About Vodafone UK

Vodafone UK is an operating company of Vodafone Group Plc which has ownership interests in 31 countries across five continents. In the UK, Vodafone provides voice and data services to 18.5 million customers. The company’s headquarters are in Newbury, Berkshire, with other main office locations in Belfast, Warrington, Stoke, Newark, Banbury, Trowbridge and London.
What does Corporate Responsibility (CR) mean to Vodafone?

As a mobile communications company, our first obligation is to provide outstanding products and services for our customers. But to build trust with our customers, employees and shareholders, we must also look at how we do business.

That means acting responsibly in everything we do, being a good citizen in the communities where we operate, and making sure we get the best employees by providing the best working environment.

Being a responsible company is one of our key objectives. It’s all about making a profit in a way that minimises the negative, maximises the positive and provides real benefits for our customers.

Read on to find out more about how CR works for us.
Questions and answers

We know that lots of people, including our customers and our employees, are interested in the steps we are taking to be a responsible company. These are some of the questions we are asked.

Customer focus

How are you tackling your responsibilities to customers?

Our key responsibility is to make sure our customers can rely on a first-class network across the UK, great value products and excellent customer service. But we are always conscious of our wider responsibilities. We have taken the lead in areas like privacy and online protection. With the growth in social networking sites, this is particularly critical when it comes to children so we’ve developed tools and advice for parents and carers. We’re not complacent – the technology changes quickly so it’s important we work with our customers and other stakeholders to make sure we’re providing the best possible service.

Ian Shepherd
Consumer Director

See Customer focus, pages 4–7

Going greener

What are you doing to reduce Vodafone UK’s environmental impact?

How we impact the environment is an important issue for all of us. At Vodafone, we’re saving energy throughout our network and in our offices and stores with a common-sense look at heating, cooling and lighting systems. We’re reducing waste by cutting back on paper usage, making old network equipment and handsets available for reuse where possible, and recycling as much as we can. Our employees can get involved by choosing our green travel options and we can help our customers cut waste too – they can switch to paperless billing or keep their handsets for longer by choosing a SIM-only tariff.

Karl Wiegand
Health, Safety and Environment Manager

See Going greener, pages 8–11

All in a good cause

How do you support good causes?

Our aim is to provide funding and skills to help vulnerable people lead safer, healthier and fuller lives. Our employees support our objectives by raising funds, volunteering and lending their skills to our programmes. Capitalising on individual talents and skills extends beyond our own people – everyone in the UK is eligible to apply for our World of Difference programme. Through World of Difference, we provide funding for eight volunteers to work overseas for their favourite charity for a year. We are also providing the same opportunities through our international operating companies in 11 other countries.

Andrew Dunnett
Director, The Vodafone Foundation

See All in a good cause, pages 12–13
How do you make Vodafone a great place to work?

We constantly strive to create an environment where everyone can succeed and flourish. Starting with commitment from the top, we have created an environment of employee engagement and advocacy. Our aim is to attract and retain the best people, to build a diverse team that we can support with training and development throughout their career. We make sure we recognise their great achievements and that everyone is fairly rewarded, and that everyone has a voice – and it will be heard. For our part, we know we must communicate clearly, openly and honestly, and handle the really tough issues – like redundancy – with professionalism and empathy.

Matthew Brearley
Human Resources and Property Director

What standards do you set for your suppliers?

We set high standards for ourselves and our suppliers through our Code of Ethical Purchasing (CEP). It covers important issues including human rights, child and forced labour, working conditions, freedom of association, bribery and environmental management. All major and new suppliers must confirm compliance and we also expect major suppliers to confirm compliance to our health and safety, fraud management and duty to report policies. The standards our suppliers adopt are important – any CR failure in our supply chain can affect our own brand. Our entire supply team is fully trained and fully engaged with the CR programme.

Ed Dening
Commercial Manager, Supply Chain Management

How do you put your CR plans into action?

We listen to the views of our stakeholders: our customers, employees, suppliers and partners, and the local communities where we have our offices and radio base station sites. What they feel about us is really important in determining how we do business. Their views help us to decide which issues we should focus on. We then set objectives, targets and plans to address these issues. We monitor how we’re progressing, and seek feedback from our stakeholders as to how we’re performing. Our core values of trust, speed and simplicity run through everything we do.

Nicki Woodhead
Head of Corporate Responsibility
Customer focus

More than 18 million customers around the UK choose Vodafone. They want a fast, reliable network, great value tariffs and innovative mobile services. But great customer service doesn’t stop there. Along with the benefits our products and services bring, our research shows that the key challenges many of our customers want us to address are: customer safety online; privacy and security of data; pricing; and information about mobile phone technology and health. This section explains how we help inform and protect our customers.

In brief

- We are continually improving our range of tariffs and plans to make sure our customers have the right package for them.
- We signed the Information Commissioner’s Personal Information Promise, to show how seriously we take data protection.
- In an independent test, 100 per cent of mobile phones reported to us as stolen were blocked within 24 hours on the Vodafone network and within 48 hours across all other networks.
- We’re testing smart metering systems to help business and residential customers save energy.
How are we improving our customer service?

We want to know what our customers think of us, and we use this feedback to improve our service. For example, our Voice of the Customer group meets weekly to discuss issues raised by our customers. It’s headed by our Customer Operations Director and includes representatives from every part of our business.

Our customers want to know that if they have a problem, Vodafone will listen and take action. We’re running a major awareness initiative in our customer-facing teams to help our people become problem-solvers and take responsibility for resolving issues. We’re also investing in technology and training to improve the way we manage our customer relationships.

Customers can also use our online forum to discuss the technical aspects of our products and services. The site is moderated by Vodafone representatives and we aim to respond to customers’ enquiries within two hours – unless another contributor beats us to it and gives the customer the right answer before we get there. See forum.vodafone.co.uk

Are we making our prices clearer?

We aim to make all our pricing clear and simple whatever price plan a customer chooses. For example, customers who use their mobile to browse the internet can benefit from unlimited browsing for no more than 50p a day (unlimited use for pay monthly customers, up to 15MB for pay as you go customers).

Vodafone Passport helps customers manage the cost of making calls abroad. Customers can use their home tariff for a 75p connection fee while in the EU and some other international destinations. Over the last year, we’ve cut our international roaming prices by around 10 per cent, and expect to make further reductions in 2009 – over the summer holiday period (2009), roaming charges were removed altogether.

In the current recession, many people are looking more closely at what they spend. We’ve got a range of good value packages to help customers manage their costs, such as unlimited text packages or SIM-only price plans.

Some of our customers sign up to premium-rate services, such as sports and news alerts. These services are provided by third parties. If we receive a complaint about a premium-rate service provider – for example because they’ve been unclear about their pricing or provided inappropriate content – we disconnect their service. In 2008/09, we suspended 22 providers.

