SEEING THE BIGGER PICTURE

SKY DAY TO DAY

ENVIRONMENT

SPORT

ARTS
What does seeing the bigger picture mean for Sky?

At Sky, we’re committed to doing the right thing, building a sustainable business and playing our part in the communities where we live and work. This is what we call seeing the bigger picture, and it’s part and parcel of everything we do.

So, as well as providing people with great entertainment and communications products, and acting responsibly in our day-to-day business, we’re also going much further. There are three main areas where we believe we can make a big impact: helping to protect the environment; improving lives through sport; and opening up the arts to more people.

Our approach is all about inspiring people and helping them to get involved. Together we can make a real difference.

We believe in better.
At Sky, we believe passionately that what we do brings real benefits to our customers and the wider community.

We open up more choice in television and we bring people the programmes they love. We innovate to make things better and we help millions to save money on broadband and home phone services. We employ more than 16,500 people and our investments support the wider sports and creative industries.

Our business is built on long-term relationships with millions of families up and down the country. We never forget that their continued support plays a critical role in our success. And we understand that acting responsibly is vital to earning their trust.

We also know that, increasingly, customers expect even more from the companies they choose to do business with. They want us to take a lead on the issues they care about and to make a broader contribution to their community. That’s what our Bigger Picture programme sets out to do, focusing in particular on our work in the environment, sport and the arts.

We’re quite clear about the reasons why this kind of activity is so important. In our view, it’s more than just a nice thing to do. It’s essential for any business which has the ambition to achieve sustainable success over the long term.

Through our work in the Bigger Picture, we aim to give people more reasons to join Sky and to stay with us, whether as customers or employees. By seeing what we do, or perhaps by taking part in one of our activities, we hope they’ll see Sky as a brand that they trust and are happy to recommend to others. So we think of the Bigger Picture as a vital ingredient in the future health of our company.

We’ve come a long way since we launched the Bigger Picture six years ago and we are now working on an exciting and varied range of projects. For example, we’ve joined forces with WWF to help save one billion trees in the Amazon rainforest through the Sky Rainforest Rescue campaign.

In sport, we’re working with British Cycling to get one million more people cycling regularly. And, in the arts, we’re providing funding for a host of exciting new arts projects through the Sky Arts Ignition Series.

All of this comes on top of a commitment to do the right thing in our day-to-day operations. As well as treating suppliers fairly and providing our people with a great place to work, that includes, for example, making our products and services easy to use so that everyone can enjoy them.

These are just some of the ways we’re contributing and you can read more about the progress we’re making in this book.

But there is always more to do. We’ll keep listening to our customers and other stakeholders as we look to grow our contribution further in the future.

Of course, we can’t do any of this on our own. So I’d like to thank all of the many people – our partners, customers and employees – who have already got involved and supported us.

Jeremy Darroch
Chief Executive

Did you know?

-25% CO2 emissions

Our challenging environment targets include a 25% reduction in gross CO2 emissions (tonnes/£m turnover) by 2020, versus a 2009 baseline.

£1.2m arts funding

The Sky Arts Ignition Series will provide £1.2 million of funding for arts organisations to create ground-breaking new work.

1m cycling

Together with British Cycling, we aim to get one million more people cycling regularly by 2013.
Doing the right thing in our day-to-day operations

We know that acting responsibly and doing the right thing are vital to earning the trust of our customers and achieving long-term success. That’s why we make our products and services safe and easy to use by everyone, we work with suppliers to ensure sustainable sourcing and we strive to make Sky a great place to work.
Did you know?

**£600m**

**INVESTMENT**

By 2014 we plan to be investing £600 million a year in UK and Irish content.

**2,500**

**PEOPLE**

We employ around 2,500 people directly in skilled roles in production and broadcasting.

**150**

**SUPPLIERS**

We run events for our suppliers so that they get to know Sky and we can hear from them.

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**How we work day to day**

Millions of customers across the UK and Ireland choose Sky for home entertainment and communications. They have high expectations of us and we value their trust.

**BALANCING THE NEEDS OF OUR STAKEHOLDERS**

As a growing business, we recognise that we have responsibilities towards a diverse group of stakeholders.

The way we approach our day-to-day activities takes into account the needs of our 10 million customers, more than 16,500 employees, thousands of suppliers, as well as the local communities in which we live and work.

