BSKYB

Environmental Report

January 2002

Chief Executive's Statement

We at BSkyB recognise our responsibility in caring for the environment. To demonstrate our commitment, I am pleased to present our first environmental report - giving you the chance to see our actions take shape.

There is much to be done, but substantial steps have already been made over the past months. These include:

- Carrying out a review of our activities to understand where and how we had an impact on the environment and how well we were managing these impacts.
- Drafting an environmental policy, which lays out our commitments in relation to protecting the environment, and promoting it to all our employees through our magazine 'Vision'.
- Appointing an environmental committee to regularly discuss environmental issues and drive forward improvements in our environmental performance.
- Working with our manufacturers and suppliers to help reduce the energy consumption of the consumer products with which we are associated.

From our employees to our customers, we have a shared responsibility to make the environmental policy work. With my full support, our new Environmental Committee will push forward our programme of environmental improvements throughout the year and onwards.

I am committed to making this happen and encourage your feedback on our progress.

Executive Summary

This is the first BSkyB corporate environmental report (CER) and presents the Company's position on key environmental issues. The report has been developed following the completion of an environmental review of the Company's activities and the adoption of an environmental policy statement. It provides:

- Factual information and data on the actual and potential environmental impacts associated with our activities, products and services, and the arrangements that are currently in place to manage these impacts.
- The environmental policy statement which sets out our overall aims, objectives and principles of action in relation to the environment.
- An overview of the programme (including objectives and targets) for achieving overall policy commitments.
- A number of case studies of current good practice within BSkyB.

As this report shows, our primary business activities do not produce major environmental impacts; however, there are always opportunities to improve performance and this can only be achieved after recognising the effects that we have (both adverse and beneficial). We are now developing realistic targets for performance improvement. This will be the key to unlock the commitment within the policy statement and to provide a suitable framework for the company to progress it's environmental management and responsibilities.

The nature and approach to environmental reporting is evolving. Guidance is growing and undoubtedly our Environmental Report will change over time. For example, additional community and sustainability issues could be included in the next report. The current report focus is to provide a clear statement of the Company's current environmental performance, consistent with stakeholder expectations, that provides the framework for the future.

Report Statement

Entec has provided independent support to BSkyB in the preparation of the Environmental Report 2001. We have assessed progress against key environmental objectives and considered the extent to which the report addresses the company's principal environmental issues.

The assessment process involved a review of the appropriateness of the policy and environmental management programme, the systems in place for the gathering of environmental data, in conjunction with consideration of selected data traced back to source. This was supported with interviews with selected staff.

In our opinion, BSkyB has taken reasonable steps to provide disclosure of information relating to the impacts associated with its own activities. It is recognised that as this is the first report, information is incomplete for many of the areas considered. This is an issue that has been recognised and through the introduction and implementation of a formal monitoring and reporting framework, we consider that it will be satisfactorily resolved.

We are satisfied that the focus of the environmental report reflects the Company's environmental policy and provides the appropriate level of coverage, given the reservations on data availability. From the data examined we are satisfied that the information related to targets in the report is accurate and reliable and provides an informed picture of the Company's current position with regard to environmental issues.

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1. Introduction to Report

1.1 Introduction to BSkyB

British Sky Broadcasting (BSkyB) is the leading broadband provider of sports, movies, entertainment and news. In addition, we provide certain ancillary functions, including the supply, installation and maintenance of satellite television receiving equipment and digital satellite transponder leasing. At the 30th September 2001, the total number of subscribers to Sky channels was 10.2 million and of these, 5.5m were direct-to-home digital subscribers. The digital platform, which was launched in October 1998, offers a range of innovative digital services that allow viewers to send emails, shop on screen, play games, select their own camera angles, vote, bookmark their favourite channels, place bets and manage their finances. At the 30th September 2001, there were 257 channels on digital satellite.

Divisions of the company include Sky One, Sky News, Sky Sports, Sky Movies & Sky Box Office, Digital channel line-up, Sky Ventures and Advertising. The company employs over 13,000 employees in the UK.

Principal shareholders of the company include Sky Global Operations (37.32%), Deutsche Bank (22%) and Other (41.68).

The following table provides a summary of Company's financial performance over the last three years.

	Year (GBP million)		
	30 Jun 01	30 Jun 00	30 Jun 99
Total revenue	2,306	1,847	1,545
Operating profit (loss)	93	(20)	(271)
Total assets	3,877	3,280	1,187
Total liabilities	2,816	2,483	1,735

The scope of the report covers our operations in the UK and summarises data from four sites, whose activities represent approximately 90% of the Company's business. Information is presented in this report for four sites. The sites are located as follows:

- Osterley, West London;
- Chilworth, Hampshire;
- Dunfermline, Scotland;
- Livingston, Scotland.

We will endeavour over subsequent years to ensure that the information provided is an increasingly complete picture of Company's environmental performance.

More information about BSkyB, its operations and services can be found on the BSkyB internet site (http://www.sky.co.uk).

1.2 Our First Corporate Environmental Report

Corporate environmental and social responsibility is a business issue and as a corporate citizen we recognise our responsibilities. In particular, the importance for all major companies to address and report on their environmental performance is acknowledged. This report builds on, and extends our commitment, which in past years has seen community and environmental information integrated into our annual report.

In common with many other organisations who have begun to consider in detail their environmental performance, we do not currently have a comprehensive set of accurate historical environmental performance data. Steps have been introduced to address this concern. A structured and systematic internal monitoring and reporting framework has been developed to provide robust data for next year's report and to aid consistency in the reporting process. To assist this, we have adopted a standard form for data collection and reporting, with standardised units of measurement ('key performance indicators') based on good practice, which we are now completing on a quarterly basis. The implication of incomplete datasets has been to limit the number of quantitative performance targets for the objectives identified. This is an issue that has been recognised and will be addressed during this year as complete performance information becomes available.

We have completed this report with input from our stakeholders, including employees, the government and environmental regulators, our current and potential customers, pressure groups, our suppliers and contractors, and our shareholders. Its completion has also been aided by reference to the following guidelines:

- CERES and Global Reporting Initiative;
- Department for the Environment, Food and Rural Affairs General Guidelines on Environmental Reporting;
- SustainAbility System for Corporate Environmental Reports.

In addition, we have reviewed our approach and benchmarked it against sector leaders. The contents and form of the environmental report will change over time and, from analysis of feedback, we will aim to secure improvements over time. You can provide comments on this report to the Company Secretary using the feedback form at the end of the report.

The report is available via the our internet site to reduce the amount of resources consumed in its production and distribution; however, if required, a hard copy is available on request.

2. Environmental Management

2.1 Introduction

Environmental management processes and monitoring and reporting mechanisms are critical for any organisation to deliver and demonstrate it's commitment to the environment.

We completed an environmental review of our activities in 2000. This helped us understand where and how we had an impact on the environment and how well we were managing these impacts. Based on the findings of this review an environmental policy was agreed by our Senior Management. This has been made available to all our employees. The policy lays out our commitments in relation to protecting the environment.

