second year running



Responsible sourcing

All suppliers assessed where we
spend over

£100,000

Human rights

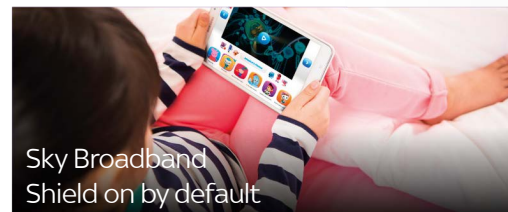
Founding member of the BAFTA
Sustainability Consortium TV and
Human Rights Working Group

Accessibility

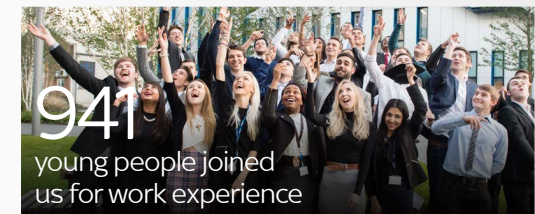
13 years

of dedicated customer service
for accessibility customers

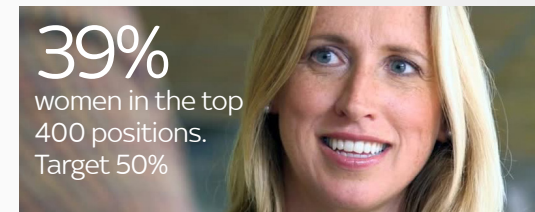
Protecting the family



Great place to work



Inclusive employer





INSPIRE CREATE ACT



Quillan Isidore, Sky Sports Scholar, with his mentor Olympian, Darren Campbell



Read Elise's story



Inspire

Sky Sports Scholarships

Sky Sports Scholarships are supporting Europe's most promising young athletes to be the best they can be, with six of our 11 athletes making it to the Olympic and Paralympic teams to represent Great Britain and Ireland. We provided our scholars with financial backing to help fund travel, equipment and training costs and paired them with a mentor to help with resilience, confidence and motivation.

Among our class of 2016 were 2017 World Champion Short Track Speed Skater Elise Christie, 2014 Commonwealth Middleweight Boxing Champion Savannah Marshall and Mark English, a talented 800m runner who won silver in the European Indoor Championships. Following on from this success, in 2017 we began the search for our future scholars. The new programme is launching in autumn 2017 when we'll announce the promising young athletes we will be supporting.

Sky Racing Team VR46

Sky Racing Team VR46 is a programme for Italy's most promising young riders to become tomorrow's MotoGP champions. We help nurture the next generation of riders with world champion Valentino Rossi and the VR46 Academy. Through the programme we are inspiring young people to get active and enjoy sport.

Sky Sports Living for Sport

Sky Sports Living for Sport has used sports projects to teach young people skills such as teamwork to help boost their confidence. Working with the Youth Sport Trust, over half a million young people have taken part over 14 years. Delivered by a team of 135 world-class Athlete Mentors and supported by our Ambassadors, such as Thierry Henry, they have made 10,000 school visits to around a third of state secondary schools across the UK and Ireland. This was the final year of Sky Sports Living for Sport and our thanks go out to the Youth Sport Trust, the mentors, teachers and students involved in this amazing initiative.

Read about MAMA Youth



Create

Sky Academy Studios

Through Sky Academy Studios we're bringing young people behind the scenes of TV to make news reports using state of the art technology. Since opening in 2012, 85,000 young people have visited Sky Academy Studios in London and Livingston. In November, we extended the successful programme by launching Sky Academy Studios at our Italian headquarters in Milan. Since then, 5,570 young people have come through its doors.

As part of our commitment to bring Sky Academy to the regions, we also brought Sky Academy to Sky Arts Festival in Naples, running activities with hundreds of young people over three days. These included creativity workshops and sessions with the Sky TG24 News reporting team.

MAMA Youth

The MAMA Youth Project provides media and television industry training for young people from under-represented groups, and those with limited educational or employment opportunities. We've worked with the charity since 2011, and every year we provide financial support to put 24 trainees through the programme, as well as work experience placements with Sky and several of our production company partners. Some 98% of the project's graduates have gone on to work in the media, with many forging successful careers at Sky or our partner companies.

