




# Sustainability Report

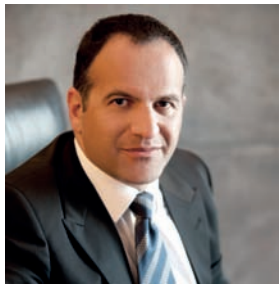
April 2012 – March 2013

**Vodafone**  
Power to you



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## Letter from the Chairman and CEO

**A**t Vodafone Greece, our main priority is to offer innovative products and services and meet consumers' communication needs, individual and business, in a reliable, top quality, technologically advanced and cost efficient manner. Utilisation of mobile broadband, provision of modern services through mobile communication network, as well as implementation of integrated unified communication solutions are the foundations of sustainability. Moreover, we ensure that we are carrying out our business activities, with integrity, transparency, honesty and objectivity, no matter where we operate, according to the principles included in our company's Code of Conduct.

In 20 years of operation, we have invested and continue to invest in Greece; our investments over the past decade alone have exceeded 2 bn. euro. These investments are integrated in our long term commitment to constantly upgrade and modernise our infrastructure and provided services.

In June 2013, Vodafone Greece and Wind Hellas came into an agreement regarding partial common use of their 2G/3G mobile communication network, mainly in the country's rural areas and in certain urban areas.

Furthermore, at Vodafone Greece we continue to invest in new technologies, so that we may create one of the best networks on an international level, through further development of the 3G UMTS900 and 4G, which will continue to be exclusively provided by Vodafone Greece across the country.

In the framework of its financial and operational restructuring, the company has implemented a voluntary early departure program in the Customer Care Department, details of which were announced to all of the company's employees.

Responding to our subscribers' modern demands, we overturned the tables in mobile communication area, by launching Vodafone RED. Innovation by Vodafone RED is that for the first time a subscriber can enjoy so much more from a tariff plan that offers voice, sms and data. The Vodafone RED plans are not simply one more set of cost efficient tariff plans. They are a new strategic perspective, which will strengthen even more our subscribers' confidence in the communication services we are

offering. The Vodafone RED liberate mobile communication, combining it with the best data usage experience, device assurance, optimal service experience and greater economy.

With the aim to support greek economy and local communities that depend on tourism, we have created "Vodafone Explore Greece", the most integrated smartphone application, which highlights the history, culture and landmarks of each area of Greece, therefore boosting its image as tourist destination. The application in question has been made available to Vodafone Group's international subscribers' base in Europe, initially becoming available to 90 million subscribers.

With continuous investments in our technology, we provide tailored solutions for businesses and professionals that increase their competitiveness and productivity, cut down on operational costs, while also generating environmental benefits. In this context, we continued offering "smart" mobile communication services, such as SmartEcometer PV telemetry and surveillance for photovoltaic facilities, as well as SmartEcometer Gas, which allows users to control their natural gas consumption.

We consistently and reliably implement programs that utilise our technology to support local communities and the people living there. Our Telemedicine Program, now in its 8th year of operation, seeks to ensure that high quality of specialized health care services are provided to remote areas of Greece, free of charge. In 2013, the Telemedicine Program was extended to 100 areas nationwide, covering more than 500,000 residents of remote areas. More information regarding Program extension will be released in next year's Report.

For the 9th consecutive year we have implemented the "Vodafone bsafeonline" program with the aim to promote responsible use of mobile phone and safe internet use by children and adolescents. We have developed and offered parents, the Youth Safe Pack, the first prepaid connection package specifically designed for children, which can be used in all mobile phones, as well as the Vodafone Safety Net, a free application for android smartphones, available to all mobile communication users, regardless of their network, which helps parents set up -along with their child - the proper use of their mobile phone.

We continue to invest in energy efficiency programs, resulting namely in the prevention of the emission during 2012-2013 of more than 51,400 tons of CO<sub>2</sub> into the atmosphere, through energy programs and the use of renewable energy sources, implemented in the company's offices and our telecommunications network.

With the aim to ensure equal access of our products and services to all, for the last 9 years, we have been running a series of programs, such as voice navigation for our corporate website, the Vodafone Speaking Phone service for the visually impaired, the sms service for deaf customers, as well as support for blind.gr, the information and communication hub for the disabled.

The Mobile Paediatrics and Dentistry Unit established in cooperation with Medecins du Monde in 2003, which has already traveled around all of Greece providing paediatric care to 55,000 children, has extended its activity to areas of Athens and Thessaloniki, where problems are exacerbated. The Mobile Unit offers paediatric and dental care, as well as vaccination coverage to children without access to health care services for financial and social reasons.

The 11th Report presents the programs which we implemented and will continue to develop, our objectives and results achieved in the last financial year, as well as our commitments for the new financial year. For the 9th consecutive year, we are following the Global Reporting Initiative (GRI 3.1) guidelines, to ensure that our results are reported objectively and transparently. In recognition of our endeavor to constantly improve the range and accuracy of information included in the Corporate Responsibility and Sustainability Report, we are proud to announce that the content of this year's Report has once again been rated at GRI application level A+, and again is compliant with the principles of the AA1000 standard following an audit by an external, independent body.

Glafkos Persianis  
Chairman of the Board of Directors & CEO

## Our mission

To be the leading company in communications and to be admired for our business principles, our responsible operation, our multifaceted work and services that contribute to sustainability.



### Responsible behavior

We are committed to acting responsibly in all our activities to maintain the trust of our customers, our employees and other stakeholders.



### Eco-efficiency - doing more for customers with less

We aim to reduce environmental impacts in our operations and across our value chain, from design and manufacturing of products by suppliers through to use and disposal by our customers.



### Contribution to sustainable societies

We aim to utilise our technology and offer innovative products and services to support the Greek economy while also generating parallel benefits for the environment and Greek society. At the same time, we are also collaborating with respectful institutions and foundations to implement long-term programs that place emphasis on children.

The multi-faceted Vodafone Greece Sustainability program is defined through the Risk Assessment process and the Stakeholder Engagement Survey, both conducted every two years for all company's operations (see pages 9-11). Based on the results of these processes, the areas where we focus our activities, with systematic actions and measurable results, are:

#### Responsible behavior

1. Mobile Phones - Masts - Health - Network Deployment
2. Customers
3. Safe use of the internet by children and teenagers
4. Supply Chain
5. Employees

#### Eco-efficiency

6. Energy efficiency and use of renewable energy sources
7. Recycling
8. Use and promotion of environmentally friendly products and services

#### Contribution to sustainable societies

9. Use of mobile communications technology, products and services for the purpose of:
  - ↳ Supporting the Greek economy
  - ↳ Supporting Greek society
10. Programs for the Children - Employees Volunteerism
11. Vodafone World of Difference

This is the 11th Vodafone Greece Sustainability Report which presents the management practices and the results of our actions for the financial year from 1 April 2012 to 31 March 2013 (2012-2013 period).

The information relates to VODAFONE PANAFON S.A. and its operations at its central and regional offices, its telecommunications network and its shops (own and franchise\*) and does not include associates or hellas online.

\*

The operation of franchise shops is not taken into account in the data included in the Eco-Efficiency section of this report, with the exception of data for the Mobile Phones, Accessories and Household Batteries Recycling Program.

## Note

- ↳ The term Vodafone Greece refers to the Greek company, while 'Vodafone Group' refers to Vodafone Group Plc which indirectly holds 99.871% of Vodafone Greece's share capital.
- ↳ The 2012-2013 objectives cited in this report were laid down in the Report for the 2011-2012 financial year, which is available on the website [vodafone.gr](http://vodafone.gr).

## Sources of information

All information included in this publication is also available on the company's website. For more information you can visit the website [vodafone.gr](http://vodafone.gr).

- ↳ The current Sustainability Report that refers to the financial year 1 April 2012-31 March 2013, as well as all previous Reports are available at [vodafone.gr](http://vodafone.gr).
- ↳ Vodafone Group Sustainability Report is available at [vodafone.com/Sustainability](http://vodafone.com/Sustainability).

## Comments

We welcome your feedback about our activities in the Corporate and Sustainability area and about this publication.

### Please send your views to:

#### Vodafone

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## Vodafone Greece Sustainability Report Data Audit

The assurance of Vodafone Greece selected performance data related to sustainability, inclusive of the self declaration of the GRI Application Level and the adherence to the principles of AA1000 standard, were assigned to KPMG Advisors AE, a Greek Societe Anonyme and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ('KPMG International'), a Swiss entity. Information regarding KPMG's work as well as the relevant Content Assurance Report can be found at the end of the Sustainability Report.

## Vodafone Group - Vodafone Greece: Key financials and statistics

Vodafone Group	2012-2013 (€ m)	2011-2012 (€ m)
Revenue	44,445	46,417
Adjusted Operating Profit	11,960	11,532
Free cash flow	5,608	6,105
Customers (m)	403.8	404.7

Vodafone Greece	2012-2013 (€ m)	2011-2012 (€ m)
Turnover	912.02	1,013.03
Earnings before interest, taxes, depreciation and amortization (EBITDA)	189.80	188.15
Earning before taxes	-27.57	117.74
Net sales	366.03	402.24
Total investment in assets	545.99	610.80
Cost of goods sold	2,877.87	2,915.32

**05/2012** Vodafone Greece won the Green Telecom Excellence award as the best communications company that implements programs that contribute to efficient use of natural resources across all its operations

**05/2012** For the second consecutive year, the Vodafone Group Foundation organized the Smart Accessibility Awards, a competition open to designers from all over Europe with the aim of developing new applications that can improve the quality of life of the elderly and disabled

**06/2012** Mr. Nikos Sofokleous resigned as Chairman of Vodafone Greece's Board of Directors. Mr. Glafkos Persianis took up the post of Chairman of the Board of Directors

**06/2012** Vodafone Greece actively supports the Greek economy, showcasing Greece as a tourist destination with its new Vodafone Explore Greece application

**06/2012** Vodafone Greece released a new application "Vodafone Safety net" which allows parents, easily and free of charge, to define how their child uses a smartphone's functionalities

**07/2012** Vodafone Greece is supporting Greek professionals and SMEs, offering the new Business Plans 'Vodafone My Business' that cover any modern business' communication needs in a cost-effective, reliable manner

**07/2012** The company launched the Youth Safe Pack via Vodafone Greece shops, the first card designed specifically designed for children

**07/2012** Vodafone Greece won a top award at the new Business IT Excellence Awards for initiatives relating to the development and implementation of IT systems to optimise product and service provision to customers and to utilisation of its mobile communications technology to develop and run a Telemedicine program

**07/2012** Vodafone Greece innovates in the Greek Market, with the launch of Vodafone eForum, a forum that allows anyone interested to find solutions or answers to questions about mobile communication products and services

**07/2012** Vodafone Greece won the prize for the best Customer Service Center of the Year as part of the National Customer Service Awards for the third year in a row

**09/2012** Vodafone received the Auspices of the Ministry of Mercantile Marine for its telemedicine program

**09/2012** Vodafone Greece supported Medicins du Monde for the 10th consecutive year, extending the activities of the mobile pediatric unit by making more visits in Attica and Thessaloniki, responding to society needs

**10/2012** Investing in the continuous development of its network Vodafone Greece was the first company in Greece to utilize the 900MHz frequency for better 3G coverage

**10/2012** Vodafone Greece was the first company to bring 4G to Greece with speeds of up to 91.6 Mbps

**10/2012** Vodafone Greece launched a new University Mobile Internet service for students allowing them to experience rapid mobile internet speeds at the lowest cost in the market

**10/2012** University and TEI students were given the option to pick up their student IDs at Vodafone Greece's shops nationwide at no cost

**11/2012** A new CU advertising campaign was launched: "When you're young it's like you've got some bug ... this desire to change the world. You'll get over it just as easily as you got it!"

**11/2012** Vodafone Greece offered the Internet All Day service abroad, which allowed individual and business users the chance to enjoy surfing the internet all day when travelling abroad for an additional charge of just € 2 a day

**11/2012** Vodafone Greece ran an employee volunteer program to collect food for the Child and Family Support Centers run by the SOS Children's Villages

**12/2012** For the 10th consecutive year, Vodafone Greece published its annual Sustainability Report

**12/2012** Vodafone received the Auspices of the Ministry of Health for its Telemedicine program

**12/2012** Vodafone Greece presented Vodafone@The Mall Athens, a shop that is bound to be a unique destination for anyone wanting to experience a special level of technology and customer service up close

**12/2012** Vodafone Greece was the first and only company to allow subscribers to use their tariff in more than 160 countries around the world for a simple, daily charge

**12/2012** Vodafone Greece won the Grand Effie for its 'Usage control' advertising campaign, and a Silver Effie for its TV advertisements for the telemedicine program

**12/2012** Vodafone Greece won a Grand Award in the Energy Mastering category and another 3 awards in the Energy Efficiency, Services and Green ICT categories at the new Environmental Awards 2013

**12/2012** Vodafone Greece announced a new, additional wholesale price reduction on termination charges for calls from all telecommunications networks to its network, effective from 1.1.2013

**02/2013** Vodafone Greece exclusively launched the Vodafone 4G Mobile Wi-Fi R210, the first Wi-Fi Hotspot device that subscribers can use to enjoy the new age of 4G speeds on the handsets they already have

**03/2013** The Vodafone Greece website (vodafone.gr) was redesigned to offer a better online experience to visitors by offering faster navigation and easier online purchases

**03/2013** The Vodafone SMART II proved to be the top selling smartphone in Greece over the previous 7 months

**03/2013** Vodafone became global leader in terms of M2M networks and standards



## Managing Sustainability

As businesses face increasingly more reserved stakeholders as a result of the economic crisis and the consequent lack of trust in large enterprises, the need for transparency has become all the more vital. Vodafone Greece has worked hard to rise to this challenge and to put in place suitable management systems certified by recognised bodies. We recognise that maintaining and building trust, which is of vital importance, requires unwavering dedication and constant alertness. To that end, our systems continue to develop as we come face to face with new issues. We cannot avoid all ethical business issues we might have to face, but our Business Principles are designed so as to ensure that our stakeholders know that Vodafone Greece always endeavors to make responsible choices.





## Responsibility is part of our Business Principles, Strategy and Governance

### Our Code of Conduct

As a responsible company we must ensure that we enjoy the trust and respect of all our stakeholders. Vodafone's Business Principles define our ethical standards so as to ensure the company goals are pursued within a framework of agreed principles and values, which will determine the everyday conduct and practice of its employees. Our corporate values will explicitly define all employees responsibilities which are—directly or indirectly—affected by business activities.

The Code of Conduct seeks to provide specific guidelines on our day-to-day conduct and to help attain company targets and priorities. All company employees have been informed via the Code of Conduct about how to deal with corruption. The Code of Conduct requires that all employees act fairly, honorably and with integrity in their dealings with all stakeholders. It is one

of the tools used to ensure that we will continue to be a responsible business.

In 2012-2013 we updated the Code of Conduct and in October 2012 a meeting was held with the management team to explain the updated Code of Conduct to members of that team and to the entire company. At the same time, a Code of Conduct e-learning program was developed attended by 55% of employees. Every year the management team signs a statement that it accepts the Code of Conduct and undertakes to implement it. All employees are responsible for implementing the Code of Conduct, and managers are responsible for briefing those under them.

All employees are obliged to report any incident or possible situation by utilizing the clearly defined procedures which have been put in place. Failure to comply with the Code of Conduct is examined by the Business Conduct Committee which has been set up, and this can lead to appropriate disciplinary measures being imposed. No case of corruption was drawn to the Committee's attention via the available communication channels this year.

### 2012-2013 objective

Harmonisation of the whistle blowing mechanism with the proposed mechanism by the Vodafone Group for handling cases of corruption.

### 2012-2013 result

The mechanism was brought into line with the one proposed.

### Degree of success

100%

### ► 2013-2014 objective

All cases of corruption reported via available communication channels will be investigated and drawn to the board's attention.

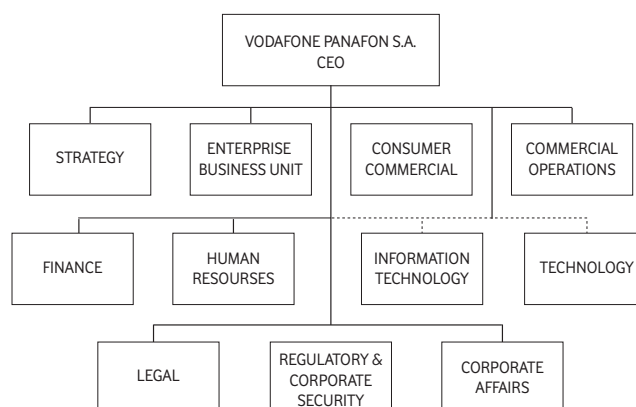
## Our Business Principles

1. Individual conduct: We will act with honesty, integrity and fairness in our dealings both internally and externally. We will not tolerate any form of bribery, including improper offers of payments or gifts to or from employees. We will avoid any contracts that might lead to, or suggest, a conflict of interest between personal activities and the business. We will neither give nor accept hospitality or gifts that might appear to incur an obligation. We will pursue mutually beneficial relationships and seek to promote the application of our Business Principles with our business partners and suppliers.
2. Compliance with the law: We will comply with the provisions of all applicable domestic and international laws and appropriate standards and principles.
3. Health and safety: We will protect the health, safety and wellbeing of our customers, employees, partners and the communities in which we operate and disclose any information that comes to our knowledge that clearly demonstrates that any of our products or services breach internationally accepted safety standards or guidelines.

4. Financial integrity: We will provide the best possible return for our shareholders over the longer term. We will base our investment decisions, acquisitions and business relationships on economic criteria but will also take into account social and environmental considerations.
5. Public policy: We will voice our opinions on government proposals and other matters that may affect Vodafone and our stakeholders. We will not make gifts or donations to political parties or intervene in party political matters.
6. Communications: We will communicate openly and transparently with all our stakeholders within the bounds of commercial confidentiality. We will protect confidential information from improper disclosure, and any authorised communication of confidential information should be limited to individuals who need it to carry out their work.
7. Customers: We will value the trust our customers place in us and will safeguard the information provided to us.
8. Employees: We will base relationships with and between employees on respect for individuals and their human rights and will not tolerate child labour. We will not accept any form of discrimination, harassment or bullying. We will pursue equality of opportunity and inclusion for all employees through our employment policies and practices.
9. Communities and society: We will engage with local communities to help us understand and respond to any concerns they may have, for example in relation to network deployment. We will always provide our stakeholders with access to correct, relevant and current information and build

trust through integrity, transparency, honesty and objectivity. We will invest in society in a way that makes effective use of our resources, including support for charitable organisations.

10. Environment: We will commit to protecting the environment. We will minimise our use of finite resources (such as energy, water and raw materials) and the release of harmful emissions to the environment (including waste, air emissions and discharges to water). We will seek to improve the environmental performance of the products and services we provide, as well as support those that offer environmental and social benefits to our customers.



In addition, the Vodafone Group's Corporate Governance and Policies Manual (available at [vodafone.com](http://vodafone.com)), which all members of the Group are obliged to adhere to and which is revised at regular intervals:

- ▮ covers optimum management of potential business risk
- ▮ stresses the importance of vision and values
- ▮ provides information about the structure of the Group's various teams, their competences, and sectors where guidance is required.

## Our Corporate Governance

Corporate Governance is a set of principles used to promote responsible management, running, organization and control of a company. Vodafone Greece attaches particular importance to Corporate Governance and has developed a set of principles and rules to ensure that the company operates in a transparent manner and to ensure that the company is managed in line with the interests of all stakeholders. Within this framework, we have the committees:



Age range								
	Board of Directors		Executive Committee		Management Committee		Internal Audit Committee	Business Conduct Committee
	Men	Women	Men	Women	Men	Women		
35-44	-	-	3	1	5	2	See page 8	See page 8-9
45-55	5	-	4	-	5	-		
>55	-	-	-	-	-	1		
Total	5		8		13			

### Board of Directors

Vodafone Greece is managed by the Board of Directors consisting of 3 to 11 Directors. The members of the Board of Directors (who are first line executives) are appointed by the shareholders of the company for a five year term, automatically extended until the first regular General Meeting following the expiration of their term, which term cannot exceed a six year period. The members of the Board of Directors, shareholders or not, can be re-elected and are freely revocable.

The Board of Directors has the responsibility for the administration (management and disposition) of the company's property and the representation of the company. It decides generally on all issues concerning the company including (indicatively: the raising of loans, the approval of the years financial statements), guarantees in favor of third parties and the entrusting of the management of the company to third parties within the frame of the company's object, with the exception of those which, pursuant to the law or to articles, belong to the exclusive authority of the General Meeting.

The Board of Directors may, exclusively and only in writing and by special resolution, entrust the exercise of all or several of its powers and author-

ities (except for those requiring collective action), as well as the representation of the company, to one or more persons, among its members or not, determining at the same time the extent of their authority. In any event the authority of the Board of Directors is subject to the provisions of Articles 10 and 23a of C.L. 2190/1920, as in force. Especially for the cases where it is imperative for the company to be represented by personal appearance before any Court, Prosecutor or other Judicial Authority, in order to testify under oath, submit lawsuits or file a complaint and to relinquish from these actions, attend as civil plaintiff before any penal court both in the prejudicial stage and in the court hearing stage and to relinquish from this attendance, initiate judicial process against penal court decisions and orders and relinquishment from these actions, the company is duly and legally represented apart from the Chairman, by the Deputy Chairman and Chief Executive, by any Director of Division or subdivision, or regional division and for cases regarding Vodafone Shops by its manager or his substitute.

Immediately after its election the Board of Directors meets self-invited or after invitation by the elder of the Directors and is organized as a corporate body electing its Chairman and Vice Chairman. The Board of Directors may elect one

Managing Director (Chief Executive Officer), only among its members, determining at the same time their authority. The capacity of the Chairman or the Vice Chairman can coexist in the same Director with the one of the Managing Director. The Chairman of the Board of Directors conducts the meetings. The Chairman, in his absence or hindrance, is replaced to the full extent of his authority by the Vice Chairman and in case of hindrance of the latter, following a resolution of the Board of Directors, by the Managing Director, or by any other Member of the Board.

If for any reason, a Director's seat is vacated, the remaining Directors, as long as they are at least three, elect temporarily a substitute for the remaining time of the term of office of the replaced Director. Such election must be submitted for approval to the first following Ordinary or Extraordinary General Meeting. The actions of the Director who was elected this way are considered valid, even if his election is not approved by the General Meeting. After the annual accounts (annual financial statements) have been approved, the General Meeting, by a special vote conducted by roll call, resolves on the release of the Board of Directors and the Auditors from any liability for compensation. The Board of Directors and the employees of the company vote only with shares they own. The release of the Board of Directors is invalid in the cases of Article 22a of Codified Law 2190/1920.

More information regarding the Board of Directors, is available on the websites [vodafone.gr](http://vodafone.gr) and [vodafone.com](http://vodafone.com).

### Executive Committee

The CEO set up the Executive Committee to assist him in his work and its activities include:

- Reviewing financial and business trends and evaluating the suitability and appropriateness of company strategy.
- Reviewing organizational issues.
- Setting business priorities.
- Taking business investment decisions.
- Reviewing major audit findings and deciding on the appropriate steps to be taken.
- Providing briefings about developments and/or new guidelines at Vodafone Group level.

The company's Executive Committee has 8 members; the CEO, the Commercial & Customer Service Director, the CFO, the Human Resources Director, the Technical Division Director, the Consumer Commercial Director, the Enterprise Business Unit Director and the Customer Operations Director. It meets twice a month after the end of each month to discuss results, and extraordinary meetings are also scheduled whenever they are considered necessary.

#### Management Committee

The CEO also set up the Management Committee to assist him in his work and its activities include:

- Reviewing company results.
- Reviewing the progress of important projects and deciding on the next steps to be taken.
- Providing briefings about developments and/or new guidelines at Vodafone Group level.

The company's Management Committee has 13 members namely all the 8 members of the Executive Committee and the Head of Legal and Company Secretary, the Corporate Affairs Senior Manager, and the Regulatory and Interconnection Senior Manager, the Strategy Director and the Products & Services Senior Manager. It meets once a month and there are a total of 12 meetings a year, but extraordinary meetings can also be scheduled if that is considered necessary.

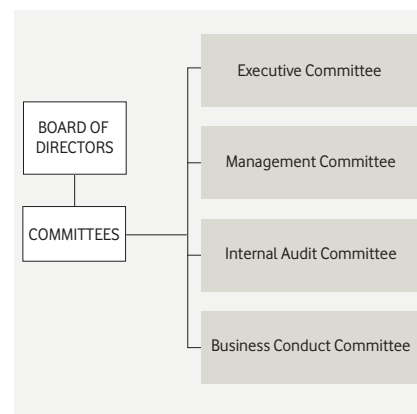
#### Internal Audit Committee

The Chairman of the Internal Audit Committee is the only official member of the Committee. He is not a company employee, but must come from the same regional unit of the Vodafone Group that the company belongs to, and must have a financial background. The Chairman of the Internal Audit Committee from time to time is proposed by the Vodafone Regional CFO and the Vodafone Group Audit Director and is appointed by the Company's Board of Directors. Two member of the Company's Board of Directors are invited to attend all Committee meetings as representatives of the Board and its Management Committee. For that reason the line-up of the committee cannot be broken down by age and gender.

The Internal Audit Committee meets as often as necessary to deal with issues within its remit. The minimum number of meetings is 2 a year.

The Internal Audit Committee's main mission is to assist the Board of Directors in complying with its audit-related obligations for audits of:

1. company internal audit procedures and systems
2. company risk management procedures and systems



3. company compliance with its legal and regulatory obligations
4. how issues arising from internal audits are handled, by analyzed and reviewing all management activities intended to address gaps identified by using the following internal audit mechanisms: Key Controls Questionnaires, Entity Level Control Assessments, Policy Control Questionnaires, SOX, Risk Matrices

At least once a year the Chairman of the Internal Audit Committee submits a report to the company's Board of Directors about the current internal audit system, the risk management system, the degree of compliance with company policies, and the degree of success in settling issues raised by internal audits.

#### Business Conduct Committee

The Board of Directors decided to establish a Business Conduct Committee which exercises disciplinary power within the company in line with its approved Labor Regulation. The Business Conduct Committee has 3 members; the Human Resources Director, the Chief Financial Officer and the manager of the department in which the employee charged with a disciplinary offence

#### Positions per gender

	Board of Directors	Executive Committee	Management Committee	Internal Audit Committee	Business Conduct Committee
Men	5	7	10	See page 8	See page 8-9
Women	0	1	3		
<b>Total</b>	<b>5</b>	<b>8</b>	<b>13</b>		

comes from. The Committee meets whenever there are disciplinary matters to be examined. For that reason the line-up of the committee cannot be broken down by age and gender.

The Business Conduct Committee is responsible for the following issues:

- Examining whether company staff complaints about working conditions in the company are well-founded, in line with the provisions and the restrictions in the applicable laws and Labor Regulation.
- Reviewing poor management of corporate affairs.
- Hearing the employees involved or other witnesses in line with Articles 24 or 25 of its Labor Regulation.
- Contacting Executives or other company employees to obtain information, if necessary.
- Inviting company employee's charged with a disciplinary offence to provide explanations.
- Taking a reasoned decision on whether or not to impose a disciplinary measure after disciplinary proceedings are over.
- Briefing the CEO, submitting disciplinary measure imposed for approval and notifying its decision to impose sanctions to the employee concerned within a reasonable time period.