We’ve developed responsible marketing guidelines and make every effort to ensure all our advertising is legal, decent, fair and clear, including when we’re describing the prices of our products. Unfortunately, the Advertising Standards Authority (ASA) upheld three complaints about our advertising during 2008/09. One related to a poster advertisement which implied unlimited mobile internet usage. The ASA judged that a statement about data usage limits could be overlooked. Another concerned terms and conditions being read too rapidly at the end of a radio commercial; and the third concerned a claim to be the “most reliable and fastest” broadband. Further details are available at asa.org.uk

Please note: we are constantly reviewing our tariffs and plans so offers may change. Details are correct at 30 August 2009.

How do we protect our customers?

Our customers can access the web and download music and videos through Vodafone live! But not everything on the web is suitable for younger customers. Our content control bar blocks access to 18-rated content including erotica, violent games, chat and dating services, gambling and betting.

We lift the bar on request for customers who can prove they’re over 18 years old. But not all of our 18 and over customers know that they can gain access to additional content. So in 2008/09 we trialled automatically lifting the content bar for some customers aged over 18.

We wrote to them first so they could request that the bar remain in place if preferred.

We aim to remove any unsuitable content (including images and music downloads) on Vodafone live! within four hours of it coming to our attention. We received 10 complaints about content in 2008/09. Most related to a menu option that provided access to adult content, which we removed.

More and more young people are using social networking sites, often from their mobile phone. We want to help them use these sites safely and are working with the Home Office and other companies on this issue.

As chair of the Home Office Social Networking Guidance subgroup, we helped develop safety advice for our industry and tips for children and young people, their parents and carers. To see our own document click here.

We’ve set up a Nuisance Caller Bureau to tackle the problem of annoying – and often distressing – nuisance calls. If we hear that a customer is having problems, we can, with the customer’s express permission, supply the mobile phone data directly to the police. The Nuisance Call Bureau will also advise the customer about measures they can take to prevent problems in the future.

How do we protect customer privacy?

Our customers trust us to look after their personal and financial information. Everyone at Vodafone is expected to follow our privacy policy and data protection standards. We don’t share customer information with other companies for marketing purposes without customers’ permission. Under special circumstances, we will share information with the police and security services to help prevent or solve a crime.
In January 2009, we signed the Information Commissioner’s Personal Information Promise, to show how seriously we take data protection. You can read it online.

Some of our suppliers handle customer information for us and we work closely with them to make sure they meet our standards. This includes a rigorous selection process and regular audits by the Vodafone UK Information Security team.

Our Data Protection Manager, along with our Information Security team, also check all new Vodafone products and services to make sure they meet our privacy standards.

How do we work with others to help our customers?

We’re on the Executive Board of the UK Council for Child Internet Safety and play an active role in setting the strategy for the Council and in the working group on industry standards. We are also an active member of the Government’s Cyberbullying Taskforce. To help in the fight against crime, we have a special team which works 24 hours a day with the police and law enforcement agencies, providing mobile data critical to tackling serious cases. The team can also help the emergency services to identify 999 callers.

We’re working with other mobile operators and the GSMA, an industry organisation, to develop a mobile audience measurement tool. This will help advertisers identify the most popular websites with mobile phone users without identifying individuals or impacting on their privacy.

What do we do if a phone is stolen?

We blacklist all Vodafone handsets reported to us as stolen so they can’t be used on any UK network. Our target is to block 80 per cent of stolen phones within 24 hours on our network and 48 hours on all UK networks. In an independent test, we were shown to exceed this target by blocking 100 per cent of the phones that were reported stolen within the prescribed timeframe.

How can customers get information on mobiles, masts and health?

Mobile phones use radio frequency (RF) fields to send and receive calls and data. These RF signals travel to the nearest base station, which connects them to the telephone network. Many other everyday items also generate RF fields, including TVs, radios and baby monitors.

Some people are concerned that RF can have an impact on health. We give our customers clear information so they can make an informed choice.

All our mobile phones and base stations operate within the guidelines for exposure to RF fields set by the International Commission for Non-Ionizing Radiation Protection (ICNIRP). In fact, exposure to RF from our base stations is typically hundreds — or even thousands — of times lower than the guideline levels, which already include a safety margin.

Did you know?

• You could join our eForum and find out more about what your phone can do or ask us a question. forum.vodafone.co.uk
• Parents and children can read tips on using social networking sites safely online.
• You can find out about products and services that will make your life more flexible and could even reduce your carbon footprint. Go to vodafone.co.uk
• If you have concerns about health, or the siting of masts, contact emf.advisoryunit@vodafone.com or ring 08454 450 450.

Do we use customer data to target online advertising?

We offer our customers choice when it comes to the level of targeted marketing that they might see when they visit Vodafone live! We target advertising according to a customer’s age, sex or postcode, or the handset they use, not the websites they have visited.
The consensus of worldwide scientific opinion is that there is no substantiated evidence linking mobile technology (handsets or masts) with adverse health effects within the guideline levels.

There’s a summary of the World Health Organization’s conclusions and advice on the use of mobile phones and their base stations on the Vodafone Group website, together with a further explanation of recent scientific research (available online).

If you have questions about mobile phones, base stations and health, please contact our EMF Advisory Unit at emf.advisoryunit@vodafone.com

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**Flexible working in West Berkshire**

Vodafone has recently helped employees at West Berkshire Council spend more time with their clients and less time travelling.

In this predominantly rural area, many council employees work away from their offices for most of the day visiting schools, businesses and homes. It’s not unusual for employees to travel up to 50 miles from their office during the day.

Vodafone provided a tailor-made technology package and appropriate training to help them get the best out of their laptops and Blackberry devices. Employees can now access email and applications from schools, healthcare centres and homes via any secure wireless network or via Vodafone’s network without having to return to the office.

This has also allowed West Berkshire Council to reduce its office space, and has given employees more freedom to balance home and work commitments.

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**How do our products support flexible working?**

Flexible working can have big benefits. It means companies can reduce their office space and running costs, and employees spend less time commuting and enjoy a better work-life balance. Less travel and smaller offices can be good for the environment too.

So it’s no surprise that many of our customers want to work flexibly, whether at home or when they’re on the move. Our broadband and mobile internet services allow customers to connect with the office wherever they are. With Vodafone Secure Remote Access, our business customers can be sure that their network and databases are secure.

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**Can mobile technology help customers be greener?**

Flexible working is a great way to reduce travel costs but there’s a lot more mobile technology can do. For example, we’re working with major energy utility companies and meter manufacturers to provide smart metering for business and residential customers. The meters will help customers understand and reduce the energy they use. The systems are being tested now and will be rolled out to customers from 2012.

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For more information on the web, visit: vodafone.co.uk/responsibility
Many of us are concerned about the environment and the impact of climate change. Our products and services can help customers reduce their carbon footprint. We recognise that we must also take responsibility for our own environmental impact. In our offices and throughout our network, we’re looking at ways to cut energy use. We’re recycling and reusing old phones and network equipment, and we’re cutting back on paper too.