We never forget that our customers are critical to our success. We want to provide them with the best choice of programming, the flexibility to watch it in the way they want and to back it up with excellent customer services. In delivering what our customers want, we are making a significant and growing contribution to the creative industries.

We aim to provide a great place to work, attracting the best talent, helping them develop and perform at their best and making them proud to work for Sky.

We promote better social and environmental standards through our supply chain and work collaboratively with our suppliers to help them to continuously improve.

Making a positive contribution in our local communities is important to us. We encourage Sky people to get involved through volunteering and making donations, and we create partnerships with charities to help schools improve young people's skills and aspirations.

We take the perspectives of our stakeholders seriously, knowing that by listening to the views of our customers, suppliers, people and communities we can make Sky an even more successful business for the future.

**Supporting local schools**

We know we can contribute to the success and vitality of our local communities by supporting local schools. We’ve invited primary and secondary schools near our campuses in west London and Scotland to let us know how we can help. From this we’ve created innovative partnerships to make sure we deliver what they need. Our actions range from hosting tours of our facilities to showcase career options; identifying Sky mentors to take part in school Careers Academies; sending teams of Sky volunteers to revamp school grounds; and developing leaders through our Sky Leadership Development Programme, involving people working alongside local sixth formers on a real-life project that benefits communities.

It was really worthwhile appreciating how much effort goes into the production of the news and how skilful and professional the presenters are.

Aaron Roach Bridgeman
Student

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Students from a local school experience behind the scenes at Sky News at our West London campus.
Accessibility and safety

It’s important to us that our products and services can be enjoyed by everyone and that our customers know they are safe and secure on our TV platform and online.

HELPING CUSTOMERS MAKE THE MOST OF SKY

We want all our customers to get the best out of their Sky subscription, so we’ve taken steps to help them make the most of Sky. We make sure that the information our customers share with us is protected. And we work hard to help parents have a say on what their children watch and what they access online.

For people with visual impairments, we were the first to voluntarily provide Audio Description on 20% of our programming, a service which provides additional commentary describing what is happening on screen. We’re also committed to providing more Audio Description at certain times of the year, such as Christmas, when we know accessing great content is important to all our customers. For deaf and hard-of-hearing people we provide over 400,000 hours of subtitling a year and invest in the development of quality sign language–presented programming through our support of the British Sign Language Broadcasting Trust.

Our disabled customers can also choose from a range of products we’ve developed that make viewing our television content easier. In 2007 we developed the first remote control for those with visual or mobility impairments, our Sky+ Easy-Grip Remote Control. We’ve also launched Sky Talker, so that people who find it difficult to see some of the on-screen text can have important information, like a programme synopsis, read aloud to them. We also make it simple for our customers with disabilities to do business with us through a dedicated service team made up of five teams of specialist advisors.

We make sure that our customers can depend on us to protect them when they use our products and services, making the security and confidentiality of customer information a top priority.

Finally, we give parents the tools to protect their children when watching television and using the internet. On our television platform, we provide market-leading parental control technology, including the ability to set a bespoke watershed or to restrict access to specific channels altogether. Likewise all of our broadband customers receive parental controls, free for as long as they want them, and we provide advice and support on how customers can protect themselves and their families on sky.com.

Did you know?

400,000 HOURS

We provide more than 400,000 hours of subtitling a year.

20% AUDIO DESCRIPTION

Sky provides twice as much Audio Description as the 10% required by Ofcom.

PG CUSTOMER CONTROL

Our customers can set their own watershed or block access to any channel.

Sky has shown a real commitment to helping blind and partially sighted people enjoy television, and were the first UK broadcaster to increase their audio description to cover 20 percent of programming.”

Lesley-Anne Alexander
CEO, RNIB

Sky Talker

The Sky Talker is a device, designed in partnership with the Royal National Institute of Blind People (RNIB), which makes it easier for visually impaired customers to choose what to watch. It works by allowing customers to hear some of the text that appears on screen by vocalising Sky+ functions, including the programme synopsis.

Sky Talker device.
How are we helping to protect the environment?

We’re working hard to minimise the environmental impact of all our operations. But an even bigger opportunity lies in working together with our 10 million customers. We want to help them to save energy at home, and inspire them to join with us to do something even more remarkable: to help save a billion trees in the Amazon rainforest.
Tackling tropical deforestation

By partnering with WWF, we’re helping customers to do their bit to tackle the biggest contributor to global warming: tropical deforestation.