### Assessing the impact of our operations

Every two years Vodafone Greece performs a Risk Assessment to identify the risks and opportunities arising from company operations, as well as its products and services. The following aspects of Corporate Responsibility and Sustainability are examined:

#### Responsible operation

1. Responsible Network Deployment
2. Electromagnetic fields (EMF)
3. Content Services – Spamming
4. Confidentiality of Communications
5. Responsible Mobile Phone or Internet Usage
6. Responsible Marketing
7. Products and Services accessible to all
8. Suppliers – Associates
9. Corporate Governance - Legislative Compliance
10. Labor issues
11. Health and Safety

#### Eco-efficiency

12. Energy – CO<sub>2</sub> emissions
13. Waste
14. Cooling - Fire suppression systems
15. Products and services
16. Water – noise pollution
17. Emergencies

### Contribution to sustainable societies

18. Utilising products and services with a positive economic, environmental and social footprint

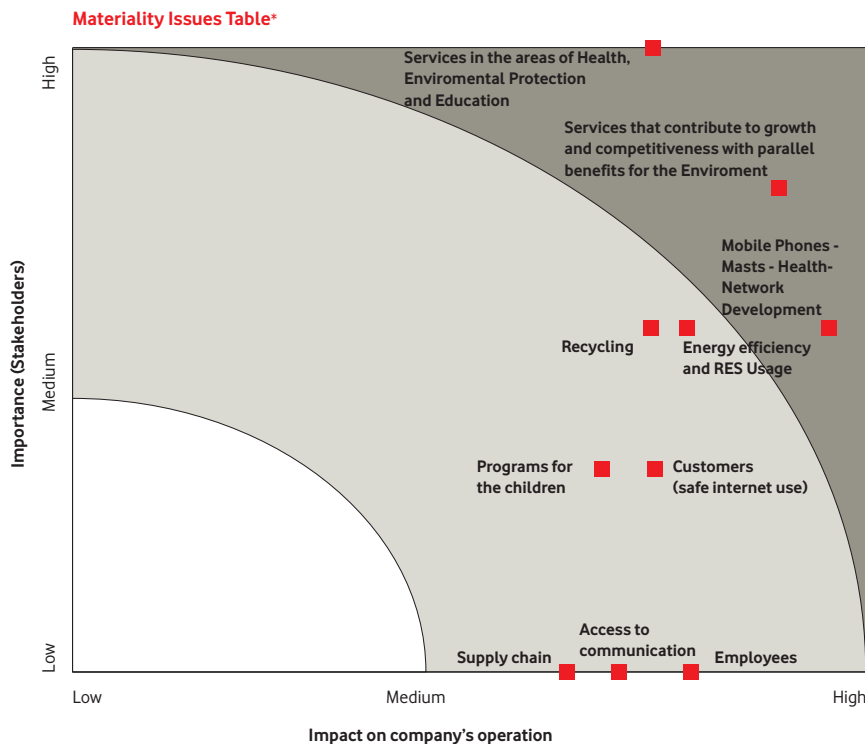
Risk Assessment includes the following 5 stages:

1. Identification of the direct and indirect impacts that Vodafone Greece's operations may have
2. Study of the relevant legislation, policies, and/or best practice codes, relevant to Vodafone Greece
3. Evaluation of the importance of identified impacts, based on the likelihood of their occurrence (on a scale of 1 to 5) and their potential impact (on a scale of 1 to 5)
4. Risk quantification
5. Prioritization and target-setting for programs the company is obliged to implement to minimize risks.

### Identifying our Stakeholders' expectations

In order to recognise the needs and expectations of our Stakeholders both in-house and in the environment in which we operate, we implement specific methods to foster dialogue and to create a suitable atmosphere in which opinions can be expressed and exchanged. The Stakeholders the company has identified in relation to Corporate Responsibility and Sustainability issues are as follows:

1. Non-Governmental Organizations (NGOs)
2. Government - Local Authorities - Institutions
3. Suppliers
4. Vodafone Shops (Franchises) and other Retail Partners
5. Journalists



6. Academia
7. Business Community – Business Customers
8. Local Communities (see page 22)
9. Base Station installation sites owners (see page 22)
10. Parents – Teachers (see pages 30-32)

### Stakeholder Engagement Survey

To better understand the needs and expectations of the society in which we operate, every two years we aim to carry out a survey using an independent research firm. That survey is three-pronged. The first stage is a quantitative phone survey which is followed by in-depth interviews which are held in parallel with focus groups.

The following Stakeholders participate in the aforementioned survey:

1. Non-Governmental Organizations (NGOs)
2. Government - Local Authorities - Institutions
3. Suppliers
4. Journalists
5. Academia
6. Business Community – Business Customers

In 2012-2013 we conducted our fourth Stakeholder Engagement Survey. Some of its main results are presented below:

- More than 7 out of 10 Vodafone Greece Stakeholders agreed with the company's missions on a specific topic and in relation to the sectors in which action is taken, the contribution of the sustainability of society was considered to be important than other sectors.

- Almost 6 out of 10 Vodafone Greece Stakeholders considered that compared to 2-3 years ago, the company's sustainability programs has improved while almost 2 out of 10 took the value that it remained unchanged. In this survey stability is associated with positive concepts for the company such as continuity, consistency, stability in the quality of services and Sustainability programs.
- More than 6 out of 10 Vodafone Greece Stakeholders would express a positive view about the company's sustainability program whether asked or spontaneously, which reflects a 6% drop compared to the 2010 survey.
- Almost 9 out of 10 Vodafone Greece Stakeholders responded positively about whether they would recommend the company to a third party, taking into account its work in the sustainability sector, coupled with the areas in which it is active.
- 8 out of 10 Vodafone Greece Stakeholders trust the company. Trust continues to be primarily related to their degree of satisfaction as customers in terms of the services and products offered, and the company's perceived prestige which is indirectly associated with its strategy in the sustainability sector.

\* This table depicts the material issues that derived from the Risk Assessment in conjunction with the importance they attach to these issues the Stakeholders, based on the processing of the Stakeholder Engagement survey results.



## General public survey

Moreover, at Vodafone Greece we conduct a systematic nationwide survey of a representative sample of the general public investigating consumer perceptions of company's brand image. This survey reflects the degree to which the general public considers Vodafone Greece is a company that operates responsibly towards society as a whole compared to other mobile communications companies and supports the country's economy and society in practical terms.

We also evaluate the positive perception of our actions in the sustainability field based on annual surveys conducted by independent firms in Greece. According to the annual Awareness and Social Behavior Index (ASBI) prepared by ME-DA Communication and VPRC, Vodafone Greece was in 4th place in the CSR composite index which is comprised of companies which are examined in terms of the recognizability, popularity and penetration of their CSR activities.

## Employees survey

In July 2009 we conducted the first in-house survey to measure employee knowledge and perception of, involvement in and importance for them of the Corporate Responsibility and Sustainability programs we run. Employees were asked to evaluate these programs, to declare how often they took part in them and to state their intention to participate in new programs. In 2010-2011, the survey was carried out a second time and based on its results (available in the 2010-2011 Report) we planned and implemented:

- ▢ information – awareness raising actions for employees about the company's environmental programs (see page 55).
- ▢ volunteer program involving company employees (see pages 67-68 in the Social Investment section).

## 2012-2013 objective

1. Carry out the 4th Stakeholders Survey
2. Carry out an Employee Survey

## 2012-2013 result

1. The survey was carried out.
2. The survey was rescheduled for 2013-2014 due to other internal events activation.

## Degree of success:

1. 100%

2. -

## ► 2013-2015 objective

1. Carry out the 5th Stakeholders Survey
2. Carry out the Employee Survey.

## Integrating responsibility into our Management Systems

At Vodafone Greece we have developed management systems which are certified by accredited bodies. In this way we ensure an even more systematic and efficient approach to Corporate Responsibility and Sustainability issues.

### ISO 14001

The Environmental Management System we implement for all our activities and facilities has been certified according to the requirements of the ISO 14001 standard since June 1999 (Certificate No. 04.33.01/006 ELOT). In October 2012 the annual surveillance audit of the Environmental Management System was successfully completed by the certification body Lloyd's Register Quality Assurance (Certificate No. 362212Δ).

### OHSAS 18001 2007

The Occupational Health and Safety Management System we implement for all our operations has been certified according to the requirements of the OHSAS 18001 2007 standard. In 2012 the company successfully obtained re-certification of its Occupational Health and Safety Management System from the certification body Lloyd's Register Quality Assurance (Certificate No. PIR0362212/C).

### ISO 9001 2008

The Quality Management System we implement for all our operations has been certified according to the requirements of the ISO 9001 standard since March 1996. Since July 2002 the Quality Management System implemented at the Vodafone Greece's Shops has also been certified according to ISO 9001. This was an innovative step; Vodafone Greece was the first retail chain in the country to receive such a distinction. This certification ensures that all points of sale across the entire country offer the same high standard of service, follow the same procedures and implement practices focused on the customer. In September 2011 the annual audit to maintain the two Quality Management System certificates in force for the company and Vodafone shops was successfully completed. Certification was carried out by the certification body Lloyd's Register Quality Assurance (Certificates Nos. PIR362212/A and PIR362212/B).

### ELOT EN ISO/IEC 17025

Vodafone Greece has an EMF Measurement Lab (75MHz – 3GHz), accredited by the Hellenic Accreditation System, since March 2009, in line with ISO/IEC 17025/2005 standard (Accreditation No. 533). In March 2012, Lab's accreditation was extended to environmental noise measurements, while radio frequency range

Vodafone Greece certifications



was extended to 6GHz (Accreditation No. 533-2). In February 2013, the company successfully renewed Lab's accreditation from the Hellenic Accreditation System (Certificate No. 533-3). These accreditations come as recognition of the reliable scientific work Lab does and its problem-free operation. Lab is fully equipped and staffed with suitable personnel who carry out EMF and environmental noise measurements in accordance with national and international guidelines and standards. The accreditation certificate ensures that Lab measurements are completely accurate and reliable. The validity of the procedure is ensured by the annual audit performed by the Hellenic Accreditation System.

#### ISO 27001: 2005

Since 1999, as the first Greek mobile communications company and the first in Europe and the Group Vodafone, has been certified for its Information and Data Security Management System in order to provide the maximum possible security and protection of our customers' data (BS 7799). In June 2007, our company certified with the newest standard ISO 27001: 2005, which includes 133 security mechanisms and organizational measures (Certificate No.: 362212 / F). The implementation of this system provides an integrated framework through which the security risks are identified, tested and evaluated systematically as well as proposed the security mechanisms to ensure the necessary protection level on our subscribers or employees data. In 2012 the certification body Lloyd's Register Quality Assurance successfully completed the annual surveillance audit of the Information and Data Security Management System.

Also, in collaboration with the Vodafone Group has analysed, proposed and agreed a detailed action time plan in order to Vodafone Greece has in place a comprehensive Privacy Risk Management System. The implementation of necessary measures and mechanisms will be aimed at strengthening the confidence of subscribers, and compliance with the relevant regulatory framework ensuring that the data will be used by authorised users without reducing the degree of their privacy.

#### ISO 22301:2013 - BS 25999-2:2007

Vodafone Greece's Business Continuity Management System, which applies to the planning, development, implementation, operation, maintenance and surveillance of mobile communications networks to provide 2G and 3G voice services, Short Message service, Mobile Broadband services, fixed telephony services and business customer internet services, as well as Customer Service operations, is certified for BS 25999 by the certification body Lloyd's Register Quality Assurance (Certificate No. 362212/H). Vodafone Greece is the first mobile communications company in the country to receive certification under that standard and one of the first within Vodafone Group. This certificate demonstrates the existence of an effective Business Continuity Management System which seeks to ensure the uninterrupted provision of critical Vodafone activities and services in the case of unforeseeable events. In 2012 the certification body Lloyd's Register Quality Assurance successfully completed the annual surveillance audit and extended the scope of application of the Business Continuity Management System to cover the running of its own shops. In addition the transition inspection was completed and the company obtained certification under the new ISO 22301:2012 standard (Societal security - Business continuity management systems) (Certificate No. 362212/K) from the same certification body. That standard replaces BS 25999-2:2007.

In March 2005, Vodafone Greece was informed of a security issue in its network. Software foreign to the network and capable of performing interception had been installed without Vodafone Greece's knowledge in the network software created, supported and maintained by an external supplier. The foreign software was removed without delay and the Greek authorities promptly informed. The authorities conducted investigations and subsequently made the matter public in February 2006. As a result, the Administrative Authority for Secrecy of Communications imposed a €76 million fine on Vodafone Greece, which the company duly paid. Vodafone Greece appealed against that to the Council of State, which handed down judgment No. 3319/2010 which accepted the application and overturned the entire fine. The Administrative Authority for Secrecy of Communications re-examined the case in January 2013 and imposed a total fine of € 50.6 million on Vodafone Greece, that the company duly paid. The company filed a petition for annulment before the Council of State, but the hearing for that case has not yet been set.

Likewise, the National Telecommunications and Post Commission (EETT) imposed a €19.1 million fine on the company. The company lodged an appeal against that Decision before the Athens Administrative Court of Appeal. Judgment No. 1237/2011 rejected that appeal. The Company has now filed a petition for cassation before the Council of State against that judgment, and the hearing date is set for October 2013.

#### 2012-2013 objective

Successful evaluation of the management systems implemented by independent validation agencies.



## 2012-2013 result

Management systems successfully evaluated.

## Degree of success

100%

## ► 2013-2014 objective

Successful evaluation of the management systems by independent validation agencies.

## Focusing on compliance with Group policies

Both the Vodafone Group and Vodafone Group have put in place a mechanism to monitor compliance with the Group's standards and policies. The compliance mechanism consists of executives in charge of the company's certified systems and others who handle the business risks relevant to its operations. Each year the Group's critical policies are reviewed and in-depth checks are made to see if Vodafone Greece operation complies with them. This enables us to be quite certain about the level of compliance and to identify tangible, measurable areas that need improvement. The methodology is the same right across the Group, tailored to the risk that non-compliance with policies entails for the group, while the use of specialised staff within the group to evaluate what is going on ensures the reliability of the results and provides a consistent image about compliance issues to Management. The company officers responsible for processes and policies evaluate their own level of compliance with Group policies every year.

## ► 2013-2014 objective

Successful evaluation of the implementation of 6 critical policies the Group has focused on.

## Integrating responsibility into our organisational structure

- ▮ Vodafone Group and Vodafone Greece have both set up Corporate Responsibility and Sustainability departments.
- ▮ The Vodafone Greece Corporate Responsibility Department participates in Vodafone Group Sustainability Team.
- ▮ To ensure better coordination of Corporate Responsibility and Sustainability issues, Vodafone Greece has also established the following inter-departmental committees:
  - the Energy and Environment Committee and Team charged with implementing sound environmental practices
  - the Content Standards Steering Committee, charged with continuous monitoring of content issues, including adult services made available via mobile phones. It is also responsible for validating and implementing local policies and for adapting international Vodafone Group guidelines on this matter
  - the Health and Safety Committee at work, responsible for identifying and investigating relevant issues and possible divergences from Greek legislation and company policies on employee Health and Safety issues
  - the EMF (Electromagnetic Field) Steering Committee, responsible for implementing Vodafone Group policies on EMF and safety issues and for ensuring compliance with Greek legislation.

## Evaluating our Sustainability performance

Based on procedures adopted by Vodafone Group in 2003, we evaluate our practices and activities at a quantitative level. More specifically, we collect the results of the programs we implement and organise that data into specific categories in line with our strategy in this field. We aim to ensure better management of that data and allow comparisons of performance on a year-on-year basis.

The results are collected twice a year basis and the results are included in this Report. There are over 300 indicators. Each year the indicators increase in number to cover the constantly expanding range of sustainability issues which we address.

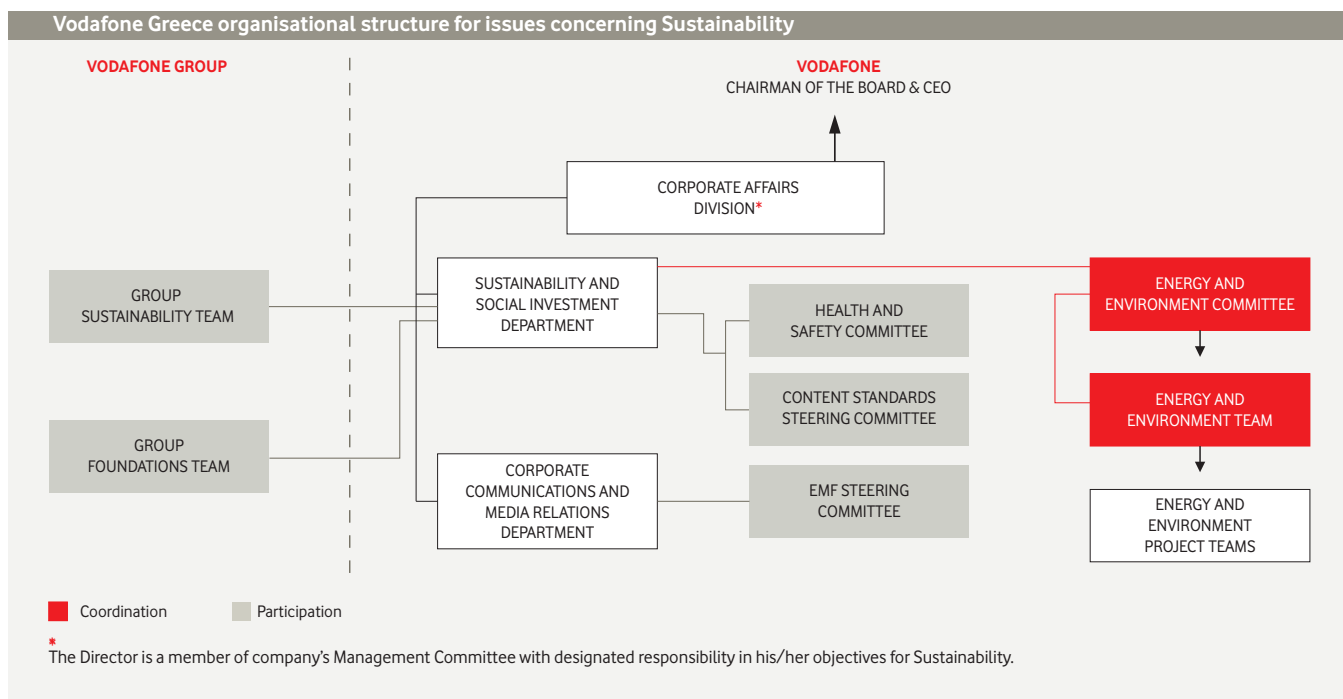
## Evaluating the reliability of our financial results

The US Sarbanes-Oxley Act was developed and adopted by the US Securities Exchange Commission (SEC) to promote the quality of financial reporting by:

- ▮ promoting basic principles of business ethics and corporate governance
- ▮ introducing internal mechanisms to manage business risks.

Given that the shares of Vodafone Group are also traded on US stock exchanges, Section 404 of the Act stipulates that the company should include the following information in its Annual Financial Report:

- ▮ a statement certifying the adequacy of the business procedures leading to financial reporting



- ▮ certification of financial results through detailed internal audits and operational processes
- ▮ corrective actions, measures and controls regarding such results..

Since 2004-2005, Vodafone Greece has also started implementing Section 404, by documenting and evaluating the effectiveness of internal mechanisms for business risk management and the main processes and transactions leading to financial reporting.

#### 2012-2013 objective

1. Check proper implementation and application of corporate processes and checks which safeguard: a) the correctness of financial results and b) company revenues.

2. Successfully obtain validation from independent auditors, who will certify the company's compliance with the requirements of Section 404 of the Sarbanes-Oxley Act.

#### 2012-2013 result

1. Successful assurance of proper implementation and application of corporate processes and checks, including corrective actions and changes that were required
2. Validation of company's compliance (comments for improvement were included but these have no impact whatsoever on the financial results) by independent internal and external company auditors, in accordance with the requirements of section 404 of the Sarbanes-Oxley Act.

#### Degree of success

1. 100%
2. 100%

#### ► 2013-2014 objective

1. Check proper implementation and application of corporate processes and checks which safeguard: a) the correctness of financial results and b) company revenues.
2. Successfully obtain validation from independent auditors, who will certify the company's compliance with the requirements of Section 404 of the Sarbanes-Oxley Act.

### Ensuring Business Continuity

A Business Continuity Management department has existed within Vodafone Greece since 1997 and its objective is to ensure the continuity of essential business operations and critical services/processes, safeguarding the company's brand, reputation and revenue.

During 2012, our business continuity planning activities focused on the following:

- improving the existing business continuity plans,
- testing the existing business continuity plans to ensure their effectiveness,
- continuing compliance with the BS 25999-2:2007 standard (see page 12)
- making the transition to the new ISO 22301:2012 standard (Societal security - Business continuity management systems) which replaces the BS 25999-2:2007 standard
- providing training and briefings to all employees.

#### 2012-2013 objective

1. Continue compliance with British Standard 25999-2:2007.
2. Keep Vodafone Security Portal updated to brief employees about Business Continuity issues.

#### 2012-2013 result

1. Successful surveillance audit of the Business Continuity Management System in line with BS 25999-2:2007 and a successful transition to the new ISO 22301:2012 standard (Societal security - Business continuity management systems) by extending the scope of the Business Continuity Management System to Vodafone Greece's own shops.
2. Continued renewal of the Vodafone Security Portal and training courses provided to the Technology and IT Divisions.

#### Degree of success

1. 100%
2. 100%

#### ► 2013-2014 objective

Continue compliance with the ISO 22301:2012 standard.

## Coming into line with the bribery legislation

In July 2011 the new UK law that combats bribery, known as the UK Bribery Act 2010, came into force. All companies in the Vodafone Group that carry on activity in England and other countries should come into line with the new bribery legislation.

Vodafone Group had issued, since 2008, a policy on combating bribery and corruption, in all the countries where it operates, including Vodafone Greece (Anti-bribery Compliance policy).

This policy was reviewed in June 2011 in light of UK Bribery Act 2010. Furthermore, Vodafone Greece issued the local policy (March 2012) which is in line with Vodafone Group's policies and the relevant clauses of the legislation in force.

The main principle is one of zero tolerance of bribery practices. Vodafone's employees must NOT receive or give any form of bribes.

In order to ensure that it fully complies with this principle, Vodafone Greece implements the following arrangements:

- Members of the management team and employees are systematically brief about the legal requirements in this sector (via seminars, presentations and e-learning tools), about how to deal with difficult cases of active and passive bribery, and about how to report instances of bribery

- Company suppliers are also briefed about the new requirements and special limits have been introduced for existing contracts as a result of evaluations carried out in line with the Vodafone Group's guidelines. It is also possible to report cases of bribery by contacting a specific email address as part of the 'Speak Up' program (see p. 33)
- Cases of bribery can be reported by company employees (who can provide their name or make an anonymous report) as part of the 'Speak Up' program (see p. 33)
- Written assurances are provided by all company Management team members about the non-existence of bribery cases are systematically provided.
- Risk assessments are carried each year out to identify high risk areas and to specify improvements that need to be made.

The Code of Conduct implemented by both the Vodafone Group and Vodafone Greece contains a special section on the need to comply with this specific legislation.

## Performing internal audits of our operations

Vodafone Greece's Internal Audit Unit is part of the comprehensive assurance model the company has put in place to optimize and harmonise its risk management activities.

The unit's primary role is to conduct an independent, objective examination of how the company operates and to propose ways to optimize that based on the practices adopted by other companies in the Group and generally accepted corporate governance and auditing practices.

The annual audit schedule is prepared based on the company's estimated exposure to major risks. Estimated exposure is determined based on risk assessments and the management

1. Corporate magazine for employees
2. Print for mobile phones recycling program



team's self-assessment auditing mechanism as well as the independent assessment made by the internal auditors. To ensure a high level of service is provided when implementing the schedule, auditors from other companies in the Group who are experts in high risk areas are actively involved in the audits carried out.

As part of its role, the Unit oversees the proper implementation of the annual self-assessment of the internal audit framework for all processes, and overall compliance with Group policies. The relevant questionnaires also cover Sustainability issues. The results of this assessment are signed off by the CEO to underscore the importance of this exercise.

## Exchanging examples of best practice

In the context of exchanging views, experiences and best practices and coordinating joint strategy on Sustainability issues, the Vodafone Group organises:

- ▢ a Sustainability video conference once a year attended by the relevant departments of companies in the Group from around the world,
- ▢ a monthly conference call among Sustainability officers from companies around the world,

### 2012-2013 objective

Exchange best practices.

### 2012-2013 result

Best practices exchanged.

### Degree of success

100%

## Collaborating with the academic community

In order to stay abreast of new trends which are emerging all the time in the mobile telephony sector, we collaborate with the academic community. We respond to students from universities and educational institutions who request information on our operations and procedures as part of the academic studies.

### 2012-2013 objective

Continue the program.

### 2012-2013 result

Respond to 25 students questionnaires.

### Degree of success

100%

## Membership of international and national organizations

Both, the Vodafone Group and Vodafone Greece are members of international and national organizations operating in the Sustainability sector. In particular, the Vodafone Group, and Vodafone Greece by extension as a member, belong to the:

- ▢ World Business Council for Sustainable Development (WBCSD)
- ▢ Global e-Sustainability Initiative (GeSI)
- ▢ CSR Europe

Likewise, Vodafone Greece is an active member of the Hellenic Network for CSR. Moreover, Vodafone Greece is a founding member of the Business Council of the Hellenic Federation of Enterprises for Sustainable Development, which participates in the regional network of the World Business Council for Sustainable Development

(WBCSD). The Vodafone Group, and Vodafone Greece, as a member, are also members of the Dow Jones Sustainability Index and the FTSE4Good Index. For more information regarding the above organizations', such as participation start dates, please visit the relevant websites.

## Communicating Sustainability principles

In March 2007 we commenced the first integrated print campaign covering the Sustainability area. At the same time, in 2006, we set up the 1256 line, a four-digit number that customers (whether post-pay or pre-pay customers) could send an SMS to, free of charge, asking for information about any topic relating to Sustainability. Company customers receive a reply SMS and if the question requires a more detailed response, informative materials are sent to the customer.

We supported/participated in the following conferences/workshops that promote the principles of Sustainability and convey them to the public:

- ▢ 7 June 2012: 10th CSR Conference hosted by the Hellenic-American Chamber of Commerce
- ▢ 17 October 2012: New Communication Technologies – New Services one-day workshop, hosted by the University of Patra's Science & Technology Museum
- ▢ 6 November 2012: "Studying using the internet" one-day workshop, hosted by the University of Patra's Science & Technology Museum
- ▢ 20 November 2012: Bravo 2012 'Dialogue for Sustainable Development' held by the Quality Net Foundation

1. The 'Hellenic Network for CSR' logo
2. The 'Hellenic Business Ethics Institute' logo
3. Presentation by Mrs. N. Zevgoli, Sustainability and Social Investment Supervisor, at the 10th CSR Conference, by the Hellenic-American Chamber of Commerce



Corporate magazine for employees

- 7 February 2013: 2nd Conference of internet security hosted by the Cyber Crime Unit.

In the workplace environment, which we consider as important, we took the following steps to provide our employees with more substantial information about the company's initiatives in the Sustainability field. The actions design aim to maintain and further improve the results of the Employee Survey conducted annually to measure knowledge, perception, participation and the importance for employees of the Sustainability programs we run.