In brief
• We’ve cut our energy use at sites with automated meters.
• We recycled 98 per cent of our network waste this year.
• Recycling old phones raised £1.3 million for Global Cool, the climate change charity.
• More than 600 Vodafone UK people Made a Pledge to reduce their carbon footprint in just three months.

We want to help our customers make a difference too. For example, we’re testing a smart metering system to help our business customers use less energy and cut their travel costs.
How big is our carbon footprint?
Working to new government guidelines, our carbon footprint was 232,000 tonnes of CO₂ in 2008/09. Under the old guidelines, in force last year, our carbon footprint would have been 103,000 tonnes of CO₂ against last year’s figure of 119,000 tonnes. (The old guidelines allowed us to rate renewable energy as zero emissions.)

We’re working hard to reduce our carbon footprint by cutting our energy use. Our target was to reduce energy by 12.5 per cent against 2005/06 levels by March 2009. We were able to measure an 11.25 per cent reduction from 2005/06 levels in the sites where we have automated meters (which represent 40 per cent of our energy use). However, we are unable to accurately determine the savings for the remaining sites – typically radio base stations and retail stores – as more than 90 per cent of the bills are estimated and we have found significant uncertainties as we have rolled out automated metering at these sites.

How are we reducing energy use?
We use most energy – 84 per cent – to run our network. We’ve put in automated electricity meters at over 2,000 base stations (approximately 25 per cent of radio base stations where we are the bill payer). These record energy use every half hour, and help us spot opportunities to use less. We plan to install meters at 7,000 base stations by the end of 2009/10.

We save energy in our offices and stores by setting lighting, heating and ventilation to run only when buildings are occupied. We’re switching to energy-efficient lighting and controls across all our buildings.

The steps we’ve taken in our offices, stores and Mobile Telephone Exchanges (MTXs) have saved around 19,700 MWh since 2005/06, equivalent to more than 9,800 tonnes of CO₂.

What about green energy?
We choose renewable energy sources whenever we can. But this can be difficult, as only 4.5 per cent of UK electricity comes from renewables.

Between October 2008 and March 2009, all the energy we used came from renewable sources. Unfortunately, we weren’t able to source any appropriate renewable energy for the first six months of the year.

How do we maintain high environmental standards?
Our environmental management system provides a framework to help us manage our environmental responsibilities efficiently and meet our targets. It’s accredited to ISO 14001 – an international standard – and checked by external auditors every two years.

In 2008/09, we undertook a comprehensive review of our Environmental Management System to make sure it aligned with our key aspects and impacts and was fully compliant with ISO 14001.

How do we involve our employees?
We can’t meet our environmental goals without the help of everyone at Vodafone UK.

This year, we launched Make a Pledge, a campaign to help employees make simple changes to reduce their carbon footprint. Over a three-month period, the results were tracked on a tailor-made carbon calculator and employees could compare their progress against colleagues. More than 600 employees signed up.

We have 174 internal climate change ambassadors whose role is to raise awareness and get their colleagues involved. They can access our online Climate Change Team Room for advice on energy saving and to share ideas.

We encourage our people to get to work by public transport. We increased the number of free shuttle buses from our offices in Newbury to the nearest train station. Employees in our stores and offices can get interest-free loans for season tickets, bicycles and scooters. Almost 400 employees took advantage of this scheme in 2008/09.

Car-sharers get priority parking at our Newbury headquarters. When our employees use their own vehicles for business trips, we give an extra 5p per mile per passenger if they share their vehicle with a colleague. Our Green Fleet List allows company car drivers to choose from 50 cars that emit 120g CO₂/km or less.

What happens to old mobile handsets?
Every year, 15 million of us replace our mobile phones. Our aim is to keep old phones out of landfill, where they could cause damage to the environment. We encourage our customers to hold on to their handsets for longer and make sure we collect, reuse and recycle as many old phones and accessories as possible.
With our SIM-only tariffs, customers who choose not to upgrade are rewarded with a lower contract fee or more minutes and texts. Every month, 25 per cent of our customers who extend their Vodafone contract take advantage of these offers (compared with 20 per cent last year).

Customers who do want to upgrade can return their old handset and accessories to Vodafone stores, or post them to FREEPOST Vodafone Recycling. We give bill credits or pay as you go top-ups in return for handsets. Some of our customers choose to donate the proceeds to charity. In 2008/09, they helped us raise £1.3 million for Global Cool, a climate change charity that inspires people to lead a greener lifestyle.

We set an ambitious target to collect 261,000 handsets by March 2009. We failed to reach this target but we did collect 151,000 handsets. It may be that people prefer to hang on to their old phones for longer, perhaps taking advantage of SIM-only offers, or they may pass them on to friends and family, or recycle them through other charity schemes.

Refurbished handsets can be resold in lower-income countries where the cost of new phones is prohibitive and land lines are scarce. If they can't be reused, they are recycled. This year, our contractors collected 50 tonnes of handsets and accessories on our behalf. The overall weight of the recycled materials is decreasing as handsets become smaller and lighter.

Vodafone contributed to a public research paper written by Regenersis (a specialist reuse and recycling company) on improving standards for the reuse and recycling of unwanted mobile phones.
Our commitments

Reduce the energy consumption of our network infrastructure by 12.5% against 2005/06 levels ➡️

Maintain reuse and recycling rates for network waste at or above 97% ➡️

Review our Environmental Management System ➡️

Achieve a further 10% reduction in printer paper usage at our Newbury offices ➡️

Collect 261,000 handsets ➡️

Respond to all enquiries on siting, planning and health within 10 working days and to 80% within five working days ➡️

Accredit site acquisition agents to ensure they comply with our policies on site selection and consultation ✔️

For more information on the web, visit:
vodafone.co.uk/responsibility

How do we manage the impact of our network?

Good network coverage is a priority for our customers. Our network is made up of over 12,000 radio base stations that receive and transmit calls across the UK. We built 632 new base stations during 2008/09 and 114 old base stations were decommissioned.

Base stations can sometimes have a visual impact on the environment. To help reduce this, we aim to share sites with other network operators where possible. In 2008/09, 32 per cent of our sites were shared with other operators and this year we announced an agreement to share base station sites with O2. In the future, we’ll be able to share more new sites but we will also be aiming to consolidate existing sites reducing the overall number of masts as a result.

When we know that we need to build a new site, we talk to the relevant authorities and, if appropriate, to local residents. If they are worried about potential health effects, we can guide them to independent and objective information. If they are worried about the location or the visual impact, we will try to reach a compromise where possible.

Unfortunately, moving the site of a mast doesn’t always solve the problem—it may mean other residents are concerned – but we will always consider other options put to us. People sometimes ask us why we can’t site them away from communities. The fact is, for mobiles to work, we must have masts near to where people use their phones: where they live, work and travel.

