



above & beyond...

our first sustainable development report

VODAFONE NZ 2002 – 2003





We're pulling no punches and we're not patting ourselves on the back. Yet.

Many companies these days want to be seen as responsible corporate citizens, but because doing things differently is an intrinsic part of the Vodafone gene pool, we're tackling Corporate Social Responsibility (CSR) in a typically Vodafone way: with passion, energy, fun and terrier-like tenacity.

It's early days. We've just finished reviewing our first year's effort from 2002 to 2003.

This our first report card on ourselves, its the facts, warts-and-all. And the reality is, we've got a long way to go in some areas. In other areas, we've done quite well. We'll tell it how it is. Straight up and transparent.

Get this: sustainability is non-negotiable

Vodafone New Zealand, alongside Vodafone Group, believes striving to be a truly sustainable business is totally non-negotiable. Why? Because the Vodafone community of stakeholders expect it? Absolutely. But also because we simply believe it's the right thing to do.

The reality is we've always aimed for responsible and sustainable business practices. But in 2002 we made the decision to roll up our sleeves and really get stuck in.

There was no great mystery behind the timing of this. We just knew we had to get on with it.

And it's quite a task. Integrating sustainable practices into every facet of our business is a biggie. But we're serious about it, we're focused on it – and we'll do it.

You be the judge

You get to judge how successful we are. Our aim is to put this report into your hands every year so you can watch our progress - and maybe even be part of our progress.

Either way, pledging to document the journey is part of the commitment we are taking on. A line in the sand. A stake in the ground.

And so it begins...

You'll note we've hooked up with some people who know about this stuff. We're members of the New Zealand Business Council for Sustainable Development and the Sustainable Business Network. We're brazenly mining the resources of the Vodafone Group and other Vodafone companies for experiences and learnings.

You'll also get a sense, as you read this report, of how it lines up with our stated global values. They are: Passion for our People, Passion for our Customers, Passion for the World Around Us and Passion for Results.

Those values drive our business. And now, with the hugely appreciated help of the Vodafone community, they'll drive our approach to sustainability, too.

Tim Miles
Managing Director
Vodafone New Zealand



This is how our Vodafone world shapes up, in a nutshell...

- Vodafone New Zealand is part of Vodafone Group Plc which is based in the UK. We hit New Zealand with a big red bang when Vodafone Group bought the former BellSouth in 1998.
- Together with Vodafone Japan, Vodafone Australia and Vodafone Fiji, we form the Asia-Pacific region.
- There are 26 operating companies in the Vodafone Group and nine partner networks.
- As at March 2003, Vodafone New Zealand has the privilege to serve over 1.288 million customers and hold 51.1% market share by customer numbers.
- Our managing director is Tim Miles who is ably assisted by seven directors, around 1200 other Vodafone employees, and the Vodafone family of business partners and suppliers.

Who's who and what's what in our CSR initiative?

We've invested in the human capital to get this going – and keep it going. We have a dedicated full-time CSR Manager who also works for the Vodafone New Zealand Foundation. The Vodafone New Zealand Director of Brand, Chris Taylor is the executive and board director responsible for Corporate Social Responsibility.

As far as identifying the Social Responsibility issues goes, that happens at both a global and a local level. Globally, a number of key risks and issues are identified by the Group Operational Review Committee (GORC) based in the United Kingdom and headed by the Group Chief Operating Officer. The issues identified to date relate primarily to:

- recycling
- energy
- waste
- health
- suppliers
- responsible marketing
- products and services

Locally, risks and issues are identified using the GORC framework as well as feedback from customers and staff. Consequently they're managed through four key areas where a positive difference can be made. Those areas are:

- individual
- leadership
- environmental
- digital





CSR cornerstone number 1:

Passion for Our People

It's a simple formula: happy, loyal staff means delighted, loyal customers. Because at Vodafone we believe that it's our people who will make us stand out from the crowd – by the way, they look after our customers every single

time they connect. And that's why we put enormous amounts of energy, creativity and resource into making Vodafone a fantastic place to work, so we attract and retain great people.



passion for our people



< 6 >

Who are those great people?

