

The Bigger Picture Approach

The Bigger Picture is part of Sky's approach to ensuring that we are being a responsible company, and doing the right thing for all of Sky's stakeholders- including our customers, people, suppliers, and the society in which we live and work.

The following principles set out the way in which we will do this, and are designed to provide a framework for our activities in the UK & Ireland and our operations. We will:

1. Operate our business day-to-day in a responsible manner, and strive to do the right thing for every part of Sky stakeholders, based on our understanding of their needs and expectations
2. Work to foster a culture of doing the right thing and taking responsibility throughout our business so that our people will know how to act in a way that reflects these principles
3. Create an environment where consumers can trust our products and services; and where they have the ability to consume it with minimum risk.
4. Play our part in contributing positively to issues in society where Sky believes we have a unique opportunity to make a difference, and look for ways to enable our customers and people an opportunity to join in with our efforts.

1. Operating responsibly and with regard to the needs of Sky's stakeholders

Fundamental to our approach is our day-to-day activities as a business: ensuring that we treat our suppliers fairly; that we provide a great place for our people to work; and that our products are accessible to all our customers. Our business is large and fast moving so it is important that each and every one of our business decisions and activities are taken with the interests and expectations of the Sky community in mind.

To help us ensure that we are taking the right decisions, and doing the right thing, we will ensure that we have an understanding of the expectations and priorities of Sky's stakeholders. Where there are conflicting pressures or demands on the business, we will endeavour to explain clearly why we have chosen a particular route.

2. Fostering a culture of doing the right thing throughout the business

We will communicate widely through the business the importance of taking responsibility and behaving responsibly, and what this means for Sky and for every individual within their role. The communication will be led from the top by our Board and Chief Executive. Where relevant, we will develop policies and processes to guide our activities.

3. Providing trustworthy products and services that can be consumed within minimum risk

As well as ensuring that we operate responsibly in the way we develop our products, we also need to ensure that they are delivered in a responsible way: so that our customers know that they can trust our content, and can consume it with minimum risk. We will be transparent about the way our TV content is produced, and provide options such as parental control both on our TV platform and online to ensure our customers can choose how they and their families can access our content.

4. Contributing positively to society

Sky's recognisable brand, and our presence in nearly 10 million homes, provides us with a unique opportunity and a responsibility to make a positive contribution to society. We will focus our efforts on three key areas where we believe we can make the most difference, which we've identified as being the Arts, Sport and Environment; and we'll regularly scrutinize our strategy to ensure our activities continue to be appropriate.

We can have even more of a positive impact in society by working together with Sky's stakeholders and helping our customers and our people to join in with our activities. We will deliver events and campaigns relating to our key focus areas that our customers and people can participate in; and we'll provide opportunities and great reasons for our people to volunteer, donate and fundraise for charity.

Management of the Bigger Picture

We have a formal committee of the Board, the Bigger Picture Committee, which manages our approach, provides leadership and helps to drive corporate responsibility practices throughout the business. The Committee meets twice a year and is chaired by Dame Gail Rebeck, one of our non-executive directors. Its composition and terms of reference are detailed in our Annual Report.

We have created a high level Environment Steering Group (ESG) to lead our activity on screen and behind the scenes. This group, chaired by our Chief Executive Jeremy Darroch, meets regularly to set challenging targets and drive progress against them. As a result of the ESG's work, we have set up a ten point plan to minimise our carbon impacts across every area of our business. We also have separate Arts and Cycling steering groups, and other groups are in place to oversee health and safety and human resources policies.

The Bigger Picture team manages our day-to-day work in this area, collaborating with colleagues across Sky to deliver our environment, sport and arts initiatives, and ensuring our commitment to doing the right thing is understood and fulfilled throughout the business.

Working with others across the Bigger Picture

The Bigger Picture is about making a wider contribution. To make sure we're focusing on the right things, we ensure that our customers, employees and other stakeholders have plenty of opportunity to share their views.

1. Sky Customers

We continually seek feedback from customers about our products and services and our Bigger Picture activities, using tools like customer satisfaction surveys and focus groups. We also help our people to understand our customers better through our Customer Closeness initiative. The scheme was originally designed for senior managers but was soon rolled out across the company in order to embed customer insights even more widely. So far, over 2,000 Sky people have taken part in a wide variety of activities, including participating in customer focus groups, spending a day with one of our

field engineers or retail agents, and listening to our everyday telephone conversations with customers. The scheme is supported by a dedicated intranet site open to all employees. Through this, people can book onto customer closeness events, as well as listen into recent customer calls via the Customer Jukebox, watch voxpops taken with real customers as they discuss a variety of topics and read Observation Summaries from past events.

2. Sky People

Our ambitions for our customers and our business depend on the talented people at Sky. We ask them what they think about the business - including the Bigger Picture - through an annual People Survey, and we encourage day to day feedback and discussion through our intranet. People also have an opportunity to share their views through the Sky Forum, a panel of 80 Sky people which is elected by Sky people to represent the views of all employees. Listening to our people in this way provides feedback to help Sky continuously innovate and improve the way that we do things throughout the business

3. Other Stakeholders

From time to time we seek external views to help develop our thinking on corporate responsibility issues. To gain feedback on last year's Bigger Picture review, we conducted telephone interviews with a number of key people working in the corporate responsibility field, and we have tried to take their comments into account when developing the report this year. To help us identify specific sector issues where we need to take responsibility, we also take part in a number of forums including the Media CSR Forum, the Corporate Responsibility Group and Business in the Community. To gain expertise on these issues, we work with various charities and non-governmental organisations such as ChildNet, on our approach to child safety - and with Gamcare and Gambling Therapy on responsible gambling.