

How we did in 2012



Here it is – our performance against our 2012 sustainability targets. These reflect our sustainability priorities and provide an indication of what we’re working to improve. Unless otherwise stated, all targets are based on improving our performance compared to 2011.

Performance key



achieved our target



close but not close enough (0-10% away from target)



not this time but we’re working on it (more than 10% away from target)

Our operations

Energy efficiency

Reduce our total energy consumption by 3%.



In 2012, our energy consumption increased by 2% compared to 2011, but overall we have reduced our energy consumption by 2% against our 2007 baseline figure.

Carbon 2015

15% reduction in total gross carbon emissions (Scope 1 and 2 – our direct and indirect emissions) by 2015 against our 2007 baseline.



We have reduced our carbon emissions by 2% against our gross 2007 baseline.

However if we take into account our commitment to purchasing 100% Climate Change Levy exempt renewable energy, this reduces our net carbon emissions by 93% to 42,862 tonnes.

Based on an assessment of our 2011 data, our carbon footprint is calculated to $\pm 7\%$ for Scope 1 & 2. We believe this figure is robust as the majority of the data is collected from meter readings. The smallest theoretical error margin using the Green House Gas Protocol published methodology is 5% as all sources have a minimum error margin of 5% unless the CO₂ is directly monitored. As the main source of emissions for Virgin Media comes from Scope 2, direct monitoring of these sources is not currently feasible.

Climate Change Levy exemption means that we have purchased our electricity from a tariff comprising energy from zero or low carbon sources with renewable obligation certification.

Carbon 2013

Deliver a 4% reduction in CO₂/RGU (an RGU is a revenue-generating unit, such as Broadband, Phone or TV) against 2011 figures



In 2012 we reduced CO₂/RGU by 0.3% compared to 2011. This equates to 20.0175kg CO₂e/RGU, which is a reduction of 0.083kg compared to 2011.

RGU stands for Revenue Generating Unit and gives an indication of how many different services we're providing to our customers. Our long-term target is to reduce our carbon emissions by 15% by 2015, based on an absolute 2007 baseline. But as a rapidly growing business, we also report our carbon emissions relative to RGU – along with our revenue (£m).

Waste

Ensure 45% of waste is recycled at sites with recycling facilities and 30% of our total waste is recycled across all sites.



We recycled 65% of our waste across our core sites and 60% of our waste across all of our sites.

Van fleet

Further improve the average miles per gallon of our van fleet by 5%.



We improved the average miles per gallon for our van fleet by 17% in 2012, from an average of 23 MPG in 2011 to 26 MPG in 2012.

Car fleet

Reduce the average gCO₂/km of our car fleet by 20% by the end of Q1 2013.



We reduced the average gCO₂/km of our car fleet from 139g to 112g - an improvement of around 24%



Our products

Product carbon emissions

Deliver a 10% reduction in carbon emissions per Personal Video Recorder (PVR), such as TiVo® and per non-PVR unit.



We reduced carbon emissions per PVR unit by 3.9% and per non-PVR unit by 2.8%.

Product education

In line with future launches of our broadband customer premise equipment we will ensure that every customer receives communication and guidance on power management.



We didn't launch any new broadband customer premise equipment in 2012.

Electrical waste

Recycle 2,200 tonnes of customer premise equipment (e.g. set top boxes and mobile phone handsets) – a 16% increase on 2011.



In 2012 we recycled 2080 tonnes of household WEEE - a 9% increase on 2011 figures and 95% of the 2200 tonnes we had set as a target for 2012.

Code of conduct

Ensure all group procurement suppliers sign up to our supplier code of conduct; focus on ensuring our remaining suppliers sign up to the code.



At the end of 2012 99.6% of group procurement suppliers were signed up to our supplier code of conduct.

The outstanding 0.4% exists because there are always new suppliers in the process of being set-up on our system.

Suppliers

Carry out 100% of action plan meetings with the core suppliers we have identified.

These are in-depth conversations with 10 suppliers identified when we mapped the hotspots in our supply chain, to help us better manage the risks and opportunities within our supplier base.



Action plan meetings were held with 9 out of 10 suppliers in 2012. We were unable to schedule a meeting with one supplier, so this meeting will be completed in 2013.



Our people

Entry level

Bring in strong female candidates at entry levels.



In 2012, 40% of our graduates recruited were female, compared to 18% in 2011. That's a 22% improvement on the previous year's figures.

Middle & senior leadership

Ensure we have female applicants for all middle and senior leadership vacancies.



In 2012, 33% of all employees appointed to a leadership role at Director level (level B) were female, compared to only 9% in 2011. This is an upward trend we will continue to focus on, but due to changes in how the issue is being managed, we have set a revised target for 2013.

Group Executive Committee

Having three female candidates ready to take on a Group Executive Committee role (by end of 2013).