To support the implementation of the policy across BSkyB, an Environmental Committee has been set up, comprising representatives from a number of our locations and departments, and an external environmental consultant from Entec UK Ltd. The remit of the Committee, which meets on a regular basis, is to drive forward actions to meet the objectives and targets that have been set within an Environmental Management Programme (EMP).

The overall aims of the EMP are to build on existing good environmental practices, to collect reportable environmental data, and to use this data to measure achievements in improving environmental performance on an ongoing basis.

Responsibilities have been assigned and the need for training recognised.

In order to aid the demonstration of progress, an environmental performance monitoring framework has also been established. Information derived from this will be used in subsequent environmental reports.

2.2 Environmental Policy

We have developed and adopted an environmental policy which formalises our environmental commitment and provides a strong statement of intent. It is based on the key findings from the environmental review.

It has been made available to all our employees.

Overall responsibility for the policy, along with compliance, risk, insurance and corporate governance lies with the Company Secretary. Further development and refinement of the policy and Programme will also be facilitated by the Company Secretary.

British Sky Broadcasting Environmental Policy

British Sky Broadcasting, with over 13,000 employees in the UK, is the leading broadband provider of sports, movies, entertainment and news - delivering to over 9 million households throughout the UK and Eire. The launch of the UK's first digital television service, BSkyB digital, on 1 October 1998, signalled the start of a new era in British broadcasting. It remains the fastest, most successful roll-out of any digital TV service in Europe, attracting 4.08 million customers at the end of September 2000.

Our vision is to apply our creativity, commitment and innovation to our services to secure continual improvement in our environmental performance whilst minimising business risks and securing compliance consistent with our commercial values.

We will endeavour to fulfil these commitments by:

- Developing a management framework for the implementation of our environmental policy that is consistent with, and builds upon, existing systems and business planning processes;
- Establishing a cross-departmental environmental committee to drive the improvement of environmental performance and encouraging greater staff awareness and involvement;
- Continually reviewing and understanding the range of environmental impacts arising from our activities, services and products, which will take account of our stakeholders' views;
- Complying with regulatory requirements and identifying new areas where we can improve our environmental performance, focusing our efforts on those activities with the most significant impacts;
- Reducing energy and resource consumption by implementing efficiency measures consistent with best practice, over cost-effective timescales;
- Influencing and managing our suppliers and contractors to ensure that goods procured and services undertaken comply with our environmental policy;
- Developing and implementing green travel plans for business and commuter travel and managing the impacts of our installations fleet, in line with our existing transport policy;
- Avoiding the purchase and use of environmentally damaging materials, including ozone depleting substances, and preventing the release of pollutants;
- Minimising the generation of waste, particularly paper, and implementing reuse and recycling initiatives.

We are also committed to openly communicating our progress towards addressing environmental impacts to interested internal and external parties in a format that promotes engagement and we will respond appropriately to reasonable requests for information.

In relation to this policy we will:

- Ensure that it is understood, implemented and maintained at all levels in the organisation and is supported by suitable education and training;
- Assign responsibility for its periodic review, to take account of changes in the organisation, legislation, fiscal measures and stakeholder views.
- Set related environmental objectives and targets for our most significant impacts and define the means of achieving them and improving our environmental performance.

Signed: ……..……..……..……..……..……..……..……..…..

Company Secretary

2.3 Environmental Management Programme

To support the implementation of the policy across BSkyB, an Environmental Management Programme has been developed which contains objectives and targets relevant to the business activities and our reviewed impacts. The programme includes improvement objectives, actions and responsibilities to address our significant impacts, which were identified following the environmental review. The objectives are summarised a follows:

Current Environmental Management Programme Objectives:

1. To manage and report on environmental performance progress
2. To involve all staff in improving BSkyB's environmental performance
3. To ensure continuing environmental legal compliance across the company
4. To reduce energy use across the estate and seek supplies from renewable sources
5. To reduce the use of paper
6. To continually aim to reduce the life-cycle environmental impacts of our consumer products
7. To increase the proportion of environmentally preferable goods purchased
8. To influence our suppliers and contractors to improve their environmental performance
9. To replace ozone depleting substances with suitable alternatives according to legal requirements
10. To reduce the amount of waste disposed to landfill
11. To reduce the impacts of travel and transport

We are committed to establishing measurable targets to demonstrate effective progress and will ensure that all objectives have agreed performance measures and specific actions integrated into the forward planning process . However, in some cases we need to investigate the issues more thoroughly. Following such assessments, we will set our baseline performance figures and determine exactly how we can improve.

We will monitor, on a quarterly basis, progress against these objectives and targets and report performance annually. On an annual basis, we will also assess compliance with the environmental policy and the requirements of environmental legislation, initiating corrective actions as necessary.

2.4 Environmental Responsibilities

Every one of our employees has a role to play in improving environmental performance. However, day-to-day (operational) responsibility lies with the facilities management, health and safety and engineering/technology support functions within the business. The facilities management function is also responsible for the management of contractors delivering a number of facilities management services (cleaning, grounds maintenance, operational equipment maintenance, water treatment) which have associated environmental impacts. There is a

nominated member of our Legal Department who is aware of environmental legal requirements and the current status of compliance and who will advise as necessary as to future developments. In addition to this, there is a responsibility for members of the Purchasing and IT teams to review the environmental performance aspects of our purchase of goods and services.

2.5 Environment Committee

At an operational level, we have established an Environmental Committee comprising representatives from a number of our locations and departments. The remit of the Committee, which meets on a regular basis, is to drive forward actions to deliver ongoing improvement in environmental performance and the EMP. The Committee is chaired by the Company Secretary, acting on behalf of the Chief Executive. Representatives are drawn from:

- Procurement;
- Health and Safety;
- Facilities Management;
- Internal Communications;
- Corporate Affairs (external reporting);
- Product Development (Engineering/Broadcasting);
- Sky in Homes Services;
- IT;
- Travel and Transport.

Issues discussed in the last 12 months include the findings of the environmental review, the development of the environmental management programme, monitoring and reporting mechanisms and the contents of this report.

2.6 Corporate Responsibility Forum

In 2001, we established a Corporate Responsibility Forum with a remit to lead on all aspects of corporate social responsibility, including the environment. Membership includes three executive directors and nine senior managers representing different parts of the organisation. Meeting on a quarterly basis, the forum takes a strategic view of our CSR priorities. We expect subsequent reports to include greater elements of the work from this forum.

2.7 Environmental Training

Environmental awareness raising of key staff began through the environmental review process. In addition, through attendance of the Environmental Committee meetings of external environmental consultant, Committee members have substantially increased their level of environmental understanding, relevant to the business operations.

Further formal environmental training has been arranged for our health and safety advisors, in order that they may co-ordinate the environmental management programme in the future.