- publication of 29 articles and 2 print inserts in the corporate magazine 'Joy',
- presentation of the results of our programs, prevailing global trends, and examples of best practices from other organizations on the company's Global Intranet,
- distribution of the Vodafone Sustainability Report for 2011-2012 in electronic format,
- use of flash banners on the company's Global Intranet and reminders in the Joy magazine featuring energy savings and office/home recycling messages,
- news about all company programs on the company's bulletin board,

- energy savings-related messages on the login screen,
- pop-up messages reminding employees to set air-conditioners for the seasonal temperature,
- special messages on the thermostats at our premises reminding staff to correctly adjust the temperature depending on the season,
- special signs on the outer doors of buildings with messages about the use of air-conditioners inside the buildings,
- hosting of a mobile phone recycling week for employees,
- redesign of recycling locations in all company buildings,
- bsafeonline one-day workshop organised for company employees,
- sending an email to all via the company's customised electronic bulletin board.

## 2012-2013 objective

1. Continue the campaign about the 'mobile phones recycling program' and 'safe internet use' program.
2. Information dissemination – awareness raising measures implemented.

## 2012-2013 result

1. The campaign was continued (print insert and flash banners).
2. Information dissemination – awareness raising measures implemented.
3. A new print and online company about safely surfing the internet was launched.

## Degree of success

1. 100%
2. 100%



## Responsible Behavior

**At Vodafone Greece, in parallel with achieving our commercial objectives we also take into account the impact of our operations on society as a whole and take suitable steps in that regard with measurable results. Depending on the extent of its activities - without this necessarily translating into financial outlays- the company is obliged to reduce the potential negative impact and bolster the positive impact on the world around it.**



## Mobile Phones - Masts - Health - Network Deployment

### Responsibly deploying our network

The rapid growth of mobile communications has familiarized us with mobile phone usage, but not with the technology required for their operation. As a result, while most people demand to be able to use their mobile phones everywhere and at any time, others are concerned about the way mobile communications networks operate. At Vodafone Greece, we deploy our network of Base Stations in line with the guidelines issued by international scientific organizations and strictly comply with the standards adopted in relation to public exposure limits to electromagnetic fields.

Mobile communications operation is based on a network of Base Stations which is used to transmit voice (conversations), text (SMS) and data (photographs, music, video, etc.). Based on the 2009 results of the Stakeholder Engagement Survey, one of the key issues that came up was how mobile communications companies deploy their network.

In addition to the national legislative requirements, Vodafone Group has also developed a specific policy and guidelines on Network Deployment which specify how the following issues are to be managed and implemented:

- ▮ radio wave emissions
- ▮ environmental impacts
- ▮ network location planning and selection

Safe exposure levels for the general public in Greece as a % of the EU's safe exposure levels						
Frequency range	70%			60%		
	E (V/m)	H (A/m)	P (W/m <sup>2</sup> )	E (V/m)	H (A/m)	P (W/m <sup>2</sup> )
900 MHz	34.5	0.0929	3.1	31.9	0.0860	2.7
1800 MHz	48.8	0.1313	6.3	45.2	0.1216	5.4
2–300 GHz	51	0.1339	7	47.2	0.1239	6

Table 1: Benchmark figures in the Greek legislation in various frequency ranges calculated using a 70% and 60% reduction in the E-field strength, H-field strength, and equivalent plane wave power density (P). Mobile communications networks operate at frequencies of 900, 1800 and 2100 MHz.

- ▮ communication with local government representatives and local communities living close to Base Stations
- ▮ awareness and support of Base Stations installation sites owners.

In Greece, the safety exposure limits (basic restrictions and reference levels) for the general public are specified in paragraphs 9 and 10 of Article 31 of Law 3431 (Government Gazette 13/A/3.2.2006) on electronic communications and other provisions, as modified by the Law 4070/2012 (Government Gazette 082/A/10.4.2012), as well as in Articles 2-4 of Joint Ministerial Decision No. 53571/3839 (Government Gazette 1105/B/6.9.2000) of the Ministers of Development, Environment, Planning & Public Works, Health & Welfare, and Transport & Communications on Protective measures for the public regarding the operation of land antennas. That Joint Ministerial Decision was based on Recommendation 1999/519/EC of the Council of the European Union on limitation of the exposure of the general public to electromagnetic fields (0 Hz – 300 GHz) (Table 1) (OJ L 199, 30.7.1999).

In addition, other safety factors have been incorporated into the safety exposure limits for the general public in Greece. More specifically, in the case of a Base Station installed within a distance of less than 300 meters from the perimeter of buildings housing kindergartens, schools, eld-

erly homes or hospitals, the limits in Greece equal the 60% of the EU Recommendation while in all other cases equal the 70%.

Vodafone Greece's mobile communications network has been designed and installed based on the 60% of the recommended safety exposure limits for the general public irrespectively of whether there exist kindergartens, schools, elderly homes or hospitals within a distance of up to 300 meters from the Base Station installation. To ensure compliance within the national legislation regarding exposure limits, the company submits a technical study on the radio emissions for every Base Station to the Greek Atomic Energy Commission (GAEC). Micro Base Stations (cells operation at very low power – total effective radiated power is less than 164 Weirp) are excluded from the aforementioned requirement. Moreover, the company has the Vodafone ISO/ 17025-certified Environmental EMF and Noise Measuring Lab carry out regular checks (measuring the level of EMF radiation and noise) on a part of its Base Station network each year in collaboration with academic bodies such as Universities, NTUA and the GAEC. During 2012-2013, 30 checks were carried out.

Region	Average representative Power Density value [W/m <sup>2</sup> ]
ATTICA	0.0631
EASTERN MACEDONIA & THRACE	0.0615
WESTERN GREECE	0.0622
THESSALY	0.0314
CENTRAL MACEDONIA	0.0635
CRETE	0.0537
SOUTHERN AEGEAN	0.0653
PELOPONNESE	0.0834
IONIAN ISLANDS	0.0092
WESTERN MACEDONIA	0.0595
NORTHERN AEGEAN	0.0529

EMF measurements from 13 regions of Greece (which measured power density units, W/m<sup>2</sup>) are presented in the following table. The specific measurements were performed either by the Vodafone Greece accredited lab, according to ISO 17025, or by independent authorities such as GAEC or Universities, responding to individual requests or implementing their obligations under Greek law.

In addition, mobile phones sold at Vodafone Greece shops comply with the ICNIRP guidelines on restricting the exposure of people to radio frequency (RF) fields. At the same time, we are also implementing an integrated information program for stakeholders and citizens about issues arising from the operation of mobile communications.

### 2012-2013 objective

1. Workshop for the promotion of Vodafone Group network deployment policy principles in order to inform the company's employees and contractors, whose responsibilities relate to deployment of the company's network and how it is operated.
2. Promote Vodafone Code of Conduct to company's contractors, whose responsibilities relate to deployment of the company's network and how it is operated.

### 2012-2013 result

1. In October 2012 the one-day workshop entitled "Mobile Telephony – radio wave emissions and research" was held. Employees from the Network Deployment & Operations and Corporate Affairs Divisions, as well as company associates, attended the workshop.
2. The evaluation of the Code of Conduct communication to all company's external partners and suppliers is under evaluation.

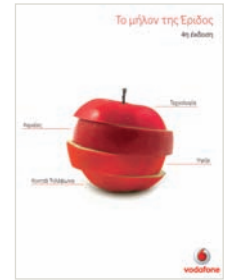
### Degree of success

1. 100%
2. 0%

### ► 2013-2014 objective

Workshop for the promotion of Vodafone Group network deployment policy principles in order to inform the company's employees and contractors, whose responsibilities relate to deployment of the company's network and how it is operated.

'The apple of discord: Technology, antennas, mobile phones, health'



## Implementing the Health and Safety of RF Fields Policy

At Vodafone Greece we implement a Health and Safety for RF Electromagnetic Fields policy that ensures protection from potential risks to the health and safety of employees and the general population from exposure to RF fields. The policy covers all phases in the lifecycle of Base Stations and terminals, from supply to commissioning and maintenance thereby protecting the safety of employees and the general population.

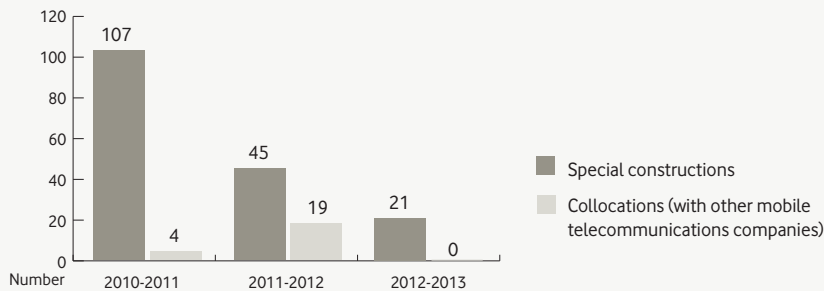
## Measuring exposure to RF fields from devices close to the body

Vodafone Greece requires that manufacturers of mobile phones sold at its shops take measurements of the Specific Absorption Rate (SAR) for terminal use next to the ear in accordance with the European standard EN50360 and IEC 62209-1. The company has also innovated by requiring that manufacturers measure SAR values following the new international protocol, that was published in 2010 for handsets use next to the body. These measurements are designed to check that the SAR is in compliance with the national and international standards.

Netpolis: Greece's first web-based game using mobile telephony technology



Annual special constructions - Collocations



## Visual impact

Aiming to reduce Base Stations visual impact, Vodafone Greece in 1998 began to design stylish small-scale antennas with a low visual impact in urban, semi-urban and sensitive surroundings. In particular, Vodafone Greece:

- develops alternative methods for integrating antennas into the existing built environment, so as to avoid interfering with the natural surroundings
- creates special installations at existing buildings and ensures co-location is achieved with other mobile communications companies. In 2012-2013 there were 21 special constructions and no collocations.
- special installations, which blend into the surroundings, are also used such as Stations in the shape of a palm tree or church tower, or even with the majority of the installations located underground. These special constructions relate to Base Stations located in areas of special interest such as archaeological sites or national parks.

## Compliance with environmental provisions

At Vodafone Greece we prepare the environmental studies required by the relevant legislation in order to ensure that any possible environmental impacts from the construction and operation of Base Stations are avoided. Depending on the Base Station category, we prepare either Environmental Impact Studies (EIS) or draw up and submit declarations agreeing to be bound by model environmental terms and conditions. Despite that, in 2 cases, a fine of €4,500 overall was imposed on the company, due to lack of proper studies. The complex, bureaucratic and time-consuming nature of the licensing and installation procedure of base stations functioned until June 2012 as a brake on the development of mobile telephony and uninterrupted communication among users. It is illustrative that more than 15 central/local authority services were involved in the licensing procedure while the time needed for licenses to be issued could reach 3 years.

The new legal frame set in 2012 shortens the procedure of antennas installation. The new procedure appoints EETT as one-stop-shop and allows construction of new antenna (or modification of existing one) within 4 months, having obtained a positive opinion from the Greek Atomic Energy Commission and the Hellenic Civil Aviation Authority (provided that no other competent government body has issued a negative opinion). Existing antennas under licensing procedure operate lawfully, under conditions, and a 24-month deadline is issued for the completion of the licensing procedure. It is worth noting that one of the most important objectives of the new legal frame is the simplification of the licensing procedure. The relevant authorities have issued environmental approvals for the 60% of the studies submitted by the company, while transfer of existing pending approvals is in progress, to the new legal frame of submitting declarations instead, where applicable, in order to accelerate the license procedure of the base stations.

## Public perception surveys on mobile communications, technology and health issues

The qualitative and quantitative public perception survey (2009) to learn the public's opinion about how responsible the company is on mobile phone, technology and health issues showed that the public's main concern is its lack of understanding about technology and the need for antennas and how they operate. In particular:

- 67% of those questioned did not know that a nearby antenna is needed for a mobile phone to operate
- 79% of those questioned are not concerned due to personal reasons but because of the information they had heard/read about health issues

1. Mobile measuring station  
'HERMES'2. Informative leaflet for  
'HERMES' program

- 60% of those questioned requested more information about the way mobile phones and antennas operate.

In addition, the results of the Special Eurobarometer survey No. 347 (June 2010) showed that the majority of Greek citizens (81%) are concerned about possible risks associated with EMF fields, while 53% said they considered mobile phones to be a potential source of serious health problems.

### Informing the public

- During 2012-2013, "The Apple of Discord: Technology, antennas, mobile phones, health" was updated. During the same period we distributed more than 20,000 copies of this booklet via the Vodafone Greece shops, by direct mailing or at info-meetings with Greek authorities, bodies, the mass media, to company employees as well as to the University of Patra, Technology Museum. This brochure explains (in easily comprehensible language) issues such as how mobile phones work, why we need antennas, the global and national regulatory framework for mobile communications and the views of the World Health Organization (WHO) and other respected international bodies on mobile communications, technology and health issues in easy-to-understand language. References, bibliography and information sources have also been included for readers in search of further scientific information.

- In 2012-2013 we updated the [vodafone.gr](http://vodafone.gr) website section entitled "Antennas, mobile phones, technology and health" and also updated our Global Intranet accordingly. We also offer training for company employees via the e-learning program entitled 'Mobile Phones, Masts and Health'. The program offers technically correct and scientifically documented information on all issues that staff should be fully and properly informed about so that they can answer any questions from the public properly. The program is available on the Global Intranet.
- In 2012-2013 we continued to provide NetPolis, Greece's first web-based game using mobile telephony technology. NetPolis was developed under the supervision of Professor Theodoros Samaras, Aristotle University of Thessaloniki, Radio Communications Laboratory. The players, via the website <http://www.netpolisgame.gr>, "build" their very own NetPolis mobile communications network by complying with the technical requirements and the key rules of Greek law for network deployment.

### Dialogue with Local Communities

We held more than 475 info-meetings with representatives of local government, national and regional media, associations and NGOs.

#### 2012-2013 objective

Communicate issues of mobile communications, technology and health based on scientific developments in line with the needs of stakeholders.

#### 2012-2013 result

Issues were communicated.

#### Degree of success

100%

#### 2013-2014 objective

Communicate issues of mobile communications, technology and health based on scientific developments in line with the needs of stakeholders.

### Awareness and support Base Station installation sites owners

Owners of sites where company Base Stations are installed are major players when it comes to network deployment and retention. The call center we designed and develop to handle site owners has been operating successfully since 2008 and handles a large number of questions and requests daily, enabling those requests to either be resolved immediately or sent to the competent departments for resolution.

In 2012-2013 in particular, the call center and the relevant company department received more than 17,000 calls including the number of calls made by base station owners directly to company employees. Almost all issues which arose were resolved and the average time to resolution was:

- Construction issues: 15 days
- Technical and procedural issues: 5 days
- Relations between owners and local communities: Immediate

The call center contributes to maintaining a climate based on collaboration between owners and our staff and ensuring they can rely on each other, and also to effectively managing issues which arise in good time so as to ensure the uninterrupted provision of company services and products.

1. Informative stand 'HERMES' in the Science Center and Technology Museum
2. Monitoring Station 'HERMES' in the Science Center and Technology Museum
3. Information program 'Enigma'



Our aim is to constantly improve Base Station owner customer service levels by further developing the call center so that it can handle the ever-increasing number of issues involved.

## Supporting innovative University information programs

### 'HERMES' Program: 24-hour monitoring of EMF

The 'HERMES' program is an innovative round-the-clock system for measuring and checking radio frequency electromagnetic radiation emitted to the environment from various sources such as radio and television station antennas, mobile communications antennas and radars. The 'HERMES' program is being implemented by the Mobile Radiocommunications Laboratory/National Technical University of Athens and the Radiocommunications Laboratory/Aristotle University of Thessaloniki. In order to improve the program in terms of know-how and to respond to requests for the installation of more measuring stations, the 'HERMES' program worked with the University of Piraeus' Internet and Telecom Systems, Services and Security Lab/Information Technology Department. The University of Piraeus collaborates with the National Technical University of Athens and the Aristotle University of Thessaloniki, which have overall responsibility for managing the 'HERMES' program. Program technological equipment has been provided to the universities by Vodafone Greece to allow them to implement the program.

The University laboratories check and confirm the measuring apparatus and post the results of measurements on the program website [www.hermes-program.gr](http://www.hermes-program.gr) on a daily basis. On the website visitors can search for all measurement results, find general information about EMF, the views of international organizations, the Greek legislation, sources of further information and an interactive e-learning tool. The program started back in November 2002.

In 2012-2013 the program was extended to 2 new locations, with a total of 124 measuring stations in 13 Regions around Greece. A monitoring station and an information stand, operate at the Thessaloniki Science Center and Technology Museum (NOESIS) with the support of Vodafone Greece. The HERMES SMS service also operates as part of the program, which allows Vodafone Greece subscribers, especially those with no internet access, to send a SMS free of charge from their Vodafone Greece mobile phone and receive information about EMF levels in the areas where 'HERMES' program stations are in operation. In April 2008 the Aristotle University of Thessaloniki's Radiocommunications Lab began running the Mobile HERMES service which measures and records EMF along main roads in urban areas. During 2012-2013, the HERMES Mobile Measuring Station took measurements in the Municipality of Ioannina in the Prefecture of Ioannina and in the Municipality of Paleo Faliro in the Attica Region.

In 2011 the new i-Hermes service became operational. This is yet another innovative service providing information to the public about the levels of the electromagnetic field in the environment. The service's innovative feature is that it can provide the public with immediate updates about the results of measurements on computer screens installed in communal areas. For example, one of the HERMES program's measuring devices is installed on the roof of a building (e.g. a municipal building) and presents on a computer screen, located at the public premises of the municipality, the levels of the electromagnetic field in the environment, in real time. In this way, in addition to the HERMES program's website, citizens are offered the option of being informed in real time at the location of interest. I-Hermes operates in our company buildings at Chalandri and Pallini, as well as in the YMCA building in Thessaloniki.

### The 'ENIGMA' Information Program about EMF

The 'ENIGMA' program is designed to develop a documentation center and to provide information to specialists and healthcare professionals providing public health and preventative medicine consultancy services. The program's scientific team records the level of knowledge among specialists and healthcare professionals about modern lifestyle and technological development issues in the field of mobile communications, and provides scientific guidance on those issues. The program has been running since November 2006 and is being implemented by the Health and Epidemiology Laboratory of the University of Athens Medical School and the Hellenic Society for Social Pediatrics and Health Promotion (HSSPHP). Vodafone Greece supports the 'ENIGMA' program.



The program's scientific team updates the bibliography every year and reviews new scientific articles every year. It also conducts research to record the views and opinions of specific population groups in order to determine their level of knowledge about the impact of EMF.

An info-sheet and website have been prepared for the program ([www.enigma-program.gr](http://www.enigma-program.gr)) with information about the technology used to generate EMF, bibliographic sources about the conclusions of well-respected scientific bodies, results of published surveys and polls/perception surveys on the level of knowledge among the general public and specialist population groups about EMF and health issues. Surveys are also conducted to record the views and opinions of specific population groups.

In 2012-2013, 5 info-seminars and 3 one-day workshops were organized for members of the Medical Association, health educationalists and medical schools. More than 380 people attended the seminars. At the same time, the program was presented to 8 Medical Conferences via an info-stand and relevant brochures were distributed. More than 4,200 brochures were handed out as part of the program.

#### 2012-2013 objective

1. Provide support for the activities of the National Technical University of Athens and the Aristotle University of Thessaloniki to extend the 'HERMES' program to 5 new locations.
2. Provide support for info-actions for the university programs 'HERMES' and 'ENIGMA'.
3. Provide support to the Aristotle University of Thessaloniki to conduct measurements via the 'Mobile HERMES' program, in 6 new areas.

#### 2012-2013 result

1. Support was provided for the activities of the National Technical University of Athens and the Aristotle University of Thessaloniki to extend the 'HERMES' program to 2 new locations.
2. There were no requests for info-actions in relation to 'HERMES' program. Implementation of 5 info-seminars and 3 one-day workshops in relation to 'ENIGMA' program.
3. Support was provided to the Aristotle University of Thessaloniki to conduct measurements via the 'Mobile HERMES' program, in 2 new areas.

#### Degree of success

1. 40%
2. 50%
3. 33%

#### ► 2013-2014 objective

1. Provide support for the activities of the National Technical University of Athens and the Aristotle University of Thessaloniki to extend the 'HERMES' program to 2 new locations.
2. Evaluation of the continuation of the ENIGMA program.
3. Provide support to the Aristotle University of Thessaloniki to conduct measurements via the 'Mobile HERMES' program, in 2 new areas.

## Customers

### Implementing responsible marketing practices and communication of our operation

In 2004 the Vodafone Group prepared a manual containing responsible marketing guidelines, which was updated in June 2012. The aim of those guidelines was to set advertising, promotion and responsible marketing standards so that Vodafone's marketing materials were legal, proper, fair, sincere and truthful, and respected people's differences in terms of age, gender, sex, religion and physical or intellectual abilities.

For example we are seeking to:

- ▮ develop and distribute innovative products and services to better meet our customers needs, offering them the maximum possible value in communication
- ▮ communicate without hidden charges, aiming to provide transparent information to our customers
- ▮ communicate simply and clearly, aiming to provide understanding of our messages from all the consumers.

We also took the following steps to ensure comprehension and transparency in relation to prices and charges for all our products and services whether aimed at individuals or businesses::

- ▮ preparation and updating of detailed tariff lists which were distributed to all sales channels,
- ▮ tariffs are displayed on the company website and updated after any changes,



Vodafone Usage Control



- reference is made to tariffs in all advertising flyers,
- any change in tariffs or special offers is announced in the press,
- use of letters, newsletters, microsites, presentations at meetings,
- clear-cut communications about the services we offer.

#### 2012-2013 objective

Review the responsible marketing guidelines manual.

#### 2012-2013 result

1. Revised guidelines were issued by the Vodafone Group.
2. Vodafone Greece's marketing materials were checked to ensure they are compatible with the new guidelines. No non-conformities were found.

#### Degree of success

100%

#### ► 2013-2014 objective

Check marketing materials in relation to the revised guidelines.

### Providing customers with the option to directly check tariff usage no matter where they are

Vodafone Greece is committed to being there for consumers, to listening to their needs and to reacting to them by offering reliable high quality products and services. Our primary concern is to improve the level of service we offer and to protect subscribers. We found inspiration in the fact that technological progress can make people's lives better but that frequently technology and human needs do not go hand

in hand. We therefore see it as our role to bring technological progress into line with real human needs. That's how in 2011-2012 we came up with the program "Keep on ... (make you need/goal a reality). We're here every time you need us," which is an attempt to depict real human needs and how we support them.

#### Cost Control

As a company that strives to meet our subscribers' need to have control over how much they pay, and to protect them in a simple, fast way from unwanted charges, Vodafone Greece offers since 2011 the Cost Control service:

- The service is automatically activated and is free of charge for all pre- and post-pay subscribers and business customers on Flexible and Unlimited tariff plans. Subscribers receive a free SMS once they reach 80% of the airtime or mobile internet usage allocated by their tariff plan.
- By logging on to [vodafone.gr/MyVmb](http://vodafone.gr/MyVmb) all Vodafone Mobile Broadband subscribers (whether individual or business customers) can register to receive a free SMS when they reach 80% and 100% of their usage. If someone exceeds the allowances as part of his tariff plan he is given the option to select an extra tariff plan, thereby ensuring even better cost control.
- All individual and business post-pay subscribers can call 1284 or send an SMS to that number at any time to check their remaining airtime / SMS allowance or mobile internet usage allowance for their mobile phone. Likewise, subscribers can find out the balance on their Vodafone Mobile Broadband contract by logging onto [vodafone.gr/MyVmb](http://vodafone.gr/MyVmb) from their laptop or tablet.

- Pre-pay subscribers in particular can check their remaining allowances in real time by calling 1252 freephone or by sending a free SMS to 1252 containing the message "Y".
- The Vodafone Cost Control service is also available to all subscribers traveling abroad provided they can use their mobile internet plan on their mobile phone, laptop or tablet, offering them a free SMS when they reach 80% and 100% of their allocated usage.
- Moreover, all individual post-pay subscribers and all business subscribers to Flexible and Unlimited tariff plans automatically receive a free SMS when their airtime and SMS allowance under their tariff plan is renewed.

#### Usage Control

In December 2011 Vodafone Greece launched the Vodafone Usage Control service for all pre- and post-pay subscribers (whether individual or business customers) which gives them the chance to clearly check their tariff plan usage via bar charts showing the remaining usage allowance. The service is available via mobile phones (smartphones) by downloading the My Vodafone application or on a computer or tablet via the My account section of [vodafone.gr](http://vodafone.gr). In addition, the My Vodafone app provides subscribers with smartphones with information about their account. Pre-pay subscribers can also activate tariff plans, top up their airtime via top-up cards, increase their balance and enjoy Vodafone Sharing. In addition to offering usage controls, Vodafone My Account also provides subscribers with a comprehensive range of information about their account, itemized call lists, and allows them to pay bills online, upgrade to a new handset, renew their contract with a discount instead of receiving subsidization, and so

on. Subscribers can register free of charge for My Account at [vodafone.gr](http://vodafone.gr) or at any Vodafone shop.

To inform customers about the Vodafone Cost Control and Vodafone Usage Control services and ensure that they were well understood, we took the following steps:

- ▮ We developed a television and radio communication campaign, put print inserts in the press, designed internet banners and published informative press releases.
- ▮ We developed promotional material that is available via all sales channels, that clearly sets out what the service is and the advantages it offers.
- ▮ We launched the services via the company's website and listed detailed charges for the Vodafone Cost Control service for Vodafone Mobile Internet tariff plans for mobile phones, laptops and tablets.

Moreover, the service won the 2012 Innovation Prize at the National Customs Service Awards and the Grand Effie Award 2012 at the Communication Prizes based on how effective it was.

## Listening to our customers' needs

### Young people

Listening to the needs of our younger subscribers who need to communicate with everyone irrespective of the network involved, we updated our CU tariff plans thanks to high demand for them, offering airtime to all network so that all CU subscribers can chat freely with their friends no matter what network they are on. We also offered young subscribers free internet and cheaper smartphones, so that they can access the internet any time of the day. We offered 500MB free every time they topped up with € 10.

### Friends & Family

Aimed at all adult subscribers who are looking for a simple, easy-to-use pre-pay service, Vodafone pre-pay offered 300 minutes of free airtime to all networks with every €10 airtime top-up opening up their communication channels. At the same time the company also offered the Friends & Family program which charges just €0.01 a second for calls placed to 2 other Vodafone numbers of the subscriber's choice without limitation any time of the day, any day of the week so that they can practically communicate free of charge with loved ones.

### Vodafone International

We offer Vodafone International, a pre-paid tariff plan designed to cover the communication needs of immigrants by offering cheap airtime and sms in Greece and their country of origin. Migrants of all nationalities enjoy preferential rates when talking or sending sms to their country of origin and also benefit from free commu-

nication with each other in Greece since they can earn bonus airtime on our network with every top-up and have access to really change tariff plans offering 300 minutes of airtime for subscribers of the same tariff plan for just €1.