Tropical deforestation causes a fifth of global greenhouse gases, as well as destroying a beautiful and rich natural resource. And every minute an area larger than three football pitches of Amazon rainforest is destroyed.

So we formed a ground-breaking partnership with WWF and the state government of Acre, Brazil, to launch Sky Rainforest Rescue. Our aim is to help save one billion trees by working with local communities to make the forest worth more alive than dead.

To raise awareness, we’ve broadcast specially-commissioned programmes and our professional cycling team, Team Sky, wore a Sky Rainforest Rescue kit during the 2011 Tour de France. We aim to raise £2 million from our customers and we will match all donations pound for pound. Already, we’re more than three-quarters of the way towards our target.

Sky Rainforest Rescue is very important for the state of Acre, and it will be important for the whole Amazon, because it will serve as a model on how we can preserve the forest while generating benefits for the populations that inhabit the forest.”

Fabio Vaz
Subsecretary of industry, commerce, science and technology, Acre, Brazil

As part of our work to raise awareness of the threat of deforestation, AMAZON, an exhibition presented by Somerset House, launched in aid of Sky Rainforest Rescue.

The exhibition featured the work of award-winning photographers Sebastião Salgado and Per-Anders Pettersson, documenting the plight of the Amazon rainforest and the lives of the people who live there.

We also continue to raise awareness on screen through rainforest-related programming. Rooftop Rainforest showcased how a real-life rainforest was constructed on top of the Westfield London shopping centre.

AMAZON

To grow crops, Senhor Nonato had to burn down trees. With inefficient farming methods, he had to repeat this process every year.

Sky Rainforest Rescue introduced him to mucuna—a plant which provides essential oil nutrients. He can sow his crops into this and the mucuna keeps the soil fertile year after year. It means he—along with hundreds of others—can keep re-using the same patch, and avoid contributing to deforestation.

Senhor Nonato and the magic of mucuna
Taking action to reduce our footprint

Since 2005, we’ve been taking action to help tackle climate change. We were the first major media company in the world to become carbon neutral and we’ve stayed focused ever since on reducing our impact even further.

There are lots of areas where we’ve found ways to shrink our footprint. Sourcing renewable energy, recycling more of our waste and cutting back on travel are some of the things that have added up to make a big difference. To help customers save energy at home, we’ve made our Sky boxes more efficient as well. For example, we pioneered a clever feature that sends your box automatically into standby when it hasn’t been used for a while. We have cut the total energy consumption of new Sky+HD boxes by 29% compared with the previous model and our next boxes will be even more efficient.

Multiplied across 10 million homes, it adds up to make a massive difference. The auto standby feature saves around 90,000 tonnes of CO2 a year as well as £20 million a year for customers.

In 2009, we achieved our first set of targets and decided to push harder with ten tough targets for the future. By 2020, for example, we aim to reduce our carbon emissions by a further 25% (tonnes/£m turnover) and make our buildings 20% more energy efficient. We also plan to get 20% of our energy from on-site renewables, which is something we’re already doing at the brand new Sky Studios in west London, Europe’s most sustainable broadcasting facility. So everyone can keep track of how we’re doing, we’re committed to publishing detailed information about our environment targets and performance. To find out more, visit our website www.sky.com/thebiggerpicture.

As one of the UK and Ireland’s biggest companies, we also recognise that we have the opportunity to make a difference beyond our own operations. One of the ways we can do this is by sharing what we’ve learnt with our partners and working together to create smarter solutions. For example, we’re working with 50 of our most carbon-intensive suppliers – everyone from production companies to our business partners – to help them tackle their own carbon footprints.

Did you know?

20% ENERGY FROM ON-SITE RENEWABLES

Sky-owned sites will obtain 20% of their energy requirements from on-site renewable energy by 2020.£4m TARGET

We’re raising £4 million to help save one billion trees in the Amazon rainforest.

1st CARBON NEUTRAL

Sky was the first major media company to go carbon neutral.

Protecting the environment is everyone’s responsibility. And we’re determined to play our part. That’s why we’re reducing the impact of our operations and working with suppliers to help them do the same.
How are we supporting sport?