2.8 The Future - An Environmental Management System (EMS)?

We are currently considering whether a formalised approach to improving environmental performance, through the adoption of an Environmental Management System (EMS), would be appropriate for all or some parts of the business. A good foundation for an EMS has been established through the completion of the environmental review, adopted policy and programme, and monitoring and reporting processes described (and presented) in this report. The discussion now centres around the benefits from formalising the approach.

2.9 Communicating Our Environmental Performance

To aid understanding of each of the performance issues covered, we have structured each of the following sections in a consistent manner in accordance with the following headings:

- Introduction to the Issue;
- Current BSkyB Status;
- Performance Data;
- Planned Actions to Improve;
- Case Studies/Interesting Facts.

In recognition that each issue does contain difficult terminology, we have also provided a glossary of terms used.

The following sections of the report present information on the most significant areas of our environmental impact identified from the environmental review. Each issue identified has been linked to a policy objective. These are outlined in the table below:

Objective	Issue
4. To Reduce Energy Use Across The Estate And Seek Supplies From Renewable Sources	Energy Use
5. To Reduce The Use Of Paper	Paper Use
6. To Continually Aim To Reduce The Life-Cycle Environmental Impacts Of Our Consumer Products	Consumer Products
7. To Increase The Proportion Of Environmentally Preferable Goods Purchased 8. To Influence Our Suppliers And Contractors To Improve Their Environmental Performance	Procurement
9. To Replace Ozone Depleting Substances With Suitable Alternatives According To Legal Requirements	Ozone depleting substances
10. To Reduce The Amount Of Waste Disposed To Landfill	Waste management

Objective	Issue
11. To Reduce The Impacts Of Travel And Transport	Travel and transport

In the final section of this report, we have included additional issues that are often associated with organisational environmental performance.

The data provided in this report is composed of actual data, where available, supplemented by estimates and supporting explanations where necessary.

3. Energy use

Policy Commitment:

Reducing energy and resource consumption by implementing efficiency measures consistent with best practice, over cost-effective timescales

Environmental Management Programme Objective:

To Reduce Energy Use Across The Estate And Seek Supplies From Renewable Sources

3.1 Introduction to the Issue

We currently use energy in the form of gas, electricity and standby generation fuel oil. Generation of electricity from burning non-renewable fossil fuels produces greenhouse gases (most notably carbon dioxide) and other harmful gases (which may have adverse health effects). A significant majority of scientists, most notably the Intergovernmental Panel on Climate Change (IPCC) cite the emission of greenhouse gases from the combustion of fossil fuels as the main contributor to climate change. By reducing energy use and by making energy use as efficient as possible, these emissions can be reduced, preventing further damage to the environment through the depletion of fossil fuel resources and the impacts of climate change.

The Climate Change Levy (CCL) came into force in April 2001. This tax aims to encourage more efficient use of energy and to assist the UK to meet its reduced greenhouse gas emission commitments under the Kyoto Agreement. All energy supplied to industrial and commercial users is subject to the levy and therefore it appears as an additional charge on our utility bills, charged at different rates according to the type of energy source used.

There are opportunities to reduce gaseous emissions and energy costs through specification of more efficient heating, lighting and cooling and premises management systems and IT equipment. Increased staff awareness and training is vital to realise reductions.

3.2 Current BSkyB Status

We currently use energy in the form of gas, electricity and standby generation fuel oil. Our main sources of energy consumption within BSkyB are:

Consumption area	Energy Efficiency Actions
Heating, lighting and cooling systems.	Some energy efficient lighting has been installed across the sites and opportunities for further installation is actively considered as part of the maintenance and replacement programme.
IT systems and equipment (PCs, copiers, faxes, printers).	Power down facilities are specified and IT are ensuring that it enabled as a default at all locations.

Consumption area	Energy Efficiency Actions
Broadcasting studios	Use of studios can be 24 hours. The opportunity to use energy efficient lighting is being explored; however, there are concerns about its applicability to studio. This is being reviewed.
Satellite Uplink Sites and Communication Infrastructure	Transmitting/receiving equipment uses considerable energy and produces waste heat, which can sometimes be reused - see the case studies below. Technological advances have meant a move from single signals down one cable (fibre optic) to multiplexed cables. We have worked with BT to convert from copper infrastructure to fibre optics which are more energy efficient and have environmental benefits (such as reduced excavation due to fewer cables, reduced use of outside broadcast trucks). The move from analogue to digital systems will reduce the use of such lines, and hence the environmental impacts, in the future.
Call centres	There is a large energy demand from the IT systems as well as for heating our customer service halls. There has been major refurbishment of the call centres in Scotland and energy efficiency measures have been incorporated as far as possible. There will be a move from 150 to 50 watt desk-tops PCs over next 2 years which will also cut energy consumption once currently tandem duplicated systems are replaced.
Editing suites	Editing suites (which contain heavy, expensive, energy intensive equipment) will be reduced in number in the future as editing can now be done offline via a PC.
Our Consumer Products	Careful product specification has a role to play in reducing energy use of our products, particularly set top boxes - see under Consumer Products, later.

An energy audit was carried out in 2000 by Energen Management, looking at efficiency issues, cost savings and the implications of climate change levy. The findings of this audit are being considered as part of developing a coherent approach to energy management at the sites. This will be built into actions taken over subsequent years to address this issue.

We have calculated the impact of the climate change levy, which is being tracked by a national centre which manages the tariffs for the company and the implications are being considered.

We are also seeking to rationalise the number of energy suppliers (three electricity suppliers and two gas suppliers) across the estate to improve the quality of data streams.

3.3 Current Performance Data

Energy data is shown below for the first quarter of the 2001/02 year. This information represents the first complete data set from the monitoring and reporting processes instituted at the beginning of the financial year.

However, it should be noted that historical information is available for some sites in considerable detail. For example, data sets are available for electricity, gas and oil consumption since 1990 for our Chilworth site.

The following information is provided for the sites that make up at least 90% of our business.