We always follow recognised best practice principles. These include the UK Government’s Code of Best Practice on Mobile Phone Network Development in England and Wales (available online) and the Ten Commitments to Best Siting Practice (available online). We provide every local planning authority with details of existing and planned base stations in their areas for the coming year.

We are in partnership with two contractors to develop our network. They employ site acquisition agents to find new base station sites, undertake consultation, complete planning applications and enter into site negotiations on our behalf. We expect them to meet our standards on the environment, community consultation and health and safety.

We have recently carried out a number of audits to check that planning and consultation processes meet our expectations.

We also developed training in 2008/09 to help site acquisition agents understand and comply with our policies on site selection and acquisition, planning and consultation.

Planning compliance

If a local planning authority feels that a development is in breach of planning control, an enforcement notice may be issued requiring the matter to be rectified. We received one planning enforcement in 2008/09 which was later upheld.

In 2008, the UK Department for Environment, Food and Rural Affairs (Defra) released new reporting guidelines which recommend that companies should no longer count renewably generated electricity towards their emissions reductions. To be transparent, we have reported our emissions in two ways: by showing CO₂ emissions based on the actual electricity mix we purchased; and also by reflecting the new guidelines where CO₂ emissions from renewably generated electricity and other green sources, are calculated using the same conversion factors as grid-average electricity.

### Energy use – gas and electricity (GWh)

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<th>Total Gas</th>
<th>Total Electricity</th>
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<td>120.4</td>
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<tr>
<td>2007/08</td>
<td>228</td>
<td>120.2</td>
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<tr>
<td>2006/07</td>
<td>233</td>
<td>120.1</td>
</tr>
<tr>
<td>2005/06</td>
<td>237</td>
<td>120.0</td>
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### Total CO₂ equivalent emissions (000 tonnes) using conversion factors for actual electricity mix purchased

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<thead>
<tr>
<th>Year</th>
<th>Radio Base Station</th>
<th>Other Network Equipment</th>
<th>Office</th>
<th>Retail</th>
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</thead>
<tbody>
<tr>
<td>2008/09</td>
<td>15.5</td>
<td>15.4</td>
<td>5.4</td>
<td>9.1</td>
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<tr>
<td>2007/08</td>
<td>16.2</td>
<td>15.8</td>
<td>5.8</td>
<td>9.2</td>
</tr>
<tr>
<td>2006/07</td>
<td>14.6</td>
<td>14.0</td>
<td>5.1</td>
<td>8.8</td>
</tr>
<tr>
<td>2005/06</td>
<td>14.6</td>
<td>14.2</td>
<td>5.0</td>
<td>8.9</td>
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### Total CO₂ equivalent emissions (000 tonnes) using grid-average conversion factors

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<th>Other Network Equipment</th>
<th>Office</th>
<th>Retail</th>
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</thead>
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<tr>
<td>2008/09</td>
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<td>15.4</td>
<td>5.4</td>
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<td>16.2</td>
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<td>14.6</td>
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All in a good cause

We give time and money to benefit good causes – from major long-term partnerships with well-known charities to matching funds raised by our employees. We also encourage our employees to volunteer in the community. Our support can make a big difference and benefit those causes many of us care about.

In brief

• Our World of Difference programme provided a salary and expenses for six people to work for their favourite charities for a year.

• We committed a total of £4.6 million to The Vodafone Foundation and other good causes in 2008/09, of which £2 million has been paid.

• Our employees donated £136,000 through payroll giving and raised £1.19 million for good causes.

• Everyone at Vodafone UK can take 24 hours paid time off each year to volunteer.

• 97 students aged 14 to 15 gained important business skills through our partnership in West Berkshire. Another 50 are due to join the scheme in 2009/10.

• We hope to help transform the lives of young people in the UK through our ongoing commitment to Lifetracks, our flagship charity project. This is a groundbreaking programme supporting those most in need to enter the workforce, complete their studies or receive training.

Did you know?

• You could get paid to work for a charity of your choice for a year. Check out the World of Difference website at vodafone.co.uk/worldofdifference

• Vodafone employees in Newbury can volunteer for our Take a Chance programme and help students unlock their potential.

• Charities can read our research on what prompts young people to seek help at vodafonefoundation.org
What causes do we support?

Some young people struggle to complete their education or find work. In July 2009, 19 per cent of 16- to 24-year-olds were classed as unemployed. We focus a lot of our community investment on projects that help disadvantaged young people achieve their potential.

For example, we have an ongoing commitment to Lifetracks, a new initiative to empower and equip young people to achieve their ambitions. The programme is open to anyone in the UK, but will focus on the most disadvantaged and disengaged such as:

• Young offenders and those at risk of offending
• Young homeless people and those at risk of homelessness
• Young people with disabilities and learning difficulties.

Lifetracks aims to get half a million people back into work in the next three years through a combination of on-the-ground and online support services. It’s led by YouthNet, in partnership with The Foyer Federation, Rathbone and Skill. As well as financial support, we’ll also share our time and expertise to help make the project a success.

How do our employees contribute?

When our employees get inspired to raise money or volunteer for charity, we can help. Everyone at Vodafone UK can take up to 24 hours paid time off each year to volunteer and we’ll match every penny they raise for our flagship charities. Or if they prefer to raise money for their favourite charity, we’ll match the funding up to £350. This year, our employees raised £1.19 million and our Foundation gave £0.56 million in matched funding. We decided against a new online matched funding system as it did not offer any significant advantages over the existing process.

Sharing ideas

We want to make sure the money we spend has a big impact, and that we do what we can to help our partners and other charities reach more people. With this in mind, we shared two pieces of research this year:

• What prompts young people to seek help?
  This report helps charities understand the different factors that encourage and discourage young adults from getting help (vodafonefoundation.org)

• More than making money (view online).
  This toolkit assists charities and companies in measuring the benefits of their social investment.

How would you make a World of Difference?

So many people would like to get involved in charity work and make a difference to a good cause. But work and family commitments, or lack of time or money, can get in the way. Our World of Difference programme helped six people overcome these obstacles. It provided funding so they could give up their regular job for a year and apply their skills and experience to benefit the charity of their choice.

The programme is open to anyone in the UK – including our employees. The six winners are now working in charities ranging from a London city farm to an organisation helping orphaned children in Africa. Each one is making a world of difference with their dedication, energy and time.

In 2009/10, the programme will support eight individuals with salary and expenses of £45,000 each. We’re looking for eight winners to work overseas for a UK registered charity.

Find out more and read the winners’ diaries at vodafone.co.uk/worldofdifference

Our payroll giving system makes it easy for employees to make regular tax-free donations to charity. They donated £136,000 this way in 2008/09.

We also support Take a Chance, a programme that helps 14- and 15-year-old students in West Berkshire unlock their potential. Vodafone volunteers spend time with the students, sharing their business experience and helping them learn about Vodafone and the IT and telecoms industry. During 2008/09, 97 students took part. A further 50 are due to join the scheme.

What is The Vodafone Foundation?

