------------------------------------------------------------------------------------------ Vodafone 2000-2001

\*{responsibilities, demand, clear, consistent response, operate}

\*{statement, commitment, corporate social responsibility, represents, core values, intend, judged}

\*{Vodafone’s concern, well being, staff, wider physical, social environment, commend, customers, shareholders, local communities, operate}

\*{Annual Report & Accounts, outlined, determination, leading position, environmental, community issues}

\*{Vodafone Group, building, systems, structures, ensure, meet, international responsibilities, reduce, minimize, environmental, social impact, business, maximize, opportunities, continue, deliver}

\*{recognized, good employer, continue, develop, implement, policies, employment, human rights}

\*{arises naturally, way of doing business}

\*{Fulfilling, passion, excellence, involves, reaching, highest standards of social, environmental responsibility, providing, outstanding service, customers}

\*{principles, philosophy, need, express, clearly}

\*{first published statement, Corporate Social Responsibility (CSR), Vodafone, aspires, achieve, deliver, main environmental, social issues, rightly concern, shareholders, stakeholders, world}

\*{companion document, Report & Accounts and Annual Review, supports, belief, sound, policies, environmental, social responsibility, necessary, product development, marketing, building, sustained business success}

By adhering to these values Vodafone will continue to enjoy the confidence and trust of customers, employees, investors, governments, regulators and civil society.

Everyone who works for Vodafone is expected to participate in the achievement of our environmental and social policies and, by sharing in common principles, to ensure that we maintain

the confidence and support of those who have contributed to our success.

------------------------------------------------------------------------------------Supplementary information

Vodafone is now one of the world’s leading mobile telecommunications companies.

Our success spans the globe and we are determined to use it as a force for good.

By extending our customer base, expanding geographically and developing innovative services, we have achieved a global reach that brings worldwide responsibilities with it.

‘Fulfilling our passion for excellence involves reaching the highest standards of social and environmental responsibility, just as much as providing outstanding service to our customers.’

------------------------------------------------------------------------------------------ Vodafone 2001-2002

Our vision has guided us consistently during the past five years of the company’s remarkable

growth. It is underpinned by core values that define what we are as a business and how we behave as

individual employees. With all the uncertainties and challenges currently facing multinational

businesses these shared values help us to retain our focus and consolidate our strengths.

Over the past 12 months we have refined and articulated these core values more clearly than ever

before. They have become Vodafone’s ‘four passions’

– for customers, for results, for our people, and for the world around us. They also embody our

commitment to the goals of CSR. Delivering them means maximising the benefits that mobile

telecommunications can bring while minimising any negative impacts. Our corporate value of Passion

for the World Around Us, in particular, expresses our belief in the positive contribution we have

to offer - a contribution with a potential undreamt of even 20 years ago.

The global reach of Vodafone’s technologies and services brings real value to people’s lives. As

this report demonstrates, it is also delivering wider

social, environmental and economic benefits. In doing so, we are returning value to the company.

For example, if the Vodafone Group minimises its environmental impact it will achieve efficiencies

which will help cut our costs; and by instituting a CSR management system it means we will be able

to manage environmental and social risks that much better.

The message of our Vision and Values, which Group Chief Operating Officer Julian Horn-Smith and I

have personally delivered throughout the Vodafone Group, has received an impressively enthusiastic

response from our people. From Newbury to Milan to Sydney they have shown their determination to

deliver value to the company and to the world around us in real and practical ways. In this they

are being

encouraged and helped by one of many significant developments of the past year – our global CSR

network. It is made up of key individuals who are now actively championing the CSR agenda in every

one of our subsidiary operations.

This time last year, I said that we were determined to use Vodafone’s success as a force for good.

In this, our second report on CSR, we can demonstrate how

that is beginning to happen with reference to measurable achievements. We have made real progress

and, most importantly, we have put in place the structures, mechanisms and patterns of

behaviour that will deliver much more over time.

We have no intention of standing still. Ours is

a dynamic business and our vision for the Vodafone Group is one of constant improvement. Our

enthusiastic commitment to CSR, reflected in this report, is no less ambitious.

Sir Chistopher Gent

Chief Executive

------------------------------------------------------------------------------------Supplementary information

Throughout Vodafone there is a deep passion for what we do and how we do it.

Our shared vision is to be the world’s mobile communications leader – enriching customers lives,

helping individuals, businesses and communities be more connected in a mobile world.