With more than 1000 full time and part time employees across the country, we have close to a 50/50 split between male and female staff throughout the business. The median age of our people is 31 with ages ranging from under 20 to over 50. We are an equal opportunities employer and have a diverse employee group, in terms of ethnicity, religious beliefs and sexual orientation.

They're safe and sound

In the last year we significantly increased our Health and Safety activity. We passed an independent audit of our Health & Safety Management system and so are qualified to self-insure under the Accident Compensation Corporation Partnership Programme. This is recognition of Vodafone's robust Health & Safety systems, including Occupational Health & Safety, accident prevention and injury management. Achieving this means a saving in ACC levies of approximately \$400,000 per annum, which we have diverted into a range of well-being programmes for our staff.

One of those is My life, 24/7, an employee health and wellbeing programme which was launched in 2002, offering staff a confidential fitness-testing, cholesterol measurement and on-line health assessment with tools to help them make necessary changes. It also provided Vodafone with a high level, general profile of our staff's health meaning further programmes can be targeted to high risk areas. High health risks were found in eating/weight management and exercise. The good news is our people were motivated to make the lifestyle changes they wanted to.

They tell us what they think

If you don't ask, you don't know. So every 18 months we take part in the Vodafone Global Employee Survey to find out what our people think of working at Vodafone. We know there is a strong link between how satisfied and motivated people are and the level of customer satisfaction they provide, so this is an important question and answer session.

Our 2002-2003 results show a world-class score in relation to "how likely is it employees would recommend Vodafone as a place to work." Since the previous survey we focused on business processes, internal communications and the physical working space based on staff feedback. The latest survey shows improvements in these areas. For the 2003 to 2004 year, our attention is on how we can increase support from managers to their teams.



Walking the talk

If we want our staff to walk the talk, then we have to make it easy, so we offer them the chance to be both customer and shareholder. The 'Mobile Me' policy means every Vodafone employee gets a mobile handset to use for work and play, with a free minutes allowance for personal use. We also offer initiatives where staff can buy Vodafone shares with the company matching each share purchased.

Going the extra mile

To achieve our aim of being a great employer, we go beyond the legislated minimum requirements in a number of areas, and offer a generous package of staff benefits too. For example, we offer four weeks holiday after the first year of service; medical insurance for all staff, their partners and dependent children; life insurance; superannuation fund and parental leave payments.

To help our people to be the best they can, we offer them an Employee Assistance Programme. It provides confidential and effective counselling for any number of issues that, left unchecked could affect any of us, both at home and at work.

Living and learning

Awesome people can be even more amazing – so we spent over \$3.5 million on development courses over the 2002 to 2003 year. Courses include i-belong, an induction course for all new employees, me-in-action, awareness of working in a Values Based Organisation, plus personal leadership and managing teams. Together with Vodafone Australia, we launched a leadership programme, Leadership in Action, for all leaders across the business. This is an on-going programme developed specifically for Vodafone, with a total investment of \$1 million for the year and with 88 people completing the course up to 31 March 2003.



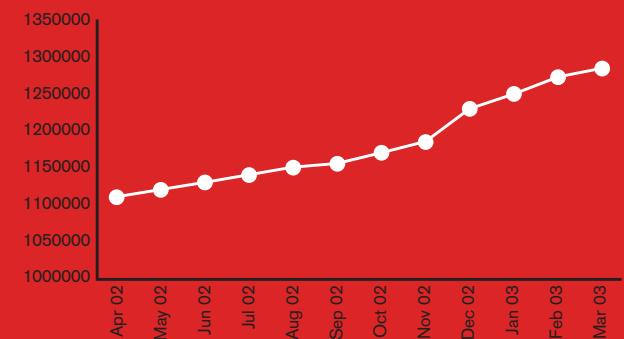


CSR cornerstone number 2:

Passion for customers

Customers are at the centre of everything we do. They're why we exist and making sure we serve them to the very best of our ability is what we are about. We acknowledge there is room for improvement in a number of areas and we will constantly seek ways to 'do more', 'do better' and 'do right' by our customers.

During 2002-2003 the total customer base grew by more than 15%, so we're heading in the right direction.