Our major community investments are made through The Vodafone Foundation, a registered charity. This year, we merged our UK and Group Foundations to reduce our running costs. You can find out more about the Foundation at vodafonefoundation.org

A major programme for the Foundation is World of Difference – a scheme that provides funding for individuals to work for the charity of their choice.

Andrew Lamb – World of Difference winner 2008/09

Engineers Without Borders began in France 20 years ago and is active in more than 50 countries. It works to relieve global poverty by removing barriers to development through engineering. Andrew has been a volunteer with the organisation since its early days but has never had an opportunity to work for them before. With World of Difference funding, Andrew was able to take on the role of chief executive and dedicate 100 per cent of his time to his passion.

“My year with EWB-UK is about improving the capacity of the organisation through work, like improving our finance and membership systems, our approach to projects, the way we measure our impact, and of course through fundraising. It’s rare you get the chance – and the funding – to invest in such things. I’m making the most of the opportunity, for the sake of the people with the ideas, and for the sake of the people who can, and will, benefit from them.”

Andrew Lamb

Our commitments

Integrate The Vodafone UK Foundation with The Vodafone Group Foundation ✓
Deliver first-year programme for Reach (now known as Lifetracks) partnership ✓
Launch a new online matched funding system x
Roll out the Education Business Partnership (Take a Chance) programme to 50 more young people 

For more information on the web, visit:
vodafone.co.uk/responsibility
The best people

There are more than 10,000 people working at Vodafone UK. We look for the best people and help them grow and develop with us. We provide training and support to keep our employees motivated and help them provide the best service for our customers.

In brief

• We were listed in the Sunday Times Best 20 Big Companies to Work For 2009.
• Over 300 Vodafone people at our contact centres received support in basic literacy, numeracy and IT skills, and around 1,800 employees are working towards NVQ qualifications.
• We supported employees affected by redundancy and helped them look for new work.
• Our employee engagement score increased to 73% this year.
Have we made any redundancies because of the credit crunch?

The current recession has brought tough market conditions. We reduced our costs this year to make sure we remain competitive and fulfill our commitments to customers, employees and shareholders. As part of this cost-reduction programme, we made 500 employees redundant. We discussed these changes with employees and provided support to help those affected find another job with Vodafone or elsewhere. This included help with CV writing, interview skills, and financial and retirement planning.

Does everyone have an equal chance to work at Vodafone?

We want to recruit talent from the biggest pool possible. We want our employees to reflect the diversity of the customers who buy our products and the communities where we live and work. We use a wide variety of recruitment websites in addition to more conventional media. In 2008/09, we also developed a gender diversity plan which will be embedded into our HR processes.

What training do we offer?

People at all levels of the company and all stages of their career can benefit from training and education. People can join Vodafone and learn while they earn, right up to degree level. We spent £3 million on training this year – around £300 per employee.

Over 300 employees at our contact centres received support in basic literacy, numeracy and IT skills. We offer National Vocational Qualifications (NVQs) in customer services, contact centre operations, sales, team leadership, IT and management, and over 1,800 employees were working towards these in 2008/09.

This year we also trained 6,000 customer service and retail staff to use our new Strategic Customer Management tool.

It helps our people offer better deals and more advice on getting the most from their products whether this is a mobile phone, BlackBerry or mobile broadband.

Our realise leadership development programme is still going strong. This aims to speed up the development of managers at a critical transition stage in their careers.

How are we doing on health and safety?

There are lots of ways we can help our people keep fit and healthy, from help to quit smoking to support when they’re unwell or experiencing stress. We try to make all our workplaces as safe as possible and when accidents do happen, we investigate the causes so we can prevent them happening again. This year the rate of accidents per 1,000 employees per month fell from 1.31 to 1.14.

Managers can refer employees to an occupational health nurse for advice and treatment if they show signs of ill health or stress, or have taken a lot of time off work.

Stress can have a big impact on our health. We’ve launched a new stress management policy to ensure there is a consistent approach to managing stress at work.

What pay and benefits do we offer?

We want to make sure the difference employees make is recognised and rewarded fairly. We offer competitive reward packages and a wide range of benefits that can be adapted to meet individual employees’ needs.

In the current economic conditions, we’re working hard to reduce our costs and employees have been informed that there will be no pay increases for 2009/10 although we did make a one-off discretionary payment in recognition of last year’s hard work.

Did you know?

• Employees can take part in the annual People Survey and let us know what they think about working for Vodafone.
• They can learn as they earn by taking advantage of the range of courses and training we can offer.
• They can get fit by joining one of our health and wellbeing programmes.

Vodafone employee is Apprentice of the Year

Andrew Williams from our Taunton store was crowned Apprentice of the Year at the National Employer Service Workforce Development Awards. Told by doctors as a teenager that he would never be able to hold down a job or have a career, Andrew was described by the judges as “inspirational” and “a truly exemplary member of staff”.

The 25-year-old completed his 12-month apprenticeship in January and has overcome dyslexia, physical disability and Asperger syndrome to progress to the role of Regional Business Specialist.

As well as supporting his own store with excellent customer service, he also designs training for business advisers in the South West and handles technical enquiries. He recalls: “I’ve learnt in my short time at Vodafone that I can be myself and just because I have a disability, I should not let this hold me back.”

Andrew gained valuable Vodafone Customer Service and Sales qualifications. With renewed confidence, he’s now working towards a higher-level qualification.

The Workforce Development Awards celebrate the achievements of those in vocational learning. Andrew is the first Vodafone employee to win this award.

The best people
What do our employees think of Vodafone?

We ask our employees for their feedback in our yearly employee survey (see right) and compare our progress against other companies using the Hay Employee Engagement Index. Despite the difficult changes we’ve made this year, our score on this index increased from 71 per cent in 2007/08 to 73 per cent in 2008/09. This percentage is calculated from positive responses to seven specific questions regarding employee engagement from our People Survey. (Last year’s score was adjusted to take account of the inclusion of an additional question on motivation – the original unadjusted score was 69.)

Employee survey results

In 2008, 7,694 of our people took part in the Vodafone People Survey. Their feedback was more positive than the previous year in each of our seven main categories.

We also carry out more detailed surveys with our 600-strong Employee People Panel, which includes employees from around the business.

Our Employee Consultative Council is made up of elected employee representatives, who meet quarterly with senior managers to discuss relevant issues.

During 2008/09, there were 23 employment tribunals brought against Vodafone UK. Of these, 14 were resolved before they reached tribunal, one was dismissed, four were withdrawn and three are ongoing. No cases were judged against Vodafone and one was concluded in Vodafone’s favour. We carefully monitor all such cases and, regardless of the outcome, review each one to see whether we can improve our practices.