Sport is at the heart of what we do and we believe in its power to improve lives. We invest to bring our customers a wealth of live sport on TV, and that investment helps to fund the sports we all love and to get people watching and playing. But we want to do even more, so we also work with our partners off screen to encourage more people to get involved, see what they can do for sport and what sport can do for them.
Sky Sports Living for Sport

We believe that sport can inspire people to make a positive change in their lives. That’s why, together with the Youth Sport Trust, we created Sky Sports Living for Sport, a programme to help 11-16 year olds to be the best they can be.

Now in its ninth year, Sky Sports Living for Sport is designed to work with teachers to enable young people to overcome hurdles such as a lack of confidence or engagement in education. The initiative is open to every secondary school across the UK and provides resources and mentor visits to motivate and inspire through sport. So far, more than 1,600 schools and over 35,000 young people have taken part.

Teachers tell us that one of the key factors in motivating young people to get involved in the programme is the visit from an athlete mentor such as Olympic gold medallist Darren Campbell.

The mentors talk with the group about the rewards and challenges of being an athlete and aim to show that anything is possible with hard work and dedication.

Over the last five years, we’ve conducted extensive research to examine the impact of the programme. The results showed that pupils taking part achieved higher than average grades in both English and Maths, alongside big improvements in self-confidence, attitudes to learning and wellbeing.

Conor Fitzpatrick

Conor didn’t get off to a good start at school. But he believes that all began to change when his teacher put him in for Sky Sports Living for Sport. He began coaching younger children at basketball, which improved his confidence. Soon, his attendance and grades began to improve too and in 2010 he became the Sky Sports Living for Sport student of the year.

Sport has the power to make young people feel better about who they are. People like the young girl who spent every playtime on her own, crying. Sky Sports Living for Sport gave her a group of friends and improved her self-esteem and schoolwork.”

Baroness Sue Campbell
Chair of the Youth Sport Trust

Did you know?

35,000
Over 35,000 young people have taken part in Sky Sports Living for Sport.

88%
88% of participants gain in self-confidence.

83%
83% of participants show improved attitudes to learning.
At Sky, we want as many people as possible to share in our love of sport. That’s why we bring thousands of hours of the very best sports programming to the screen every year, with our investment providing vital funding and exposure for many different sports. And it’s why we’re working with our partners to encourage participation and harness the power of sport to improve lives.

GETTING THE NATION CYCLING

Sky became British Cycling’s first ever Principal Partner back in 2008. Together, we want to support cycling for all and get one million more people cycling regularly by 2013. To make that goal a reality, we’re finding ways to inspire people of all ages and abilities to get on their bikes and have fun.

Because elite success is one of the best ways to inspire the next generation, we’re providing support across the breadth and depth of the GB team. In doing so, we hope to help maintain Britain’s outstanding record of success and support new, emerging talent.

We also created Team Sky, a professional road-racing team, with the aim of creating the first British winner of the Tour de France. The team includes many of Britain’s top riders who share our ambition not just of achieving success on the road, but inspiring even more of the public to ride as well.

TRAINING MORE CRICKET COACHES

We’re proud to play a part in the success of English cricket, and our goal is to support the long-term health of the game. With more and more people not just watching but also playing cricket, the Sky Sports ECB Coach Education Programme was set up to ensure there are enough trained coaches to meet the growing demand.

Since its launch in 2006, the programme has trained more than 45,000 coaches. Equipped with better coaching skills, they are now working up and down the country to develop the next generation of talent at the grassroots.

TEAM SKY

Team Sky has huge ambitions, not just for the team but for cycling and inspiring the public to ride.

Bradley Wiggins
Team Sky rider and Olympic gold medallist

Inspiring people to get involved

The coaching of coaches is vitally important and Sky has done a magnificent job looking after and supporting a coaching education scheme. It significantly contributes to a strong base of cricketers, and from this strong base we can draw the next group of elite players.”

Andy Flower
England Team Director

Sky Ride

Sky Ride is a national campaign from Sky and British Cycling, created to inspire and help everyone whatever their age or ability to get on their bikes and have fun.

Across summer 2011, we worked with local authorities to create a traffic-free and fun environment at 17 events in towns and cities across Britain and Ireland. More than 200,000 people joined in and the programme will be back again in 2012.

To help people keep riding, we’ve also organised hundreds of smaller Sky Ride Local events, led by experienced British Cycling leaders.

THOUSANDS OF PEOPLE TOOK PART IN SKY RIDE EVENTS UP AND DOWN THE COUNTRY.