Let's check out some of our achievements and challenges as we work at this Passion...



777 – at your service

Vodafone's customer service team is our front-line so an enormous amount of effort is put into this area of our business. The Customer Services (CS) team is over 200-strong and available for our customers 24 hours, seven days a week, 365 days of the year.

To keep our customers standard of service high we've implemented the international Tele-Elite Award. To achieve a Tele-Elite Award a Customer Services Representative needs to consistently over-achieve when dealing with customers. The achievement targets are raised annually, meaning eight Representatives received this award during the year, joining the eleven Tele-Elite Customer Service Representatives from previous years. This means 8% of Vodafone's reps are Tele-Elite. The award itself is a reward but as call handling forms part of their Key Performance Indicators, their outstanding performances will be reflected in their remuneration.

Vodafone aims to get it right first time every time for our customers but unfortunately this is not always the case. In 2002-2003 Vodafone received approximately 960 written complaints from our customers, all of which were resolved. A further two customer complaints went on to be resolved through the Disputes Tribunal.

Vodafone 2 u

When we communicate with our customers we want our news to be relevant and welcome. This means asking the questions of how, why, when and what is the info about - and will the customer truly want it. A number of initiatives are in place to help us stay on target including:

- the development and implementation of a customer contact strategy which manages the number of marketing messages a customer can receive from us over a period of time. Over the next year we'll monitor feedback to ensure our customers are receiving the right messages when they want them.
- we continue to operate a "opt-in" policy so our customers make the choice to receive Vodafone's marketing based information.
- we're working to align ourselves with the requirements of the revised Telecommunications Privacy Code. We're doing this by providing comments for the development of the Code and we'll look at having privacy officers within our Business Units. Plus, we'll provide monitoring and reporting for Vodafone's use and for the use of the Privacy Commission.

- we've implemented a new marketing campaign management tool, "E.piphany", which guides Vodafone's direct messages to customers. E.piphany enables us to manage the type and frequency of direct messages to specific customer segments. For example, customers under the age of 16 years cannot be contacted with direct marketing material from Vodafone. This tool will be reviewed and monitored over the next year.

To TXT me or not to TXT me?

There's no argument that TXT has exploded as a way to communicate over the past few years. It's become hot property as a marketing medium. There is increasing pressure to open up this marketing channel and with this comes risks such as spam via mobile. The choice and control of these messages must be in our customer's hands – not Vodafone's and not other third parties. To make this happen we spent time in 2002-2003 scoping the development of a TXT 'permission gateway' where customers choose which companies they want to receive marketing TXT messages from, how many and when.



One size does not fit all

Mobiles are for young and old, and as the services mobile offers diversify so do the questions we face. Mobile is moving into the Infotainment space, which offers both information and entertainment such as news reports, horoscopes, snow reports or games etc. We get the fact that not all content is appropriate for all our customers. We don't have all the answers yet as this is a whole new world of communications but we are committed to trying.

In October 2002, Vodafone Group issued an Interim Content Standards Policy. The Policy highlights the issues surrounding the provision of adult content; looks at the different ratings that could be given to content (universal, risqué, soft core porn and hard core porn); and says that local Vodafone companies should benchmark the content they provide against other content available in local media. New Zealand has adopted the Policy and will continue to further align itself as policy modifications are made. Although we aren't yet able to offer access controls that can restrict access to specific content, Vodafone has made the call to offer only content that is universally available across all media channels. We'll continually face the challenge of access controls, as will dot coms, Internet Service Providers and telecommunications companies, as new services merge with mobile technology.

Two heads are better than one

We're experts in mobile and to ensure best practice, we look for opportunities to partner with experts in other fields. Responsible marketing is no different. To make sure we're doing the right thing around mobile and young people we're working with groups such as Netsafe, New Zealand's internet safety group. Netsafe has offered Vodafone invaluable guidance on helping our customers 'play safe' via their mobiles with this information posted on our web site. We'll further the Netsafe partnership through 2003 and 2004 and upping the ante to give our young customers what they need.

Stop thief!

For some people mobiles are cool and funky accessories, for others a key business tool. Unfortunately this means they are often a target for theft. Vodafone has taken steps to minimise fraud and theft.