<table>
<thead>
<tr>
<th>The most positive results were:</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>People in my team are fairly treated regardless of their gender, age, background and beliefs</td>
<td>87%</td>
</tr>
<tr>
<td>Rate your manager on letting you do your job in your own way and not interfering unless necessary</td>
<td>86%</td>
</tr>
<tr>
<td>Looking for better ways to deliver great customer experience is a high priority in my team</td>
<td>86%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The least positive results were:</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>My team receives high-quality support from the other parts of the company we work with</td>
<td>49%</td>
</tr>
<tr>
<td>Rate Vodafone UK overall on successfully keeping its best people</td>
<td>50%</td>
</tr>
<tr>
<td>The information from previous Vodafone employee surveys is being used constructively in Vodafone UK</td>
<td>52%</td>
</tr>
</tbody>
</table>

For more information on the web, visit: vodafone.co.uk/responsibility

Our commitments

Score 70.5% in the Hay Employee Engagement Index ✔

Maintain average accident incidence levels at no higher than 2007/08 levels ✔

Develop a gender diversity plan ✔

vodafone.co.uk/responsibility
Working with suppliers

We want customers to be confident that when they sign up to Vodafone, they’re getting the best. So we have to be confident in the suppliers we choose to work with. We work with around 1,550 suppliers from handset and network equipment manufacturers to IT and marketing services providers. We expect suppliers to act ethically, respect the environment and look after their employees, and we help them to improve standards if necessary.

In brief
- Our Code of Ethical Purchasing sets high standards for Vodafone suppliers.
- Our training and briefing packs help our employees monitor supplier performance.
- We partner with suppliers to create greener products and services.

Did you know?
- We have a group-wide ‘Duty to Report’ policy to ensure all employees and suppliers behave with integrity. We encourage them to report any dishonest, corrupt or illegal actions. A whistle-blowing process is in place if they want to make an anonymous report.

What standards do we set for our suppliers?
Our standards are explained in our Code of Ethical Purchasing (CEP). It covers issues like workers’ rights, working conditions, the environment and anti-corruption. It reflects international standards set by the United Nations and the International Labour Organization.

We have an online training course for our procurement teams. It explains the importance of high labour and environment standards in the supply chain and helps our people implement our Code. This year, our procurement managers were required to repeat this training.

Our procurement teams have targets related to responsible supply chain management built into their performance development objectives.

Do we check supplier performance?
Vodafone UK uses both global (managed by Group) and local (managed by the UK) suppliers. We group our local suppliers into four categories – strategic, preferred, approved and tactical – according to spend, and how easily we could find a substitute if needed (for example because the supplier failed to deliver as agreed, or an unacceptable risk emerged).

This year, we asked our local strategic and preferred suppliers to sign up to our Code of Ethical Purchasing and to complete an internet-based questionnaire assessing their compliance to this Code. Of the 27 strategic and preferred suppliers asked to participate, 19 of them had completed the questionnaire by the end of the financial year.

Global suppliers are monitored every six months using a scorecard – CR accounts for 10 per cent of the score. Twenty-five global suppliers are listed as strategic or preferred suppliers to the UK business, and all of them are assessed as part of the global monitoring process. So, of the 52 suppliers in the strategic and preferred categories, 44 (or 85 per cent) had demonstrated awareness of our Code, and were providing feedback on their compliance against its requirements.

If we identify any problems with non-compliance, we work with our suppliers to help them improve. If they still don’t improve, or if we find a very serious breach of our standards, we may end our contract and stop using that supplier.

How can people report problems?
Employees, contractors and suppliers are encouraged to report any incidence of unethical behaviour. This is outlined in our Duty to Report policy and any reports are investigated by our Group Fraud Risk and Security team. A whistle-blowing procedure is in place for anyone who feels they must act anonymously.

Read Vodafone Group’s Corporate Responsibility Report at vodafone.com/responsibility to find out more about ethical sourcing at Vodafone.

Green partnerships
We’re working with the suppliers who make our handsets and devices, and the equipment used in our network, to cut the carbon footprint of our products and services. Projects in the pipeline include:
- Technology that powers down base stations when network demand is low, for example at night
- Packaging for new mobile handsets that uses less paper and card
- On-screen user manuals that replace printed versions.

Read Vodafone Group’s Corporate Responsibility Report at vodafone.com/responsibility to find out more about ethical sourcing at Vodafone.

Our commitments
Produce and communicate a CR briefing pack for supply chain managers
Make sure 80% of appropriate suppliers are aware of, and acting on, our Code of Ethical Purchasing

For more information on the web, visit: vodafone.co.uk/responsibility
Making CR work

Being a responsible business is part of everything we do – from getting it right for our customers and treating our employees fairly to reducing our impact on the environment. Putting our plans into action requires clear policies and targets, and good communication around the business.

In brief

- We set ambitious targets to help improve our performance year on year.
- We keep our employees up to date and encourage them to get involved.
- Seventy-six per cent of our employees said they had clear opportunities to be socially and environmentally responsible at work.
Did you know?

- We want to know what you think. Whether it’s praise, criticism or a new idea, you can share it with us at responsibility@vodafone.com

**How do we keep standards high?**

We set ambitious targets to keep us focused and collect data to monitor our performance. Some targets are set by Vodafone Group and apply to Vodafone companies around the world; others are UK-specific. You can see how we’re doing on pages 21–22.

Our CR team works with colleagues from across the business to put our policies into practice. The Vodafone UK senior management team monitors progress via regular updates from our External Communications Director.

We aim to align our approach to CR management and reporting with the principles of the AA1000 Assurance Standard (2008), namely inclusiveness, materiality and responsiveness. More detail is provided online at vodafone.co.uk/responsibility

External assurers review our data and make recommendations for how we can improve. This year, we have implemented a number of the recommendations made by our assurers last year, including working with our suppliers to check the accuracy of the data they provide, reviewing our current processes for internal data validation and working with our suppliers to work out how to report energy consumption at shared sites.

**Do our employees get involved?**

Our employees are our ambassadors, so we need to make sure they understand our values and our approach to issues such as climate change. We encourage everyone in the company to get involved in our responsibility efforts through initiatives such as Make a Pledge (page 9), and our volunteering programme (page 13).

Our latest survey shows that 76 per cent of our employees feel they have clear opportunities to be socially and environmentally responsible at work, five per cent more than for the last two years.

**What do people think about Vodafone UK?**

Feedback is really valuable. It helps us identify important issues for our business and improve our performance. We talk to customers, employees, investors, suppliers, communities and many other stakeholders as part of our day-to-day business. We also commission research to help us understand external views.

**Ipsos MORI research**

This year, we commissioned research company Ipsos MORI to find out what non-governmental organisations (NGOs) and CR specialists think of our performance. Here are some of the results:

**Feedback from CR specialists**

We held a focus group for six CR specialists selected from academia, non-governmental and CR organisations, peer companies, regulators and think tanks to tell us what they thought of our CR performance.

They were impressed by:

- Our commitment to CR but they reminded us not to be complacent
- Our efforts to share network equipment and recommended extending this where possible
- Our climate strategy but think we should do more in the future, given the scale of the climate crisis.