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Opening up the arts to more people

Millions of people love the arts, but it’s not always easy to see your favourite artists and performers. Sky believes in opening up the arts to more people. That’s why Sky Arts broadcasts 48 hours of arts programmes a day, covering the whole range from classical arts to rock concerts. And it’s why we’re also helping to get new projects off the ground and to launch new talent.
Our goal is to bring the best of the arts together, in one place, no matter what you enjoy. In the last few years, we’ve broadcast the world’s first live opera in 3D, worked with Melvyn Bragg to bring back the South Bank Awards and brought the excitement of live theatre to British television for the first time in 30 years. Our unique coverage is now enjoyed by over 2.4 million viewers each month and we have bold ambitions to take Sky Arts to the next level.

To build on their success so far, the Sky Arts channels have an increased budget and a new home higher up Sky’s Electronic Programme Guide (EPG). We’ve committed to triple their programme budget so we can invest in even more diverse, original productions from across the world.

A wonderful programme... this type of entertainment can get to people in terms of opening up ideas, thoughts and passions.”
Sir Richard Attenborough

Supporting the arts, on and off the screen

Sky Arts offers the best arts and culture from around the world.

As part of this expansion, Sky Arts will work with even more of Britain’s leading personalities and talents. Ronnie Wood will present a new show with guests such as Sir Paul Cartney and Alice Cooper while Michael Parkinson’s Masterclasses will feature interviews with artists and performers who will both discuss and demonstrate their craft before a studio audience. And Sky Arts is bringing together some of the most talented writers from stage and screen for Playhouse Presents... a series of exclusive new plays with all-star casts including Emma Thompson, Alkison Steadman, Brenda Blethyn and Sir Tom Jones.

A lot of great art is created across the country by organisations which don’t normally receive national exposure. By partnering with over 50 of those organisations over the last three years, we help to raise their profile and bring some of the best regional arts content to our viewers.

For each partnership, a Sky Arts At... documentary goes backstage for an insider’s view of what it takes to create high-calibre art works or performances. These organisations come from right across the cultural spectrum and have included the Dublin Theatre Festival, the Cheltenham Music Festival, the Royal Court Theatre, Museums at Night and the Rambert Dance Company.

Sky Arts has helped open up the Museums at Night campaign to a wider audience.”
Nick Stockman
Culture 24

Dublin Theatre Festival.

Sky Arts’ popular Book Show, presented by Mariella Frostrup, features interviews with some of the world’s top authors and thinkers. Building on the success of our partnership with The Hay Festival, we’ve taken The Book Show on the road to other leading literary festivals in Britain and Ireland.

“...a wonderful programme... this type of entertainment can get to people in terms of opening up ideas, thoughts and passions.”
Sir Richard Attenborough

Dublin Theatre Festival.
Innovative arts partnerships are crucial to the vitality of the arts scene across the UK and Ireland. We want to help ensure that great ideas reach their full potential.

SKY ARTS IGNITION: FUTURES FUND
Another way we’re supporting great people and ideas is through the Sky Arts Ignition: Futures Fund. For many young artists, it can be a hard and expensive transition from school or college to becoming a working artist. So, each year Sky Arts will provide five promising young people with bursaries of £30,000 each to help bridge that gap. Each artist will also have the support of a mentor from Sky, who can help to develop their commercial skills and knowledge.

Through the combination of the Ignition Series and Futures Fund, we want both to help create new works of art today and develop new talent for tomorrow.

Antony Gormley’s One & Other
Our partnership with Artichoke, the UK’s leading public art producer, brought Antony Gormley’s One & Other to Trafalgar Square’s fourth plinth. More than 2,000 people appeared for one hour each on the plinth over a period of 100 days and the entire event was streamed live by Sky Arts. More than 750,000 people engaged with One & Other through our online coverage, which also received a BAFTA nomination.

I believe in and have great faith in the vision of Sky Arts. This is an exemplary partnership between a broadcaster and the arts. I hope Sky’s model will be copied.”

Richard Eyre
Film and Theatre Director, former Artistic Director of the National Theatre
What’s next?

At Sky we are proud of the ways that we are making a difference.

But we know there is so much more still to be done. So we will find new ways to improve our day-to-day operations. And, just as importantly, we will strive to do more to help protect the environment, improve more lives through sport and bring more of the arts to people across the country. That’s because we know that seeing the bigger picture isn’t just important to us, it’s important to our customers and our wider communities too.

If you want to find out more, have a look at www.sky.com/thebiggerpicture.