### Mobile Internet

To allow all pre-pay subscribers to acquire easier internet access via their mobile phones, we offered them the chance to surf the internet free for almost 1 whole month a year, and offered smartphones at particularly low prices with a discount for first time pre-pay subscribers (who were given the chance to acquire a Vodafone smartphone at the preferential low price of €79). We also offered internet plans of up to 500MB for just €5 so that all our subscribers could access the internet without having to worry about the cost. *συχούν για το κόστος.*

### Post-pay Subscribers

Given our subscribers' need to talk and send SMS without worrying about the network they are on, and to surf the internet from their handset without worrying, in December 2012 we launched the new Vodafone RED tariff plans. These plans are designed to make it easier for our subscribers to communicate by offering them the best communication deal so far. For the first time, Vodafone RED offers subscribers the option to have the following:

- ✎ Unlimited airtime to all networks
- ✎ Unlimited SMS to all networks
- ✎ A large number of MB for carefree internet surfing from their mobile phone
- ✎ The Vodafone 'Go Everywhere' roaming plan that offers Vodafone RED subscribers the option to use their airtime, SMS and built-in MB abroad for a small daily cost
- ✎ Even greater savings and unlimited communication with the entire family since every member of the family has a 20% discount with our family plan. If subscribers also combine fixed telephony with Internet Hellas Online there is an additional 10% saving on their tariff plan.

#### **Vodafone and Hellas on Line**

We are constantly improving our strategic partnership with hellas online, offering total communication solutions that encompass mobile, fixed telephony and ADSL internet. Listening to our subscribers' needs we continue to offer double-play plans (combining fixed telephony and internet) designed to reduce the communication costs for each and every family. To advertise these double-play plans we:

- ✎ developed advertising materials available in-shop featuring detailed tables and showing the plans and the advantages of our special offers.
- ✎ advertised the itemized charges and combined tariff plans on the company's website.

Finally, since last year all hellas online subscribers can have their requests handled at Vodafone Greece's points of sale.

#### **Business subscribers**

##### • **Vodafone My Business**

Vodafone Greece is there for Greek businessmen and SMEs and in 2012 launched the Vodafone My Business tariff plans designed to meet all their modern communication needs in a reliable, cost-effective manner. The new Vodafone My Business tariff plans offer comprehensive communications solutions, providing businessman with the ability to communicate with all networks by paying a single fixed charge without having to activate any additional plans. These tariff plans provide:

- ✎ extensive airtime to all national mobile and fixed networks
- ✎ an built-in MB allowance to enable users to surf the internet from their mobile phone and
- ✎ the ability to use the airtime plan abroad.

##### • **Vodafone Business Connect 1**

Vodafone Business Connect 1 was launched at the start of 2013 as a practical demonstration of our support for businessmen and SMEs. It offers comprehensive fixed telephony solutions with a single line plus internet at an exceptionally low monthly rate.

All freelance professionals and SMEs can enjoy real savings because by combining the Vodafone Business Connect plan with the Vodafone My Business tariff plans they can make unlimited company calls to company land and mobile phones and have a 20% discount on VBC forever. However, there are numerous benefits for professionals and businessmen since Vodafone Business Connect 1 gives them:

- ✎ Unlimited calls to national land lines and local charges for calls to land lines at 25 international destinations
- ✎ A free domain name with the company's name (e.g. www.mycompany.gr)
- ✎ Marketing for the business online by developing a company website
- ✎ Unlimited 5GB email accounts (e.g. info@mycompany.gr)
- ✎ A range of add-on digital amenities and services to make communication easier
- ✎ A joint bill for mobile and fixed telephony, all from one provider through a fixed reference point, coupled with personalised professional customer service.

#### **Roaming plans**

Vodafone Greece's new innovative 'Go Everywhere' service allows all Vodafone subscribers to communicate abroad carefree.

For just €3.99 a day in Europe (EU, Albania, Switzerland, Iceland, Lichtenstein, Norway, FYROM and Turkey) or € 9.99 a day in more than 130 countries worldwide subscribers can:

- ✎ Use their built-in airtime to all that comes with their tariff plan for outgoing calls to Greece and to the country they are in
- ✎ Enjoy free incoming calls.
- ✎ Use the SMS that come with their tariff plan to send sms to everyone.
- ✎ Use the MB that comes as part of their tariff plan to surf the internet, real emails or download applications.

Using Vodafone's Cost Control service they can also check what they are paying and once the mobile internet charge reaches €50 internet use automatically stops to ensure even more control.

To activate the service all subscribers have to do is send a blank SMS to 1333 or call 13830 if they are individuals or 1399 if they are businessmen, or drop into a Vodafone shop.



#### 4G network

Vodafone Greece is continuing to make systematic investments in network infrastructure and now has a 4G network in Greece using LTE technology, highlighting its innovation when it comes to mobile communications technology providing unparalleled communications quality to its customers in terms of voice and data.

Thanks to its 4G network Vodafone Greece can offer new innovative services that allow subscribers to enjoy data services at actual speeds many times faster than current ones. Vodafone Greece's 4G network ensures that customers have an exceptional mobile internet experience, allowing them to send and receive large files in a short time and to play back high-definition videos at the highest quality.

#### Mobile Internet

For those subscribers wanting to surf the internet without worrying about the cost entailed, even if they are away from home, Vodafone Greece offered during 2012-2013:

- ▮ Three times a year (Easter, summer and Christmas) all our subscribers can surf on their mobile phone, laptop or tablet at amazingly fast speeds using our reliable 3G network completely free. All pre- and post-pay subscribers, whether individuals or business customers) with MB built in to the tariff plan or with add-on mobile internet plans and Vodafone Mobile Broadband subscribers can enjoy unlimited free mobile internet. In additional Vodafone subscribers with no mobile internet plan also had the chance to surf the internet free of charge without limitation.

- ▮ As part of a competition run by the National Research and Technology Network for which Vodafone Greece was chosen as the provider, we offered students and the academic staff of universities a University Mobile Internet plan for laptops and tablets at a particularly preferential rate. The University Mobile Internet plan is a service designed to provide practical support to the Greek academic community. The plan offers 4GB to students and the staff of Greek universities and technological educational institutes for just €4.74 a month. Thanks to this initiative students and staff at tertiary education institutes have wireless internet access to the educational content hosted by their institute or on the web and are also being encouraged to utilize innovative, mobile communication-based platforms.

#### • Vodafone Mobile Broadband

Vodafone Mobile Broadband post-pay tariff plans aim at internet users that need their laptop or tablet connection away from home. Vodafone has design cost-effective plans starting from €10/month to meet different needs. These plans are either volume or time-based. In addition, all Vodafone Mobile Broadband post-pay tariff plan subscribers need no longer worry about unwanted charges since from July 2011:

- ▮ They receive an automatic SMS when they reach 80% of their data allowance.
- ▮ When they reach 100% of the plan's usage allowance, usage is frozen but they can opt to continue surfing or not. To continue surfing they can buy an additional plan valid for 30 days (500MB or 5 hours at a cost of €10 and/or a 200MB or 2 hours plan at a cost of €5).
- ▮ Any Mobile Broadband users connected to the service can check their remaining allowance at any time via the webpage [vodafone.gr/myvmb](http://vodafone.gr/myvmb), that allows them to manage their connection.

#### • Vodafone KartoInternet

The Vodafone KartoInternet service for all subscribers who want to connect to the internet via a laptop or table without any bills or commitments, just logging on whenever they want for as long as they want. Given that many of our customers need internet connections on their summer holidays, Vodafone Greece offered 30-days free internet access along with each Vodafone KartoInternet connection that includes a SIM card for accessing the service, usage instructions and a wireless USB modem. When purchasing a Vodafone KartoInternet connection all subscribers were given the chance to surf the internet free of charge from a laptop or tablet during their holidays.

At Vodafone, in order to avoid network congestion and ensure the quality of our network and the services provided to our subscribers, we have designed and implemented the Fair Usage Policy for tariffs, services and offers of Vodafone related to unlimited usage (and / or any other circumstances). For more information, please visit [vodafone.gr](http://vodafone.gr).

#### • Internet team

We set up the "Internet Team" comprised of experts whose objectives it is to ensure the provisions of fast, easy, straightforward information and training to our customers about the internet and smartphones, and the best way to use them either directly or in conjunction with our products and services. This team helps us ensure that customers are fully briefed and informed at points of sale (shops, switchboards, website) from the very first moment they come into contact with the product so as to make their day-to-day life easier. Bearing in mind customer needs at all times, we monitor market trends and strive to ensure the best possible prices and to provide special offers on our mobile phones and the services available in-shop and via our other sales channels.

### Responding to consumer requests

We place great emphasis on the feedback we receive from the public. The written complaints concerning Vodafone Greece transferred to the company were as follows:

- ▮ 936 from the EETT
- ▮ 447 from the Ministry of Development, 3 from the Consumers Institute and 19 from Consumer Association 'Quality of Life'.

Vodafone Greece's primary concern is to provide excellent customer service and to protect its subscribers. That is why the company has laid down extremely strict terms and conditions for collaborating with providers of Multimedia Information Services. We are in fact the first company which has set a maximum monthly charge per subscriber on associated companies. In addition, we have included very strict penalty clauses for associated companies in the case of complaints from our subscribers. However, if the subscriber wants to contact any third company to cancel his/her subscription to a service, if they know the code number for that service, all they have to do is contact the Vodafone Greece Customer Service Department to obtain the phone number of that company. We also allow customers to call the Vodafone Customer Service Department, free of charge, to activate the block on all multimedia information services or specific series of numbers (which offer voice or sms services).

### Providing advice on the use of mobile phones while driving

Apart from being illegal, using a mobile phone while driving is truly dangerous because it distracts drivers and endangers both themselves and others. Greek law on this point prohibits the use of mobile phones and hands-free accessories. Mobile phones can only be used while driving using a hands-free kit with voice activated dialing or answering or via a wireless bluetooth. Failure to comply is a fineable offence.

At Vodafone Greece, we are making every possible effort to provide systematic information on the proper use of mobile phones to all mobile communications users, regardless of the network they use by making information available on the company website [vodafone.gr](http://vodafone.gr).

#### 2012-2013 objective

Continue to provide information.

#### 2012-2013 result

Continued provision of information.

#### Degree of success

100%

#### ► 2013-2014 objective

Continue to provide information.

1. bsafeonline program print insert
2. "Vodafone Safety Net" application
3. Youth Safe Pack



## Informing and raising awareness among the public about Sustainability issues

We provide systematic briefing to the general public, regarding company's Sustainability programs, through articles, special publications and various information inserts in high circulation newspapers and magazines. In 2012-2013 we updated the page about Sustainability issues on [vodafone.gr](http://vodafone.gr) so that it is easier for readers to directly find concise information about the company's Sustainability programs.

### 2012-2013 objective

Inform public about Sustainability issues via articles.

### 2012-2013 result

Public was informed.

### Degree of success

100%

### ► 2013-2014 objective

Inform public about Sustainability issues via articles.

## Safe internet usage by children and teenagers

### Vodafone Greece bsafeonline: learning how to use the internet safely

Vodafone Greece is keenly aware of the ever-growing need to ensure that children and teenagers can safely surf the internet. With that in mind, it developed the well-rounded bsafeonline program. This program seeks to ensure safe internet usage for all whether surfing the net from a mobile phone or computer. Vodafone Greece's bsafeonline site offers suitable mechanisms for controlling access to content aimed at adults, for mobile phones and suitable tools for providing information and raising awareness about safe internet usage.

### Access Control mechanisms

#### • Vodafone MyWeb services menu

At Vodafone Greece, in the case of services aimed only at adults that are available via the MyWeb menu:

- ▢ We require mandatory age confirmation before allowing access to the specific services.
- ▢ We allow parents to request that their children's access to specific services to be blocked (Minors profile). Those users who do wish themselves or their children to have access to all Vodafone Greece services aimed exclusively at adults can stop those services from appearing on their mobile phone by calling the Vodafone Greece Customer Service Department and requesting activation of the 'Minors Profile' for the specific number.

#### • Internet

If a customer has entered the MyWeb menu and wishes to enter the internet, a message appears on the mobile phone screen informing him/her that he/she is about to enter an area not controlled by Vodafone Greece. In this case, at Vodafone Greece we provide to all of our customers the ability to control access, via their mobile phone, to content which is freely available on the internet. They can just contact the Customer Care department and ask to activate a special filter that limits the access to specific internet websites via their mobile phone.

#### • Youth Safe Pack

To assist parents Vodafone Greece's shops are now offering a 'Youth Safe Pack' which is the first pre-pay card specifically designed for children. This SIM card comes with filters already installed that deactivate access to adult-based internet content and also does not allow calls to be made to high cost numbers, chargeable incoming sms or high cost sms to 5-digit numbers.

#### • "Vodafone Safety Net" application

Vodafone Greece offers a 'Vodafone Safety Net' application that allows parents—easy and free of charge—in cooperation with their child to decide on how he/she will use a smartphone's functions. It is available for all Android mobile phones.



1. "Parents' Guide" leaflet

2. bsafeonline program logo



Among other things the settings for 'Vodafone Safety Net' allow parents to decide how long each day their child can use the phone for calls and internet access, and to set the smartphone to only receive calls from a selected list of contacts. Thus, the application is a very useful tool against cyberbullying, as the user does not receive calls or text messages from unknown numbers or expunged, while text messages which are received by such numbers, are stored in the mobile's memory and can be accessed by the parent. If the application is deactivated by the child the parent will be notified by SMS. The app is available from Vodafone Updates and AppSelect and via the Play Store for all mobile communications subscribers (approximately 7,600 downloads).

#### Safe internet usage information and awareness raising tools

##### • **vodafone.gr/bsafeonline**

The main info-tool in Vodafone Greece's bsafeonline program is the webpage [vodafone.gr/bsafeonline](http://vodafone.gr/bsafeonline), that was developed to familiarize parents and anyone dealing with children and teenagers, about popular web services, such as social networking sites (facebook, twitter), blogs, forums, apps, and about telephony and television over the internet. This webpage allows parents to learn about the challenges that they or their children may face when surfing the internet, such as spam messages, malicious communication, cyberbullying, and unlawful / misleading content, etc.

The bsafeonline webpage focuses on each age group individually, so that parents can find out information based on their own children's age, and learn about the web services that are of interest to them and the corresponding challenges that exist. [bsafeonline.gr](http://bsafeonline.gr) also includes hints, tips and advice from experts about the issue, such as K. Siomos, Psychiatrist, and Chairman of the Hellenic Association for the Study of Internet Addiction and E. Sfakianakis, Director of the Electronic Crime Division of the Hellenic Police, as well as representatives of international web service providers such as facebook.

##### • **Parent's Guide**

Information about safe internet usage is also available in hard copy in the updated Parent's Guide, available at Vodafone shops or on the company's website, [vodafone.gr/bsafeonline](http://vodafone.gr/bsafeonline). The updated Guide which replaces the first Parent's Guide that was published in Greece in 2007 has been developed in cooperation with two well-respected bodies in the field, the Hellenic Association for the Study of Internet Addiction and the Hellenic Society for Social Pediatrics and Health Promotion..

##### • **bsafeonline one-day events**

As part of the bsafeonline program, Vodafone Greece held a series of info-events in various cities nationwide in collaboration with child psychologists from the Hellenic Association for the Study of Internet Addiction. These events were intended for parents, teachers and anyone working with children. During the events, participants were able to hear from experts about the internet's unlimited potential,

the risks users can encounter when surfing the web and about internet addiction and how to deal with it. Participants also had the chance to engage in discussion with experts and have any queries they had answered. 10 info-events here held nationwide in 2012-2013 attended by more than 850 parents and teachers..

##### • **Teleconferences**

Vodafone Greece supports Teleconferences conducted by the Cyber Crime Unit in schools throughout Greece, through the Microsoft Office 365 offered by the company. The Teleconferences aim at raising awareness of children aged 5-18 years, for the internet risk. During 2012-2013 school year 5,000 students were informed.

##### • **Partnerships**

Vodafone Greece supported the Safe Surfing Events organized by the Cyber Crime Unit of the Hellenic Police in cities across all of Greece aimed at teachers, parents and children. It also supported in the 2nd Safe Internet Conference organized by the Ministry of Citizen Protection and the Cyber Crime Unit of the Hellenic Police, to celebrate World Safe Internet Day on 7 February 2013. At the conference, Vodafone Greece presented delegates with an overview of its well-rounded program entitled 'bsafeonline: learning how to use the internet safely'.

### Operating framework

#### • Content Standards Steering Committee

At Vodafone Greece we have a Content Standards Steering Committee which constantly monitors the guidelines issued by Vodafone Group at international level and applies them in Greece. Its functions include procedures such as content and services classification, SPAM reduction, as well as briefings about the new communication methods via mobile phones (Social Networking, Instant messenger, etc) for non-adult users to ensure safer browsing.

#### • European Framework

Vodafone Greece and Greece's other mobile communications companies have adopted the European Framework on Safer Mobile Use by Younger Teenagers and Children by incorporating it into the existing Code of Conduct for mobile phone value added services and protection of minor users, a self-regulation initiative of the sector in Greece. Some of the main objectives of this MoU are to develop mechanisms for controlling access to content unsuitable for minors, to categorize content so that content unsuitable for minors is clearly and immediately recognizable, and to prepare info campaigns for parents and children about safe mobile phone usage. At European level, Greece is one of the countries which has already implemented the majority of the provisions in the European Framework.

### 2012-2013 objective

1. Leaflet distribution.
2. Hold bsafeonline info-events in 12 cities nationwide.

### 2012-2013 result

1. Leaflets were distributed.
2. bsafeonline info-events organised in 10 cities nationwide.
3. Vodafone Safety Net application was developed.
4. Youth Safe Pack launched, the first pre-pay card specifically designed for children.

### Degree of success

1. 100%
2. 84%

### ► 2013-2014 objective

1. Leaflet distribution.
2. Hold bsafeonline info-events in 8 cities nationwide.
3. Vodafone Mobile Broadband/tablets filter development.

## Supply Chain

### Applying the Code of Ethical Purchasing and supplier evaluation methods

Further to our collaboration with suppliers and NGOs and drawing on best practices, Vodafone Group developed a Code of Ethical Purchasing so as to set social and environmental standards. Vodafone expects from all its associates to follow or avoid practices described in the Code. In particular, the Code covers the following issues (for further information, please visit company's website [vodafone.gr/sustainability](http://vodafone.gr/sustainability)):

1. Child Labor
2. Forced Labor
3. Health and Safety
4. Freedom of Association
5. Discrimination
6. Disciplinary Practices
7. Working hours
8. Payment
9. Individual Conduct
10. Environment

The compliance of the company's suppliers and associates with the principles of the Code of Ethical Purchasing is a contractual obligation, since these principles are incorporated in all contracts signed by the company and its suppliers and associates.

### New supplier qualification procedure

Vodafone Greece has developed a special procedure through which it determines how the company starts collaboration with new suppliers. Any new supplier, wishing to collaborate with Vodafone Greece, must follow the steps below:

1. Sign up at Vodafone Greece electronic records of suppliers and accept the principles of the Code of Ethical Purchasing.
2. Fill in the Self-Assessment questionnaire in which the supplier is invited to give details on the level of compliance of their operation with the principles of the Vodafone Greece Code of Ethical Purchasing.



Based on the supplier's answers in the Self-Assessment questionnaire, a Risk Assessment is carried out regarding the company's cooperation with the supplier, and based on the results of the analysis, it is decided to:

- Start Vodafone's cooperation with the supplier or
- Conduct an on-site inspection at the supplier's facilities in order to ensure that their operation is in compliance with the principles described in the Vodafone Greece Code of Ethical Purchasing.

After the successful completion of the aforementioned procedures, "approval" is granted, in order for Vodafone Greece to start cooperation with the new supplier.

During 2012-2013, there was no need for an on-site audit of new suppliers the company collaborated with.

#### Supplier audits

During 2012-2013 we audited 3 suppliers/associates of the company, in the recycling sector, to carry out audits to examine issues of collaboration, how they manage their sub-suppliers, environmental and health & safety issues. As a result, we pointed out 7 findings, for which our suppliers/associates agreed to take actions to improve our cooperation. These findings regard:

- Environmental management issues (3 instances)
- Sub-supplier management issues (1 instance)
- Health & safety issues (3 instances)

#### "Speak Up"

Since 2006-2007, we have developed and launched the 'Speak Up' program, a whistleblowing mechanism that encourages suppliers and Vodafone Greece employees to point out any inappropriate conduct or practice by the company or its suppliers. Suppliers and Vodafone Greece employees have the ability to raise any concerns they have about the correctness of procedures and practices implemented by Vodafone Greece in the procurement sector by sending them to a specific email address or by calling to a specific number. At the same time, Vodafone Greece undertakes to complete a timely investigation, follow-up and resolution of all issues reported. From November 2012 onwards it became possible to file an anonymous report about behavior that is not compatible with the Code of Conduct, or company policies and procedures. Such reports can now be made by phone or using a special website. In December 2012 the company's lead suppliers were briefed about the 'Speak Up' program more than 150 main and basic suppliers. During 2012-2013 we received two reports, where after an internal investigation, it was resulted that there was no violation of company's policies and non-intended application/implementation of company's business principles.

#### 2012-2013 objective

Incorporate the updated Code of Ethical Purchasing into all contracts with the company's suppliers.

#### 2012-2013 result

1. Initiation of the adoption and approval of the revised Code of Ethical Purchasing in the Greek language through the company's corporate documentation system.
2. Incorporation of updated Code of Ethical Purchasing into 10% of contracts with the company's suppliers that are in the English language.

#### Degree of success

10%

#### ► 2013-2014 objective

1. Complete the process of issuing and approving the updated Code of Ethical Purchasing in the Greek language, via company's corporate documentation system.
2. Incorporate the updated Code of Ethical Purchasing into all contracts with the company's suppliers.
3. Promote Vodafone Code of Conduct to company's contractors, whose responsibilities relate to the deployment of company's network and its operation.

Vodafone Greece  
Headquarters in Attiki



## Employees

### Our employees at a glance

It is company strategy to try and attract, develop and retain capable individuals to ensure that our business objectives and priorities are constantly attained. Our objective is to be an "employer of choice" for both existing and future employees, by adopting processes and practices which seek to find and utilize people with talent and special skills.

At Vodafone Greece we offer all employees (100%) competitive pay, irrespective of gender and irrespective whether they are on an open-ended or fixed-term contract or whether they work full-time or part-time. That pay is higher than the minimum salary set in collective labor agreements based on employee skill. We also offer side benefits.

In addition, we have a stock option scheme for specific members of senior management, and we also have a policy performance recognition, and a recognition scheme for all employees to recognise and reward innovative ideas and initiatives which seeks to bolster morale and employee dedication to the company.

It is also company policy to tie pay to employee performance in achieving strategic objectives.

### Operating as a team - The Vodafone Way

In 2008 we reviewed our strategy we also simplified organizational structures, and encouraged suitable forms of conduct to successfully implement our plans and face the challenges of an ever more demanding business environment.

'The Vodafone Way' describes how we should operate and behave towards customers and to each other so that we remain successful in the future. Our goal is for Vodafone to become an admired company. We want our customers to admire us for the experience we offer them, allowing them to communicate freely, reliably no matter where they are or what communication means they choose. Our customers must therefore 'experience' a company that is:

- ▮ **Customer Obsessed:** We want to exceed our customer's expectations, understand their needs, increase their dedication and do everything to make them feel important.
- ▮ **Innovation Hungry:** We are creating and offering new, innovative products and services and are constantly improving our systems and procedures so that they are not a barrier to the development and implementation of new or improved ways of working.
- ▮ **Ambitious & Competitive:** We bring energy and passion to our work, we believe in our abilities and set high standards for ourselves and our teams.

- ▮ **One Company, Local Roots:** We work as one company across all markets to achieve the best outcome for our customers, employees and shareholders. We value our diversity and build effective teams to deliver outstanding results, taking into account the local aspect of each market we operate in.

In order to achieve our goals, we need to have a consistent way of operating, no matter where we operate.

- ▮ **Speed:** We operate with speed in the market. We focus on rapid response and set priorities, always ensuring high standards of quality and safety.
- ▮ **Simplicity:** We make things simple for customers, associates and colleagues.
- ▮ **Trust:** We are reliable and transparent to deal with, not just with our customers but with each other. We act with honesty, fairness, integrity, in a reliable way and appreciate the trust and loyalty placed in us by our customers, our employees and our associates.

No. of Employees	
2012-2013	1,756
2011-2012	2,122
2010-2011	2,332

Level of education	
Ph.D.	1.2%
Postgraduate studies	25.7%
University degree	22%
Technical Education Institutes	16.7%
College	5.2%
Institutes of Vocational Education	16%
High School	12.9%
Other	0,3%

New recruits	
2012-2013	83
2011-2012	77
2010-2011	96

Departures	
2012-2013	445*
2011-2012	288
2010-2011	336

\* 62.9% women & 37.1% men

## 2012-2013

Contract type	Part timers		Full timers		Total	
	Men	Women	Men	Women	Men	Women
Open-ended	13	21	889	805	902	826
Fixed-term	0	0	16	12	16	12
<b>Total</b>	<b>13</b>	<b>21</b>	<b>905</b>	<b>817</b>	<b>918</b>	<b>838</b>

2012-2013							2012-2013						
New recruits							New recruit departures						
Gender	<25	25-34	35-44	45-55	>55	Σύνολο	<25	25-34	35-44	45-55	>55	Σύνολο	
Women	11	17	1	1	0	30	0	1	0	0	0	1	
Men	11	32	10	0	0	53	3	1	0	0	0	4	
<b>Total</b>	<b>22</b>	<b>49</b>	<b>11</b>	<b>1</b>	<b>0</b>	<b>83</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	

Age range															
2012-2013						2011-2012					2010-2011				
Gender	<25	25-34	35-44	45-55	>55	<25	25-34	35-44	45-55	>55	<25	25-34	35-44	45-55	>55
Women	14	390	384	50	0	12	527	487	65	•	16	639	503	50	1
Men	10	329	495	82	2	14	387	541	83	8	13	491	540	69	10
Total	24	719	879	132	2	26	914	1,028	146	8	29	1,130	1,043	119	11

Gender	
Women	48%
Men	52%

Age	
Lowest	19
Highest	58
Average	36

## 2012-2013

Contract type	Total	%
Open-ended	1,728	98.4%
Fixed-term	28	1.6%
<b>Total</b>	<b>1,756</b>	<b>100%</b>

## Parental leave

Vodafone Greece in addition to those provided by the legislation on parental leave, enables working mothers who choose not to make use of a six-month maternity protection of the Employment Agency, the possibility of a 2-month absence from work with pay. Quantitative data on parental leave will be included in the next report.

Turnover*	
2012-2013	17.3%
2011-2012	7.8%
2010-2011	8.9%

\* The rate of staff turnover refers to the total number of voluntary leavers divided by the number of recruitments during each year and the number of employees at the start of the year.

## Positions per gender

	2012-2013				2011-2012				2010-2011			
	Managerial	Staff	Managerial %	Staff %	Managerial	Staff	Managerial %	Staff %	Managerial	Staff	Managerial %	Staff %
Men	78	840	78%	50.7%	103	930	81.7%	46.6%	114	1,009	82.6%	46%
Women	22	816	22%	49.3%	23	1,066	18.3%	53.4%	24	1,185	17.4%	54%
<b>Total</b>	<b>126</b>	<b>1,656</b>	<b>100%</b>	<b>100%</b>	<b>126</b>	<b>1,996</b>	<b>100%</b>	<b>100%</b>	<b>138</b>	<b>2,194</b>	<b>100%</b>	<b>100%</b>

### Providing equal opportunities to our employees – Human Rights

Our aim is to create a working environment where Vodafone Greece's values can thrive, where there is respect for diversity, where people are treated with respect and dignity and where everyone has equal opportunities.