By the end of 2012 we were able to clearly identify one female candidate for a Group Executive Committee (GEC) role. However, we have set a revised target for 2013 because of changes in how the issue is managed.

Talent development

Strive for an equal gender balance amongst those employees that we prioritise for talent development by the end of 2013.



By the end of 2012, 20% of those identified as talented individuals at Executive Director level through to Head of Department level, were female.

Service technicians and installation teams

Employ 10% females of the total demand for Apprentice intake, to year ending 2012.



In 2012 we reached our target of 10% of our apprentice intake being female.

Charity & community

Develop digital solutions to drive increased staff engagement, such as incentivising staff to shout about their volunteering and giving activities through their own social media profiles.



We launched Blue Dots, an online initiative that enables our staff to shout about their charity involvement on their social networks.

Virgin Media Pioneers

Scale social impact

Increase the number of unique visits to the site to 150,000 and double the size of the Pioneers community to 4,000 while maintaining 10%+ as active (defined as Pioneers proactively using the site against our agreed criteria).



We had 118,254 unique site visits during 2012.
At the beginning of 2012 there were 1,980 registered pioneers. By the end of the year, this has increased by 2,431 to 4,411 registered members.

Leverage social impact among registered members

- Get inspired: 65% will become more ambitious and confident
- Get connected: 65% will build their contacts and support network
- Get ahead: 65% will improve their enterprise skills.



- 71% became more ambitious
- 60% gained confidence
- 79% built their networks as a result of VMP
- 42% stated that VMP had helped them to start up a business while 46% felt that VMP had helped them gain practical business skills.

An independent company called A Very Good Company carried out our evaluation. This evaluation was conducted between May 2012 and April 2013. It involved a combination of qualitative and quantitative analysis, including online surveys, focus groups with pioneers and non-pioneers and a comparative review of current data with previous surveys and external sector evaluations.

Strategic commitments

Following our 'We're all ears' programme, we made the following commitments to meet our stakeholders' expectations, in addition to our sustainability targets. We've also included sustainability commitments that are harder to quantify as measurable targets.

Our vision

Clearly explain our vision of sustainable digital lifestyles and how we plan to get there. Do more to help consumers get more positives than negatives from the digital world. Take a stronger role in the debate about the social impacts of digital technology and find ways to articulate how sustainability drives business value.



Nearly 3,500 people took part in 'Our digital future', a big public listening exercise to understand what people think about the digital world, how it's changing our lives and what it means for the future.

Staff engagement in Virgin Media Pioneers

Share staff expertise through digital content and facilitate mentoring opportunities to increase connections between staff and Pioneers.



Throughout 2012, Virgin Media staff – from senior management to designers and sales executive – became mentors for Virgin Media Pioneers.

Enhance Virgin Media properties

Collaborate with Pioneers to enhance the impact of V Festival.



In 2012, V Festival provided backstage work experience opportunities for 10 Pioneers and 5 Pioneers' businesses also bought innovative products to the Louder Lounge guests.

Enhance Virgin Media properties

Build a Pioneers app for our TiVo® service and grow Virgin Media's regional presence.



Launching a Pioneers app for our TiVo platform has taken longer than expected and we have postponed the launch to 2013.

Campaign for positive change

Work with teams across the company to push for Pioneer originated issues, including continuing to champion the Youth Investment Fund campaign.



Our Youth Investment Fund campaign was announced in the 2012 April Budget, with £120m of funding to finance business ventures launched by people aged 18-30.

Reporting

Be clearer and more transparent on the verification and assurance processes of our reporting.



We have included an explanatory statement about our internal validation processes for information related to our sustainability performance across our reporting.

Engagement

Make sustainability more relevant and accessible for consumers. Engage in a broader, deeper dialogue about our sustainability strategy, including our Group Executive Committee and investors. Provide more easily accessible information on issues such as the power consumption of our set-top boxes, including making sure our customer facing staff are informed and confident about talking about this.



In 2012, we focused our engagement around 'Our digital future'. This meant we didn't make as much progress as we had hoped with other aspects of sustainability communications and consumer education, although we did publish key information on our website, including about the power consumption of our products.

Embedding sustainability

Demonstrate how we've been working to embed sustainability thinking more deeply into internal processes – particularly in terms of new product development, paper-based communications and our workforce.



In 2012 we put in place a plan to improve the internal management of accessibility issues, one of the key areas of focus we identified in our last strategic review. We also focused on getting a deeper understanding of the context and competitive landscape for all our key issues.

Recruitment

Continue to focus on recruiting women to roles in the traditionally hard to attract areas of our business such as, engineering and install technician roles.



We prioritised female candidates in the attraction and short-listing stage of the recruitment process for graduates and our field apprentice scheme.