------------------------------------------------------------------------------------------ Vodafone 2002-2003

Statement by Sir Christopher Gent

Chief Executive

The mobile phone has rapidly become an integral part of our lives. In many countries more than half

the population uses a mobile phone and, in some developing economies, mobiles are often people’s

only means of telecommunication.

Vodafone has been a leader in this revolution, helping people to connect with one another across

the globe. We accept the responsibilities that come with our success and influence – including our

social and environmental responsibilities. Indeed,

we welcome the challenge because we believe we provide a service that enriches people’s lives and

is a force for good in the world. However, there remain some important challenges for us and for

our industry and we will rise to meet those challenges

(for more detail, see pages 22-23).

Over the past two years, we have grown as a values-based and value- driven organisation. We have

articulated and communicated our values across the Vodafone Group, and this has helped to unify our

diverse, multi- national company. We have strengthened governance and management structures to

deliver our values; and we have developed a set of Business Principles which all of our operating

companies have pledged to uphold.

I am pleased to have been involved in this work, as well as our growing Corporate Social

Responsibility programme. In particular, I have concentrated my contribution in three areas:

engaging with stakeholders, working with our suppliers, and supporting local communities.

As Vodafone continues to grow as a business, so does our need to engage with a wider range of

stakeholders. I see it as part of the Chief Executive’s job to lead this process and have spent

considerable time talking to employees, investors, government and non-government representatives,

lobby groups and many others about what they think of our company.

The results are encouraging, but we can do more.

Vodafone’s suppliers play a critical role in helping us to achieve our business goals. This now

extends to our social and environmental goals as well. We expect our suppliers to live up to our

Business Principles

and have begun to communicate this clearly to them. In February 2003, we hosted a CSR workshop for

some of our major global suppliers, where I specifically asked for their support on our CSR goals. The response

was very positive. The event also helped us to progress our draft Code of

Responsible Purchasing (for more detail see page 16).

Supporting local communities is a critical part of our commitment to the

world around us. I was proud to be able to launch during the past year the

Vodafone Group Foundation, which sets out a clear policy for our social

investment and establishes a structure for co-ordinating contributions of

both cash and skills. The Foundation will be an important tool for leveraging

our efforts to enhance people’s lives where it counts most (for more detail

on the Group Foundation’s first year’s work see pages 18 and 19).

In my view, these activities represent a good start on the road to CSR

best practice. But it is only a beginning. This, our third CSR report, is an

account of our performance over the last year. It contains more detailed

measurement of our impacts than our first two reports and begins to

record the positive impact that our business can have on the world around

us. It also seeks to address some of the difficult issues we will face in the

coming years.

Our company is increasingly recognised as the world’s mobile

communications leader – innovative, dynamic, profitable and, above all,

well-run by people with a passion for success.We also aspire to be seen

as leaders of corporate responsibility in our industry. I hand over the reins

to Arun Sarin, our Chief Executive designate, at a very exciting time, secure

in the knowledge that he will be working with people driven by values that

will ensure Vodafone achieves this goal. I know he is as passionate about

corporate responsibility as I am.

------------------------------------------------------------------------------------------ Vodafone 2003-2004

Message from Arun Sarin

Chief Executive

Vodafone is a company driven by vision, values and goals.

We aspire to be a great company – and central to that is

being a responsible business.

We already have a clear compass. One of our four values

is ‘Passion for the world around us’ and one of our

six strategic goals is to ‘be a responsible business’.

Our challenge now is to embed these values in Vodafone’s

culture at every level.

The business we are in touches people’s lives: our products

and services help customers connect with friends, families

and colleagues. These connections help build communities,

create societies and make countries. With our operations

spanning 26 countries, we have a significant impact on

society and we must take our responsibility for the world

around us seriously.

During my first year at Vodafone I have travelled around the

business extensively and have had the chance to interact

with several thousand of our employees. In every country

there are great examples of how we are living our values.

For example, during a business trip to South Africa I

visited Soweto to see how our associate, Vodacom,

turned a regulatory requirement into a business model, providing 22,000 phones to under-serviced areas and

uplifting communities across the country. Through

Vodacom’s Community Service phone kiosks, housed

mainly in customised shipping containers, local

entrepreneurs were introduced to the mobile

telecommunications business. Overnight these locations

developed into ‘centres of commerce’ as they attracted

other businesses, boosting the local economy by

connecting it to untapped commercial opportunities and

helping to lift local people out of poverty. This kind of work

exemplifies what our business is all about: connecting

people and enriching lives.