In 2017, we invited MAMA Youth to move its offices to our Osterley campus and providing a permanent home for the charity, bringing them closer to our teams at Sky. The 12-week intensive training courses give participants hands-on training and real-world experience by working on the Sky 1 show, What's Up TV.

Find out more about Sky Ocean Rescue



Act

Sky Ocean Rescue

We have a strong history of taking the lead on environmental issues. Ten years ago, we became the world's first carbon neutral media company and have remained carbon neutral every year since. With Sky Rainforest Rescue, we raised more than £9million to save the rainforests, helping to keep 1 billion trees standing in Acre, Brazil. Now we are turning our attention to the oceans with the launch of Sky Ocean Rescue, a pan-European campaign to save our oceans from the impact of single use plastics.

There is an estimated 5 trillion pieces of plastic in the world's oceans, with 8 million more plastic ending up in the ocean each year. It never decomposes and will remain there forever. If we don't act by 2050, all the plastic in the ocean could weigh more than all the fish.

Sky Ocean Rescue launched in January 2017 with the first in a series of Sky News documentaries on ocean health issues called A Plastic Tide and Dead Sea - Art for the Seas on Sky Arts in Germany. On Sky News and TG24 in Italy we run weekly news coverage, and feature dedicated oceans programming on demand. So far we've reached more than 100 million people through social media and more than 5 million people have actively engaged with the campaign.

We're doing our bit at Sky too, looking at everything we do that impacts the oceans, from designing our products with less material, to ensuring our products are recycled. We've made a good start by removing all plastic water bottles, cups, straws, from our sites and our cutlery is made from corn-starch. This is just the beginning - we are up for the challenge and will do more, including looking at our supply chain and the products we make.



RESPONSIBLE BUSINESS

TOP STORIES

SKY NEWS HAS LAUNCHED THE 'SKY OCEAN RESCUE' CAMPAIGN TO HELP REDUCE

Sky Ocean Rescue launched from the Sky News glass box



Responsible business

Environment

Environmental awareness is central to the way we do business and our strategy ensures that we consider the environment in everything we do – from the energy efficiency of our buildings through to the components we use in our products. Highlights of our work in the last year include:

- ▶ Our carbon intensity has decreased by 8.5% to 9.47 tCO₂e/£m revenue since 2015/16. We can attribute this change to our continued investment in the energy efficiency of our buildings and on-site renewable energy.
- ▶ We have met five of our 10 [2020 environment targets](#) three years early and continue to make significant progress towards our 2020 carbon intensity target, achieving a 47% reduction from our 2008/09 baseline.
- ▶ We remain committed to using 100% renewable energy in our operations and this is reflected in our membership of RE100. We have invested in photovoltaic cells to harness solar energy for our buildings, on-site wind turbines and a combined cooling heat and power unit (CCHP).
- ▶ We continue to offset any unavoidable emissions to maintain our carbon neutral status.
- ▶ We continue to work with a number of groups supporting the call for a productive, efficient, low carbon economy. Among these are the Prince of Wales' Corporate Leaders Group and the Aldersgate Group.
- ▶ Our work to combat climate change was again recognised by leading indices, including the Dow Jones Sustainability Index and Newsweek Green Rankings.
- ▶ We encouraged climate action with our suppliers. We're part of the Carbon Disclosure Project's (CDP) Supply Chain and currently 40 of our top 50 suppliers have integrated climate change initiatives into their strategies. This work has seen us join the CDP Supplier Engagement leaderboard.
- ▶ After several months of collaboration, Zinwell, one of our manufacturing partners in China, installed large-scale solar panels at their site in Shenzhen, China, the first of its kind in the district, which will produce 1.4 megawatts a year. This provides around 50% of the electricity they use to make Sky products.
- ▶ We continued to develop better, more sustainable products, using fewer materials within a smaller set-top box. This also helped to reduce transport emissions and the amount of packaging needed. Design improvements have helped us refurbish more products including the ability to replace parts without dismantling set-top boxes.