For example:

- A 'blacklist' process means lost or stolen mobiles can't be used on our network in New Zealand.
- We work closely with the Police to provide them with the necessary information to crack down on mobile thieves and fraudsters.
- Our Fraud Management System detects early changes in regular customer calling behaviour. This often means we often know a mobile has been stolen before the customer does!

We plan to work closer with the Police and share information across the Vodafone Group to protect customers from criminal activity.



The mobile generation

The cool thing about mobile is just that – the ability to be mobile and to communicate where ever you are. But holding a mobile and talking or texting while driving can be distracting. We think any moves to encourage the safe use of a mobile while driving are right on target. Vodafone has a range of mobile accessories such as car kits and hands free headsets which help make driving and mobile use safer. The new mobiles we introduce that have voice tag technology will mean more options for drivers.

A set of responsible marketing policies are currently being developed across all the Vodafone operating companies including New Zealand, and we'll be looking to implement during 2003 and 2004.

And then there was more ... and more...

There was a time when mobile was just about voice calls. Then the TXT revolution came calling. Vodafone is all about innovation - and giving our customers products and services they'll love to use.

The revolution continued in 2002-2003 as Vodafone launched;

- A new on-line Ringtones & Screen Tattoo service where customers could listen, download and design their own.
- TXTgames – everything from brain teasers to virtual pets to love matches.
- PXT – customers can send TXT messages with pictures.
- sim2 – 30 TXT based services all from your mobile's menus. On offer is news reports, TV listings, a restaurant guide, the nearest petrol station etc!

And you've probably already experienced the products we'll talk about in our next report – as the revolution continues.

Help TXT!

Two TXT based services providing key information for our customers were launched in 2002-2003: UVTXT and STOMP.

- UVTXT allows customers to request the sun's UV ratings to determine the risk of sun burn in their area. The ratings are up-dated by the MetService every hour from 6am to 6pm. It's a free service.
- STOMP, in association with the University of Auckland, was a world first trialling 'Stop Smoking with your Mobile Phone'. Customers opted-in to a stop smoking trial where instead of combating cravings with nicotine substitutes, customers TXT to receive support and advice. Plus Vodafone customers were helped out with free TXT for a month to get TXT support from their other Vodafone friends.





CSR cornerstone number 3:

Passion for the World Around Us



Vodafone wants to make a difference to the world around us and that means helping New Zealanders lead fuller lives.

Vodafone has focused its World Around Us initiatives in four relevant areas where we think we can make the most difference.

These are:

- Environmental difference
- Digital difference
- Individual difference
- Leadership difference.



Environmental Difference

Our business makes an impact on the environment. Developing sustainable business practices means we can minimise this impact.

Cell sites

Fundamental to our customers' satisfaction is the need to improve mobile coverage and this means we need to build more cell sites. Some communities have concerns about the visual impact of cell sites. So we work hard to locate sites where we can share with other networks or utility companies plus use innovative designs to minimise the visual impact of a cell site as much as possible.

- Over the past year 25% of our cell site installations have been shared with another network or utility company.

Over the past year Vodafone has been involved in two appeals to the Environment Court. They were based on the visual impact of two cell sites in North Shore City. Both parties worked together to resolve the concerns, eliminating a formal court process.

Where we can, we involve the local community but we recognise there are a number of ways we can further improve our community engagement processes when we're rolling out our network. We're always looking for ways of making these improvements and the employment of a full-time Community Relations Manager is in the wings. That role will include making sure Vodafone works more closely with communities.

Operational practices

Adopting operational practices to reduce the environmental impact of our business is a decision Vodafone has made.

We well know that some of the resources we consume are finite so we need to use them carefully. A number of projects to achieve this are underway:

- An upgrade of Manukau Call Centre's air conditioning
- The installation of a new air conditioning system in the Wellington Technology Centre.

As a result there has been a 5% reduction in electricity consumption and 30% increase in energy efficiency.

We also have put some waste management processes and arrangements in place.