We are also taking firm action to implement our goal to

‘be a responsible business’, particularly when it comes to

earning the trust of our customers and other stakeholders

in areas of concern such as mobiles and health, supply

chain and access to inappropriate content. For example,

during 2003/04 we have spent £23 billion with our

suppliers, contributing to jobs and wealth creation for a lot

of people. But a £23 billion supply chain also carries risks

in relation to potential abuse of human rights and labour

standards. We are already starting to manage these risks

through our Code of Ethical Purchasing, which we are

advocating to all our suppliers. We also participate in

forums aimed at achieving a common industry method of

assessing social and environmental supply chain risks.

These are just a few examples of how our Vodafone team

is demonstrating a commitment to business responsibility

every day of every year – and there are many more.

As a global leader in mobile telecommunications, it’s

important for us to take a lead in setting standards for

the way we go about our business. We have come a long

way – and we have a long way yet to go – but Vodafone

is committed to making a positive difference.

We said, we have, we will…

------------------------------------------------------------------------------------------ Vodafone 2004-2005

Letter from the Chief Executive

We have six strategic goals and CR is one of them. Corporate responsibility is a vehicle for

achieving prosperity in society and in business. I believe it is about generating win–win business

ideas that balance the interests of different stakeholders. In essence, when Vodafone talks about

CR we mean sustainable development.

In a world where billions live in poverty, where the population continues to grow and where the

earth’s resources are being over-exploited, we cannot afford to let things take their course.

People and organisations with influence need to step

up to the challenge and ask themselves, what can we do to promote a more sustainable way of

living? That’s the journey Vodafone has embarked on and we intend to harness the potential of

mobile technology for the benefit of society and our shareholders.

Sustainable development in the mobile sector combines a complex series of issues and I am grateful

to Jonathon Porritt, Allen Hammond and Claudia Kruse for providing us with challenging and

enlightening comment (opposite).

What excites them and us is the potential for a thriving mobile sector to drive economic

development. We are researching the socio-economic impacts of mobile and finding that regardless of

location or wealth, mobile technology nearly always brings benefits to people contributing to

social development.

The scope of our CR programme is necessarily broad to ensure we manage all the issues of importance

to our stakeholders. The most exciting areas are opportunities such as growing our business in

developing economies and broadening our existing customer base through products that are accessible

to the elderly and disabled.

Our interest in the developing world is not borne out of a philanthropic desire to

‘do good’, but a recognition of the commercial reality that the next billion mobile users live in

developing countries. I invited renowned sustainable development

author CK Prahalad to give a presentation to our top 200 directors. He challenged us to comprehend

that doing business in the developing world requires different products and services that make

mobile widely accessible to consumers in

these countries and in doing so create new benefits for them.

Like any new industry, we have our challenges and we are addressing them. This report provides a

balanced account of the work we are doing on radio frequency fields and health, network

development, inappropriate content, spam, energy consumption, handset recycling, our supply chain

and a host of other subjects that our stakeholders have told us they are concerned about.

In most CR reports, the CEO confirms that CR is one of the company’s top priorities. Vodafone can

substantiate this with the key objectives in our five-year plan, prepared at my request by

Vodafone’s Group CR Director, Charlotte Grezo, and recently approved by Vodafone’s Executive

Committee.

As we continue to learn from our stakeholders, my vision for corporate responsibility is that it

becomes fully integrated into everything we do – it becomes instinctive. We are some way from that

position and I look forward to reporting progress to you next year.

------------------------------------------------------------------------------------Supplementary information

For me, corporate responsibility is not altruism. Nor is it just a form of risk management. CR will

be integral to the future success of business.

------------------------------------------------------------------------------------------------- Vodafone 2006

\*{Welcome, CR report}

\*{first reported, established, CR department}

\*{outset, decide, ambitious}

\*{not believe, half responsible, pick, choose, convenient areas, responsible, set, simple challenge, recognized leader, CR}

\*{made, progress}

\*{global team of CR managers, local operating company}

\*{operating companies, published, local CR reports}

\*{operating companies, handset, recycling programmes, begun, supplier, CR assessements}

\*{Access controls, available, operating companies, offer, age-restricted content, Vodafone live}

\*{annual survey of CR opinion leaders, Group CR report, good, excellent}

\*{early progress, learned, CR challenge, perpetual}

\*{new issues, arise, expectations, raised}

\*{key challenge, company, embed, CR, every level, every local, operating company}