Responsible sourcing

Our responsible sourcing principles are embedded through risk assessment and ongoing engagement with suppliers across the group. Our work this year included:

- ▶ All new and existing suppliers, with which our annual spend is greater than £100,000, were included in our bi-annual risk assessment. It's a process embedded across the group to identify and address a range of environmental, social and ethical risks.
- ▶ Conducting human rights, health and safety and environmental audits on 21 tier one suppliers in Europe and China. These included downstream suppliers, such as our refurbishment centre and recyclers that dismantle our products at end-of-life.
- ▶ Supporting our supplier's risk assessments across their own supply chains. This helped ensure their partners are working to our high standards – and we're supporting them to make changes if necessary.
- ▶ Sharing our experiences and learning with others by being part of the Electronic Industry Citizenship Coalition (EICC), a leading body in ethical and sustainable sourcing for electronics products, and the Conflict Free Smelter Program (CFSP), which ensures minerals used in electronic products are ethically sourced.

Human rights

Sky respects the rights of everyone we impact through our activities. We maintain policies which clearly set out our expectations for upholding human rights and publish our Modern Slavery Statement annually. This year we have:

- ▶ Ensured those employees working with our suppliers, such as the procurement teams, understand what modern slavery is, the warning signs to look for and where to go for help if they feel someone is at risk.
- ▶ Trained our Sky Sports and entertainment teams on how modern slavery can manifest in the supply chain as it relates to programme making and commissioning.
- ▶ Supported independent production companies with guidance on modern slavery, we a founding member of the TV and Human Rights Working Group as part of our role in the BAFTA Sustainability Consortium, which brings together broadcasters and independent production companies to address their risks.

Accessibility

We are making the Sky experience more accessible for those with disabilities through our content and our innovative products and market-leading customer service. In the last year:

- ▶ We've again exceeded our regulated quotas across all Sky channels for subtitles and audio description for on-screen TV content. [More detail provided here.](#)
- ▶ We provided subtitles on demand and achieved 90% coverage on Sky's Catch Up TV channels, 91% on Sky Cinema and 81% on Sky Box Sets on Sky boxes. We are also working with other broadcasters to increase their on demand subtitled content on the Sky platform.
- ▶ We continued to be a major funder to the British Sign Language Broadcasting Trust, who produce independent content in British Sign Language.
- ▶ We introduced a new 'Services' landing page on the Sky+ box, where you can find all accessibility settings, including high contrast, bold and larger font displays.
- ▶ We launched voice search as well as a high contrast display on the Sky Q box and we are committed to working closely with our customers to build on the improvements in the accessibility of Sky Q.
- ▶ We also launched our new accessibility website to help customers find out more about all the features that can support users with visual, hearing, dexterity or cognitive impairments across Sky TV, Talk and Broadband and Sky Mobile.
- ▶ Our specialised customer contact team, dedicated to our 75,000 customers with accessibility needs, is in its thirteenth year of service.



Read Ciaran's story



Protecting the family

We want Sky to be the safest place for families to enjoy content online, on screen and on the phone.

- ▶ For Sky Broadband customers, Sky Broadband Shield is now switched on by default and helps families filter website content across all internet-connected devices in the home.
- ▶ We continue to build on our partnerships to help inform our offering and play an active role in wider industry discussions such as the Royal Foundation Taskforce on the Prevention of Cyberbullying and Internet Watch Foundation (IWF).
- ▶ On screen, we provide a range of family-friendly settings and products to help kids and their families access our programmes safely. Sky Kids app, which launched last year, gives children their own profiles with content tailored to their age, as well as setting viewing time limits.
- ▶ For our telephone service, we know that nuisance calls are a problem, so this year we introduced a call-screening service to allow customers to block the calls they don't want.

Data governance

We are responsible for safeguarding personal and commercial data and as the threats of cyber security and data breaches evolve, we continue to focus on keeping our customers' data and our business safe. We have data governance committees for the group and by country, which set our strategy and review progress.

On screen standards

We are committed to maintaining the highest content standards through our own codes of conduct and by ensuring we follow the relevant industry codes, for both for our own advertising and the advertising we carry from others on our services.