	BSkyB Sites					
	Chilworth	Osterley	Livingston	Dunfermline	Totals	
Number of staff (FTE) on site:	33	3,601	2,427	1,756	**7,818**	fte
Total building floor area	3,350	33,369	13,043	9,772	**59,534**	m^2
Energy Use						
Total Electricity Use for site	2,890,637	25,686,644	1,735,720	1,725,720	**32,038,721**	kWh
Total Gas Use for site	32,018	11,548,722	880,428	1,532,879	**13,994,047**	kWh
Total Oil Use for site (standby)	18,160	1,583,600	4,193	2,742	**1,608,695**	kWh
Total Energy Consumption	2,940,815	38,818,966	2,620,341	3,261,341	**47,641,463**	kWh
Total per floor area	878	1,163	201	334	**800**	kWh/m^2
Total per FTE	89,116	10,780	1,080	1,857	**6,094**	kWh/FTE
Total CO_2 emissions	1,253,597	13,635,414	914,689	1,033,992	**16,837,693**	kg CO_2

3.4 Current and Planned Actions to Improve

Action	**Target Date**
Collect energy consumption data and establish baseline performance for 2001/2002 financial year.	2002/03
Establish target for energy reduction based on analysis of baseline performance.	2002/03
Identify opportunities for energy reduction and conservation and assess feasibility/costs.	Ongoing
Draft an energy efficiency programme, including actions, costs (capital investment and other) and resources required and seek senior management approval.	Prepared as part of the Annual Capital Expenditure Budget
Start to implement the energy efficiency programme, supported by staff awareness raising sessions and record progress.	2002/03
Monitor, record and report energy consumption and investigate abnormal consumption.	2002/2003
Ensure contracts for new build and major refurbishment projects specify use of energy efficient technologies where practicable, taking account of whole life costs.	Ongoing process as projects arise, subject to approval
Establish the potential for using energy supplies derived from renewable sources through consultation with energy providers.	2002/03

3.5 Case Studies/Interesting Facts

Optimising energy use

Amplifiers and antennas are key technical components in signal transmission and reception. However, amplifiers are energy intensive and generate a lot of waste heat. In winter, the performance of antennas can be affected if they become iced. This issue was identified as one presenting an opportunity for improvement. In consequence, equipment has been installed so that amplifier heat could be used to heat antennas in winter to prevent the antennas from icing over. This is in preference to previous approaches which used gas heaters to prevent them from icing over.

We have also exerted pressure on existing amplifier manufacturers to incorporate power save features to reduce the energy consumption of our amplifiers, which reduces our energy consumption and in consequence our contribution to global warming.

4. Paper Use

Policy Commitment:

Avoiding the purchase and use of environmentally damaging materials

Environmental Management Programme Objective:

To Reduce The Use Of Paper

4.1 Introduction to the Issue

We use large amounts of paper, particularly for studio scripts, call centre briefs, confidential customer information, our BSkyB TV Guide, and customer marketing and billing. Excessive use of paper results in unnecessary depletion of renewable natural resources i.e. trees as well as the environmental costs associated with the production of paper from a raw material. In addition, there is an unnecessarily high disposal cost if the paper content of the domestic/office waste stream is not reduced or recycled.

4.2 Current BSkyB Status

All paper used for corporate headed stationery paper contains recycled paper. This requirement has now been incorporated with our specification in our revised supplier contracts. In addition, all paper suppliers have been asked to provide evidence of their own environmental commitments.

Double sided printers were introduced at Osterley in December 2001 and other sites will have this facility from January 2002. The majority of machines have been adapted to count duplexed copies separately. A launch for this initiative, to raise staff awareness, is going to be rolled out over the next 6 months at the Osterley site. Scotland will follow once new copier machines have been installed.

To date, some paper recycling has been undertaken at our Osterley site. Following the appointment of a National Cleaning contractor, who now has responsibility for waste collection and recycling, we will be introducing a range of schemes across all locations.

4.3 Performance Data

The following cost information has been collated from monthly performance monitoring for each of the four sites. This information relates to paper use from the four sites whose business contributes 90% of our total business.

	Cost	
Paper Use	Monthly	Estimated Annual
Laser, printer and copier paper	£12,987	£155,844
TV Guide	£570,000	£6,840,000
Printed stationery	£14,509	£123,043
Miscellaneous	£1,002	£11,909
Total	£598,498	£7,130,796

It is estimated that we use approximately 50 million sheets of paper per year. This is the equivalent of approximately 6000 sheets for each full time employee.

The principal source of paper consumption (in terms of cost and paper tonnage) is the TV Guide. During 2001, an average of 4.2m copies were printed monthly. This is an area that has been recognised as providing the potential for improvement and actions are proposed.

Another large area of paper & energy consumption is the production of our customer statements and letters with approximately 38 million being printed. Our customer statements are produced and supplied by K2. K2 uses paper sourced from European & Scandinavian mills, all of whom are ISO14001 certified (the international standard for environmental management systems). Pulp comes from sustainable forest sources and most is totally chlorine free.

4.4 Planned Actions to Improve

Action	**Target Date**
Collect paper procurement data and establish baseline performance for 2001 and use to inform the development of a improvement target.	2002/03
Identify key areas of high use (including studio scripts/schedules, TV Guide, printers and copiers, email) and opportunities for measuring and reducing the amount of paper used. Identify barriers to reducing paper use, for example increasing available IT equipment.	2002/03
Look at ways in which BSkyB forms and other traditionally paper-based items can be translated into electronic form (for completion and submission purposes).	2002/03

4.5 Case Studies/Interesting Facts

An example of where we are investigating ways to reduce paper consumption relates to the large number of customer statements produced. A project to assess the feasibility of E-billing is now underway. Similarly an E-ordering system for stationery is now being used across the all our sites, and an E-expenses system has been launched. E-procurement and E-reporting systems are also being investigated.

5. Consumer Products

Policy Commitment:

Avoiding the purchase and use of environmentally damaging materials, including ozone depleting substances, and preventing the release of pollutants

Environmental Management Programme Objective:

To Continually Aim To Reduce The Life-Cycle Environmental Impacts Of Our Consumer Products

5.1 Introduction to the Issue

Our products include analogue and digital set-top boxes, satellite dishes and other TV accessories (remote controls, 'remote eyes', smart cards), and the accompanying TV Guide that goes to all customers. There are environmental considerations associated with the manufacture and use of these products, as well as their eventual disposal.

We recognise that there are opportunities for us to specify less environmentally damaging boxes through the instructions and specifications we provide to the box manufacturers. For example, energy consumption of set-top boxes is an issue being discussed between product providers and Government.

In addition to the packaging waste generated in supplying our products to our customers, we recognise that we may have obligations with regards to waste other than those stated in the Environmental Protection (Duty of Care) Regulations 1991. For example the Waste Electrical and Electronic Equipment Directive requires end-of life equipment to be collected for recovery, recycling and re-use. The proposal was adopted by the commission on 13 June 2000 under Article 135 of the Treaty and will start the parliamentary process in autumn this year. It is expected to become law in 2002. Electronic equipment will have to contain recycled, or recyclable, components and be labelled so that they are disposed of correctly by the consumer. An estimate over the next 10 years of remote control, keyboard or games controller batteries that may need disposing of based on 5 million subscribers could total upwards of 60 million batteries.

5.2 Current BSkyB Status

Our set top boxes (STB) have been highlighted by Government as a concern because currently they operate 24 hours and do not have a stand-by function. In consequence, we have led the debate with the Government and the manufacturers of the digital set top boxes to ensure that energy consumption during use and end-of-life disposal impacts are minimised. Following these discussion, we have now signed up to the Code of Conduct for standby power consumption (i.e. for reducing the wasted energy when the product is not being viewed) and have set up monthly review meetings to discuss implementation in time for the January 2003 date. Michael Meacher has written to Tony Ball, our Chief Executive, to offer him congratulations on our signing of the Code of Practice.