\*{achieving, creating, organizational culture, instinctive course of actions, responsible course of action}

\*{Vodafone’s formal statement, vision, values, goals, Passion for the World Around Us}

\*{write down, values}

\*{arrived, Vodafone, CR, strategic goals}

\*{Executive Committee, approved, CR strategy, sets, clear priorities, ethics, stakeholders engagement, consistency, responsibility, customers, reuse, recycling, energy, climate change, socio-economic value}

\*{engage, stakeholders, listen, concerns, discover, time, right thing, pays}

\*{give, specific examples}

\*{want, customers, enjoy, wide range of services, internet access, ability, share, video, picture downloads}

\*{want, confident, risk, particular concern, parents, concerned, children, access content, suitable, adult audience}

\*{worked, wide range of experts, non-governmental organizations, industry partners, develop, ways, ensure, risk, kept, minimum}

\*{committed, introducing, access controls, markets}

\*{proud, achievement, look forward, similar service, all markets}

\*{believe, industry, great potential, generate social, economic development, particularly, individuals, businesses, developing world}

\*{wanted, investigate, potential, robust independent research, report, Africa, impact of mobile phones, shows, correlation, mobile penetration, GDP growth}

\*{report highlights, positive, role, mobile, play, developing world, contributed, developing better, understanding, social, economic impact, industry}

\*{real growth potential, emerging markets, win-win proposition, business, economies}

\*{agreed, acquire, Turkey, acquired, stake, Barthi Telecom, India, increased, stake, Vodacom, South Africa, Tanzania, Lesotho, Mozambique, Democratic Republic of the Congo}

\*{see, development of innovative product, services, tailored, needs of local customers}

\*{expand, encounter, new CR issues, clear commitment, ethical standards, essential guide, behavior}

\*{announced, social investment fund, develop, mobile product, services ,benefit society}

\*{builds, work, initiated, areas, social alarms, teleassistance, microfinance, inclusive design}

\*{new fund, help, explore further, opportunities ,develop, products, high social value, commercial benefits}

\*{fund, used, launch, entirely new use of mobile-facilitating microfinance, developing regions, not served, conventional banking networks}

\*{new technologies, services, bring, new challenges}

\*{extension of mobile, new areas, internet access, providing TV programme content, requires, think, issues, virus protection, security, privacy, nature of programme, internet content, carry}

\*{emphasizes, strategic role CR plays, business}

\*{Vodafone, largest companies, world, running, large company, ethical, transparent}

\*{vital, reporting of financial, non-financial issues, trusted}

\*{Vodafone, intends, long-term, build, sustain, great global company, requires, ethical underpininning}

\*{believe, CR, long-term shareholder value, aligned}

\*{look forward, reporting, progress, beyond}

Chief executive

------------------------------------------------------------------------------------------------- Vodafone 2007

Vodafone’s global reach touches on many aspects of corporate responsibility. A number of

stakeholders have asked us questions during the year and here Vodafone Group CEO, Arun Sarin,

responds to some of the key themes raised:

How do mobile communications drive social and economic benefit? What is Vodafone doing to ensure

low-income groups can access your services? Vodafone’s business focus is to provide communications

services to individuals and businesses around the world. One of the key features of our success

over the past 20 years has been the social and economic benefit that these services can deliver.

In the developed world, mobile is an additional form of communication for people who already have

access to several different communication services. The reason why it has become so successful is

because of the additional benefit of efficiency that mobility brings. Mobile communications enables

individuals

to make the most of their time socially and economically by providing access to people and

information when required.

In the developing world, instead of providing an alternative choice of communications, we often

find that mobile provides people with a communication service for the very first time. Due to a

lack of fixed-line infrastructure, individuals have been unable to access convenient and low-cost

communications but mobile is beginning to change this. People are now using mobile communications

to engage in society and the economic system. This can help them to earn a living, improve

education and maintain social cohesion by enabling ongoing communication with family and friends.

The efficiency of mobility is bringing them similar benefits to their counterparts in the developed

world, but the impact is obviously greater as they are experiencing these benefits for the first

time.

A good example of the effect of mobile communications is the impact it has had on the lives of

Indian fisherman off the coast of northern Kerala. By having access to communications, fishermen

are able to call ahead and choose which port to land their catch. This has created a more efficient

market for their fish by matching supply with demand and thereby eliminating wastage. The

fishermen’s profits rose as they were able to sell all their stock and the price of fish fell for

consumers as more efficient distribution created economies of scale. Access to information enables

markets to work more effectively.