Between July 2016 and June 2017 Ofcom have investigated 55 complaints across our Entertainment, Sports and News channels. This compared to 74 complaints from the previous year. There have been no upheld adjudications this year based on the television regulator investigations.

Our editorial policy and compliance processes are working to ensure that we are a responsible broadcaster, offering a wide range of content to our customers. We had two resolved complaints regarding the use of unexpected bad language in our live sports and live news coverage. Occasionally these unforeseen instances occur in live programming and Sky has protocols to deal with and apologise for such incidents.

Great place to work

At Sky, we listen to our people and encourage everyone to help make Sky a great place to work. Over the last year we:

- ▶ Continued to achieve high levels of engagement, monitored by our staff survey, outperforming external benchmarks in all territories.
- ▶ Were pleased to place in the LinkedIn 'Top Companies Where the UK Wants to Work Now.' We remain committed to building an organisation where all our people can thrive.

Inclusion

At Sky, our ambition is to be the most admired company and industry leader for inclusion both on screen and behind the scenes. We know that embracing different perspectives fosters innovation and diverse voices contribute to the decisions we make as a business to help us better anticipate and meet the needs of our customers. We know we have more work to do but some of our progress in this area includes:

- ▶ Aiming to achieve a sustainable 50/50 balance of men and women in our most senior positions. We have put in place a range of initiatives, such as requiring 50/50 shortlists for all senior vacancies, to achieve this ambition. As a result we have increased the number of women in the top 400 positions from 32% to 39%.
- ▶ We are also improving the gender diversity of our Board. Of the Non-Executive Directors we've appointed over the past four years, 67% are women.
- ▶ We've delivered a range of enhancements to better support people juggling home and work responsibilities. We provide a range of on site services, have improved technology and introduced an emergency family care benefit.
- ▶ We were once again recognised as one of the Times Top 50 Employers for Women.
- ▶ We're making significant investments in home grown content in the UK and Ireland to have a greater influence in on-screen diversity. We work closely with independent production companies and a number of external organisations, such as the Journalism Diversity Fund and the Creative Diversity Network, to diversify the talent pipeline into Sky and the industry as a whole.
- ▶ We set ourselves targets to achieve 20% Black, Asian, and minority ethnic (BAME) representation in significant roles on screen and in senior off screen roles including writing and production. We've made tangible progress with 85% of the on screen hours in our own original dramas meeting the target.

Read about our
Together Let's Just
Be campaign



- ▶ Coinciding with Pride week, we launched a series of events, content screenings and panel discussions focused on empowering the LGBTQ+ (Lesbian, Gay, Bisexual, Trans, Queer/Questioning and others) community.
- ▶ We support and endorse industry wide schemes such as BAFTA Elevate which encourages diversity and inclusion on and off screen.
- ▶ We support the aims of the new UK legislation requiring organisations to publish their gender pay gap and are committed to equal pay. We will publish our findings in due course.

Early Careers

We provide early career opportunities to young people through work experience and internship schemes, with some specifically targeted at people from traditionally under-represented backgrounds. In the UK we hired 320 young people onto a graduate scheme, apprenticeship or placement and 941 more joined us for work experience or an insight day. We're proud that 35% of our summer placements transitioned into graduate hires, well above the national average.



PERFORMANCE





Group environment data

Group carbon emissions and carbon intensity^{1,2}

Our carbon intensity decreased by 8.5% to 9.47 tCO₂e/£m revenue compared with 2015/2016. This was as a result of our continued investment in the energy efficiency of our buildings and on-site renewable energy.

Since 2014 we have been reporting our carbon emissions as a group and investing in renewable energy and energy efficiency across Europe since the acquisition of our businesses in Germany, Austria and Italy. We continue to invest in renewable energy across the group, while decreasing the amount of water we use and the amount of waste we send to landfill. We are on track to send zero waste to landfill by 2020.