Waste electrical/electronic equipment such as the set top boxes, remote controls, and batteries is often collected and returned by installers or by our distributor, Hays Parts Speed. We have evaluated the impacts of the WEEE Directive on our business, and, based on the fact that we are not the manufacturer/producer of the boxes and all boxes have the primary badge of the manufacturer (Grundig, Philips, Sony, Amstrad, Pace), we consider that the WEEE Directive will have limited direct impact on us. However, as part of the strategic sourcing and future of STB's we are investigating the possible impact and responsibilities for the WEEE directive in the supplier discussions.

5.3 Performance Data

We estimate that approximately six million set top boxes and dishes have been manufactured and distributed to our customers. It is estimated that the average power consumption of the STB is 19 watts (however, this varies dependent on the nature of the product).

5.4 Planned Actions to Improve

Action	**Target Date**
Establish relationships with manufacturers/suppliers of electronic goods (and accessories), and discuss the main product lifecycle environmental impacts that need to be addressed through the design/specification process (including recyclability, packaging, batteries etc).	Ongoing
Request statements of current product performance so that future improvements can be demonstrated. Discuss performance at least annually.	Ongoing
Continue to stay abreast of (and involved with) known pending and future anticipated legislation on waste electrical and electronic equipment and product energy consumption, by attending relevant meetings with Government and other organisations. Brief the Environmental Committee as relevant.	Ongoing
Draft a programme of actions needed to meet the requirements of the Waste Electrical and Electronic Equipment (WEEE) Directive so that the 2003 deadline can be met.	2002/03
Based on the information gained from the above actions, produce environmental guidance for the product design/specification and processes.	2002/03

5.5 Case Studies/Interesting Facts

We are now a signatory of the Code of Conduct for reducing wasted energy from set top boxes (STBs). The code requires digital STB's to have a standby condition that has a power

consumption of less than 9 watts when in standby on all products made available for sale from the 1st of January 2003. This figure will be reviewed on a regular basis to see how it can be reduced over time.

Currently, the lowest box power consumption is just over 13 watts with Sky+ highest at 30 watts. The average for the STBs is about 19 watts.

Meetings have begun with the manufacturers and suppliers in order to achieve this reduction. The silicon vendors are being asked to provide suitable power management functionality that can be accessed on their products in a way that still leaves the business functionality that the service provider needs whilst running the product as low as possible when in standby.

Promotion will then begin to teach the consumer the benefits of putting the STB on standby or adding programming functionality to automatically provide this.

6. Procurement

Policy Commitments:

Avoiding the purchase and use of environmentally damaging materials, including ozone depleting substances, and preventing the release of pollutants

Influencing and managing our suppliers and contractors to ensure that goods procured and services undertaken comply with our environmental policy

Environmental Management Programme Objectives:

To Increase The Proportion Of Environmentally Preferable Goods Purchased

To Influence Our Suppliers And Contractors To Improve Their Environmental Performance

6.1 Introduction to the Issue

The products that we buy can have an impact on the environment, depending on how they are manufactured, what they contain, how they are used and how they are disposed of. For example, the use of electrical appliances results in the use of energy and the associated depletion of fuel resources and contribution to global warming.

There may be environmentally preferable alternatives to many of the goods that we order and information is now more readily available to help choices to be made.

In addition, we employ contractors, such as builders and cleaners, who can damage the environment while carrying out their work. If they use and store environmentally hazardous materials they will need to be properly managed so that they don't cause a pollution incident on our sites.

We are a powerful purchaser and we will use this power to influence others in its supply chain to improve their environmental performance (once, of course it has embarked upon its own improvement programme).

6.2 Current BSkyB Status

The role of our Procurement Department is to facilitate and support the thorough, professional and transparent reviews of various spend categories across the Company. To help achieve this, the Strategic Sourcing Initiative (SSI) was launched in April 2001. We are proactively and continually exploring improved benefits both commercially and environmentally across all sourced products and services.

Following the completion of the environmental review, procurement was identified as an area where performance and business improvement can be made. Key items we will be considering in the future include:

- High volume consumables (stationery, paper);

- IT systems and hardware;
- Fleet vehicles.

6.3 Performance Data

We have concluded a number of reviews within the SSI including print, fleet, travel and catering. All of the suppliers involved in the SSI have been asked to provide their environmental policies as part of the RFP (Request for Proposal) and RFI (Request for Information). They have also been asked to submit information on any positive/negative environmental impacts on us if they successfully become one of our preferred suppliers.

6.4 Planned Actions to Improve

Action	**Target Date**
Target key suppliers and identify where products supplied could be more environmentally preferable.	2002/03
Identify environmentally preferable alternatives, including recyclable and reusable products and products which themselves contain recycled materials. Request information from suppliers as to 'green credentials' of their products.	2002/03
Draft a programme of actions for increasing the proportion of environmentally preferable products purchased, including costs and resources required.	2002/03
Based on the above actions, develop environmental procurement guidance for centralised and local purchasing.	2002/03
Incorporate environmental considerations in the review of the current car (essential) user scheme, and vehicle specification, including fuel consumption, carbon dioxide/other exhaust emissions, use of recycled parts and recyclability of parts (end-of-life disposal issues).	2002/03
Provide all existing and new suppliers and contractors with a copy of our Environmental Policy and discuss key existing suppliers'/contractors' own efforts to improve environmental performance in order to identify those more proactive suppliers/contractors and share ideas on best practice. Record (separately) the number of policies sent out to existing and new suppliers/contractors. In the future, once our environmental management processes are established, request compliance of all suppliers and contractors	2002/03 New suppliers/ contractors - ongoing, at contract award stage

with the policy.	
Include environmental performance considerations at contractor/supplier selection stage, for example in supplier evaluation questionnaires, such as asking whether they operate a certified environmental management system (EMS) and requesting a copy of the certificate.	2002/03
Periodically audit the environmental performance of major suppliers and contractors whose products/services can have a significant impact on the environment (particularly those working on our sites).	Frequency dependent on duration of contract and risks associated with service supplied

6.5 Case Studies/Interesting Facts

The TV Guide has been a focus point for the Strategic Sourcing Initiative. As a consequence of the SSI, new printers, Gruner & Jahr, were selected as the best supplier for future production. In part this was due to their advanced environmental technology and ecological business principles. Gruner & Jahr do not use wood from primary forests in paper production and their standard paper product is 100% chlorine-free bleached. They also make extensive use of recycled material in their products. We are reviewing the feasibility of recycled paper for the TV Guide.

7. Ozone Depleting Substances

Policy Commitment:

Avoiding the purchase and use of environmentally damaging materials, including ozone depleting substances, and preventing the release of pollutants

Environmental Management Programme Objective:

To Replace Ozone Depleting Substances With Suitable Alternatives According To Legal Requirements

7.1 Introduction to the Issue

Manufacture and sale of ozone depleting substances (ODSs) – particularly chlorofluorocarbons (CFCs), hydrochlorofluorocarbons (HCFCs) and halons have been restricted internationally through the Montreal Protocol, and in the UK by subsequent legislation. From 1 October 2000, there has been a ban on the sale and use of most CFCs, carbon tetrachloride and 1,1,1, trichloroethane. These substances are primarily used as refrigerants, solvents and in dry cleaning, although there are some exemptions.