- Our nationwide office cleaning contract is with Cleaning Plus who separate our plastics, glass and cans from our office waste and help Paper Reclaim, a subcontractor, to recycle office waste paper.
- On a national basis Power Ware safely disposes of batteries from our network when upgrades take place.



We plan to work with our suppliers and business partners to use responsible supply practices meaning sustainable business practices from start to finish.

Initiatives with suppliers and business partners include:

- A programme with a logistics service provider to ensure recycling and safe disposal of waste material.
- A programme with a major network equipment supplier to recycle and safely dispose of redundant network antenna equipment.

Over the next year we'll complete a review of our waste management practices and our use of ozone depleting substances. Intended outcomes from this review are to:

- Develop a standard waste management clause for our network contractors.
- Establish objectives and action plans for our waste management practices.

And our plans for the supply chain in 2003 – 2004 include:

- Developing a structured approach to sustainable development within our supply chain, with clearly defined targets.
- Working with our suppliers to implement Vodafone's global Code of Ethical Purchasing. This will result in our suppliers supporting fair working conditions and responsible management of supply chain related environmental and social issues.
- Launching a recycling programme for redundant cell phones and batteries alongside our handset suppliers.
- Replacing all Vodafone's printer and photocopying equipment to minimise energy consumption, consumables and paper use.
- Using 100% recycled paper for all office printing and photocopying,

Handset recycling

We set up a partnership with Nokia for the recycling of handsets. However, the word didn't spread well to our customers with only 225 mobiles being recycled. We're reviewing this campaign with the intention of increasing the level of handset, battery and mobile accessory recycling.



Digital Difference

Mobile Coverage

Vodafone provides mobile coverage to 97 per cent of the places where New Zealanders work and play. The nature of New Zealand's landscape means, there are some remote areas where it's not always commercially viable to provide coverage. However, we aim to work with such communities to look at ways we can close the digital divide and provide mobile services.

- In 2002 we did just this with the Karikari Peninsula community. They had no mobile coverage and in some places there were no fixed lines. We worked with the community to make mobile coverage a reality. Locals pledged to make enough calls to at least cover installation costs, the landowner offered the site rent free until it pays its way, Vodafone worked with local iwi, council, police and businesses to get resource consent in record time and coverage was achieved by December 2002.

Digital Divide

Vodafone is also investigating mobile solutions that deliver specific social benefits to customers who usually don't have easy access to mobile communications such as people who are visually impaired.

Mobile Services

Vodafone contributed about \$26,420 worth of products and services to community groups in the 2002-2003 year.

- Vodafone merchandise was given to rural communities in association with the Variety Club.
- We provided a free TXT service for Youthline and CanTeen.
- Airtime and merchandise was given to the New Zealand National Foundation for the Deaf in support of the annual Deaf Awareness Week.



Individual Difference

Vodafone staff in the Community

Vodafone donated about 650 hours of paid leave to over 200 employees to participate in community activities including the Variety Bash and Pakuranga Kids Health camp re-build. There are many staff members who ask their peers and friends to donate to charitable causes they're passionate about. Plus managers on a Vodafone leadership (Leadership in Action) course were tasked with devising and actioning a project to make a difference in the community.

Health and Safety

The health and safety of our customers, employees and the communities in which we operate is paramount. We provide information about the perceived health effects from cell sites and mobile phones through printed literature, our website and community meetings. Mobile handset manufacturers publish Specific Absorption Rates of handsets and we support this initiative.

In 2003-2004 we're intending to develop standard measures to share electromagnetic emission (EME) levels. For example we'll independently monitor base station emissions and publish the results on our vodafone.co.nz website.



Leadership Difference

Vodafone values leadership highly, has some innovative and unique leadership programmes for our staff. We also try to offer what we have learnt about leadership to the community.

The Manukau Contact Centre (MCC) works in conjunction with Papatoetoe High School, to promote “real learning” for students to evolve their communication skills. This highlights the need for excellent communication skills in the workplace and their futures. During the year our managing director, Tim Miles, swapped roles for a day with the principal of Papatoetoe High School so both could experience and share a different type of leadership role.

Spirit of New Zealand

Five of our staff demonstrated and shared their leadership skills with teenagers on the Spirit of New Zealand, filling the positions of Assistant Watch Leaders. Through the Vodafone Extreme Challenge, we raised \$75,000 from our business partners which we donated to the Spirit of Adventure Trust.