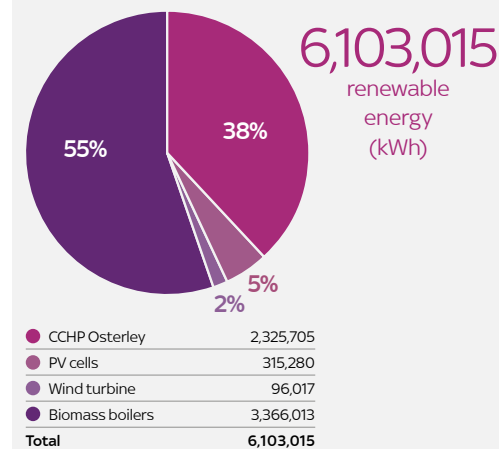
	Sky group 2015/16	Sky group	UK and Ireland 2016/17	Italy	Germany and Austria
Carbon Intensity [Ⓐ]					
Revenue (£m)	11,965	12,916	8,600	2,458	1,858
Carbon intensity (tCO ₂ e/£m revenue)	10.35	9.47	11.02	8.88	3.03
Carbon Emissions (tCO₂e)^{1,2,3} [Ⓐ]					
Scope 1					
Diesel	245	191	134	52	5
Fuel oil	32	33	n/a	n/a	33
Gas	4,047	5,568	5,401	167	n/a
Vehicle fuel	23,614	23,245	19,267	1,883	2,095
Refrigerants	1,386	1,313	762	535	16
Total Scope 1	29,324	30,350	25,564	2,637	2,149
Scope 2 (location-based purchased electricity)					
Purchased district heating gross (location-based)	454	649	0	441	208
Purchased electricity (location-based)	94,075	91,268	69,245	18,744	3,279
Total Scope 2 (location-based purchased electricity)	94,529	91,917	69,245	19,185	3,487
Scope 2 (market-based purchased electricity)					
Purchased district heating (market-based)	454	649	0	441	208
Purchased electricity (market-based)	41,236	43,618	18,973	24,167	478
Total Scope 2 (market-based purchased electricity)	41,690	44,267	18,973	24,608	686
Total Scope 1 and Scope 2 (location-based purchased electricity)	123,853	122,267	94,809	21,822	5,636
Total Scope 1 and Scope 2 (market-based purchased electricity)	71,014	74,617	44,537	27,245	2,835
Joint Ventures contribution to total Scope 1 and 2 (location-based) CO ₂ e (tCO ₂ e) ³	566	568	568	n/a	n/a

Our total upstream and downstream indirect emissions (scope 3) decreased this year as a result of energy efficiencies in our products and reduction in business travel.

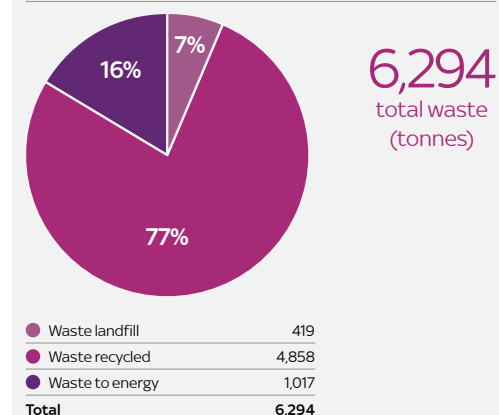
		2014/15	2015/16	2016/17
Scope 3				
Upstream explanation	Purchased goods and services ³	247,092	311,291	270,726
	Capital goods	123,088	176,317	231,357
	Employee commuting	14,536	18,549	21,679
	Transportation and distribution	13,448	15,737	15,894
	Business travel	15,018	17,249	15,620
	Leased assets	n/a	n/a	n/a
	Fuel and energy-related activities	8,324	16,702	18,898
	Waste generated in operations	133	314	300
	Total Upstream	421,639	556,159	574,475
Downstream explanation	Use of sold products	2,364,108	867,262	792,396
	Transportation and distribution	14,199	16,302	16,002
	End-of-life treatment of sold products	81	385	397
	Total Downstream	2,378,388	883,949	808,796
Total Upstream and Downstream		2,800,027	1,440,108	1,383,270

Notes to environment data on following page.

On-site renewable energy kWh



Total waste tonnes





UK and Ireland environment data

UK and Ireland carbon emissions and carbon intensity

In the UK and Ireland this year we hit five of our 10 environment targets three years early. We reduced the carbon emissions per employee by 30% from the 2008/09 baseline, sent zero waste to landfill, while increasing our recycling rate to 78% and recycling all of our food waste from Sky sites. We also maintained our water consumption per employee to 7m³/full time equivalent employee.