The halons used in firefighting (1211 and 1301) will continue to be available until the end of 2002, but most systems will have to be decommissioned by the end of the following year.

Our fire extinguishing (flood) systems, refrigerants for chillers, air conditioning units and chlorinated solvent degreasers are common sources of ODSs.

7.2 Current BSkyB Status

We currently use a number of different refrigerants, some of which are classed as ozone depleting, and are being phased out under the Montreal Protocol and its implementing regulations in the UK. Other non-restricted substances are also used on our sites.

Recent new builds at our Osterley site have incorporated water sprinkler systems not halon systems. However, water systems are not generally appropriate for multiple small buildings, which is the layout at some of our sites. In consequence, ODS alternatives are being investigated. It is recognised that the cost, in terms of replacing like-for-like, is increasing. This reflects the increasingly restricted availability of ODS following the implementation of the Regulations. In consequence, there are both environmental and cost grounds for us to assess and reassess usage.

7.3 Performance Data

Locations and quantities of ozone depleting substances used, and the losses experienced, at key locations across our sites have been established and recorded for July 2000 to June 2001. They information is presented in the following table.

		BSkyB Sites							
		Dunfermline		Livingston		Osterley		Chilworth	
	Use	Total holding kg	Annual loss kg	Total holding kg	Annual loss kg	Total holding kg	Annual loss kg	Total holding kg	Annual loss kg
Halon	Fire suppression	0	0	656.7	0	696	0	881	0
CFC	Food/drink refrigeration	1.19	0	0	0	0	0	0.812	0
HCFC	Chillers/air conditioning	457.8	163.5	1229.49	45.4	1810*	0	294.89	0
	Food/drink refrigeration	13.4	1	0	0		0	0.2	0
Non-ODS	Fire suppression	339	0	0	0	1130*	400	875.5	16
	Chillers/air conditioning	2	0	0	0			43.15	0
	Food/drink refrigeration	16.59	9.05	124.702	9.4			0.525	0
TOTALS		**829.98**	**173.55**	**2010.892**	**54.8**	**3636**	**400**	**2096.077**	16

* Estimate of total quantities of substances from all site sources.

7.4 Planned Actions to Improve

Action	Target Date
Identify suitable alternatives and options for replacement and determine target for phase out of the ODS.	2002/03
Draft a strategy and programme for their replacement, taking into account the requirements of the relevant legislation, and including costs (capital investment and other) and resources required. Seek senior management approval.	2002/03
Begin to implement replacement programme and record amounts replaced over time for reporting purposes.	2002/03

7.5 Case Studies/Interesting Facts

During 2001, we have built a new uplink site at Fair Oak in Hampshire as a supplement to our Chilworth site. The site has been built without the use of any ODSs in any of the systems. The air conditioning systems installed contain a total of 30Kg of R407c refrigerant and the fire suppressant systems a total of 330Kg of FM200.

We have also commenced the replacement of all halon fire suppressant systems at our Chilworth site with non-ODS alternatives. This work will be completed by February 2002 and will result in the total elimination of halon from this site. The cost to us of this change is £140,000.

8. Waste Management

Policy Commitment:

Minimising the generation of waste, particularly paper, and implementing reuse and recycling initiatives

Environmental Management Programme Objective:

To Reduce The Amount Of Waste Disposed To Landfill

8.1 Introduction to the Issue

Production of waste is placing an increasing burden on the environment in relation to disposal options, such as the use of landfill sites. The best course of action is to reduce the amount of waste produced in the first place, but this is not always possible and the main routes available for waste disposal are landfill or foul sewer (liquid wastewater). The introduction of the Landfill Tax has increased the cost of waste disposal and therefore there is a financial as well as environmental incentive for us to reduce the amount of waste produced.

Recycling can save money through reduced waste disposal costs, and in some areas of the country (where demand is high) recyclable wastes, such as oil, paper, cardboard and aluminium cans, can have a value.

Escape of waste or litter can result in a pollution incident or cause nuisance to neighbouring residents.

There are key items of legislation that apply to waste management that we need to comply with, both now and in the future. Under the Environmental Protection (Duty of Care) Regulations for non-hazardous waste, and the Special Waste Regulations for hazardous waste, we have a responsibility to ensure that all wastes leaving its sites are removed by legally registered waste contractors to appropriately licenced disposal facilities. We should also be provided with appropriate waste transfer documentation so that the entire disposal route of the waste can be tracked.

The Producer Responsibility Obligations (Packaging Waste) Regulations 1997 were introduced under the Environment Act 1995, as required by an EC Directive. The legislation affects all UK companies in the packaging chain that handle (put on the market) more than 50 tonnes (or more) of packaging per annum and which from 2000 have an annual turnover of £2 million (reduced from £5 million).

8.2 Current Status

8.2.1 Waste Streams

We have identified the following key waste streams:

Waste Stream	Action
Packaging waste, including polythene and cardboard	Packaging for our consumer products is either left with the customer, retained in the installer's van, or returned to a distribution centre.
Videotape	Recycled and then offered for resale and use by educational establishments. and the residual amount (approx 100 tapes per week) are disposed of as domestic waste See case study
Contract caterers' waste	During Outside Broadcasts, catering waste is generated from the on-site staff canteens (mobile kitchens and dining cars). 700 to 1000 outside broadcasts are made per annum therefore cumulatively a considerable amount of waste is produced.
Confidential paper-based customer information	Currently this is shredded and sent to landfill but we are considering alternatives (taking into account data protection requirements)
General (domestic/office) waste	At present our domestic/office waste streams contain a lot of paper and packaging, little of which is currently recycled. Only white paper is recycled at Osterley. No recycling schemes are in place in Scotland, beyond toner cartridges, due to issues of space for recycling facilities and staff awareness. Recycling options are currently being investigated to apply across all our facilities.
Hazardous waste IT hardware	Only a small amount of hazardous waste is produced from our sites, such as lead-acid batteries, waste oil and mixtures with water, for example interceptor cleaning residues. We are participating in the 'Tools for Schools' initiative which makes use of old IT equipment, rather than disposing of them in landfill sites.
Canteen waste	Plans for a recycling scheme in the canteen at Osterley are at an advanced stage. Trials have been successfully completed and we are currently preparing a business case for funding, in conjunction with our cleaning contractors. Further investigation is needed into recycling methods and contractors, which to date appear both limited and expensive.