The Vodafone New Zealand Foundation

One of our biggest developments in the 2002 to 2003 year was the establishment of the Vodafone New Zealand Foundation ('Foundation'). The Foundation will result in an increased focus on the World Around Us. Vodafone New Zealand employees manage the Foundation with Vodafone New Zealand and Vodafone Group funding it.



The Foundation's mission is to make social investments to help the people of New Zealand to live fuller lives.

It aims to do this by:

- sharing the benefits of mobile communications with those who are currently excluded
- empowering and enabling Vodafone customers, communities and employees to share their skills with others
- encouraging partners and communities to develop sustainable business practices for a cleaner, greener environment

So what did the Foundation do in its first seven months?

The Foundation donated \$375,000 to charities and their programmes, including Project K's 2003 Lower Hutt Wilderness Adventure programme, Spirit of Adventure Trust and the Variety Club.

The Foundation's most significant initiative was the concept and launch of the 2002 Vodafone World of Difference programme.

The programme threw open the doors to anyone who had the passion to really make a difference to the world around us. All they had to do was tell us what they would do to make a difference and for which charity and Vodafone New Zealand Foundation would make it happen for four New Zealanders. By paying their salaries, expenses and providing them with all the Vodafone product and service support they need and the fab four could make their dreams, and others, come true. Hundreds of passionate Kiwis put up their hands. Their ideas were inspirational, ambitious – and humbling.

Four New Zealanders were selected to live their dream through the 2002 Vodafone World of Difference programme. They were:

- occupational therapist Jane Denton of Havelock North, who worked for the Back-Up Trust helping people with spinal injuries become more active.
- Auckland teacher Graham Nobbs, who spent a year assisting with educational and rural health programmes in southern Sudan.
- Tauranga teacher Hilary Price, who worked full-time for the child foster care organisation Homes of Hope
- Vodafone procurement specialist Annette Culpan of Auckland, who worked for the Bali Community Health Trust.

What's the Foundation up to next year?

Donations to charities will continue along with rolling out the 2003 World of Difference programme plus the Foundation has been working:

- with the Royal New Zealand Foundation of the Blind to identify ways we can extend the services available on mobile phones to those who are visually impaired.
- with the Zero Waste Trust to design a handset recycling programme.
- to further define the areas to support both the individual and leadership difference programmes.





CSR cornerstone number 4:

Passion for Results

Every company wants awesome results for its stakeholders. We truly believe that for Vodafone to achieve great results, we have to provide exceptional service to our customers.

So, products and services have to be top-notch and every time a customer deals with Vodafone it should be a “WOW” experience. Maximising the results we achieve is vital so Vodafone can continue to innovate, compete and contribute positively to New Zealand financially, socially and environmentally.

Vodafone New Zealand wants to invest back into this country and its people. Financial success means this becomes a reality.

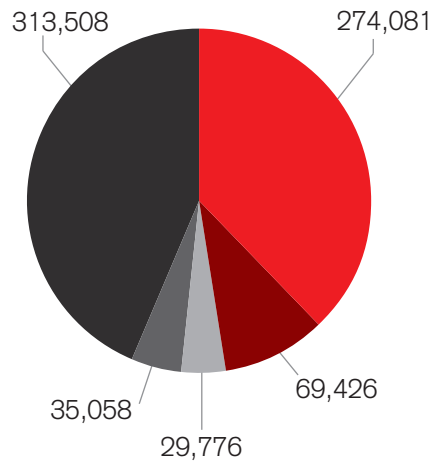
Since taking over BellSouth in 1998, we have made a massive investment in expanding the Vodafone network to serve our customers' needs. The Vodafone New Zealand business makes a positive contribution to the economy through employment, of staff and suppliers, sponsorships and tax payments. Plus the Vodafone New Zealand Foundation, as a charitable organisation, makes contributions to registered charities in New Zealand.