No case of racial or other form of discrimination was drawn to the company's attention via available communication channels. Women account for 47.7% of staff and 22% of managers are women. Moreover, 3 of the 13 members of the Management Committee are women.

In addition, there is no discrimination when it comes to employee pay/benefits. The same pay/benefits is offered for the same job irrespective of gender. The company does not hire minors and there is no such thing as forced labor.

### Women in managerial positions per band

A European Employees Council has been established at Vodafone Group level, in accordance with the relevant EU directive and Presidential Decree 40/1997 to effectively safeguard employee rights to information and consultation within Community level undertakings.

A trade union has also been set up within Vodafone Greece to safeguard and promote the working, financial, and social security interests and the employees acquired rights and to improve those rights in qualitative and quantitative terms. Trade union activity and employer conduct are governed by the provisions of Law 1264/1982. Article 16(4) of that Law states that company representatives must hold regular meetings with trade union representatives.

### Improving communication and the exchange of ideas

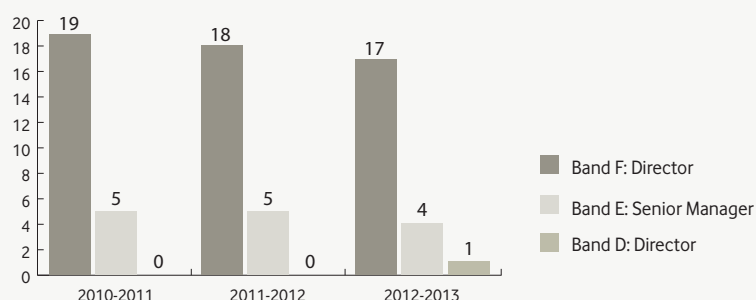
All our actions concerning Vodafone Greece's human resources are governed by specific work principles that promote respect and confidence building. Our objective is to create an open line of communication between the company and its employees. To this end, we use various communication tools such as:

- ▮ The company's in-house network (intranet)
- ▮ A personalized system for providing online updates to all employees every day
- ▮ The corporate magazine 'joy'.

These media are designed to keep employees abreast of company affairs (strategy, developments, new products and services, company initiatives) and to provide proper, up-to-date information about company policies and systems and to bolster corporate culture. Line 3222, to which only company employees have access, can be used to make phone calls. It is accessible from corporate and employee mobile phone numbers (a number that has no fixed fee and is offered to employees at preferential rates) and from office phones. Line 3222 can be used for accounts, services, and IT support.



Women in managerial positions per band



A human resources help desk (Ask HR) has been in operation since April 2003 which answers questions from all company employees about pay, leave, overtime, internal job ads, Medicare and pension plans, training courses and other general work-related issues. In 2012-2013 Ask HR received 8,798 requests by phone or online. Of the 7,023 phone calls, 85.3% were answered there and then by help desk employees, while 92.9% of calls were addressed within 24 hours.

## Sharing our opinion

Direct communication with employees is one of the most important aspects of the Vodafone Greece corporate culture and a way of building stronger relations with each other. At Vodafone Greece we carry out employee surveys at regular intervals to discover their views and how they feel.

### People Survey

Once a year, all Vodafone Group companies, in collaboration with specialized external consultants, conduct the People Survey. This survey is a

tool which enables the company to listen to employees' opinions on various issues relating to their level of commitment to the company, their views about their management practices, their career prospects, job security and work conditions, as well as their overall satisfaction. The survey focuses on the key aspects of human resources strategy and in our common way of operation, "The Vodafone Way", and the results are evaluated in order to develop an action plan to improve specific areas. Two key indicators in this survey are:

- ▢ The Engagement Index
- ▢ The Manager Index
- ▢ the Employee Net Promoter Score which measures the intention of company employees to recommend its products and services to relatives and friends.

These indicators are a benchmark for the company both internationally within the Vodafone Group and locally within divisions. The manager's effective management index plays an important role in their evaluation, since it is a sign of the climate a manager creates within his team

in order to achieve optimum performance. The results of the survey are discussed in-depth at meetings with individual divisions with employee participation, and short-term and long-term action plans are prepared which are monitored in order to improve specific areas.

In the 2012 People Survey, Vodafone Greece achieved a 96% participation rate. All the indicators were up compared to the previous year which was the result of an overall effort made to improve the working environment experience by bolstering employee commitment and dedication. More specifically, the engagement index was 86%, while the manager index was 81%. The Employee Net Promoter Score was 82%, while Vodafone Greece held first place compared to the companies in the Group overall.

### Strategy

The idea of Team Work – Communication – Ownership and our common way of operating, 'The Vodafone Way' states our goal of becoming an admired company, places customers and innovation at the heart of our operations and encourages suitable behavior for all employees in order to successfully implement our plans and face the challenges of an increasingly demanding business environment.

In 2012-2013 a series of measures were implemented such as:

- ▢ Reviews of business issues every four months. In order to improve communication the company holds Team Leadership Meetings every four months attended by around 135 executives to discuss the company's financial results, key performance indicators, its achievements and so on.

- ▢ Cross-functional projects to increase interaction between divisions in the mind of customers, in relation to the knowledge of issues and the experience employees have.
- ▢ The 'Make a Difference' recognition program which commenced in January 2009, with the aim of encouraging employees to take the initiative and propose innovative solutions that could be implemented to add value, and rewarding those ideas which were put into practice. Between April 2012 and March 2013 a total of 38 ideas were suggested.
  - 16 of those were implemented and 8 received rewards
  - 22 actions that could be implemented. The company is currently examining the possibility of implementing them.
- ▢ 'The Vodafone Way Global Heroes' program continued, whose purpose is to identify and reward employees who embrace and live the principles underpinning 'The Vodafone Way' and act in accordance with them every day. This program, which operates in all countries where the Vodafone Group has a presence, is coordinated and supervised by the Human Resources Division. A total of 7 proposals were submitted from April 2012 to March 2013, 7 of which received individual or team rewards. These related to projects of particular importance for the company's objectives and priorities.

The 'Voice of the Customer' program was developed and is being run with the support of Vodafone Group Management in the context of 'The Vodafone Way' which places emphasis on customer experience issues, which in effect helps Vodafone Greece executives focus on the customer so as to understand their needs and wishes. The program includes:

- ▢ Monthly visits by the Management Committee to corporate customers, Vodafone Greece shops and customer services.
- ▢ Continuation of the 'Back to the Floor' program, as part of which management executives from the company visit the market, specifically the Vodafone Greece shops, customer services and business customers.
- ▢ Monthly 'Voice of the Customer' meetings with top company executives to solve problems reported by customers.

At the same time the company also offers a specially laid out area called the Vodafone Experience Area to familiarise employees with the company's products and services and customer experience-related issues.

In the same vein, a Customer Obsession Zone has been developed on the intranet accessible to all company employees where they can:

- ▢ search for information about our products and services
- ▢ test their knowledge of our products
- ▢ see how we can get closer to customers.

#### 2012-2013 objective

1. Redesign the Pelatis program and start running the updated program for all employees at Vodafone shops.
2. Continuation of cross-functional projects.
3. Continuation of the recognition programs, 'Make a Difference' and 'The Vodafone Way Global Heroes'.
4. Attendance by senior executives at diversity training courses.
5. Design and development of a skills development center for the Enterprise Business Unit and Consumer Business Unit.

#### 2012-2013 result

1. The 'Pelatis' program was redesigned and the updated program was run for all employees at Vodafone shops. The program went by the name of "Sales Dream Team".
2. Cross-functional projects continued to be implemented.
3. The recognition programs 'Make a Difference' and 'The Vodafone Way Global Heroes' continued.
4. The specific courses were not held in the 2012-2013 financial year because of internal organisational changes and changes in targets, with greater emphasis being put on more effective running of the company.
5. The first round of courses for the Skills Development Center for the Enterprise Business Unit and Consumer Business Unit were designed and developed.

#### Degree of success

1. 100%
2. 100%
3. 100%
4. 0%
5. 100%

#### ► 2013-2014 objective

1. Design the 'Inspire to Change' program and run the program for all shop managers.
2. Continue cross-functional projects.
3. Continue the Skills Development Center for the Enterprise Business Unit and Consumer Business Unit.
4. Design and develop a skills development center for Commercial Operations Division.
5. Continue the recognition programs 'Make a Difference' and 'The Vodafone Way Global Heroes'.
6. Run mentoring programs and workshops with emphasis on developing leadership skills for company executives.



## Providing opportunities for life-long learning

Vodafone Greece's employees are the main driving force in implementing corporate strategy and achieving corporate objectives. For us at Vodafone Greece it is a moral obligation to ensure that employees are constantly growing and developing as people, in line with their potential and business needs. We ensure that employees are able to make career options at any given moment and can achieve their professional ambitions. In that light, there is ongoing dialogue with employees, an ongoing investment in knowledge and development of staff and in procedures which ensure that afore-mentioned plans are prepared and implemented.

The training and development strategy is inextricably bound up with the company's strategic objectives and corporate culture. Using 'Performance Dialogue' and "Talent Reviews" procedures, supervisors exchange views about employees, agree of development actions, succession plans and the steps which ensure development and the retention of talented people by the company. These procedures have been designed to ensure that company employees can engage in life-long learning, training and development, while at the same time support their work and contribute to effective management of their career by equipping them with the necessary skills.

'Performance dialogue' is a form of ongoing dialogue with employees. It seeks to ensure that everyone falls into line with company strategy and to create development actions for every year which will assist employees in attaining their goals.

Each year 100% of staff (with open-ended contract) who have worked for the company for more than 3 months are evaluated.

During 2012-2013, 1,752 employees covered by the procedure were evaluated, 53.2% of whom were men and 46.8% were women.

In an effort to bolster a meritocratic culture, 'Performance dialogue' is accompanied by calibration meetings at the end of each fiscal year to ensure that the evaluation criteria are matched to the relevant roles across the entire company. 'Performance dialogue' is a tool which ensures that both employees and their superiors are responsible for their development within a dynamic environment which offers opportunities for advancement.

'Talent Reviews' entail discussions about employee progress, succession plans, and the steps required in order to achieve company strategic objectives by properly preparing its human resources. These meetings are used to agree development plans for employees for the next 3 to 5 years. 'Talent Reviews' help us identify and give development and advancement opportunities to employees via promotions and transfers to other departments.

### 2012-2013 objective

Participation of 100% of employees covered by the annual 'Performance Dialogue' process.

### 2012-2013 result

100% participation by employees covered by the annual 'Performance Dialogue' process.

### Degree of success

100%

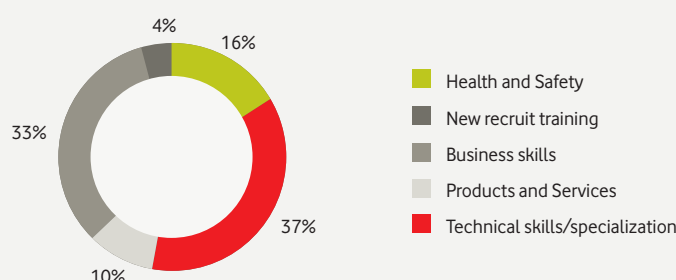
### ► 2013-2014 objective

Participation of 100% of employees covered by the annual 'Performance Dialogue' process.

The training plan is a key tool which offers various ways of contributing to employee career advancement and supporting the procedures referred to above. It covers training courses, interactive activities, e-learning and Vodafone Group actions for anyone who wants to take up a managerial post within the Group elsewhere in the world. The majority of courses are designed exclusively for our company. The company also invests in continuously training its employees by financing part of the cost of degree programs.



The percentage of training hours per category of training 2012-2013



## Training – average no. of training hours per position

	Managerial	Staff
2012-2013	19.4	32.6
2011-2012	24.5	24.1
2010-2011	24.5	24.1

During 2012-2013, Vodafone Greece invested more than € 300,000 on training its employees.

Training sectors we focus on are:

1. Training in products/services: To support new products and services, training is required for staff directly involved with technical and commercial issues.
2. Training in scope of work/specialization: This training relates to the know-how needed by the employees in order to successfully perform duties.
3. Training in business skills/executives development: Business skills relate to how employees achieve their objectives, as well as the skills a supervisor has so as to develop and run his/her team effectively. This sector also includes international training courses which seek:

## Training – average no. of training hours per gender

	Άνδρες	Γυναίκες
2012-2013	22.84	21.92
2011-2012	30.78	30.6
2010-2011	27.8	20.59

- to develop a common culture and leader skills
- to create a wider group, on a global level, that will bolster the exchange of opinions and practices.
- 4. Training in health, safety issues and handling emergencies: This training is primarily linked to the employees' wellbeing and their safety at work.
- 5. Orientation training: These training courses focus on the smooth incorporation of newly recruited employees into company's culture.

These sectors are covered by a combination of training courses at meeting rooms, e-learning, action, learning, workshops and recommended reading lists. Vodafone Greece ensures that the proper procedures and proper tools are available so that employees can effectively prepare their own development plan in collaboration with their supervisor and make the relevant commitment.

## Training 2012-2013

(Absolute No. of participants)

Men	642
Women	542

## Training – No. of hours per position and per gender (2012-2013)

	Men	Women
Managerial	1,739.5	473.5
Staff	12,925.5	11,409
<b>Total</b>	<b>14,665</b>	<b>11,882.5</b>

As part of our goal to develop the best working group and to provide a productive work environment which encourages knowledge acquisition and personal development, the Vodafone Group has entered into partnerships with local Vodafone companies to set up Vodafone Academies.

These Academies allow us to bolster our knowledge and skill sets. The actions proposed and the teaching materials available at the Academies are additional aids in developing an integrated, comprehensive set of development actions.

Vodafone Academies include a series of options such as articles, e-learning courses, webinars, videos, case studies, practical guides, development tools, and so on which are chosen depending on the field of interest and the skills that need to be developed to allow employees to perform their jobs better. The materials are updated and improved at regular intervals, and are also an important source of information on all topics and developments in the sector in which each employee works in.

In addition, thanks to our partnership with Harvard Business Publishing, all Vodafone employees now have access to our Harvard Manage Mentor guide which is constantly being updated. Currently in version 11 it helps improve knowledge and promotes personal development. The

'6 Absolute Health and Safety Rules' promotional material



guide includes a variety of topics that contribute to skills development, team work, managing interpersonal relations better and becoming more effective in our day-to-day activities.

### 2012-2013 objective

Continue to bolster the corporate culture by emphasizing 'The Vodafone Way', by developing skills and competences related to the customer-centered approach and by developing and growing good executives.

### 2012-2013 result

Specific programs were run for our staff in Sales and Customer Services who come into direct contact with customers. The emphasis was on developing skills and competences related to the customer-centered approach. In particular:

1. Skills Development Center
2. The Build Your Service Culture and the Empower Your Service Skills programs were offered to Customer Services
3. The Sales Dream Team program

### Degree of success

100%

### ► 2013-2014 objective

Continue to bolster the corporate culture by emphasising 'The Vodafone Way', by developing skills and competences related to the customer-centered approach and by developing and growing good executives.

## Strategic partnerships with universities

As part of our objective to build the best possible team and to provide a productive working environment that encourages knowledge acquisition and personal growth and development:

- ▮ We support students from Greek universities who want to do work experience at the company.

- ▮ We encourage the transfer of knowledge via educational workshops and lectures given by top company executives.
- ▮ We collaborate with students and their professors on dissertations that are being prepared.
- ▮ We offer short-term positions to students to allow them to acquire experience. During 2012-2013 as part of the Discover Graduate Program we gave 10 talented young men and women who had or were about to finish postgraduate studies the chance to work for remuneration with the company on specific projects for a 12-month period.

### 2012-2013 objective

Continuation of the 'Discover' program with the goal of increasing participation and the recruitment of 5 individuals.

### 2012-2013 result

5 postgraduate students were recruited.

### Degree of success

100%

### ► 2013-2014 objective

Continuation of the Discover Graduate Program with the goal of recruiting 10 postgraduate students who have or are about to complete their studies.

## Protecting employee health and safety

Health and Safety issues are managed in accordance with Greek laws and international standards (OHSAS 18001) with a system guaranteeing the health and safety of Vodafone Greece employees in all aspects of their work and focusing on risk prevention.

Since June 1999, we have held ELOT 1801 certification; which in February 2007 became OHSAS 18001:2007 certification; proof of our response to the requirements for systematic management of employee health and safety issues for employees, associates and customers.

Over recent years, our objective has been to develop a culture of safety which will encourage all employees and associates to behave responsibly when it comes to their own personal safety and the safety of those around them.

To achieve this, Vodafone Greece expects that its executives lead by example, will identify risks, will specify the means to monitor and control performance on H&S issues within their remit and at the same time the company itself also evaluates its executives' performance by attaching priority to specific issues (Safety First).

At Vodafone Greece we collaborate with Work Doctors and Occupational Health and Safety Consultants to cover the needs across all of Greece and provide advice and guidance about the measures to be taken to ensure the safety and mental and physical health of our employees.

Safety Engineers and Work Doctors make regular visits to all company facilities (buildings, shops, Base Stations) and make recommendations to Management about how the company can comply with Greek law and international standards.

A Health and Safety Committee has also been set up chaired by the Human Resources Director or the Occupational Health and Safety Officer, which also includes employees at all managerial grades and from all company divisions/ departments, who represent all company employees



**Table of accidents**

2012-2013

2011-2012

2010-2011

(all accidents cited involved loss of working time)

Fatal accidents involving company staff	0	0	0
Fatal accidents involving associates and contractor's staff	0	0	0
Third party fatal accidents (customers, etc.)	0	0	0
Uncontrolled work-related accidents (i.e. accidents which occurred one hour before or after working hours away from company facilities) involving company staff	2 (Men: 50% Women: 50%)	1 (Men: 100%)	5 (Men: 20% Women: 80%)
Controlled work-related accidents (i.e. accidents at company facilities) involving company staff	2 (Men: 50% Women: 50%)	3 (Men: 33% Women: 67%)	7 (Men: 15% Women: 85%)

on Health and Safety at work issues. The Health and Safety Committee meets 4 times a year to prevent occupational risks and improve working conditions. Committee members are briefed about occupational accidents, are trained on Health and Safety at work issues to ensure that safety measures are complied with at their workplace and also participate in developing company policies to prevent occupational risks.

At Vodafone Greece in order to confront emergencies, we have prepared and implemented an emergency plan at all its facilities and during 2012-2013 12 evacuation drills took place at all company facilities in which 1,664 employees participated. The company also makes use of Safety Volunteers who assist in evacuating colleagues, associates and customers from buildings if need be. Currently, there are 150 Safety Volunteers.

In order to improve awareness among safety volunteers, the company has set up an e-learning program which explains in simple steps the procedures to be followed before and during the evacuation of premises.

There is a regular 'Health and Safety Week' each year, attended by employees and associates involved in high risk activities so as to raise awareness and provide information, allow views to be exchanged and obtain commitments from everyone about continuous improvement.

We carry out reviews on high risk associates and on-the-spot checks while work is being carried out at our facilities to develop a shared culture when it comes to safety issues. We evaluate their performance and work closely with them to develop improvement plans. We recognise positive behavior and reward associates at global level. We made visits to or had meetings with all our shops to brief them about physical security in the workplace.

We provide regularly training to employees working at heights about how to work safely at heights, to warehouse staff about safe work in warehouses and the handling of forklift trucks, to company messengers about safe driving and to safety volunteers about first aid and fire fighting.

Vodafone Greece attaches great importance to protecting employees from occupational risks, monitors employee and associate accidents in the workplace and its aim is to ensure zero fatal accidents or major incidents and to constantly reduce the number of accidents involving employees and associates.

Our company has adopted the '6 Absolute Rules for health and safety' worldwide, which aim to reduce accidents and incidents across the entire range of its operations. These 6 rules are mandatory for all employees and associates, and the company will not accept any breach of these rules.

- ▢ Mandatory use of Personal Protective Equipment.
- ▢ Avoidance of work with electricity by colleagues and associates who are not certified and suitable for that work.
- ▢ Prohibition of work while drunk or under the influence of prohibited substances.
- ▢ Mandatory use of seat belts when driving.
- ▢ Prohibition of the use of mobile phones when driving.
- ▢ Prohibition on speeding while driving.

In order to brief company executives about the 6 Absolute Rules and foster a Health and Safety at work culture, the company plans various activities such as training sessions/briefings, talks, and so on.

**2012-2013 objective**

1. No increase in workplace accidents compared to 2011-2012.





The gym in Vodafone Greece Headquarters in Attiki

2. Train 70% of managers of owned shops about occupational health and safety issues.
3. Organise a safety week around the topic 'safe driving'.
4. Provide theoretical and practical training for 180 employees on safe driving issues.

#### 2012-2013 result

1. No increase in workplace accidents.
2. 56 (of the 64) managers of Vodafone shops received training (88% of managers).
3. A safety week was organised.
4. Training was provided as follows:
  - ▢ theoretical and practical training attended by 100 employees
  - ▢ theoretical training attended by 39 employees
  - ▢ practical training attended by 31 employees

#### Degree of success

1. 100%
2. 100%
3. 100%
4. 56%

#### ► 2013-2014 objective

1. No increase in workplace accidents compared to 2012-2013.
2. Develop and run an e-learning program about occupational health and safety issues for 35% of employees.

In order to highlight those areas of the working environment and its processes requiring improvement, Vodafone Greece also monitors employee sickness and accident leave.

More specifically:

#### Ratio of direct staff days off work lost due to accident or illness \*

<b>2012-2013</b>	1.26%
<b>2011-2012</b>	1.28%
<b>2010-2011</b>	1.48%

\*

The percentage of days off work lost due to accident or illness divided by the total number of working days (Vodafone Albania is not included).

Moreover Vodafone Greece offers all its employees advice and information of how to prevent or deal with serious illnesses and health issues which are job-related (as part of its travel policy for example) or which relate to general issues which could affect company employees and their families.

#### Voluntarily offering benefits to employees

The economic benefits offered by Vodafone Greece to employees include the Medicare scheme, Medicare for the disabled (whether employees or their children), a pension plan, stock options, preferential mobile phone usage terms, wedding and birth gifts, a monthly meal allowance, discounts and special offers on company products, and discounts on car and home insurance premiums.

As far as the pension plan is concerned, Vodafone Greece offers all employees the opportunity to participate in a group pension plan. Employees who want to participate in the plan, pay mandatory monthly contributions which are withheld from their salary which are equal to a figure corresponding from 1% to 10% of their basic salary. The company pays monthly contributions for all employees participating in the plan equal to 3% of their salary. This figure was close to € 3,000,000. In addition the company

seeks to ensure a balance between personal and professional life. Some of the actions implemented on the company's initiative include:

- ▢ implementation of favorable policies for working mothers during their maternity period
- ▢ flexible working hours regarding morning arrival times applicable to all employees (apart from those employed on shifts)
- ▢ implementation of a program of regular check-ups for employees engaged in high risk activities (base station employees, warehouse staff and messengers) and daily cooperation with Work Doctors.
- ▢ a fully equipped gym is in operation at the company's headquarters for employees to use and keep in shape. In addition a basketball team has been set up by the company which takes part in a company championship.
- ▢ programs and activities are organized for employees' children such as a vocational guidance program implemented in collaboration with specialized work psychologists
- ▢ coordinating the participation of children in summer camps all over Greece and providing financial support
- ▢ hosting a children's party once a year for the children of employees at which gifts are distributed.



## Eco-Efficiency

At Vodafone Greece our objective is to make as much as possible for customers, while consuming fewer resources. Our objective is to reduce environmental impact across the spectrum of our operations, starting from the design and manufacture of products and services that we promote to the market, and including the use and disposal from our customers. These programs are managed as part of the Environmental Management System which is ISO 14001 certified for all the company activities and facilities.

## Eco-Efficiency

### Environmental aspects of a mobile telecommunications company's operation

#### 1 Electromagnetic fields

From the operation of the mobile telecommunications network, electromagnetic radio-frequency is transmitted to the environment, thus affecting it. Therefore, the network operation specifications should follow the limits set by international organisations (e.g. International Commission on Non-Ionizing Radiation - ICNIRP).

#### 1 2 3 4 Energy

The energy that is consumed to cover the operational needs of the company is mainly produced from conventional energy sources (e.g. lignite, oil, etc.). The combustion of these sources results in the increase of carbon dioxide emissions to the atmosphere. Carbon dioxide is one of the greenhouse gases that lead to global warming and climate change.

#### 2 3 Ozone layer (ODS)

Some cooling and air-conditioning systems use substances such as hydrochlorofluorocarbons (HCFC) that could damage the ozone layer.



#### 1 2 3 4 Wastes

For the operation of the company, a wide range of materials is used (e.g. network equipment and mobile phones to office consumables) which after having reached their end-of-life, could be:

- re-used
- recycled, or
- disposed of at landfills or illegal dumpsites.

The last option hinders the danger of contaminating underground waters and the soil with heavy metals (e.g. lead, mercury, cadmium, etc.) or other dangerous substances.

#### 1 2 3 Resources

Company operation requires the use and consumption of natural resources (e.g. water) and materials. This use causes the depletion of natural resources (e.g. water, minerals, trees, etc.), and the deterioration of the atmosphere, the surface and underground waters and the soil from the production of these materials.

#### 5 Transportation

Employee transportation to work along with business air-travel, contribute to global warming, air pollution, and the increase of road traffic.

#### 1 Visual Impact

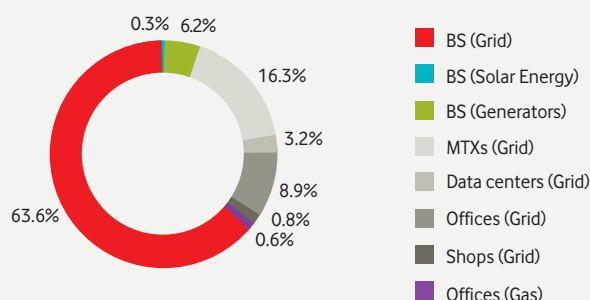
The operation of the company's mobile telecommunications network is based on Base Stations for the reception and transmission of radio's signals. These Base Stations could have a visual impact in urban, rural and environmentally sensitive areas.

## Preventing CO<sub>2</sub> emissions to the atmosphere\*

We are implementing programs through which we significantly reduce energy consumption at our network and offices. In 2012-2013 we estimate that we prevented the emission of more than 51,400 tons of CO<sub>2</sub> into the atmosphere via our energy efficiency programs and the use of renewable energy sources, activities which are outlined below. The cost savings from these energy programs are in the order of € 12.2 million, a figure which is translated into 1.33% of the overall company turnover.

\* In 2012-2013 the method for calculating energy savings at base stations was improved. For that reason, results regarding the amount of CO<sub>2</sub> that was prevented from emission owing to the company's programs, for the last 2 years, have been adjusted accordingly, in order to ensure comparativeness of results

Energy consumption allocation 2012-2013



### 2012-2013 objective

1. Prevent the emission of 47,500 tons of CO<sub>2</sub>.
2. Reduce, by 2020, CO<sub>2</sub> emissions by 50% against a 2006-2007 baseline (this is a Vodafone Group overall commitment).