They requested more commitment to:

- Disclosing our handling of the impact of redundancies on our workforce and how we will help those affected. They anticipated that the current economic situation will bring fresh challenges
- Exploiting opportunities to use our technology to create new, more sustainable products and services.

**Feedback from consumer groups**

We held a second session on customer issues with consumer groups and regulators to help us identify priority issues for the mobile sector and get their feedback on how we’re doing. Participants included Trading Standards, Business in the Community, The Communications Consumer Panel, Consumer Focus, the Citizens Advice Bureau, OFCOM and the Office of the Telecommunications Ombudsman.

Participants discussed a number of issues during the session. They felt that:

- Mobile technology and pricing can be complex. This can be confusing for consumers and may result in them spending more money than intended or choosing products and services they don’t need. Operators could do more to make their pricing and contracts clearer for all consumers.
- Bill shock, when customers run up very high bills without realising, is a concern. They’d like operators to introduce technical solutions that prevent this and help consumers, especially vulnerable groups such as the elderly, low-income and disabled consumers, if they run into debt.
- Pricing issues are likely to become more relevant as more customers are affected by the current economic downturn. It can be harder for low-income customers to access the best deals, especially if they’re only available online.

All of the feedback we receive helps shape our policies and programmes to make sure they are meeting the needs of our customers, employees and others we work with.

In 2008/09, we also:

- Worked with the Welsh Affairs Committee on its inquiry on digital inclusion in Wales
- Met with MPs and Peers from the three main political parties to discuss their concerns about privacy and data, and measures to protect the public from mobile phone theft
- Met with MPs to discuss how mobile technology can help reduce costs for the NHS and provide opportunities in education
- Worked with Ofcom’s media literacy team and shared customer research about internet safety concerns
- Worked with the Government to implement 999 SMS for deaf and hearing- and speech-impaired people
- Worked with MPs on concerns about radio base stations
- Responded to around 300 MP enquiries.

Our commitments

Improve our data collection systems in line with Deloitte’s assurance recommendations

Achieve a 75% employee engagement score for CR

For more information on the web, visit: vodafone.co.uk/responsibility
We will work with external stakeholders to review our current energy in place to monitor compliance with the Code and due care, confidentiality and professional (assurance provider) be independent of the practitioners as well as the assurance firm. The Code of Ethics for Professional Accountants, application of the criteria outlined in the (2008), but also evaluates the reliability of ISAE 3000 and the requirements for a Type Independent assurance Progress against commitments aspects of the Vodafone UK plc (‘Vodafone UK’) 2008/09 Corporate Responsibility Report (‘the Report’).

2. Stated progress against commitments

1. Vodafone UK’s alignment with AA1000APS and 22 of the Report marked with the symbol page 23 of the Report marked with the symbol

What did we do to reach our conclusions?

We planned and performed our work to obtain the information and understanding necessary to be able to: (a) state, on the assurance report, an opinion on the assurance report, and for the conclusions we have reached. To the extent that the assurance report is not limited to checking the extraction of information and with experience in similar assurance engagements.

Observations and areas for improvement

We provide Vodafone UK management with an opinion on the reliability of Vodafone’s assertions related to the assurance report, or for the conclusions we have reached. Without withholding our conclusion stated above, we present below some of the key findings and areas for improvement. We recommend that in future assurance engagements, long-term assurance engagements should be included in relevant individuals’ responsibilities.

KPMG LLP

Independent assurance

We provide Vodafone UK management with an opinion on the reliability of Vodafone’s assertions related to the assurance report, or for the conclusions we have reached. We believe that Vodafone UK’s description of our work, due to the high level of estimation of this data, should be included in relevant individuals’ responsibilities.

2. What did we do to reach our conclusions?

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We will work with external stakeholders to review our current energy

We will launch a further phase of the Vodafone Foundation World of

in place to monitor compliance with the Code

behaviour. KPMG LLP has systems and processes
detailed requirements for practitioners regarding

(2008), but also evaluates the reliability of

We conducted our work in accordance with

limited assurance scope. We have not been
procedures using a range of evidence-gathering

What did we do to reach our conclusions?

A review of drafts of the Report and relevant

of inclusiveness, materiality and

is not fairly stated.

unable to provide a conclusion on the reliability

A structural reorganisation of the UK and Group CR teams

March 2009. We received 10 complaints about content which were dealt with

By March 2013. Achieved 76% in this year’s survey.

we have the opportunity to add comments or ask questions about the

March 2012. By March 2012

March 2012. By March 2012

Customer focus

Difference campaign and fund the salaries of the winning applicants

By March 2010

Exceed expectations determined by third-party audit of blocking 80% of stolen phones

Exceed expectations determined by third-party audit of blocking 80% of stolen phones

By March 2014

By March 2010

We will create processes and procedures to ensure we maintain

Conduct a comprehensive review of our Environmental Management System to ensure

Undertake a comprehensive review of the Environmental Management System to ensure

we undertook so that we might state to Vodafone

Internal control systems from which reported

performed described above.

We believe that Vodafone UK’s description

perform any checks on the actual transfers

A further 28% were checked against reports

a further 28% were checked against reports

of its alignment with the AA1000APS (2008)

We provide Vodafone UK management with an

and information for the selected performance

To ensure ongoing consistency, effective

and information for the selected performance

perform and maintain assurance levels in line with the AA1000 Assurance Standard (2008), issued by AccountAbility and

We undertook a comprehensive review of the Environmental Management System to ensure

We conducted a review of Vodafone’s CEUs to assess performance

undertaken so that we might state to Vodafone

auditing environmental, social and financial

we are unable to reach a conclusion.

Independent assurance

any checks of the selected data.

The nature, timing and extent of evidence gathering

we are unable to reach a conclusion due to a lack of evidence. As a result, under

in energy bills, as outlined in the supporting

The second paragraph of page 9.

AA1000 Assurance Standard (2008), issued by AccountAbility and

What were our conclusions?

The nature, timing and extent of evidence gathering

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for the conclusions we have reached.

For handsets and network waste, we

Exceed expectations determined by third-party audit of blocking 80% of stolen phones

Undertake a comprehensive review of our Environmental Management System to ensure

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## Performance and data summary

### About this report

This report covers Vodafone UK's corporate responsibility (CR) performance in 2008/09. An explanation of how this data is calculated can be found on our website: vodafone.co.uk/responsibility

This report covers all our operations in the UK, including UK-based Group employees, unless otherwise stated.

We commissioned KPMG to review our data collection and reporting processes for selected key performance indicators in the environment, health and safety, and social investment sections of this report for the year ended 31 March 2009.

This table summarises our key performance data. The symbols ◗ and ◗ indicate data reviewed by KPMG as part of its CR assurance work. See page 20.