At Vodafone, we believe that through our services we can have a positive impact on people’s lives

around the world. We therefore have several initiatives in place to ensure that our services are

increasingly accessible to all people regardless of

their social or economic circumstances.

One of the main barriers to accessing mobile communications has been the cost of the handset. We

therefore decided to take advantage of our global scale and develop a low-cost handset with Chinese

manufacturer ZTE. We have produced several Vodafone-only branded handsets that are likely to retail

from US$25 and make access to mobile communications more affordable.

We are also going further than just handsets. We are now looking at how

to make all elements of our service even more affordable and accessible to all. We have introduced

lower prepay top-up vouchers to enable people to top up more regularly at lower cost. We have

provided low-cost communications to hundreds of remote villages in South Africa through our South

African affiliate, Vodacom. In Kenya, Safaricom (a Vodafone joint venture) has launched M-PESA, a

mobile payment service that enables customers to transfer money within Kenya by sending

instructions via SMS text message.

The common theme throughout the development of these services is accessibility. We are driving

innovation in our products and services to ensure all individuals can realise the full benefits of

mobility, whether they are rich or poor, living in a developed or developing country.

We hear about the benefits of communications but less about the risks. How do you protect children

and ensure individual privacy from new services such as social networking and mobile advertising?

We believe that the positive social benefits of our services significantly outweigh the negative.

Our shareholders, stakeholders, customers and employees expect that we will have the necessary

safeguards in place to protect users of our services and as a responsible company – that’s exactly

what we do.

Social networking allows people to access and share information with others who have similar

interests. In our view, this brings social benefit by creating communities with common interests

and that’s why we recently signed partnership agreements with sites such as eBay, Google, MySpace

and YouTube. These websites are hugely popular with consumers and their success demonstrates the

value that individuals place on accessing and sharing information.

Mobile advertising services will also bring benefits to our customers. Customers who ‘opt-in’ and

voluntarily choose to accept advertisements will be offered certain benefits for doing so such as

free or discounted services. Those customers who do not wish to accept adverts have no obligation

to do so. We also guarantee that our customers’ privacy will always be protected and their personal

information will not be released to third parties without prior consent.

I believe our role as a business is to continue bringing customers the services they want and we

are doing this through our new social networking and advertising partnerships. We recognise that

when we develop new services, we also need to think about how they impact our customers and that is

why we proactively put measures in place to protect them from any potential negative consequences.

We aim to find the right balance between protection, which means more control, and freedom of

expression, which mean less. I believe the right way to strike this balance is to enable our

customers to make informed choices.

Maintaining customer trust is critical to us and we listen to customer views on an ongoing basis.

In addition to the access controls for parents and internet filtering that we already provide, we

will continue to review and adapt our content standard policies to ensure customers can protect

themselves and their children from inappropriate content and contact while benefiting from access

to communications opportunities.

Climate change is becoming a major global issue. What is your strategy for dealing with Vodafone’s

climate impact?

Our carbon intensity is low compared with other sectors. Vodafone is responsible for approximately

one and a quarter million tonnes of carbon dioxide per year, the equivalent of around 160,000 UK

households. More than

80% of these emissions are due to our network. We are currently concentrating on reducing the need

for air conditioning in our base station sites. We also challenged our suppliers to improve the

energy efficiency of our network equipment and they achieved a 25% improvement over the year.

By virtue of providing a mobile communications service, I believe that

we help to reduce climate impact. Our networks can be used to manage traffic flows, provide public

transport information or plan logistics more effectively. They can even be used to switch off the

lights and heating as you walk out of your house or remotely read electricity meters.

In conclusion, I believe that we will be more successful in achieving our corporate objectives by

being a responsible business. We are a leading global company and we therefore need to be a leading

global contributor to the objectives of individuals, businesses, society and the world around us.

We always value your feedback on how we can do better and how we can further improve. I believe

that by acting on this feedback and by continuing to provide

our services to people around the world, Vodafone will continue to play a valuable and constructive

role in addressing the defining challenges of our time.

Chief executive

------------------------------------------------------------------------------------------------ Vodafone 2008

Message from the Chief Executive

“At Vodafone, corporate responsibility plays a significant role in helping us

achieve our global strategic objectives. We believe that if you want to achieve

commercial success on a sustainable basis, you need to conduct business in a

responsible way. That’s why our commercial strategies are designed with good

CR practice in mind.”