### 2012-2013 result

1. The emission of 51,452 tons of CO<sub>2</sub> was prevented.

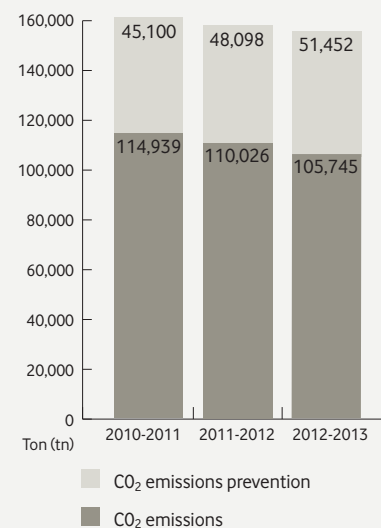
### Degree of success

1. 108%

### ► 2013-2014 objective

1. Prevent the emission of 50,000 tons of CO<sub>2</sub>.
2. Reduce, by 2020, CO<sub>2</sub> emissions by 50% against a 2006-2007 baseline (this is a Vodafone Group overall commitment).

CO<sub>2</sub> emission prevention from Vodafone Greece programs



Photovoltaic System  
in Base Station



## Innovating by using renewable energy sources

Since 2001 Vodafone Greece has been systematically investing in the use of renewable energy sources. In particular, we utilise solar energy, having installed hybrid photovoltaic systems at 33 Base Stations, located in non – urban areas, not covered by the national grid, which operate with diesel-fuelled generators. During 2012-2013 we improved efficiency of photovoltaic systems by modifying connection with electric charge, thus resulting in an approximate 20% increase in the amount of energy available for use. The energy produced by the photovoltaic systems is 0.4% of the total energy used by the network. The use of photovoltaic systems:

- Reduces the consumption of liquid fuels used by the company in remote areas without power grid connection and therefore reduces CO<sub>2</sub> emissions in the atmosphere.
- Reduces future construction cost of such systems, making them more competitive compared to non-renewable sources.
- Makes them more widely known to the public, thus increasing their acceptance.

In 2006 we built a pilot "green" base station which operated only by using renewable energy sources (solar and wind energy). Despite the positive results, the trial operation of the base station was terminated, since further development of "green" base stations across the company's network is not financially viable.

Sulphur dioxide (SO<sub>2</sub>) and nitrogen oxides emissions (NO<sub>x</sub>)



### 2012-2013 objective

Further implementation of hybrid scheme at 33 more base stations, thus covering the total number of base stations that can technically support the initiative.

### 2012-2013 result

Hybrid scheme was implemented at 33 base stations with photovoltaic systems that could technically support the initiative.

### Degree of success

100%

### ► 2013-2014 objective

Integration of photovoltaic systems at extra 30 base stations in order to implement the combined operation of photovoltaic and hybrid schemes.

\* The company's network includes Base Stations, MTXs and Data Centers.

## Saving energy across our network\*

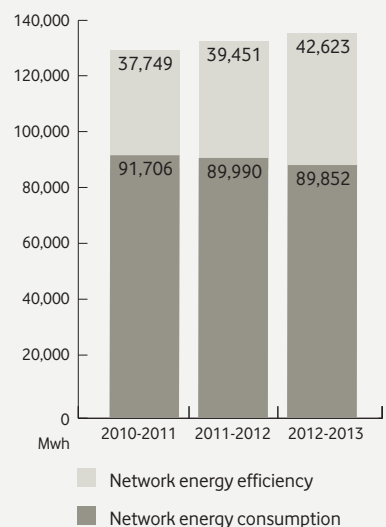
### Heating/Cooling energy savings

#### Base Stations\*\*

At Vodafone Greece we save heating/cooling energy at Base Stations which accounts for around 50% of their total energy consumption. Savings are achieved by installing 'Free Cooling' systems. These are systems that use automated fans and sensors to reduce the running time of air-conditioning units by taking into account the external temperature, and only ventilating the area, while still maintaining areas adequately cool.

In this way, these systems reduce energy consumption compared to conventional air-conditioners. Where 'Free Cooling' systems cannot be installed, 'inverter' air-conditioners are used which consume less energy than conventional air-conditioners.

Energy efficiency from programs implemented in Vodafone Greece's network



Free cooling systems are installed at all new Base Stations resulting in more than 60% heating and cooling energy savings. Moreover, as part of the network upgrade program, old technology systems are gradually being replaced with new reduced energy consumption technologies.

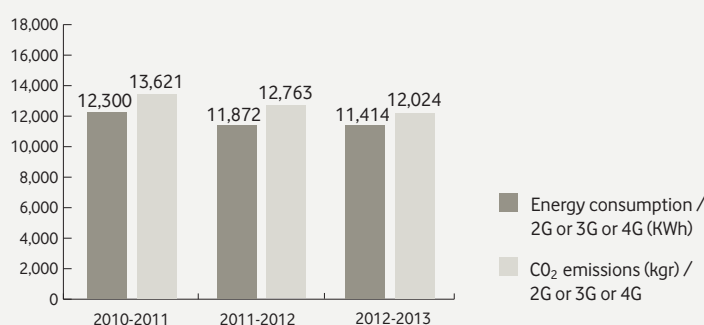
As a result of these initiatives, approximately 70% of the base stations air-conditioning units are either "free cooling" or "inverter" operated. Furthermore, since 2006-2007, we have been gradually adjusted cooling and heating temperature set-points at base stations so as to reduce energy consumption. During 2010-2011, we further increased cooling temperature (from 28°C to 32°C) thereby significantly reducing energy consumption.

#### MTXs and Data Centers

Since 2006, at Vodafone Greece we have implemented all the necessary actions, in order to save heating and cooling energy at MTXs and Data Centers which accounts for around 50% of total energy consumption at a MTX and Data Center. In 2012-2013 back-up air-conditioners with a total installed capacity of 1,186 kW at the company's MTXs and Data Centers were kept offline, resulting in energy saving of 1,019 MWh and 1,008 tons of CO<sub>2</sub> prevention from being emitted in the atmosphere.

Since 2008, we have increased the cooling temperature point in the areas of MTXs and Data Centers, from 21°C to 23°C and 25°C, depending on the needs of each area, thus resulting in 575 MWh energy savings, in 2012-2013, and 569 tons of CO<sub>2</sub> prevented from being emitted in the atmosphere.

Energy consumption per network element (2G or 3G or 4G)



#### New telecommunications equipment at Base Stations

In 2011-2012 we started replacement of existing 2G and 3G access network equipment with new tech equipment. The new equipment can support both technologies at the same time and is around 25% more energy efficient. In addition, placing part of the equipment outdoors reduces cooling needs thus contributing to further reduction of energy consumption. By 2012-2013, the new equipment had been installed at 659 base stations, resulting in energy savings of the order of 2 GWh, while more than 2,200 tons of CO<sub>2</sub> were prevented from being emitted in the atmosphere.

#### Activation of energy saving mechanism at 2G & 3G Base Stations

In 2010-2011 we put in place a mechanism to all 2G Base Stations that monitors in real time the telecommunication traffic of each Base Station and keeps active only the TRXs that are essential to cover the specific needs. Excess TRXs are deactivated, thereby saving energy, which is estimated to be around 4.5% of the total base station energy consumption; while retaining high quality service offered to customers. In 2012-2013, this mechanism was further applied to 3G base stations, where a similar energy saving feature was activated, at periods of low telecommunication traffic.

#### Power generation at base stations

Base Stations located in remote rural areas that cannot be connected to the power grid require the use of generators in order to operate. In 2009-2010 we reduced the active number of generators while ensuring proper operation of the respective Base Stations and we managed to reduce diesel consumption by 40%.



Free Cooling



### Company Switching Centers (MTXs)

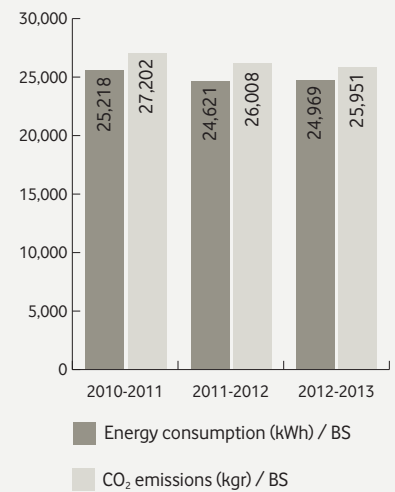
1. Kalohori (Thessaloniki), 2. Finikas (Thessaloniki), 3. Larissa, 4. Dasilio (Patra), 5. Patra, 6. Metamorfosi (Athens), 7. Paiania (Athens), 8. Kifissos (Athens), 9. Pireos (Athens), 10. Pallini, 11. Syros, 12. Irakleio



In our endeavor to further reduce environmental impact of gens operation, we have been using since 2010-2011 a hybrid system with batteries. This system is applied at around 289 Base Stations, resulting in a 17.5% drop in diesel consumption. For around 6 hours per day, the generator is taken off line and the Base Station runs on batteries which are then recharged when the generator comes on line again. When the Base Station is run on batteries, only 'Free Cooling' air-conditioners are used. All new Base Stations that

do not have access to electricity grid are now constructed in this way from the outset. In 2011-2012 we extended the time period during which hybrid stations are in operation, while in 2012-2013 the time period was further extended, resulting in operation using batteries for about 12.2 hours per day. The latter initiative resulted in 1,531,346 lt of diesel saved, in 2012-2013, and in 4,069 tons of CO<sub>2</sub> prevented from being emitted in the atmosphere.

### Vodafone Greece network energy consumption



### Electromechanical infrastructure upgrade at MTXs

In 2010-2011 we improved the electromechanical infrastructure at the company's MTXs Metamorfosi to optimize operations. In specific, we upgraded part of the old electromechanical equipment, removed old tech telecom equipment, performed cabling management, made appropriate changes in the indoor space and improved air-conditioning system. This program resulted in 900 MWh energy saving per year, thus annual prevention of 890 tons of CO<sub>2</sub> being released in the atmosphere.

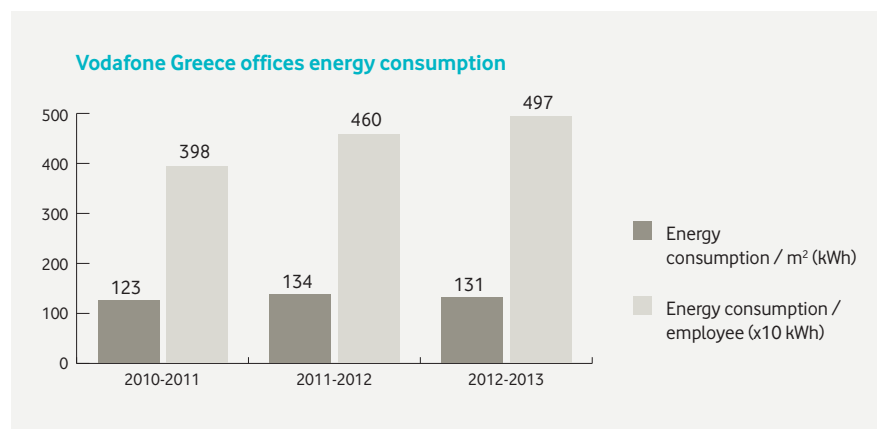


### Power quality optimization of electrical facilities at MTXs

In 2010-2011 we installed special harmonic filters in the electrical panels of Pallini MTX to optimize the power quality of the electrical facilities. Via this program, it was estimated that we annually save 8% of the total energy needed for the operation of the building. In 2012-2013 this figure is translated to 525 MWh energy saving and 519 tons of CO<sub>2</sub> prevented from being emitted in the atmosphere.

### Data processing facilities optimisation at Data Centers

In 2010-2011 we implemented a pilot program at Data Centers of Pallini and Kifissos which utilized state of the art technologies to improve operation effectiveness of computer systems. In specific, we applied virtualization technology, the principle concept of which is that any function can be run on either real machinery (physical servers) or virtually using software programs. The computing power of a physical server is fully utilized by simulating at the same time multiple virtual servers, thereby allowing many systems to run on one 'virtual' system. This reduces the need for physical servers and increases the capacity of existing servers, while improving their performance.



This program was continued at Pallini and Kifissos in 2011-2012 and was extended in 2012-2013 at the Data Center of Pireos, resulting in an increase in the ratio of physical to virtual servers of 1 to 6.5 and in the percentage of the servers in Data Centers that are virtual to 61%. In particular, in 2012-2013, we virtualized 60 servers; i.e. we disconnected 96 servers and avoided the purchase and installation of 105 new ones. As a result, we saved in 2012-2013 1,886 MWh of energy and prevented the emission of 1,865 tons of CO<sub>2</sub> into the atmosphere.

#### 2012-2013 objective

47% savings in network energy consumption.

#### 2012-2013 result

47% savings in network energy consumption.

#### Degree of success

100%

#### ► 2013-2014 objective

47% savings in network energy consumption.

### Saving energy at the company's offices\*

#### Lighting efficiency

Since 2001, Vodafone Greece has been one of the 54 founding members of the GreenLight European program. This is a voluntary program where public and private organizations commit themselves to upgrading lighting efficiency at their building premises. The benefits of participating in this program are primarily environmental but also encompass cost savings. They include:

- ▢ energy savings
- ▢ reduced CO<sub>2</sub> emissions
- ▢ reduced operating costs
- ▢ prolonged lighting lifespans.

Today this specific practice has been extended to office space covering 45,000 m<sup>2</sup> including the building complexes in Halandri, Kifissos, Lykovrysi, Pallini, Pireos and Thessaloniki. Energy savings for lighting at the buildings covered exceeded 20%. In 2006, motion detectors were installed in the communal areas of the Halandri building complex (meeting rooms and WCs). Lighting in these areas is automatically switched on only when people are present thus

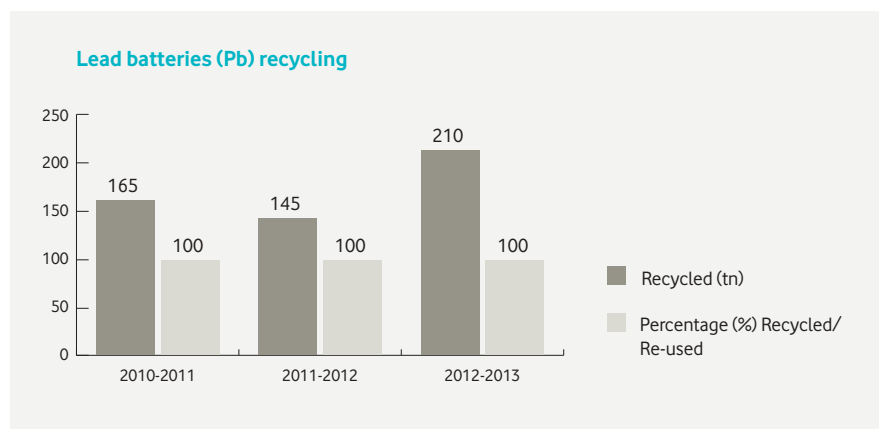
Lead batteries



avoiding power wastage. At the same time, the number of hours that lighting is on in the underground parking areas at the Halandri building complex was reduced to approximately 4 hours a day (in operation during employee arrival and departure times). During the rest of the day, only safety lighting is left on. The overall energy savings for lighting from these two measures are over 40%, in the areas covered.

### Idle Power Demand

Since 2004 we have been taking the steps necessary to achieve power factor (cosφ) correction at the company's offices and switching centers (MTX) nationwide. The results of these steps have been that the power factor at offices and switching centers has improved significantly and is now close to unity (1). Significant environmental benefits have been generated. For example, during the 2012-2013 period, it is estimated that energy savings will be 5,242 MWRh (idle power megawatt hours). Power factor correction makes the national power transmission system more reliable. This is particularly important, especially during the summer, since it prevents power generation plants from overloading and also reduces the likelihood of transmission system failures in the form of extensive power blackouts.



### 2012-2013 objective

5% reduction in energy consumption per m<sup>2</sup> at offices.

### 2012-2013 result

2.5% reduction in energy consumption per m<sup>2</sup> at offices.

### Degree of success

40%

### ► 2013-2014 objective

3% reduction in energy consumption per m<sup>2</sup> at offices.

### Natural gas usage

As part of the energy management programs we implement in Vodafone in order to reduce our impact on the environment from our operation, while preserving at the same time natural resources, we connected in 2012-2013 Halandri offices building to the natural gas network, thus replacing diesel use for heating purposes.

This initiative resulted in significant environmental benefits, since in 2012-2013 we prevented the emission of 31 tons of CO<sub>2</sub> into the atmosphere, corresponding to approximately 20% reduction in the CO<sub>2</sub> emissions that would be emitted if diesel was used for the same purpose

### Recycling lead batteries

At Vodafone Greece we send for recycling the lead batteries we use at the company's network. Used batteries are sent for recycling via the approved battery recycling body. Through this procedure, lead is recycled and as a result, harmful heavy metals are not disposed to landfills. During 2012-2013, 210 tons of lead batteries have been sent for recycling, which accounts for all the batteries stored in our warehouse. Lead from batteries is a substance that accumulates in the environment and can cause, if dumped in the ground, via the water table, long-lasting damages to plants, animals and micro-organisms and therefore to human beings.

**2012-2013 objective**

100% recycling of stored lead batteries.

**2012-2013 result**

100% recycling of stored lead batteries (210 tons).

**Degree of success**

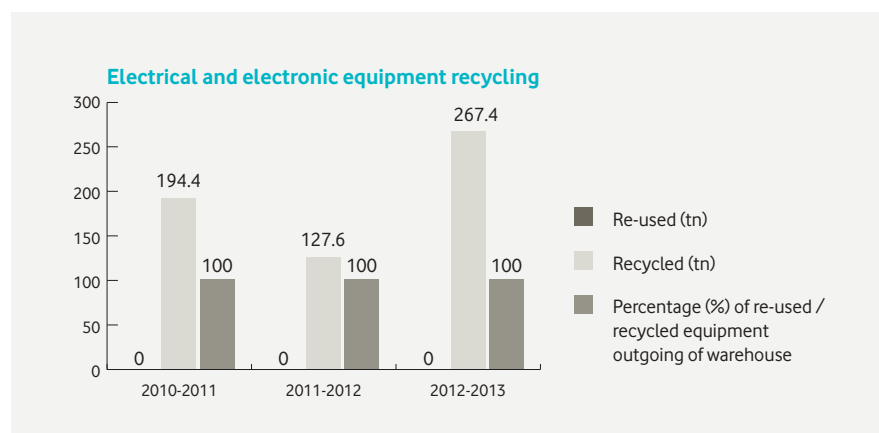
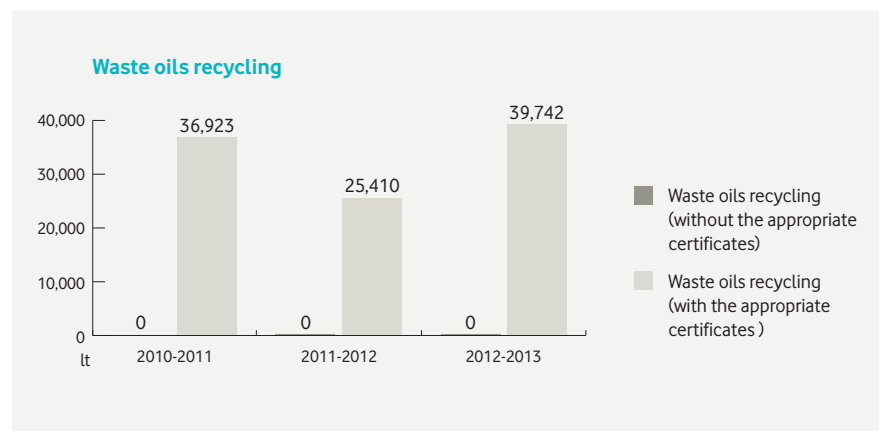
100%

**► 2013-2014 objective**

100% recycling of stored lead batteries.

**Recycling waste oils**

During 2012-2013, 39,742 lt of waste oil collected from base stations, MTXs and office buildings were sent for recycling via an authorized waste oil collection and recycling scheme. The hybrid operation with batteries of the generator-powered base stations (see pages 48-49) reduces the operating hours of the generators, which results in respective reduction of the amount of waste oils that are produced; through less frequent maintenance work that gens need in one year time. During 2011-2012 the operating hours of the generators were reduced by 25% compared to 2010-2011 and in 2012-2013 the effectiveness of the hybrid operation exceeded 50%. As a result, we avoided production of 13,450 lt of waste oil for the period 2011-2012 and more than 14,000 lt in 2012-2013. This approach results in reduction in time of the waste oil quantities collected from base stations that are sent for recycling.

**2012-2013 objective**

Recycling of 100% of waste oils from Base Stations.

**2012-2013 result**

1. Recycling of 100% of waste oils collected from Base Stations.
2. Production of 14,220 lt of waste oil was prevented at gen-powered base stations where hybrid operation using batteries was applied.

**Degree of success**

100%

**► 2013-2014 objective**

Recycling of 100% of waste oils collected from Base Stations.

**Recycling electrical and electronic equipment**

At Vodafone Greece we send telecommunications equipment, computers, printers and monitors for recycling, in cooperation with the approved waste electrical and electronic equipment recycling body. In this way we are eliminating the environmental impact of heavy metals such as lead, zinc and cadmium disposed to landfills. In 2012-2013 we sent for recycling more than 267.4 tons of electrical and electronic equipment (including used light bulbs), corresponding to 100% of the old equipment of the company's network and office buildings.

1. Paper collection bin
2. Toners collection bin
3. Small electrical and electronic appliances collection bin



The program has included light bulbs recycling since 2008-2009. Special collection bins have been placed in the company office buildings and MTXs to collect bulbs from building maintenance works and send them for recycling. Collection bins have also been placed at office buildings for company employees to be able to recycle the light bulbs they use at home. In 2012-2013 we sent 390 kilos of used light bulbs for recycling.

Since 2008-2009 special collection bins have been placed at 11 of the company's buildings in Attica, Thessaloniki, Larisa, Patra and Heraklion to collect small household electrical and electronic devices. Company employees can now recycle small household electronic and electrical devices that they don't use anymore. In 2012-2013 we sent more than 1,869 kilos of small household electronic and electrical devices for recycling.

#### 2012-2013 objective

Re-use and recycle 100% of electrical and electronic equipment leaving our warehouse.

#### 2012-2013 result

1. 100% of electrical and electronic equipment leaving our warehouse was re-used and recycled.
2. 1,869 kilos of small household electronic and electrical devices were recycled.

#### Degree of success

100%

#### ► 2013-2014 objective

Re-use and recycle 100% of electrical and electronic equipment leaving our warehouse.

### Recycling paper and toners

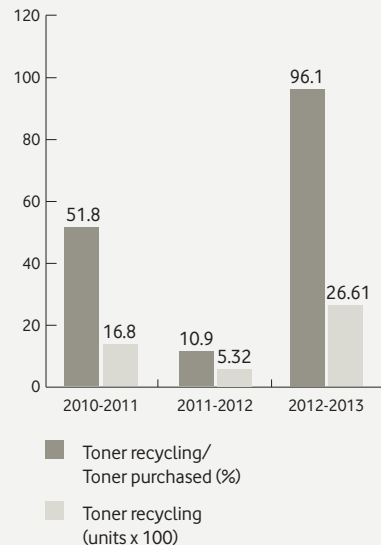
At Vodafone Greece, we implement a program that aims to recycle paper and toners. Specifically, we have installed:

- ▢ paper collection bins (240 liters) at central indoor locations of the buildings (such as in the printing and photocopying rooms)
- ▢ paper collection bins (80 liters) at central indoor locations of the buildings, in the office areas.
- ▢ toner collection bins (55 liters) at central indoor locations of the buildings, in the printing and photocopying rooms.

#### Paper use and recycling



#### Toners recycling



Mobile phones, accessories and household batteries collection bin



During 2012-2013:

- ▮ there was an increase in paper recycling per employee (56%).
- ▮ more than 96 tons of paper (80.2 tons of office paper from Attica buildings, 14.2 tons of advertising leaflets, 2.5 tons of documents to be scrapped) were sent for recycling, saving more than 1,248 trees
- ▮ 2,661 toners were sent for recycling

The use of paper and toners has a small impact on the environment based on the Risk Assessment we have carried out. However, it consists one of our office activities and therefore we have decided to manage this impact.

#### 2012-2013 objective

1. Maintain paper recycling percentage per employee in line with 2011-2012 results (26.6 kgr per employee).
2. 60% recycling of used toners.

#### 2012-2013 result

1. 56% increase in paper recycling per employee in comparison with 2011-2012 results (41.4 kgr per employee).
2. 96.1% of used toners were recycled.

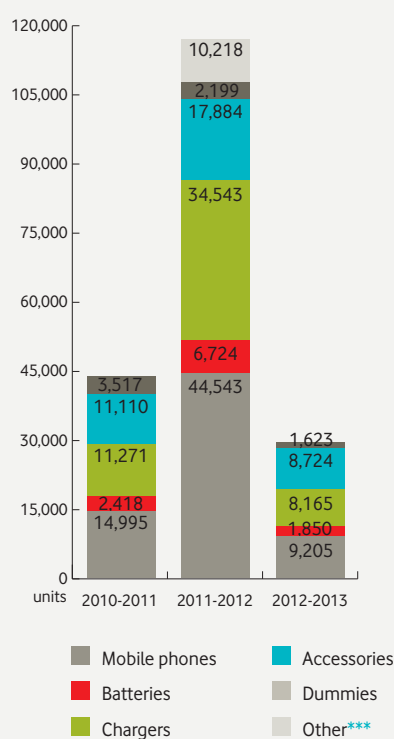
#### Degree of success

1. 156%
2. 160%

#### ► 2013-2014 objective

1. Maintain paper recycling percentage per employee in line with 2011-2012 results (26.6 kgr per employee).
2. 60% recycling of used toners.

#### Mobile phones, batteries and accessories recycling



#### Mobile phones, batteries and accessories recycling program

In June 2003 Vodafone Greece was the first telecommunications company to implement a nationwide mobile phones, batteries and accessories recycling program. In 2012-2013 more than 29,000\* mobile communications products were collected at around 1,000 special bins placed at Vodafone shops and company buildings across Greece, at all scouts of Greece branches and at 149 Vodafone business customers.

All mobile phone owners were able to participate in the program regardless of the network operator they use.

Furthermore, after cleaning our warehouses, more than 62,000 mobile and fixed communications products were collected and sent for recycling.

Since January 2009 the mobile phones & accessories recycling program that runs at Vodafone shops has been extended to include fixed telephony devices, laptops, modems and other fixed/mobile/internet equipment and accessories.

After gathering the materials for recycling, used mobile phones, batteries & accessories are collected by a specialized body authorized by the state, which under national law is responsible for the re-use, dismantling and further use of the materials for the production of other materials.

Although the program runs for the 10th consecutive year, public participation is not proportionally in line with mobile phones and accessories sales. According to the available data, in 2012-2013, only 1.2% of the mobile phones sold by Vodafone shops were collected for recycling at our shops and company buildings.

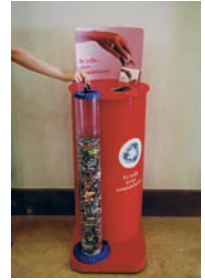
\* Where the term 'per employee' is used it corresponds to the average for employees in the period 2012-2013.

\*\* Quantities are calculated based on the date the mobile communications items are sent to company's main warehouse.

\*\*\* The word "other" refers to items –besides mobile telecommunication equipment- that were collected during the recycling events in collaboration with SKAI Group and were sent for recycling. These mainly include laptops, modems and other fixed telephony and internet equipment and accessories.