8.2.2 Legal Compliance

The environmental review carried out by external consultants revealed that we did not hold the full complement of waste disposal documentation required under the Environmental Protection (Duty of Care) Regulations 1991 and Special Waste Regulations 1996, on our sites that were visited. A new National cleaning contractor has been appointed with responsibility for waste and recycling across the company. They are now reviewing waste contractor documentation and recording waste production across all sites. Further requirements placed on them include monitoring by weight, and consolidation of waste contractors and procedures. Such information will be used to complete subsequent environmental reports.

8.3 Performance Data

The following information is provided for three of the four sites that comprise greater than 90% of our performance. Historically, information has not been available for the quantities of waste material collected from the sites (with any accuracy); however, costs for 2000 have been tracked and are presented as follows.

	BSkyB Sites			
	Dunfermline	**Livingston**	**Osterley**	**Chilworth**
Annual waste management cost	Not available	£44,000	Estimated £30,000	£3,641

In consequence, the cost of waste disposal to company is in excess of £77,641 per annum.

8.4 Planned Actions to Improve

Action	**Target Date**
Confirm, categorise and quantify the waste streams that we produce • Consider waste produced both on our sites and off site, such as packaging waste from consumer products and returned end-of-life/faulty electronic equipment. • Seek data from current waste management contractors, invoices and sales figures Establish baseline amounts of waste disposed to landfill and amounts recycled by collecting data using standard form to enable subsequent performance target to be set.	2002/03
Identify opportunities to minimise the amount of waste produced.	Ongoing
Identify opportunities for reuse and recycling initiatives (and associated opportunities to make donations to charity).	Ongoing
Begin to implement reduction/reuse/recycling initiatives and record amounts reused and recycled for reporting purposes.	2002/03

8.5 Case Studies/Interesting Facts

Much of our videotape is reused and recycled. When tapes have exceeded broadcasting quality, they are then offered to colleges for use. Beneficiaries include Brighton University, Farnborough College and Ravensborne College of Media. Where appropriate, tapes are also offered for resale. We are exploring opportunities to move away from videotape use towards digital storage.

9. Travel and Transport

Policy Commitment:

Developing and implementing green travel plans for business and commuter travel and managing the impacts of our installations fleet, in line with our existing transport policy

Environmental Management Programme Objective:

To Reduce The Impacts Of Travel And Transport

9.1 Introduction to the Issue

Air pollutants from vehicle exhausts can contribute both to international problems (such as climate change through the release of greenhouse gases) and local noise and air pollution. The emission of particulates for instance can have detrimental health effects for those in the locality with asthma or other respiratory disorders.

Fuel use also results in the depletion of non-renewable natural resources and construction of transport infrastruture can impact on biodiversity, amenity value of areas and can have a significant noise and visual impact.

9.2 Current BSkyB Status

The exhaust emissions and fuel usage of the company vehicle fleet, 1,250 of which are used for installations of satellite equipment in homes across the country, make a contribution to local pollution problems as well as climate change and depletion of natural resources. Route planning is used to minimise miles travelled for each installer in relation to home location. The average mileage travelled and mpg are monitored.

Impacts are also caused by employees travelling to and from work and on business either in fleet or personal cars. Business travel is largely by car or by air between Scotland and Osterley. Videoconferencing is used but we recognise that it could be used more. All key sites have video conferencing which is often used for multi-site briefings and meetings in preference to travel.

Travel by car is a key issue for the call centres, particularly as at shift change over double the number of vehicles are present.

We also cause an impact through our use of contract transport, which needs to be influenced, for example our use of contract trucks for Outside Broadcasts and the Hays Parts Speed distribution contract.

Our 'Sky in Homes' installers' vans are all diesel as is approximately 10% of our car fleet. Opportunities for changes to the type of car and fuel used were identified and discussions were held with Vauxhall on the use of LPG. In consequence, LPG vehicles have been trialed and user feedback evaluated.

A final draft of our *Green Travel Plan* for our Osterley site is now in preparation for

resubmission to the local planning authority and GLA. Schemes proposed in the plan include enhanced bus services, cycle paths, and invitations to reduce members of staff using car to commute to work. Various other separate initiatives with local companies continue to be discussed, centering around joint/consolidation ventures that will provide a more in-depth and resident service to staff. The already improved bus service is to include a weekend service.

9.3 Performance Data

Our fleet currently consists of 1,250 light vans and 350 company cars (both owned & leased).
The numbers of fleet car sand vans (by fuel type) are shown in the table below.

	Diesel	Unleaded Petrol	LPG / dual fuel	Alternative fuel	Total Vehicles
Car Fleet	35	315	0	0	350
Vans	1,250	0	0	0	1,250

The van fleet numbers will reduce to 1,000 new Citroen Berlingo D vans as the old vehicles are currently being phased out. Mileage for the vans is on average between 20,000 to 40,000 per annum and 35,000 to 90,000 per annum for the cars.

In 2001, we generated 4,000 return trips between London and Edinburgh (77 per week).

9.4 Planned Actions to Improve

Action	**Target Date**
Implement the actions outlined in the Green Transport/Travel Plan developed for the Osterley site (commuter-travel focussed).	Ongoing
Consider extending this Osterley initiative to our other sites.	2002/03
Consider ways to reduce the impacts of business as well as commuter travel, including the impacts of • Our installations fleet, • The impacts of deliveries to our sites, • Air travel by employees between sites, and • Contractors such as Hays Parts Speed, Outside Broadcast truck hire.	2002/03

9.5 Case Studies/Interesting Facts

Travel Plans

Due to the lack of parking on and around our Osterley site, and in anticipation of further site expansion, we have sought to explore and develop alternative means of transport for staff. In consultation with the London Borough for Hounslow and Transport for London, a Travel Plan has been developed which establishes objectives, targets, measures and a management plan to secure a modal shift in travel to work patterns.

Within the travel plan, we have established a draft transport policy which states that:

- The reliance on the private car to travel to work will be reduced.
- The provision of new on site car parking will be minimised (where practicable).
- Where the use of the private car is essential, its impact will be reduced through initiatives such as car sharing.
- We will positively promote the use of public transport for staff and visitors and will fund shuttle bus services in partnership with other local employers.
- We will promote the public transport alternatives, through its internal media and by making timetable information available.
- We will positively promote cycling and walking and identify and provide facilities for cyclists and pedestrians on site.
- Opportunities will be identified whereby the need for travel by staff is reduced through homeworking and teleconferencing.
- Our Facilities Manager will continually monitor and will review annually the modes of transport used by staff and visitors to ensure that the Travel Plan objectives are met.

From research undertaken to support the development of the Travel Plan, approximately 61% of staff drove to work, 24% used public transport, with 6% cycling or walking and a further 1% using a motorcycle. The reminder were passengers in other vehicles. Through measures specified in the Plan, it is anticipated that the level of car use will decline to 44% within 5 years of implementation.

Teleconferencing

A significant cost-saving opportunity has been identified by seeking to reduce our inter-site travel between Dunfermline, Livingston and Osterley, by providing robust videoconferencing facilities as a viable alternative. Consideration is being given to the upgrade, investment and savings that such a proposal would entail. A recent survey conducted on our most frequent traveler's suggests that there is strong support for use such a facility wherever it is appropriate to do so.