Since our baseline year, we have seen a 47% reduction in carbon emissions relative to revenue, which reflects our increased investment in energy efficiency as we continued to grow as a business.

We have invested in photovoltaic cells, on-site wind turbines and a combined cooling heat and power unit (CCHP). In 2012 we built the first CCHP of its kind in the UK at Sky. This has improved our energy efficiency significantly by producing heat and electricity simultaneously. However, this year the system developed a fault which caused a fire, rendering it unusable for seven months, delaying progress towards our 20% target.

	2008/09 baseline	2013/14	2014/15	2015/16	2016/17
Carbon Intensity					
Revenue (£m)	5,121	7,632	7,820	8,371	8,600
Carbon intensity (tCO ₂ e/£m revenue)	20.67	12.37	12.92	11.66	11.02
Reduction in CO ₂ e emissions relative to revenue (%)	0%	40%	37%	44%	47%
Carbon Emissions (tCO₂e)^{1,2,4}					
Scope 1					
Diesel	62	606	607	187	134
Gas	4,817	4,149	4,593	3,980	5,401
Vehicle Fuel	13,621	15,496	18,459	19,488	19,267
Refrigerants	1,821	382	747	678	762
Total Scope 1	20,321	20,633	24,406	24,333	25,564
Scope 2 (location-based purchased electricity)					
Purchased district heating (location-based)	0	3	1	0	0
Purchased electricity (location-based)	85,517	73,784	76,632	73,251	69,245
Total Scope 2 (location-based)	85,517	73,787	76,633	73,251	69,245
Scope 2 (market-based purchased electricity)					
Purchased district heating (market-based)	0	3	1	0	0
Purchased electricity (market-based) ⁵	15,614	1,803	16,360	17,996	18,973
Total Scope 2 (market-based)	15,614	1,806	16,361	17,996	18,973
Total Scope 1 and 2 (location-based)	105,838	94,420	101,039	97,584	94,809
Total Scope 1 and 2 (market-based)	35,935	22,439	40,767	42,329	44,537

Notes to environment data:

- 2016/17 data independently assured by Deloitte LLP. See previous reports for details on historical assurance.
- We measure our CO₂e emissions according to the Greenhouse Gas Protocol, the global standard for reporting greenhouse gas emissions.
- Our total gross CO₂e emissions include all Scope 1 and Scope 2 location-based greenhouse gas emissions; and our market-based emissions are those remaining after emissions factors from contractual instruments have been applied. Our energy providers retain, on our behalf, the Guarantees of Origin (GOs) and Renewable Energy Guarantee of Origin (REGOs). In addition, we offset our total gross emissions, including Scope 1, location-based Scope 2 and selected Scope 3 emissions, through the purchase of Voluntary Carbon Standard offsets.
- Joint ventures include an enterprise or business where Sky is the majority shareholder (>50%). 2015/16 has been restated to reflect the most up-to-date data set.
- Financial years up to 2015/16 use Defra location-based emission factors in place of Re-Diss factors where no renewable energy tariffs are procured.

UK and Ireland targets by 2020

	Target	2008/09 baseline	2014/15	2015/16	2016/17	Progress	Target met
Reduction in CO ₂ e emissions relative to revenue (%)	50%	0%	37%	44%	47%	⬆	
Increase in energy efficiency across all buildings (%)	20%	0%*	3%	4%	-4%	⬆	
Energy obtained from owned or controlled renewable energy at Sky-owned sites (%)	20%	0%	5%	7%	6%	⬆	
Increase in fleet fuel efficiency (%)	15%	0%***	11%	9%	10%	⬆	
Reduction in CO ₂ e emissions from travel per full-time equivalent (FTE**) employee (%)	20%	0%	11%	11%	30%	⬆	✓
Waste sent to landfill from our main offices (%)	0	36%	6%	1%	0%	⬆	✓
Waste recycled from all Sky sites (%)	65%	60%	64%	73%	78%	⬆	✓
Food waste recycled from our main offices (%)	100%	0	100%	100%	100%	⬆	✓
Water consumption (m ³ /FTE)	8-11m ³	8	9	6	7	⬆	✓

Key: ⬆ Achieved ⬆ On track *CO₂ emissions baseline is 2012/13 **Full time employee ***CO₂ emissions baseline is 2011/12



Data centres

We're proud that our data centres across Europe consume less energy than the industry standard (a PUE of 2). In fact, in June this year we won the EU Code of Conduct Award for Energy Efficiency in Data Centres.