Mobile phones, accessories  
and household batteries collection bin



To enhance public and company employees awareness, in 2012-2013 we took the following steps:

- In February 2013 employees were once again called upon, with great success, to become ambassadors of the mobile phones recycling program and inform their friends too. As a result, 1,601 mobile phones were collected.
- By March 2013, 149 business customers had placed 203 Vodafone collection bins at their premises for the collection of mobile phones & accessories.
- In cooperation with sport clubs, such as Olympiacos FC and Pierikos Archelaos FC, we placed collection bins at selected areas of their football grounds and also took a series of steps to promote the program.
- We celebrated World Environment Day by participating in events held in collaboration with the Municipalities of Salamina and Megara.
- We continued public awareness and training regarding recycling of mobile phone materials, via relevant print inserts.

In 2012-2013 our shops continued to implement the 'Exchange' program to encourage the re-use of mobile phones. 42 mobile phones were collected as part of this program and were sent to a specialised partner for repair and then for sale in developing countries.

#### 2012-2013 objective

Collect 35,000 mobile phones and accessories.\*\*

#### 2012-2013 result

29,567 mobile phones and accessories were collected.

#### Degree of success

84%

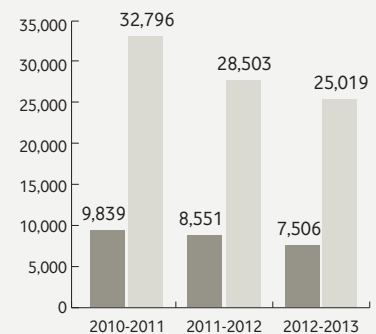
#### ► 2013-2014 objective

Collect 30,000 mobile phones and accessories.

### Household batteries recycling program

The household batteries recycling program commenced on a pilot basis at the company's 4 central buildings in July 2004 and was extended in November 2005 to all Vodafone Greece shops and the company's buildings. The program is jointly implemented with the approved body AFIS. In 2012-2013 we sent for recycling more than 7.5 tons of used household batteries (around 250,000 batteries).

#### Household batteries recycling



#### 2012-2013 objective

Collect 9 tons of used household batteries (around 303,000 batteries).

#### 2012-2013 result

7.5 tons of used household batteries were collected (around 250,000 batteries).

#### Degree of success

83%

#### ► 2013-2014 objective

Collect 8 tons of used household batteries (around 266,600 batteries).

\*

The word "accessories" refers to all mobile communications items –besides mobile phones– which are included in the relevant chart.

## Using more environmentally-friendly refrigerants and fire suppressants

At Vodafone Greece we only use fire suppressants with zero Ozone Depletion Potential (ODP), while as part of our scheduled maintenance activities, we gradually replace old refrigerant systems that operate with HCFC R-22 with new ones operating with zero ODP refrigerants. In 2012-2013 the total installed quantity of HCFC R-22 (a substance contributing to ozone layer depletion) reduced by 16.6%, while at the same time the overall ODP indicator reduced by 11% as to last year's respective period. As a result of our efforts, the number of refrigerant systems operating with HCFC R-22 decreased and therefore malfunctions decreased, leading to a 32% decrease in the quantity of R-22 replenished.

### 2012-2013 objective

5% reduction in the ODP indicator for refrigerant systems.

### 2012-2013 result

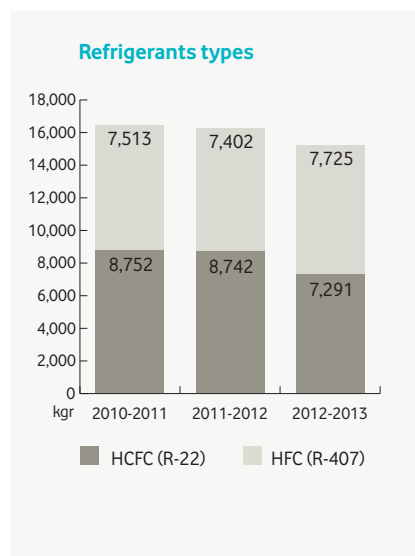
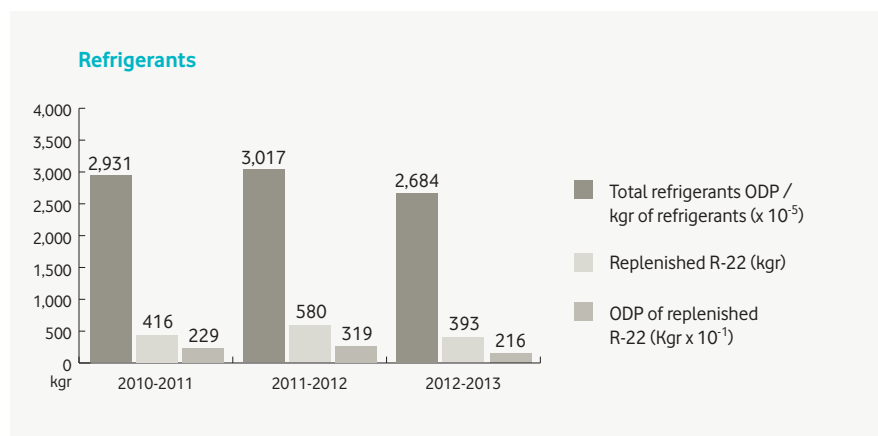
11% reduction in the ODP indicator for refrigerant systems.

### Degree of success

220%

### ► 2013-2014 objective

5% reduction in the ODP indicator for refrigerant systems.



## Reducing paper consumption

At Vodafone Greece we implement a program that aims to reduce paper consumption for the company's daily needs. Over recent years the company has modified most of its computer software so that all the employees that use computers in their day-to-day work, can print two or more pages on one sheet of paper. During 2012-2013, paper use (A4 and A3) per employee decreased by 25%. Since September 2007, all payslips have been available to Vodafone Greece employees exclusively in electronic format.

In order to drastically reduce the amount of paper used in printing bills, in February 2009 Vodafone Greece stopped sending out full analyses of calls to all post-pay numbers held by company employees, while in September 2010 the company completely stopped sending out such bills. All company employees have access to the particulars of their bill and a full analysis can instead be viewed online at My Account on [vodafone.gr](http://vodafone.gr). This initiative has resulted in 920 kilos of paper saving per year, which is translated into around 16 trees per

year, while the percentage of the employees participating in the program is 81%.

Since July 2009, the company stopped sending full analysis of calls to retail customers, while since November 2010, the company extended the initiative to business customers too. The percentage of customers participation in the program is 85%, resulting in paper saving of more than 121 tons per year, which corresponds to saving of more than 2,057 trees per year.

#### 2012-2013 objective

Maintain paper use for printing purposes per employee in line with 2011-2012 (19.6 kgr of paper per employee).

#### 2012-2013 result

25% reduction in paper use per employee compared to 2011-2012 (14.7 kgr of paper per employee).

#### Degree of success

125%

#### ► 2013-2014 objective

Maintain paper use for printing purposes per employee in line with 2012-2013 (14 kgr of paper per employee).

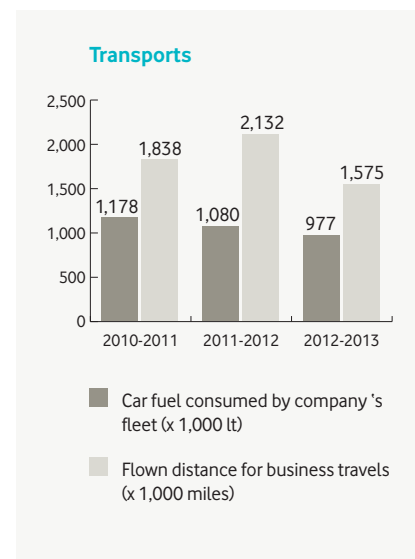
## Monitoring the environmental impacts of transport

Based on available data, fuel consumption\* by company's corporate fleet of vehicles dropped by 10% over the last year. At the same time, 713 Vodafone employees have the option to work remotely since they have access to company network drives and corporate email wherever they are using Vodafone Mobile Connect. Furthermore, air miles traveled on business reduced by 26%\*\*.

Since 2008, Vodafone has invested in developing video-conferencing infrastructure to replace the need for travelling by air on business, aiming to reduce CO<sub>2</sub> emissions from air travelling.

In 2012-2013, 1,391 video conferences were organized at the conference rooms of Halandri offices building, among Vodafone employees and Vodafone Group.

Fuel consumption used in road transport and the impact on the atmosphere from air travel by the company's executives is not one of the company's main impacts on the environment based on the results of the Risk Assessment of its operations.



#### 2012-2013 result


1. 10% reduction in fuel consumption from company vehicles.
2. 26% reduction in air miles traveled.

\*

Fuel consumption data refer to the use of the special fuel cards that company executives are provided with. Data for 2012-2013 include not only petrol consumption but also diesel consumption since in 2012-2013 part of the corporate fleet was replaced with diesel vehicles (in 2011 the law was changed to allow diesel vehicles in Attica and Thessaloniki).

\*\*

Data refer to the total of domestic and international trips since company has developed a central system to record and monitor all flights.



## Contribution to Sustainable Societies

The company's future is intimately bound up with the challenges that sustainable development presents. We are focusing on sectors where our mobile technology solutions can help ensure equal access to communications, support the Greek economy, address challenges at an economic, social and environmental level, while at the same time generating new opportunities for the company to develop.

## Supporting the Greek economy and contributing in the development and competitiveness of the Greek businesses, with parallel benefits for the environment

### Offering the Microsoft Office 365 service

As a strategic associate of Microsoft around the globe, Vodafone offers the Office 365 service which is an integrated suite of productivity applications such as Exchange Email, SharePoint workspace, Office tools and video conference tool through the Lync Online service. Office 365 combines cloud technologies with Microsoft's most popular tools allowing every company to work in a modern way with minimal cost by utilizing the internet and Vodafone's telecommunications infrastructure.

The Lync Online service allows users to communicate with their associates and customers in a direct, effective way, wherever they are, just by hosting web video conferences with the aid of an ordinary internet connection. This service reduces the need to travel to hold business meetings, thereby resulting in a drop in the fuel consumption for business trips and a corresponding drop in CO<sub>2</sub> emissions into the environment.

### Offering the ZeliTrack fleet management service

The ZeliTrack service is a simple-to-use subscriber Web Fleet Management service available exclusively from Vodafone Greece.

The special device installed on the vehicle constantly records the geographical coordinates and transmits the data via GPRS which is then stored and presented to the customer in real time with full reports and historical data about traffic, routes, vehicle operations and other data such as door opening /closure, cargo temperature and driver ID.

The ZeliTrack service allows all companies with a fleet of vehicles to improve the services offered to end customers while also reducing operating costs arising from diesel consumption and thereby reduce its environmental footprint by:

- ▮ using statistical data to more effectively deploy vehicles and reduce itineraries
- ▮ optimizing itinerary scheduling and reduce the number of kilometers traveled
- ▮ monitoring vehicle usage to schedule preventative maintenance more effectively
- ▮ motivating drivers to implement best driving practices.

### Offering a natural gas consumption checking system SmartEcometer GAS

Vodafone Greece has joined forces with Attica Natural Gas Supply Co. S.A. to provide natural gas consumers in Attica with an innovative service for monitoring consumption levels called SmartEcometer GAS. SmartEcometer GAS is an innovative, cost-effective solution that allows subscribers, whether household or business consumers, to reliably monitor and check natural gas consumption levels. The service offers:

- ▮ control over natural gas consumption levels from anywhere, any time of the day via the internet and info-SMS.
- ▮ estimates of the cost of consumption
- ▮ the option top view consumption data per day, hour, month, or any selected time period, in the form of diagrams or reports showing m<sup>3</sup> or kWh.
- ▮ the option to view maximum values and consumption averages for each time period
- ▮ the option to compare data from previous consumption periods (if telemetering was available then)
- ▮ updates via sms or email, if consumption goes outside of expected levels in any period
- ▮ updates by email about consumption levels that go over the monthly limit set by the consumer
- ▮ updates about the price of natural gas each month
- ▮ option to view CO<sub>2</sub> reductions achieved by using natural gas compared to the use of oil

"Vodafone Explore Greece" application



Subscribers to this service are given adequate information in good time about any problems in how the system operates and can also properly plan their consumption, thereby avoiding unwanted costs and pointless energy consumption as well as CO<sub>2</sub> emissions to the environment.

### Offering telemetering and surveillance of photovoltaic facilities using SmartEcometer PV

The SmartEcometer PV service is a comprehensive subscriber service that allows fitters and private power generators to do the following in real time using the Vodafone mobile communications network:

- ▮ to have full control of whether photovoltaic systems are operating properly thanks to error reports
- ▮ to check the amount of power being generated by photovoltaic facilities per hour, day, month and the corresponding amount of money generated
- ▮ to receive updates by sms about the power generated, the output and the daily financial benefit
- ▮ to view complete historical and comparative power generation diagrams compared to the previous time period.

This allows subscribers to the service to ensure efficient, uninterrupted operation of the photovoltaic system, thereby contributing to the percentage of electricity generated by renewable energy sources.

## Exploiting our technology for the support of the Greek economy and the local communities

### Developing the Vodafone Explore Greece app

HVodafone developed an innovative application called Vodafone Explore Greece which is available to its global subscriber base. This application promotes Greece as a tourist destination thereby contributing to the growth of the Greek economy and supporting the local community.

The Vodafone Explore Greece application is available free of charge to smartphone and tablet users worldwide. It supports 4 languages (Greek, English, German and Italian) and is compatible with Android and iOS operating systems.

This application is a useful travel guide for all Greece's most popular destinations, and helps visitors to Greece no matter what network they use or country they come from, travel the country and enjoy a more comfortable, straightforward and cost-effective stay.

It has a rich body of content and useful hints and tips about where to stay, what to do, cultural events and detailed maps while also highlighting Greece's natural beauty and the historical and cultural wealth of each area.

Vodafone subscribers from around the world travelling to Greece can benefit from exclusive offers like free entry to specific museums or preferential package rates including both flights and accommodation.

## Exploiting our technology for equal access to communication

### Contributing to equal quality of life and access to communication for the visually-impaired

Seeking to ensure that the disabled participate in life and have access to communication on an equal footing, we have developed another innovative service for the visually-impaired called Vodafone Speaking Phone. This service can be activated on conventional mobile handsets and announces to users the information and functions which appear on the handset's screen using Real Speak technology. For example we can mention that:

- ▮ This service was developed to cover the specific needs of the visually-impaired.
- ▮ Trials were conducted in cooperation with the Hellenic Technology for the Blind Development Association (STAT).
- ▮ It is available at all Vodafone points of sale.



'Voice Navigation Service'



- It can be activated free of charge for customers who present disability (blindness) certificates duly attested by public authorities.
- It comes with an audio CD and instructions as well as Braille leaflet.
- Information is immediately available by just calling 13830.

The functions spoken are SMS, incoming calls, etc., numbers per digit, per pair or all together, date and time, directory, battery status and network signal. From the service commencement date in 2005 to 31 March 2013 the service had been activated for more than 1,500 visually-impaired company customers following a request made by them..

### Offering the Speech Service on [www.vodafone.gr](http://www.vodafone.gr)

In March 2010 Vodafone Greece was the first mobile communications company in the country to offer all visitors to our website the option to use the Speech Service. The service reads out the content of specific pages on the Vodafone website. This frees visitors from the need to stay in front of the screen, allowing them to listen to texts and engage in other activities in parallel. In addition to reading out text, the service also makes it possible to browse the website using suitable keys. They enable the user to listen, browse or follow a link in one of the special menus on the Vodafone webpages, without having to use the mouse. It is aimed at visitors to the Vodafone website who have difficulty reading text such as the visually impaired, the elderly, the

dyslexic and people who find it difficult to operate electronic equipment because of some disability. From a visual and functional viewpoint, the service is easy to use and comprehend.

### Handling requests from hearing-impaired customers

People with hearing impairments can communicate with Vodafone Greece's Customer Service Department. Users of this service can send complaints or request clarifications about how to use their mobile handsets to the Customer Service Department by text message (SMS) and the Customer Service Department will reply in the same manner. The SMS is sent to 13830, in other words the same number which applies when placing an ordinary phone call to the Customer Service Department.

### Offering special charges for the hearing-impaired

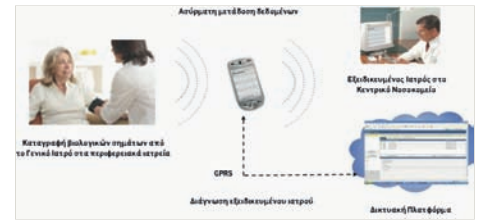
In order to facilitate people facing hearing impairments, since April 2002 the company has been offering a special post-pay and pre-pay tariff plan on the Greek market by name of Vodafone Special. This plan offers a 50% discount per SMS message to any network.

### Supporting [www.blind.gr](http://www.blind.gr); an innovative polymorphic information and communication hub for the visually impaired

For 6 consecutive years Vodafone Greece has been supporting [www.blind.gr](http://www.blind.gr). This is an innovative information and communication hub for the visually impaired by Greek standards, that has been developed by the Hellenic Technology for the Blind Development Association (STAT). The hub offers useful information on politics, technology, culture and sports and also features notices from the association. It has an information management and upload tool which does not require any specific skills and was designed to be completely accessible by the disabled since it is fully compliant with the relevant international standards (W3C). Information posted to [www.blind.gr](http://www.blind.gr) is available in real time simultaneously on the internet, mobile phones and fixed phones (from 210-5226600).

In 2009-2010 [www.blind.gr](http://www.blind.gr) added additional services, by creating the first internet information reader made possible by installing the RSS WebRhetor Feed phone navigation platform. This new service is intended to optimize use of the website's voice portal which can be accessed by dialing 210 5226600 and allows disabled individuals to directly access information from numerous sources. This tool reads the full text content of info-portals, newspapers, blogs and other websites in real time using RSS WebRhetor Feed.

Telemedicine program: Process of taking and sending examinations



Websites that provide RSS feeds (or decide in the future to provide such feeds) can join this service free of charge simply by contacting STAT, thereby enriching their website with an additional tool that offers alternative access to all.

The blind.gr portal remains the only information hub via which all recognised blind associations in Greece and Cyprus can upload posts to notify their members. The number of hits is steadily growing with the figure reaching 135,000 visits from the service commencement date until 31.3.2013. Over 2,000 voice calls are also made a month.

Another service offered by www.blind.gr is voice recognition, making it easier to navigate the website's voice portal. This service allows individuals with severe mobility-related disabilities to use the site, since all that is needed to obtain information is the user's voice. At the same time, the website continues to provide snippets from articles published in the daily press, as well as notices from associations and bodies for the blind, as well as news about technological developments.

Yet another service offered by the site is blind OCR (optical character recognition) which allows registered users of blind.gr to convert images and .pdf files into accessible, readable text. Using this service, people with impaired vision now have access to online texts which up until now were inaccessible via specialized computer access software (screen and text readers).

#### 2012-2013 objective

Retain existing products and services.

#### 2012-2013 result

Existing products and services were retained.

#### Degree of success

100%

#### ► 2013-2014 objective

Retain existing products and services.

## Exploiting our technology in the areas of health, education and environmental protection

### Vodafone Greece's Telemedicine program

At Vodafone in 2006 we started supporting a pilot scheme entitled 'Remote Population Groups Medical Parameters Telemetry' at 5 regional clinics run by the Central Macedonia 2nd Health and Welfare System with the participation of Thessaloniki's Papageorgiou General Hospital and technical support from the company Vidavo.

Vodafone Greece's Telemedicine Program is being implemented at 30 locations across Greece:

1. In cooperation with the Athens Medical Center
2. Under the aegis of the Ministries of Health and Mercantile Marine
3. With the involvement of the Intermunicipality Health and Welfare Network, and the company Vidavo

Telemedicine refers to the procedure for obtaining patient examinations from a regional surgery for example and sending them to a central hospital to be examined by specialist doctors such as cardiologists. Telemedicine is based on mobile communication technology and new generation medical devices. These

Educational program  
"Click... on history"



devices permit patients to be examined using a cardiograph for example and for that data to be sent to a central hospital to a specialist cardiologist who will receive the examinations and send back his diagnosis in the same way.

The benefits to patients at that they can practice preventative medicine, while at the same time geographical limitations are abolished and the sense of security felt by citizens is strengthened thanks to direct access to specialist doctors. Doctors can better manage their patients since they can provide specialist healthcare services in rural areas while at the same time they also have the opportunity to communicate with specialists.

In addition to covering patients suffering from chronic conditions, the program also covers population groups deemed to be at high risk such as the obese, smokers, etc. In 2012-2013 more than 4,850 examinations were sent by the rural surgeries participating in the program.

#### 2012-2013 objective

Extend the telemedicine program to 100 points across all of Greece.

#### 2012-2013 result

-

#### Degree of success

-

#### ► 2012-2014 objective

Extend the telemedicine program to 100 points across all of Greece.

## Click... ON HISTORY

ΣWorking in collaboration with the Foundation for the Hellenic World, Vodafone Greece developed the 'Click ... on history' educational program. This program is addressed to Secondary School level students and seeks to highlight local history from the viewpoint of students and to make them more familiar with mobile communications technology as a contemporary tool of education.

As part of the program, students were asked to record their local history using 'smart' mobile phones by utilising the camera, video and voice recorder functions. Students were asked to contact the local community around their school, explore their town, neighborhood or village, collect evidence from family photograph albums, cultural associations and public archives under the guidance of their teachers and experts from the Foundation for the Hellenic World. This research audiovisual material was then uploaded by mobile phone to a specially designed online platform for the program, where it was integrated in well-organized presentations.

This program brings an important contribution to students' education as far as research method is concerned, while it also helps them acquire skills regarding essay creation in electronic form through a process that is bound to have the students' attention. Last, it trains students in carrying out a collective project, since they must form groups, in which they need to cooperate closely in order to submit their final project, while it also familiarizes them with technologies used every day, but in a more creative manner, thereby highlighting the value of using them in an educational setting. The program was implemented at 23 schools in various areas nationwide.

#### 2012-2013 objective

Implement the program in 18 new areas.

#### 2012-2013 result

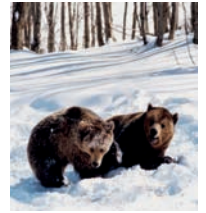
The program was implemented in 20 new areas

#### Degree of success

111%

#### ► 2013-2014 objective

Evaluate continuation of the program.



Research program to monitor the brown bear

## Protecting the brown bear

Since 2008 Vodafone Greece has been supporting a pioneering research program which has been implemented for the first time in Greece by ARCTUROS. The program utilises Vodafone Greece's mobile communications network to monitor and protect the brown bear, from possible interruptions such as those deriving from major technical projects.

Specifically, ARCTUROS researchers fit bears with GPS-GSM locating devices, which do not interfere with the free movement and behavior of the animals. At designated times, each device links up to a satellite and stores the geographical location of the animal on a micro-hard disk. At the same time, it authors an SMS containing those coordinates and transmits it via Vodafone Greece's mobile communications network to the computers at the ARCTUROS scientific center.

This allows exceptionally important data about the brown bear's population status and relations between sub-populations, habitat usage, etc. to be collected. To date the scientific team from ARCTUROS has collected data that has led to significant conclusions being drawn such as the fact that the recorded brown bear population in the area studied was larger than the pre-existing estimates. Based on that information, the scientific team from ARCTUROS was able to take preventative steps and implement proposals, intervene in the planning stages of major technical projects to ensure that the brown bear's habitats remain intact, and that roads are suitably signposted for drivers passing through such areas.

### 2012-2013 objective

Continuation of the program.

### 2012-2013 result

The program was continued and completed.

### Degree of success

100%

## Supporting initiatives for the common good

### The "Prospero" Service

In February 2006 the three mobile communications companies Cosmote, Wind and Vodafone Greece set up the "Prospero" service to support and provide integrated management for charitable events like TV-marathons. This service allows certain numbers to be used by the three companies for a specific time period. Customers of all three companies can send as many SMS as they want to the specific number during that period. Each SMS costs €1 plus VAT. The total net revenues (VAT excluded) which result from use of the service are paid over by the three mobile communications companies to the institution body organizing the charity event (by depositing it with the Deposits and Loans Fund). It is worth noting that all three companies involved in offering this service gain no financial benefit from it and do not retain any sum for themselves, not even to cover operating costs. During the year 22 actions were implemented to raise funds for charitable bodies.

### 2012-2013 objective

Continue the program.

### 2012-2013 result

18 organisations were supported.

### Degree of success

100%

### ► 2013-2014 objective

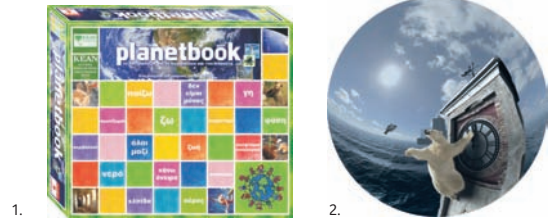
Continue the program.

### Free of charge social support lines

We offer our customers the ability to make free calls from their mobile phone to social support lines and the emergency services. During the period 2012-2013, the following lines received more than 50,000 calls:

- ✎ 1031: OKANA Drug Helpline
- ✎ 1147: Hellenic National Transplant Organization
- ✎ 197: National Center for Urgent Social Aid
- ✎ 1056: Smile of the Child
- ✎ 1145: Ithaki Helpline (Drug Addict Treatment Center Helpline)
- ✎ 116111 EU Support line for children and adolescents, and
- ✎ 116100 EU Missing Child Hotline.

1. Planetbook: Environmental board game
2. Environmental Educational film 'Earth is our home'



At the same time, in 2012-2013 more than 2,800,000 calls were placed over the Vodafone Greece network to emergency services. The main volume was received by the Hellenic Police (100), and the National Ambulance Center - EKAB (166). Moreover, Vodafone Greece also offers its customers the ability to send free SMS to the emergency services using short dialing codes:

- the Hellenic Police (100)
- Ambulances (166)
- the Fire Brigade (199)

Furthermore, in alignment with our legislation related to 112 Emergency Number, in 2011 Vodafone Greece processed 105 requests from General Secretariat for Civil Protection. In particular, the General Secretariat for Civil Protection asked from Vodafone Greece to locate mobile communication users in danger. The average response time for those cases were covered by the Vodafone Greece network was 25 minutes. For the cases where the user was not served by Vodafone Greece network, the response time for the response is 35 minutes. The above timeframes include the necessary and mandatory preparation of the required forms and always there is telephone communication/briefing with the Authority. These requests are confirmed cases where the mobile subscriber is in danger and there is a demand for tracking through mobile phone.

#### 2012-2013 objective

Retain the existing social support lines.

#### 2012-2013 result

Existing social support lines retained.

#### Degree of success

100%

#### ► 2013-2014 objective

Retain the existing social support lines and evaluate the possibility to provide more free calls to social support lines.

## Programs for the Children

### Planetbook: The first environmental board game

ΣIn 2009-2010 we developed the first environmental board game, Planetbook, in collaboration with KEAN (Cell of Alternative Youth Activities). Planetbook is aimed both at adults and children and seeks to educate and cultivate awareness about environmental issues by combining learning with fun.

The game was made available at no cost to environmental educators in schools nationwide, and it is also widely presented at educational and environmental events.

The environmental organizations Greenpeace, WWF, Archelon, SOS Mediterranean, the Panhellenic Network of Ecological Organizations (PANDOIKO), the Hellenic Ornithological Society & European Expression were also involved in developing it.

#### 2012-2013 objective

Evaluate continuation of the program.