10. Other Issues

10.1 Introduction

This section presents summary information on some of our environmental impacts that we do not currently consider to be significant. They are subject to management controls and are not addressed by improvement objectives at this time. However, for completeness, and because they may be of interest to our stakeholders, we have included consideration of the issues.

10.2 Visual Impacts

The satellite uplink antennas (the dishes are up to 10m in diameter) located on our sites can hardly be seen from adjacent roads because they are well screened so that they are less obtrusive in the local area. Environmental impact assessments for new sites ensure that they are designed so that visual impacts are minimised.

Set-top box receiving dishes are getting smaller and less obtrusive and design options are available for them to be in greater sympathy to their surroundings.

10.3 Land and Equipment Management

There is an agreement with Test Valley Council for maintenance of approximately 6 acres of ancient woodland adjacent to our Chilworth site, which acts to screen the antennas on site from the M27 motorway. A 25 year plan was drawn up for the site which lays out our responsibility for maintaining the ancient woodland.

Underground diesel storage tanks are located at one of our sites. Although underground storage tanks represent a risk to groundwater, which will increase with age, our tanks are relatively new and adequate pollution controls are in place, for example tanks have an alarmed capacity of less than the maximum capacity, to prevent overfilling. There are also absorbent granules held nearby as well as spillage kits (including drain covers), delivery procedures and drainage plans to facilitate rapid response in the event of a spillage.

For all new sites we instigate a contamination investigation, and, where necessary, a remediation programme, for example at our new uplink site in Hampshire.

A Recreational Area, involving the regeneration of waste land at our Osterley site has been proposed and is pending approval by sponsoring companies. The final scheme, when agreed, then needs to be submitted for planning consent. The project is on target for completion in the spring of 2002.

10.4 Water Use

Water is used at the four sites at wash rooms and in the company's canteens. Levels of water consumption were not considered to be significant and the issue was not identified as one key to our environmental performance.

11. Feedback on this Report

Your feedback is important to us so that we can expand our understanding of environmental issues and best practice, and so improve our environmental performance and future reports.

If there are any issues we have not covered, or if you would like to comment on the report generally, please complete the form below and send to:

Dave Gormley, Company Secretary

BSkyB, Grant Way, Isleworth, Middlesex, TW7 5QD.

Email: David.Gormley@bskyb.com Fax: 0207 705 3008

1. Which of the following best describes you (please tick one only)?

Sky subscriber	☐	Journalist	☐
Sky employee	☐	Environmental campaign group member	☐
Sky supplier	☐	Financial	☐
Shareholder	☐	Academic	☐
Government/Regulator	☐	Other	☐

2. Overall, how would you assess our 2001 Environmental Report (please tick one box only)?

	1	2	3	4	5	
Very poor - did not cover or explain any of the key issues	☐	☐	☐	☐	☐	Excellent - complete coverage of all issues presented in a clear concise manner

3. Do you have any specific comments on sections contained within the report?

Section	Subject	Comments
1	Introduction	
2	Environmental Management	
3	Energy Use	
4	Paper Use	
5	Consumer Products	
6	Procurement	
7	Ozone Depleting Substances	

8	Waste Management	
9	Travel and Transport	
10	Other Issues	

4. Are the issues explained clearly and in an understandable way?

5. What other information (if any) would you like to see in this report?

6. Are there any other areas where we could improve our Environmental Report?

6. Are there any other comments you would like to make on our Environmental Report?

Glossary

Chlorofluorocarbons (CFCs)

Chlorofluorocarbons (CFCs) are used as refrigerants and as propellants in aerosols. The use of CFCs and other compounds (HCFC, Halons, Methyl Bromide, Trichloroethane) has been identified as the major cause of ozone layer depletion and their use is being phased out worldwide under the Montreal Protocol. These compounds are also referred to as ozone depleting substances (ODS).

Climate Change

Term used for the global environmental change also known as the greenhouse effect and global warming. A worldwide scientific consensus has emerged that emissions of certain pollutants (particularly CO2) are causing the sun's heat to be trapped rather than remitted to space, causing a global average increase in temperature, resulting in potentially significant regional changes in climate, such as increased storm frequency, drought and sea level rise.

Climate Change Levy

The Climate Change Levy is charged on industrial and commercial use of energy and is one of the Government's tools for reducing emissions of greenhouse gases.

Carbon Dioxide (CO2)

Carbon Dioxide is the main greenhouse gas created by combustion. It is emitted primarily from human activity such as the burning of fossil fuels to generate electricity and propel vehicles.

Environmental Impact

Any change in the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's activities, products or services.

Environmental Management System

A systematic and coherent approach to the management of environmental issues and responsibilities enabling an organisation to secure continual and demonstrable improvements in performance over time. The approach can formalised through the certification of a management system to the international specification, BS EN ISO 14001.

Environmental Performance Indicator:

A measurement, statistic or value that provides a proximate gauge or evidence of the effects of environmental management programs or of the state or condition of the environment.

Environmental Review

An investigation of processes and procedures of a company or site with respect to its compliance with applicable environmental laws and regulations, it's environmental policy and best practice. An environmental review identifies, documents and assesses the organisational impacts on environmental conditions. It provides a critical step in the subsequent development of any environmental management or action programme.

Landfill

The site of the disposal of domestic or industrial waste or rubbish (or possible hazardous wastes) on land, frequently covered in soil.

Montreal Protocol

International agreement signed in 1989 on reducing the production and use of ozone depleting substances. The Protocol has been ratified by 165 countries. Signatories commit to banning the manufacture and use of certain products, reporting volumes of ozone-depleting emissions and phasing out their use in accordance with deadlines towards zero emissions in 2030.

Ozone Layer Depletion

Destruction of the stratospheric ozone layer which shields the earth from ultraviolet radiation harmful to life. This destruction of ozone is caused by the breakdown of certain chlorine and/or-bromine containing compounds.

Recycling

Minimising waste generation by recovering and reprocessing usable products that might otherwise become waste (.i.e. recycling of aluminum cans, paper, and bottles, etc.). If no reprocessing is involved and the product remains in its original form (e.g. returnable beverage bottle), this is termed re-use.

Supply Chain

The progression of businesses involved in the supply and purchase of materials and goods, from raw materials to final product.

Waste Electrical and Electronic Equipment (WEEE) Directive

The WEEE Directive requires end-of life electronic and electrical equipment to be collected for recovery, recycling and re-use. It starts the parliamentary process in autumn this year and is expected to become law in 2002. Electronic equipment will have to contain recycled, or recyclable, components and be labelled so that they are disposed of correctly by the consumer.

Waste Stream:

The total flow of solid waste from homes, businesses, institutions, and/or manufacturing plants that are recycled, burned, or disposed of in landfills, or segments thereof such as the "residential waste stream" or the "recyclable waste stream."