Corporate Responsibility (CR) is now well accepted in society and it’s rare to find a

business that does not support the principle of responsibility. I believe that designing

corporate strategy in a responsible way is vital for ongoing commercial success and

we therefore integrate CR into our strategy and activities on a daily basis.

Vodafone has a global footprint that spans five continents including Europe, Asia,

the US, Africa and Australasia. This ‘window to the world’ allows us to constantly

learn, innovate and anticipate key business trends. In our sector, we are focused on

numerous opportunities such as emerging markets, mobile internet services and

increased data usage. In each case, aligning the commercial opportunity with our

CR objectives will form an important part of our success. I would like to highlight

how we are practicing this alignment in several areas including rural rollout, the

mobile internet and the management of our climate impact.

Bringing telecommunications and internet access to poor or un-connected

communities in emerging economies, often in rural areas, improves quality of life

and enables participation in economic activity. We invested in these communities as,

from a CR perspective, it was the right thing to do and Governments mandated rural

rollout as part of our license obligations. However, we often invested more than we

were obliged to because we believed these communities also represented

commercial opportunities if we designed and tailored our services specifically to

their needs. Tailoring that meant smaller top up vouchers, innovative distribution

models and the development of low cost handsets. Re-designing many of our

services with these customers in mind was commercially viable and they are now

helping to deliver like for like revenue growth of approximately 50% in India, 30% in

Egypt and 20% in Romania. This is both a commercial and CR win–win.

As a company, growing a business on this scale could potentially have an adverse

impact on the climate. So while serving these communities and generating strong

revenue growth, we must ensure that there is not a detrimental impact to the

environment as a consequence. I believe that we can grow our business while also

contributing more favourably to the environment and, importantly, without imposing

significant costs or constraints on our operations. We recently announced a new

climate change commitment focusing on greener energy and improving our energy

efficiency. My view is that when we can protect the environment and improve our

company’s efficiency, we are supporting the long-term sustainability of the business.

There are several other areas of our business where we believe it’s especially

important to take a responsible approach towards our customer offerings. Mobile

data contributed £2.2 billion towards our 2007/ 08 annual revenues. As this

segment continues to grow strongly, we ensure that we continue to listen carefully

to what our customers are telling us about their internet experiences. Apart from

their obvious enthusiasm for accessing the internet via their mobile, customers also

want a safe and secure mobile internet experience, particularly for children. Our

customers want to be able to protect their children, control who they interact with in social networks and have assurance over the confidentiality of customer data. We

have invested in several areas of research to develop our understanding of customer

expectations on privacy, mobile advertising and child protection.

We are developing a range of solutions to help our customers define their own

mobile internet experience and I believe that by rolling out a responsible mobile

internet strategy, this will put us at the forefront of customer protection, translating

into greater customer trust and, ultimately, preference for our products.

Businesses must have the foresight and flexibility to adapt quickly to developments

in their global and local market place. With respect to Vodafone, increasing demand

for mobile services in emerging markets, the forces of convergence across the

media, telecommunications and internet industries, and global environmental

concerns, such as climate change, are all significant issues for our business. I believe

that the adoption of CR into our business strategy in these and other areas will

enable us to address these challenges more successfully and on a more sustainable

basis. By doing so, we will be better able to create value for our business, our

customers and our broader stakeholders. Put simply, that is our goal.

I hope you find the CR report useful and informative. Your views are important to us

as we look to continually improve our business and its value to all stakeholders.

Arun Sarin

Chief Executive

----------------------------------------------------------------------------------- supplementary information

“At Vodafone, corporate responsibility plays a significant role in helping us achieve our global

strategic objectives. We believe that if you want to achieve commercial success on a sustainable

basis, you need to conduct business in a responsible way. That’s why our commercial strategies are designed with good CR practice in mind.”

------------------------------------------------------------------------------------------------- Vodafone 2009

CEO message

Welcome to Vodafone’s 2009 Corporate Responsibility

Report: ‘Mobilising Development’.

Development represents a considerable challenge for society as it contends with

two significant issues: global economic recession and the longer-term issue of

climate change. Both of these issues must be tackled with coordinated, urgent and

focused actions and Vodafone is in a position to make a very positive contribution.

The recession means that we have had to take some hard decisions around the size

and location of our workforce, as we strive constantly for operational excellence.