This prestigious award recognises our achievement in maximising capacity and efficiency while minimising our carbon footprint in our Slough data centre in the UK, which has achieved a PUE of 1.29, with an average across our data centres of 1.36.

Our data centres represent 9% of our total electricity consumption in the UK and Ireland, so we are making them as energy efficient as possible in order to help reduce the group's footprint and stay on track to meet our targets.

Community contribution

This year in the UK and Ireland 7% of our employees gave to charity through payroll giving or matched funding and 10% of our people volunteered with Sky Academy Studios and Sky Sports Living for Sport.

We use the London Benchmarking Group model to analyse our community contribution, which this year across the group was £19.8 million.

	2015/16	2016/17
Cash	£13,184,918	£14,907,506
Time	£1,162,224	£740,999
In-kind	£2,361,333	£1,378,595
Management	£3,058,364	£2,792,005
Total	£19,766,839	£19,819,105

Accessibility

Our provision of subtitles and audio description of on-screen TV content continues to exceed our regulated quotas across all Sky channels. For our customers with a visual or hearing impairment, we audio described 30% of content and subtitled 85%.

	Ofcom regulated quota	2015/16	2016/17
Accessibility			
Subtitling	70%	87%	85%
Audio description	10%	28%	30%

All Accessibility data refers to UK performance.

Health and safety

This year our accident rate decreased to 0.1 per 100,000 hours worked, the lowest rate in five years, reflecting our focus on creating the safest environment for our people.

	2015/16	2016/17
UK and Ireland Health and Safety		
Incident rate per 100,000 hours worked*	0.20	0.10
Total number of reported incidents	82	43

* As defined by RIDDOR.

Inclusion

This is the first year we have reported employee diversity at a group level. We maintained our gender diversity across the business this year and have a range of initiatives to improve this in the future.

	2016/17	
Employee diversity	Number	%
Black, Asian and Minority Ethnic employees	3,203	10%
Disabled employees	1,562	5%

	2015/16				2016/17			
	Male		Female		Male		Female	
Employee gender diversity	Number	%	Number	%	Number	%	Number	%
Board of Directors	9	82%	2	18%	8	73%	3	27%
Senior managers*	270	75%	91	25%	189	75%	62	25%
All employees	19,298	63%	11,416	37%	19,751	63%	11,745	37%

* This year there was a change in classification of senior management employees in Italy from the prior year, to align Italy with the rest of the group.



Unless otherwise stated, the information covered in this year's report refers to all sites and operations for Sky plc companies across the group in the UK and Ireland, Germany, Austria, and Italy for the 2016/17 financial year ended 30 June 2017.

We've also produced a [Global Reporting Initiative \(GRI\) Content Index](#) with this report.

Deloitte LLP have carried out independent limited assurance procedures in accordance with International Standard on Assurance Engagements 3000 (ISAE 3000 Revised) on selected key performance indicators defined as material through our strategy, these are denoted by **(A)**.

You can find out more about the scope of our performance measures in our [basis of reporting](#) documentation and [Deloitte's full assurance statement](#).



Indicates 2016/17 external assurance by Deloitte LLP

Independent recognition

Here's a selection of some of our partners. For more on our partnerships see sky.com/biggerpicture.

Sky is proud to have been awarded:



FTSE4Good



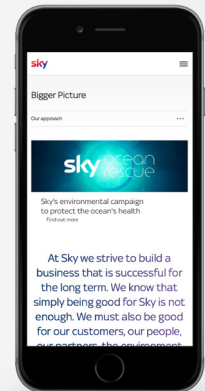
WWF's Sustainable Timber 2017 scorecard



Sky are members of:



sky.com/biggerpicture



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Believe in Better