Key Performance Activities	Key Performance Indicators	Measures
Company Performance	Revenue Distribution-Suppliers, Employees, Mgmt fees, Govt, Retained	
	Ongoing Revenue % Growth	20.71%
	Cashflow % Growth	99.07%
	EBITDA % Growth	34.52%
	ARPU % Growth	4.40%
Contribution to the local economy	Taxes payments	\$35,058,000
	NZ suppliers paid / Total Suppliers paid	76.17%
	Total Capital Investment	\$165,600,000
	Base Salaries / Ongoing Revenue	8.84%
	Staff package benefits (incl. bonus) / Ongoing Revenue	2.66%
	Staff training & development per FTE	\$2,560
Contribution to the global	Vodafone New Zealand Foundation	\$375,000
	Returns to Shareholders	£1,143,000,000
Audit Independence		



Revenue Distribution 2002/03 \$NZD 000's

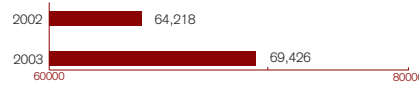


- Suppliers
- Employees
- Mgmt Fees & Lenders
- Govt. & Regulation
- Retained for Growth

Suppliers



Employees



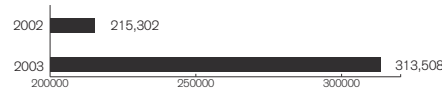
Mgmt Fees & Lenders



Govt. & Regulation



Retained for Growth



That's it for this year, see you in 2004

This is our first Sustainable Development Report. We know there are vast opportunities for Vodafone to make further sustainable differences from an economic, environmental and social perspective.

Vodafone's business is mobile communications and our core areas of impact are our network and technology. Through our passions we've chosen to take a holistic perspective of the sustainability of our business. This means we've addressed not only the impact of our network and seeking to understand the digital divide, but we've also made differences in our communities through:

- our staff volunteering in the community,
- working with young people on the Spirit of New Zealand and
- the four Kiwis living their dream and making a difference in the world around us.

To progress from this start, there are a number of challenges we'll face in the following year;

- Not simply maintaining the momentum already generated but developing an infectious momentum to making further differences

- Developing new behaviours amongst our staff, customers and suppliers
- Encouraging staff and suppliers to think about their responses to events and situations and in turn how their response can positively impact our environment, business and social systems.
- Focusing on making sustainable business practices at the forefront of staff and suppliers thinking.
- Further generating enthusiasm amongst our staff to support the passion for our customers and World Around Us initiatives.

These are exciting times for Vodafone and we look forward to meeting these challenges and making a difference to our world around us. It's not going to be easy or quick but its worth it.



CSR overview

Passion	Project	Description	Deadline	Comment
People	24/7	Promotion of casual / competitive activities for our people to participate in & increase their fitness	On-going	
	Staff survey	To participate in the Global Staff survey, share results and implement recommendations	April 2003 onwards	
	LIA	Continue to send Vodafone leaders on the programme	On-going	
Customers	Complaints	For customer complaints to continue to be resolved and the number received not to increase greater than our customer base growth	On-going	
	Contact Strategy	Implement Strategy Monitor and modify with customer feedback.	April 2003 On-going	
	TXtme message management	Implementation of a customer controlled message management system	August 2003	
	Netsafe Fraud	Present at their conference	July 2003	
	Mobile & driving	Communication of responsible practices	Feb 2004	
	New products & services	Launch Vodafone live! Launch Mobile Connect Card	April 2003	
World Around Us	Community Relations	Employment of a dedicated resource	October 2003	Success will depend on the potential resources available in NZ
	Energy efficiency	Review current usage and implement efficiency measures	On-going	
	Waste management	Conducting of an audit and implement recommendations	November 2003	
	Supply chain	Working with suppliers to implement our Code of Ethical Purchasing	On-going	
	Handset recycling	Development of a Handset Recycling campaign	June 2003	
	Visually impaired	Development of a strategic partnership with the Royal NZ Foundation of the Blind	September 2003	
	Staff volunteering	Development of a programme of opportunities	June 2003	
	EME	Communicate standard measures to the public		
	World of Difference	Launch of the second programme	June 2003	
	Zero Waste Trust	Work with the Trust to develop a robust recycling programme	May 2003	