But we must also continue to innovate across our range of products and services

and manage the extraordinary growth in subscribers that we are experiencing in

emerging markets such as India.

It is clear to see that the spread of mobile communications in developing markets

can transform economies and quality of life. We are also well aware of the challenges

to develop an appropriate CR approach in our emerging market businesses. We

recognise that this may require more time than has been the case elsewhere and

this is certainly true in India where the CR-related performance data are not yet

sufficiently reliable.

Our industry is part of the solution to overcoming the economic crisis and is a key

to delivering growth afterwards. But future economic development must take

account of the stress limits that our natural environment can bear. We must deliver

massive changes in environmental efficiency and I believe communications

services can be a key part of this shift through, for example, travel substitution and

so-called machine-to-machine services which improve business efficiency in a low

carbon way.

We are also particularly focused on addressing issues raised by mobile internet.

Whether these are concerns around the vulnerability of children, the security of

customer data or the privacy implications of location-based services and mobile

advertising; we continue to consult with our stakeholders to find appropriate

solutions and keep customers informed.

We have to manage the current economic situation but we must also look 10, 20,

or even 30 years out and consider the world we may have if we don’t also start

to address sustainability. With the help of our suppliers and other stakeholders,

I am very excited about Vodafone’s potential to leverage our technology, and

our innovative spirit, to help deliver a low carbon economy and to make real

contributions to a more sustainable society.

Vittorio Colao, Vodafone Group Chief Executive

----------------------------------------------------------------------------------- supplementary information

Our industry is part of the

solution to overcoming

the economic crisis.

------------------------------------------------------------------------------------------------ Vodafone 2010

CEO Message

Welcome to Vodafone’s 2010 Sustainability Report

Although the economy is not declining any more in most countries, we still face

significant challenges to deliver a sustainable society in which business and its

stakeholders can prosper in the long term. The lack of a legally binding international

agreement on climate change from talks in Copenhagen and the lack of progress on

some of the most pressing issues facing the billions of people in emerging markets,

underline the urgent need for a cohesive strategy between public and private sector

that meets the needs of society as a whole.

I firmly believe that Vodafone and the sector in which we operate have a key role

to play in shaping a more sustainable society. Our capital investment across the

business – continued throughout the recession – means fast, reliable, high quality

networks are becoming ubiquitous, providing a platform to deliver communication

services to all segments of society.

Sustainability challenges are a key stimulus for innovation within the business: within

Vodafone we have established dedicated business units to develop and promote

services that enable more efficient and effective healthcare; access to basic financial

services through mobile payment solutions (already used by over 12 million people in

sub-Saharan Africa); and machine-to-machine applications that can bring substantial

carbon and energy cost savings. The ‘SMS for Life’ m-health project in Tanzania (page

22) is a good example of the impact technology can have.

Many of the benefits our services can bring are very visible in emerging economies.

But it is in these markets that we also face some of the biggest challenges in our

operations due to different working practices and attitudes to risk.

Vodafone has maintained a reasonable record on health and safety over the last

decade, but the expansion in emerging markets and the application of the most

rigorous and demanding tracking methodologies have this year highlighted an

unacceptable level of fatal accidents, mainly in Ghana, India and Turkey – markets

with a legacy of poor safety practice and infrastructure, and a high rate of road traffic

accidents. In particular, ensuring that our contractors manage health and safety

effectively – in their own work and that of their sub-contractors – is a key challenge.

I intervened personally on a number of occasions to reinforce our stance on the

absolute priority of operating safely and protecting Vodafone employees, contractors

and the general public. This Report illustrates how we are working hard to address

the main problems – for example introducing a Fatality Prevention Plan in Ghana,

India and Turkey, focused on six key initiatives – and statistics indicate a marked

improvement in the second half of the year (page 46). I believe strongly that we must

be transparent in reporting on this area to raise awareness of these issues – in our

industry and across all sectors – and stimulate a change in attitude to safety also in

emerging economies. This is a long-term challenge, but we will not back off.

This report tells the story of how we have tried to address both sides of the

sustainability agenda this year – managing negative impacts, while pressing forward

to deliver the positive contributions we can make to sustainability.

Vittorio Colao

Vodafone Chief Executive Officer

----------------------------------------------------------------------------------- supplementary information

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------------------------------------------------------------------------------------------------- Vodafone 2011

Welcome to Vodafone’s Sustainability report for 2010/11 which sets out our performance and offers insight into some of the sustainability opportunities and challenges we face in implementing our strategy.