1 See page 09 for more information on data quality and page 11 for more information on conversion factors.
2 Does not include travel by UK-based Group employees.
3 Represents the total figure committed of which £2m has been paid in the financial year 2008/09.
4 This figure does not include employees working for our partnership companies.
5 Last year’s score was adjusted to take account of the inclusion of an additional question on motivation. The original unadjusted figure was 69.
6 The data for the percentage of employees from an ethnic minority is self declared from 2007/08. Prior to this, the data was estimated.

### Financial

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2007/08</th>
<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
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<tr>
<td>Revenue (£ million)</td>
<td>4,912</td>
<td>5,424</td>
<td>5,100</td>
<td>5,048</td>
<td>5,056</td>
</tr>
<tr>
<td>Adjusted operating prof (£ million)</td>
<td>413</td>
<td>431</td>
<td>510</td>
<td>698</td>
<td>779</td>
</tr>
<tr>
<td>Number of customers (million)</td>
<td>18.5</td>
<td>18.4</td>
<td>17.4</td>
<td>16.3</td>
<td>15.5</td>
</tr>
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### Customers

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<tr>
<th></th>
<th>2008/09</th>
<th>2007/08</th>
<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content standards — complaints about content on Vodafone live!</td>
<td>10</td>
<td>6</td>
<td>3</td>
<td>2</td>
<td>–</td>
</tr>
<tr>
<td>Responsible marketing — Complaints against Vodafone advertising upheld by the Advertising Standards Authority</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

### Handset recycling

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2007/08</th>
<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of handsets returned by customers (thousands)</td>
<td>◗ 151</td>
<td>231</td>
<td>228</td>
<td>203.4</td>
<td>141</td>
</tr>
<tr>
<td>Processing of handsets, batteries and accessories — reused (tonnes)</td>
<td>39</td>
<td>21.7</td>
<td>55.5</td>
<td>28.6</td>
<td>37</td>
</tr>
<tr>
<td>Processing of handsets, batteries and accessories — recycled (tonnes)</td>
<td>11</td>
<td>35.6</td>
<td>35.8</td>
<td>36.5</td>
<td>93</td>
</tr>
</tbody>
</table>

### Waste — office and network

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2007/08</th>
<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office waste generated from Newbury and Theale offices (tonnes)</td>
<td>613</td>
<td>596</td>
<td>715</td>
<td>714</td>
<td>688</td>
</tr>
<tr>
<td>Network waste (tonnes)</td>
<td>◗ 908</td>
<td>384</td>
<td>410</td>
<td>413</td>
<td>455</td>
</tr>
<tr>
<td>Network waste reused or recycled (%)</td>
<td>◗ 98</td>
<td>98</td>
<td>96</td>
<td>97</td>
<td>97</td>
</tr>
</tbody>
</table>

### Energy and CO2

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2007/08</th>
<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy use (gas, electricity and diesel) (GWh)</td>
<td>389</td>
<td>397</td>
<td>443</td>
<td>439</td>
<td>456</td>
</tr>
<tr>
<td>CO2 emissions (000 tonnes) from energy use using grid-average conversion factors</td>
<td>203</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>CO2 emissions (000 tonnes) from energy use using conversion factors for electricity mix purchased</td>
<td>76</td>
<td>104</td>
<td>42</td>
<td>75</td>
<td>191</td>
</tr>
<tr>
<td>CO2 emissions (000 tonnes) from road and air travel1</td>
<td>10</td>
<td>15</td>
<td>16</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>CO2e emissions (000 tonnes) from refrigerants and fire extinguishers</td>
<td>18</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Total CO2e emissions (000 tonnes) using grid-average conversion factors</td>
<td>◗ 232</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Total CO2e emissions (000 tonnes) using conversion factors for electricity mix purchased1</td>
<td>◗ 103</td>
<td>121</td>
<td>59</td>
<td>–</td>
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</table>

### Base stations data

<table>
<thead>
<tr>
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<th>2008/09</th>
<th>2007/08</th>
<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of base stations</td>
<td>12,483</td>
<td>12,046</td>
<td>11,857</td>
<td>11,352</td>
<td>9,837</td>
</tr>
<tr>
<td>Shared sites (%)</td>
<td>32</td>
<td>32</td>
<td>33</td>
<td>30</td>
<td>20</td>
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</tbody>
</table>

### Social investment

<table>
<thead>
<tr>
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<th>2008/09</th>
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<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total charitable contributions (£ million)3</td>
<td>4.6</td>
<td>6.48</td>
<td>7.2</td>
<td>7.82</td>
<td>7.5</td>
</tr>
<tr>
<td>Total employee fundraising (£ million)4</td>
<td>1.19</td>
<td>1.74</td>
<td>1.18</td>
<td>1.2</td>
<td>1.4</td>
</tr>
<tr>
<td>Funds matched by UK Foundation (£ million)5</td>
<td>0.56</td>
<td>0.68</td>
<td>0.68</td>
<td>0.84</td>
<td>–</td>
</tr>
<tr>
<td>Total payroll giving (£ million)6</td>
<td>0.13</td>
<td>0.15</td>
<td>0.14</td>
<td>0.23</td>
<td>–</td>
</tr>
</tbody>
</table>

### Employees

<table>
<thead>
<tr>
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<th>2007/08</th>
<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vodafone UK employees4</td>
<td>10,038</td>
<td>10,315</td>
<td>11,200</td>
<td>11,352</td>
<td>9,837</td>
</tr>
<tr>
<td>Hay Employee Engagement Index rating3</td>
<td>73</td>
<td>71</td>
<td>72.4</td>
<td>71.4</td>
<td>68</td>
</tr>
<tr>
<td>Women employees (%)</td>
<td>43</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Women managers (%)</td>
<td>37</td>
<td>37</td>
<td>37</td>
<td>30</td>
<td>26</td>
</tr>
<tr>
<td>Declared ethnic minority (%)4</td>
<td>5</td>
<td>7</td>
<td>7</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Redundancies announced at year end</td>
<td>500</td>
<td>450</td>
<td>142</td>
<td>640</td>
<td>–</td>
</tr>
<tr>
<td>Training spend (£ million)</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Vacancies filled internally (%)</td>
<td>24</td>
<td>49</td>
<td>55</td>
<td>70</td>
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### Health and safety

<table>
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<tr>
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<th>2008/09</th>
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<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accident incidence rate (per 1,000 employees)</td>
<td>1.14</td>
<td>1.31</td>
<td>1.51</td>
<td>1.42</td>
<td>1.72</td>
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</table>

### Supply chain

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
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<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure with suppliers (£ million)</td>
<td>1,099</td>
<td>2,100</td>
<td>1,800</td>
<td>1,900</td>
<td>1,200</td>
</tr>
<tr>
<td>Procurement employees completing online CR training (%)</td>
<td>90</td>
<td>90</td>
<td>86</td>
<td>100</td>
<td>–</td>
</tr>
</tbody>
</table>

### Compliance

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2007/08</th>
<th>2006/07</th>
<th>2005/06</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of planning enforcement notices</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>Environmental fines</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Environmental prosecutions</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>