We see significant opportunities for our services in the areas

of health, financial services, agriculture and food distribution,

particularly in the emerging markets which are at the heart of our

strategy for business growth. Vodafone’s mHealth Solutions are

bringing tangible efficiencies to healthcare providers in several

markets and the number of M-Pesa customers doubled to

20 million in 2010/11, with over half a billion dollars transferred

via mobile each month.

In developed markets, our focus is on mobile-enabled services

that support low carbon ways of operating. We are harnessing

opportunities to provide machine-to-machine connections that

enable business customers to improve the efficiency of their

operations and reduce carbon emissions.

We are targeting reductions in our own carbon footprint by

working closely with key suppliers to develop innovative solutions

to improve the energy efficiency of our networks – bringing

additional cost savings and operational efficiencies.

Last year, I highlighted challenges in

managing health and safety performance,

particularly in some of our emerging markets.

In 2010/11, we have made significant efforts

in embedding a safety first culture, targeting

the root causes of incidents. However, I

am extremely saddened to report that four

employees and 17 contractors lost their lives

in major incidents, including the full-year

reporting on Vodacom. More than half of

these fatalities were as a result of road traffic

accidents in emerging markets, and even if

we can only partially affect driving conditions

in these countries, enforcing road safety rules

with our employees and contractors remains

a key focus.

The role of telecommunications and internet access during civil

unrest has been highlighted by continuing events across North

Africa and the Middle East. In Egypt, operators were required

by the authorities to temporarily shut down mobile networks

in January. Our employees performed admirably in challenging

circumstances, restoring network operations quickly and working

long hours to maintain services for customers. I firmly believe the

approach we adopted in the circumstances was the optimum one

for our employees, customers and the wider population.

The way we deal with these and other challenges is critical to

maintain the trust of our customers and other stakeholders,

without which we cannot deliver our commercial objectives.

I believe transparent reporting is a key aspect of maintaining

trust and highlighting opportunities to address sustainability

challenges. Read on to find out more about our performance

in 2010/11 and how we approach key sustainability issues.

----------------------------------------------------------------------------------- supplementary information

The strategy is founded on our long-standing commitment to behave in a responsible, ethical and honest

way, and to reduce environmental impacts across our value chain. This has enabled us to build credibility

as we engage with partners to help build more sustainable societies.

I believe Vodafone is extremely well positioned to contribute to sustainability in two key areas: by promoting

economic development and enabling a low carbon society. Our products and services can help to

deliver the step change in efficiency needed to achieve these global objectives. At the same

time, our efforts in these areas are generating new revenue streams for the business and

link directly with our strategy to drive growth in data services.

------------------------------------------------------------------------------------------------- Vodafone 2012

Vodafone has a unique opportunity to transform societies by bringing innovative services to the 1.5 billion people covered by our networks worldwide – 1.1 billion of them in emerging markets.

Our mobile solutions in finance, health and agriculture are already making a difference to

people’s lives. In emerging markets, more than 30 million people without bank accounts are

accessing financial services via our M-Pesa mobile money transfer service; our mHealth solutions

are helping medical centres across Tanzania and The Gambia make sure they don’t run out of

essential medicines; and our mobile information service has enabled Turkish farmers to improve

their productivity by an estimated €100 million.

In mature markets, our solutions are playing an important role in tackling one of the most

significant global challenges we face – climate change. Smart working and machine-to-machine (M2M)

connections offer the biggest potential here by enabling people to live and work more sustainably,

and businesses to operate more efficiently. At least 6.4 million of the M2M connections

we provide are helping companies cut their costs and carbon

footprint through better energy and fleet management.

Our new vision captures the far-reaching ambition we need

to support sustainable living on a grand scale. It is being

championed by our sustainability teams who will harness

the enthusiasm of our employees around the globe. With the commitment of everyone at Vodafone, I’m

confident we can bring sustainable living a step closer.

As we focus on sustainable development and transforming lives, we recognise that we must continue

to operate responsibly and ethically wherever we do business. By doing so, we will maintain the

trust of our stakeholders, which will be vital to achieve our vision. We are building on our

longstanding commitment to corporate responsibility – from keeping our people safe and managing our

carbon footprint to protecting customers’

privacy – and on our significant achievements to date.

This document sets out how we are working towards our vision, highlighting some of the key

opportunities and challenges. I look forward to updating you on our progress next year.

Vittorio Colao

Chief Executive