#### 2012-2013 result

The program was completed

#### Degree of success

100%

### Educational film about the environment, entitled 'Earth is our Home'

During 2007-2008, a new film called 'Earth is our Home' was produced in cooperation with the Foundation of the Hellenic World and is being screened at the 'Hellenic Cosmos' virtual reality theatre, 'Tholos'. It lasts 15 minutes and addresses environmental issues. The film was produced using cutting edge 3-D graphics and can only be seen at the 'Tholos' theatre. 'Tholos' resembles a planetarium in terms of shape and layout, but in effect the only thing they have in common is the hemispherical projection surface. This is a unique, virtual reality immersion experience which gets viewers directly involved, is flexible, innovative and captivating.

The film presents how human activities affect the environment and also recommends day-to-day things we can do to minimize those effects (like energy efficiency, using renewable energy sources and recycling practices).

The film stars a polar bear and a fish who face a series of challenges in their ecosystem due to our approach to the environment. Starting from the images of the ice floes where the polar bear lives, the film takes us to the city and our day-to-day reality where alternative methods are proposed for a series of things we could all do in a much more environmentally-friendly

1. "LETO" mobile paediatrics and dentistry unit
2. SOS Villages bag



way. This film is aimed at both adults and children. In the second half of the screening, viewers can test their knowledge and memory in a pleasant, interactive and educational game.

#### 2012-2013 objective

Evaluate continuation of the program.

#### 2012-2013 result

5,342 visitors watched the film and the program was completed

#### Degree of success

100%

### 'LETO' mobile pediatrics and dentistry unit

The 'LETO' mobile pediatrics and dentistry unit established by Vodafone Greece and Medecins du Monde in 2003, travels around all of Greece to provide pediatric and dental care to children living in areas where access to healthcare services is more difficult for economic or social reasons. The 'LETO' unit provides the following services:

- ▮ pediatric examination and free treatment with basic pediatric drug provision
- ▮ dental examination, treatment and distribution of dental hygiene and preventative dental medicine guidelines
- ▮ preventative hygiene and implementation of vaccination programs
- ▮ lectures on preventative medicine, healthy eating habit and oral hygiene and distribution of informative material

Bearing in mind that large urban centers have higher primary medical care needs (based on the experience of Medecins du Monde) in the period September 2012-March 2013 a total of 12 2-day events were held in the Attica and Thessaloniki regions with the involvement of SKAI, so that even more children could be briefed and receive care from the mobile unit. A total of 1,989 children were examined as part of those 12 events. Over the whole year a total of 6,025 children were examined.

#### 2012-2013 objective

Program redesign based on society needs.

#### 2012-2013 result

The program was redesigned with the mobile unit making visits to Attica and Thessaloniki.

#### Degree of success

100%

#### ► 2013-2014 objective

Continue the program.

### Children's Creativity Workshops at the SOS Children's Villages

In 2005-2006 in cooperation with the SOS Children's Villages we established Children's Creativity Workshops at the charity's premises in Athens and Thessaloniki. At these workshops, children from the SOS Villages and from the wider area of Vari and Plagiari receive training and can express themselves through innovative artistic and creative expression methods under the guidance of special instructors.

At the SOS Children's Village in Vari a building has been suitably designed and fully fitted to house:

- ▮ A music workshop
- ▮ A visual arts workshop
- ▮ A theater workshop

- ▮ A photography workshop
- ▮ A cinema workshop
- ▮ A dance workshop
- ▮ A new technologies workshop
- ▮ An environmental awareness workshop

At the SOS Children's Village in Northern Greece in the Plagiari area of Thessaloniki a building has been suitably designed and fully fitted to house:

- ▮ A music workshop
- ▮ A visual arts workshop
- ▮ A cultural events workshop
- ▮ A photography workshop
- ▮ An environmental awareness workshop

To further support the SOS Children's Villages we launched a bag exclusively at Vodafone shops featuring paintings by children who live at the SOS Villages.

The bag was 100% cotton and was on sale from December 2011 at Vodafone shops at €2.90 and all revenues from sales of the bags went to support the educational and pedagogical programs run by SOS Children's Villages. The bag featured paintings done by children from the SOS Villages who took part in the visual arts workshop.

#### 2012-2013 objective

Continue the program.

#### 2012-2013 result

The program was implemented.

#### Degree of success

100%

#### ► 2013-2014 objective

Re-evaluate and change the workshops to meet children's needs and to match available resources.



1. Blood donation program
2. Employees volunteerism



## Respite Home for children suffering from cerebral palsy

The Respite Home for children suffering from cerebral palsy was established in 2003-2004 with our support to the Hellenic Cerebral Palsy Society. The children staying at the Respite Home do so, on average for one week, and at the Home have the opportunity to improve their social skills and participate in educational and leisure activities.

Key objectives of the Home are to help deal with family crises, provide relief to parents and children staying there, and to train young adults about how to live on their own and to allow them to temporarily 'escape' their family environment.

500 m<sup>2</sup> of the Society's premises were dedicated to the Respite Home which includes 3 spacious bedrooms capable of sleeping 4 people each, a fully fitted bathroom, kitchen and staff quarters, living-room/library and veranda. Guests at the Respite Home can also use the Society's facilities such as the refectory, the swimming pool, sports facilities since the Respite Home operates on the Society's premises.

The team staffing the respite home includes specialists and consists of therapists, social workers, nurses, physical education instructors, sociologists, and special needs teachers.

### 2012-2013 objective

Evaluate continuation of the program.

### 2012-2013 result

The program was completed.

### Degree of success

100%

## Employee volunteerism program

OVodafone Greece's employees participate in a series of voluntary activities, offering their time, skills and abilities to support charitable purposes. Our aim is to generate the greatest possible benefit for the recipient of such services, and so we chose the SOS Children's Villages as the beneficiary of all our volunteer measures. A team of company employees undertook to design the facilities and carry out work to renovate the Youth Club at the SOS Children's Village at Paleo Faliro. The team consisted of 29 company employees who spent a total of 230 hours away from work to design the premises, plan the renovation and carry out the work needed.

Moreover, all company employees were involved in collecting 2 tons of food to support the Family and Child Support Centers the SOS Children's Villages run in 6 cities nationwide. This program was run with the voluntary work of 84 company employees who spent a total of 388 hours away from work to collect the food, sort it and distribute it to 220 families.

For the fourth consecutive year, 3 employees represented Vodafone Greece in the Global Biking Initiative by cycling from Oslo to Dusseldorf to disseminate information about the work of the SOS Children's Villages. The team's efforts raised €10,500 for the Vari SOS Children's Village, from donations from friends, colleagues and the company.

Since 2002 employees have been systematically involved in collecting clothes and offering them to charities such as Medecins du Monde,

the Greek Red Cross, the Strofi Treatment Center and individual families in the Municipality of Perama. During 2012-2013 around 12 hours were spent in implementing the scheme by a team of employees in the context of their day-to-day work while more than 700 items of clothing were distributed.

### Running a blood donation program

Since 1996 Vodafone has been implementing a blood donation program at company premises with the active involvement of employees. This voluntary blood donation program is run twice a year in cooperation with the Athens hospitals, Patissia General and Amalia Fleming, and the Thessaloniki hospital, Agios Pavlos. The resulting blood bank covers the needs of all our people and their close relatives. In 2012-2013 412 employees took part in the voluntary blood donation scheme and 250 blood units were used by employees and their family.

### 2012-2013 objective

1. Continue the clothes collection program.
2. Continue the blood donation program.
3. Run 4 employee volunteerism programs.

### 2012-2013 result

1. The clothes collection program was continued.
2. The blood donation program was continued.
3. 3 employee volunteerism programs were run.



Vodafone World of Difference

### Degree of success

1. 100%
2. 100%
3. 75%

### ► 2013-2014 objective

1. Continue the clothes collection program.
2. Continue the blood donation program.
3. Run 3 employee volunteerism programs.

## Vodafone World of Difference program

In September 2010 we implemented the Vodafone World of Difference program which gives individuals with vision and passion the opportunity to make their dream come true and work for the charity of their choice on one specific project. This is a global program that has been implemented so far in 22 countries with great success, and has given the opportunity to more than 2,100 individual winners around the world to work for a charitable organization of their choice.

In 2012, during the third round of the program, during the 6-week application submission period, we received 242 applications from the public. 5 candidates were eventually chosen to work for one year at a charity of their choosing in the 2013-2014 period. They were:

- ▮ Paraskevi Vasiliadou took up the post of Elderly Support Program Manager at 'ARSIS' in Kozani in order to provide counseling in four sectors: Psychological support, social empowerment, day-to-day practical problem-solving and saving money.

- ▮ Mili Gialabouzi took up the special instructor post at the Greek Down's Syndrome Association in order to train individuals with Down's Syndrome how to read and write, to improve their social and communication skills and teach them how to look after themselves.
- ▮ Zoe Lymberopoulou took up the post of Educational Programs Manager at the Museum of the City of Athens / Vourou –Evtaxia Foundation, to create educational programs for children and attract larger numbers of visitors to the museum.
- ▮ Stavroula Ropi took up the post of psychologist with the phone counseling service run by the Association for the Psychosocial Health of Children and Adolescents (A.P.H.C.A) in order to increase the number of calls the association answers by 25% and to identify mental health problems in children and adolescents in good time and to provide immediate access to treatment.
- ▮ Evgenia Touriki is working as a psychologist at the Daycare Center for dementia patients at the Athens Alzheimer's & Related Disorders Association, in order to provide psychosocial support to patients via a continuous daily program of activities and to brief relatives and carers about dementia-related issues, the symptoms and progress of Alzheimer's disease, hereditary issues, practical issues about how to care for patients with Alzheimer's disease, etc.

In 2011, during the second round of the program, during the 6-week application submission period, we received 414 applications from the public. 5 candidates were eventually chosen to work for one year at a charity of their choosing in the 2012-2013 period. They were:

- ▮ Thanassis Vanezis took up the post of biomechanist at the Walking Analysis Center of Hellenic Society for the Protection and Rehabilitation of Spastic Children (ELEPAP) in Athens to implement a research program to study upper limb function in children with cerebral palsy. During his year there, he developed and implemented a biomechanical protocol for 3D measuring and analysis of upper limb function. As a result of the procedure it will now be possible to objectively determine upper limb function using quantitative criteria in order to design a rehabilitation program and to evaluate the impact of treatment based on specific quantitative data.
- ▮ Konstantina Lygizou took up the post of System Development Manager for young people with hearing problems at the Scouts Association of Greece to allow that social group to be able to participate in the Scouts' activities. During her year there she began running the Scouting in Sign Language, during which 39 adult staff of the Scouts were trained about how to use Greek sign language at weekly meetings. She also ran a series of meetings to brief schools and deaf / hard of hearing associations and families with children with hearing impairments about the program.

- ✎ Dimitris Papandreou worked as Operations Manager on the Additional Child and Teenager Care program run by the Social Solidarity Association 'HELP for children and teenagers, based on Mytilini. The program's objective was psycho-social support for children from troubled families who cannot meet the basic needs. During the program 40 volunteers were trained and began providing psycho-social support for 20 minors via various activities and a creative activities group was also set up attended by 30 minors.
- ✎ Vangelis Tziritis took up the post of Environmental Advisor with the Prespes Protection Association to plan, implement and evaluate an environmental monitoring system for the water resources in Mikri Prespa Lake. During his year he designed an environmental monitoring system for the area line with international protocols and the relevant EU legislation. As part of that system sensors were installed to monitor qualitative parameters. Data was transmitted using telemetry. A series of samples were taken and physicochemical analyses performed on water systems in the area. Based on the data which was collected during the program, and the measurements from the sensors which will remain in the area, the Prespes Protection Association will be able to prepare targeted management plans for the area and deal with potential environmental risks.
- ✎ Marios Fournaris, with the help of the program, continued his work as full-time manager at the Wildlife Care and Environmental Awareness Center of the Alykoni Association on

Paros island. During the program the Association cared for 874 wild animals, and welcomed 3,050 school pupils to its facilities from 61 schools from all over Greece.

#### **2012-2013 objective**

1. Completion of work by the 5 candidates at the organisations of their choosing.
2. Repeat the program.

#### **2012-2013 result**

1. Work was completed by the 5 candidates at the organisations of their choosing.
2. The program was repeated.

#### **Degree of success**

1. 100%
2. 100%

#### **► 2013-2014 objective**

Evaluate program continuation.

## Managing Sustainability

**2012-2013 objective**

Harmonisation of the whistle blowing mechanism with the proposed mechanism by the Vodafone Group for handling cases of corruption.

Carry out the 4th Stakeholder Engagement Survey.

Carry out an Employee Survey.

Successful evaluation of the management systems by independent validation agencies.

■

Check proper implementation and application of corporate processes and checks which safeguard: a) the correctness of financial results and b) company revenues.

Successfully obtain validation from independent auditors, who will certify the company's compliance with the requirements of Section 404 of the Sarbanes-Oxley Act.

Continue compliance with British Standard 25999.

Keep Vodafone Security Portal updated to brief employees about Business Continuity issues.

Exchange best practices.

Continue the program (academic community).

Continue the campaign about the 'mobile phones recycling program' and safely surfing the internet.

**2012-2013 result**

The mechanism was brought into line with the one proposed. ☉

The survey was carried out. ☉

The survey was rescheduled for 2013-2014 due to other internal events activation. ☉

Management systems successfully evaluated. ☉

■

Successful assurance of proper implementation and application of corporate processes and checks, including corrective actions and changes that were required. ☉

Validation of company's compliance (comments for improvement were included but these have no impact whatsoever on the financial results) by independent internal and external company auditors, in accordance with the requirements of section 404 of the Sarbanes-Oxley Act. ☉

Successful surveillance audit of the Business Continuity Management System in line with BS 25999-2:2007 and a successful transition to the new ISO 22301:2012 standard (Societal security - Business continuity management systems) by extending the scope of the Business Continuity Management System to Vodafone Greece's own shops. ☉

Continued renewal of the Vodafone Security Portal and training courses provided to the Technology and IT Divisions. ☉

Best practices exchanged. ☉

Respond to 25 students questionnaires. ☉

The campaign was continued (print insert and flash banners). ☉

**► 2013-2014 objective**

All cases of corruption reported via available communication channels will be investigated and drawn to the board's attention.

Carry out the 5th Stakeholders Survey (2013-2015).

Carry out the Employee Survey (2013-2015).

Successful evaluation of the management systems by independent validation agencies.

Successful evaluation of the implementation of 6 critical policies the Group has focused on.

Check proper implementation and application of corporate processes and checks which safeguard: a) the correctness of financial results and b) company revenues.

Successfully obtain validation from independent auditors, who will certify the company's compliance with the requirements of Section 404 of the Sarbanes-Oxley Act.

Continue compliance with the ISO 22301:2012 standard.

■

■

■

■



**Reported results against objectives marked with this symbol is within KPMG's limited assurance scope (see pages 85-87, Assurance Report)**

## Managing Sustainability (continue)

### 2012-2013 objective

Implement information dissemination – awareness raising initiatives for employees about company environmental programs.

■

### 2012-2013 result

Information dissemination – awareness raising measures implemented. ☉

A new print and online company about safely surfing the internet was launched. ☉

### ► 2013-2014 objective

■

■

## Responsible Behaviour

### Mobile Phones – Masts – Health – Network Deployment

Workshop for the promotion of Vodafone Group network deployment policy principles in order to inform the company's employees and contractors, whose responsibilities relate with the network deployment and operation of the company.

Promote Vodafone Code of Conduct to company's contractors, whose responsibilities relate with the network deployment and operation of the company.

Communicate issues of mobile telecommunications, technology and health based on scientific developments in line with the needs of stakeholders.

Provide support for the activities of the National Technical University of Athens and the Aristotle University of Thessaloniki to extend the 'HERMES' program to 5 new locations.

Provide support for info-actions for the university programs 'HERMES' and 'ENIGMA'.

Provide support to the Aristotle University of Thessaloniki to conduct measurements via the 'Mobile HERMES' program, in 6 new areas.

In October 2012 the one-day workshop entitled "Mobile Telephony – radio wave emissions and research" was held. Employees from the Network Deployment & Operations and Corporate Affairs Divisions, as well as company associates, attended the workshop. ☉

The evaluation of the Code of Conduct communication to all company's external partners and suppliers is under evaluation. ☉

Issues were communicated. ☉

Support was provided for the activities of the National Technical University of Athens and the Aristotle University of Thessaloniki to extend the 'HERMES' program to 2 new locations. ☉

There were no requests for info-actions in relation to 'HERMES' program. Implementation of 5 info-seminars and 3 one-day workshops in relation to 'ENIGMA' program. ☉

Support was provided to the Aristotle University of Thessaloniki to conduct measurements via the 'Mobile HERMES' program, in 2 new areas. ☉

Workshop for the promotion of Vodafone Group network deployment policy principles in order to inform the company's employees and contractors, whose responsibilities relate to deployment of the company's network and how it is operated.

■

Communicate issues of mobile communications, technology and health based on scientific developments in line with the needs of stakeholders.

Provide support for the activities of the National Technical University of Athens and the Aristotle University of Thessaloniki to extend the 'HERMES' program to 2 new locations.

Evaluation the continuation of the ENIGMA program.

Provide support to the Aristotle University of Thessaloniki to conduct measurements via the 'Mobile HERMES' program, in 2 new areas.

### Customers

Review the responsible marketing guidelines manual.

Continue to provide information (use of mobile phones while driving).

Inform public about Corporate Responsibility and Sustainability issues via articles.

1. Revised guidelines were issued by the Vodafone Group.  
2. Vodafone Greece's marketing materials were checked to ensure they are compatible with the new guidelines. No non-conformities were found. ☉

Continued provision of information ☉

Public was informed. ☉

Check marketing materials in relation to the revised guidelines.

Continue to provide information.

Inform public about Sustainability issues via articles.

☉

**Reported results against objectives marked with this symbol is within KPMG's limited assurance scope (see pages 85-87, Assurance Report)**

Responsible Behaviour (continue)		
Safe internet usage by children and teenagers		
2012-2013 objective	2012-2013 result	► 2013-2014 objective
Leaflet distribution.	Leaflets were distributed. ☺	Leaflet distribution.
Hold bsaefonline info-events in 12 cities nationwide.	bsaefonline info-events organised in 10 cities nationwide. ☺	Hold bsaefonline info-events in 8 cities nationwide.
■	Vodafone Safety Net application was developed. ☺	■
■	Youth Safe Pack launched, the first pre-pay card specifically designed for children. ☺	■
■	■	Vodafone Mobile Broadband/tablets filter development.
Supply Chain		
Incorporate the updated Code of Ethical Purchasing in the contracts of company's suppliers.	<ol style="list-style-type: none"> <li>1. Initiation of the adoption and approval of the revised Code of Ethical Purchasing in the Greek language through the company's corporate documentation system. ☺</li> <li>2. Incorporation of updated Code of Ethical Purchasing into 10% of contracts with the company's suppliers that are in the English language. ☺</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete the process of issuing and approving the updated Code of Ethical Purchasing in the Greek language, via company's corporate documentation system.</li> <li>2. Incorporate the updated Code of Ethical Purchasing into all contracts with the company's suppliers.</li> <li>3. Promote Vodafone Code of Conduct to company's contractors, whose responsibilities relate to the deployment of company's network and its operation.</li> </ol>
Employees		
Redesign the Pelatis program and start running the updated program for all employees at Vodafone shops.	The 'Pelatis' program was redesigned and the updated program was run for all employees at Vodafone shops. The program went by the name of "Sales Dream Team". ☺	Design the 'Inspire to Change' program and run the program for all shop managers.
Continuation of cross-functional projects.	Cross-functional projects continued to be implemented. ☺	Continue cross-functional projects.
Continuation of the recognition programs, 'Make a Difference' and 'The Vodafone Way Global Heroes'.	The recognition programs 'Make a Difference' and 'The Vodafone Way Global Heroes' continued. ☺	Continue the recognition programs 'Make a Difference' and 'The Vodafone Way Global Heroes'.
Attendance by senior executives at diversity training courses.	The specific courses were not held in the 2012-2013 financial year because of internal organisational changes and changes in targets, with greater emphasis being put on more effective running of the company. ☺	Design and develop a skills development center for Commercial Operations Division.
Design and development of a skills development center for the Enterprise Business Unit and Consumer Business Unit.	The first round of courses for the Skills Development Center for the Enterprise Business Unit and Consumer Business Unit were designed and developed. ☺	Continue the Skills Development Center for the Enterprise Business Unit and Consumer Business Unit.
<p>☺</p> <p><b>Reported results against objectives marked with this symbol is within KPMG's limited assurance scope (see pages 85-87, Assurance Report)</b></p>		



## Responsible Behaviour (continue)

2012-2013 objective	2012-2013 result	► 2013-2014 objective
<p>■</p> <p>Participation of 100% of employees covered by the annual 'Performance Dialogue' process.</p> <p>Continue to bolster the corporate culture by emphasizing 'The Vodafone Way', by developing skills and competences related to the customer-centered approach and by developing and growing good executives.</p> <p>Continuation of the 'Discover' program with the goal of increasing participation and the recruitment of 5 individuals.</p> <p>No increase in workplace accidents compared to 2011-2012.</p> <p>Train 70% of managers of owned shops about occupational health and safety issues.</p> <p>Organise a safety week around the topic 'safe driving'.</p> <p>Provide theoretical and practical training for 180 employees on safe driving issues.</p>	<p>■</p> <p>100% participation by employees covered by the annual 'Performance Dialogue' process. ☺</p> <p>Specific programs were run for our staff in Sales and Customer Services who come into direct contact with customers. The emphasis was on developing skills and competences related to the customer-centered approach. In particular:</p> <ul style="list-style-type: none"> <li>▸ Skills Development Center</li> <li>▸ The Build Your Service Culture and the Empower Your Service Skills programs were offered to Customer Services</li> <li>▸ The Sales Dream Team program ☺</li> </ul> <p>5 postgraduate students were recruited. ☺</p> <p>No increase in workplace accidents. ☺</p> <p>56 (of the 64) managers of Vodafone shops received training (88% of managers). ☺</p> <p>A safety week was organised. ☺</p> <p>Training was provided as follows:</p> <ul style="list-style-type: none"> <li>▸ theoretical and practical training attended by 100 employees</li> <li>▸ theoretical training attended by 39 employees</li> <li>▸ practical training attended by 31 employees. ☺</li> </ul>	<p>Run mentoring programs and workshops with emphasis on developing leadership skills for company executives.</p> <p>Participation of 100% of employees covered by the annual 'Performance Dialogue' process.</p> <p>Continue to bolster the corporate culture by emphasising 'The Vodafone Way', by developing skills and competences related to the customer-centered approach and by developing and growing good executives.</p> <p>Continuation of the Discover Graduate Program with the goal of recruiting 10 postgraduate students who have or are about to complete their studies.</p> <p>No increase in workplace accidents compared to 2012-2013.</p> <p>Develop and run an e-learning program about occupational health and safety issues for 35% of employees.</p> <p>■</p> <p>■</p>
Eco-Efficiency		
<p>Prevent the emission of 47,500 tons of CO<sub>2</sub></p> <p>Reduce, by 2020, CO<sub>2</sub> emissions by 50% against a 2006-2007 baseline (this is a Vodafone Group overall commitment).</p> <p>Further implementation of hybrid scheme at 33 more base stations, thus covering the total number of BSs that can technically support the initiative.</p>	<p>The emission of 51,452 tons of CO<sub>2</sub> was prevented. ☺</p> <p>■</p> <p>Hybrid scheme was implemented at 33 base stations with photovoltaic systems that could technically support the initiative. ☺</p>	<p>Prevent the emission of 50,000 tons of CO<sub>2</sub></p> <p>Reduce, by 2020, CO<sub>2</sub> emissions by 50% against a 2006-2007 baseline (this is a Vodafone Group overall commitment).</p> <p>Integration of photovoltaic systems at extra 30 base stations in order to implement the combined operation of photovoltaic and hybrid schemes.</p>
<p>☺</p> <p><b>Reported results against objectives marked with this symbol is within KPMG's limited assurance scope (see pages 85-87, Assurance Report)</b></p>		

## Eco-Efficiency (continue)

**2012-2013 objective**

47% savings in network energy consumption.

5% reduction in energy consumption per m<sup>2</sup> at offices.

100% recycling of stored lead batteries.

Recycling of 100% of waste oils from Base Stations.

Re-use and recycle 100% of electrical and electronic equipment leaving our warehouse.

Maintain paper recycling percentage per employee in line with 2011-2012 result (26.6 kgr per employee).

60% recycling of used toner cartridges.

Collect 35,000 items of mobile phones and accessories.

Collect 9 tons of used household batteries (around 303,300 batteries).

5% reduction in the ODP indicator for refrigerant systems.

Maintain paper use for printing purposes per employee in line with 2011-2012 (19.6 kgr per employee).

**2012-2013 result**

47% savings in network energy consumption. ☉

2.5% reduction in energy consumption per m<sup>2</sup> at offices. ☉

100% recycling of stored lead batteries (210 tons). ☉

1. Recycling of 100% of waste oils collected from Base Stations. ☉  
2. Production of 14,220 lt of waste oil was prevented at gen-powered base stations where hybrid operation using batteries was applied. ☉

1. 100% of electrical and electronic equipment leaving our warehouse was re-used and recycled. ☉  
2. 1,869 kilos of small household electronic and electrical devices were recycled. ☉

56% increase in paper recycling per employee in comparison with 2011-2012 results (41.4 kgr per employee). ☉

96.1% of used toners were recycled. ☉

29,567 mobile phones and accessories were collected. ☉

7.5 tons of used household batteries were collected (around 250,000 batteries). ☉

11% reduction in the ODP indicator for refrigerant systems. ☉

25% reduction in paper use per employee compared to 2011-2012 (14.7 kgr of paper per employee). ☉

1. 10% reduction in fuel consumption from company vehicles. ☉  
2. 26% reduction in air miles traveled. ☉

**► 2013-2014 objective**

47% savings in network energy consumption.

3% reduction in energy consumption per m<sup>2</sup> at offices.

100% recycling of stored lead batteries.

Recycling of 100% of waste oils collected from Base Stations.

Re-use and recycle 100% of electrical and electronic equipment leaving our warehouse.

Maintain paper recycling percentage per employee in line with 2011-2012 results (26.6 kgr per employee).

60% recycling of used toners.

Collect 30,000 mobile phones and accessories.

Collect 8 tons of used household batteries (around 266,600 batteries).

5% reduction in the ODP indicator for refrigerant systems.

Maintain paper use for printing purposes per employee in line with 2012-2013 (14 kgr of paper per employee).



Reported results against objectives marked with this symbol is within KPMG's limited assurance scope (see pages 85-87, Assurance Report)

## Contribution to Sustainable Societies

### Exploiting our technology for equal access to communication

2012-2013 objective	2012-2013 result	► 2013-2014 objective
Maintain current products and services.	Existing products and services were retained. ☉	Retain existing products and services.

### Exploiting our technology in the areas of health, education and environmental protection

Extend the telemedicine program to 100 points across all of Greece (2012-2014).	■	Extend the telemedicine program to 100 points across all of Greece (2012-2014).
Implement the program in 18 new areas.	The program was implemented in 20 new areas. ☉	Evaluate continuation of the program.
Continuation of the program (protection of brown bear).	The program was continued and completed. ☉	■

### Supporting initiatives for the common good

Continue the program (prospero service).	18 organisations were supported. ☉	Continue the program.
Retain the existing social support lines.	Existing social support lines retained. ☉	Retain the existing social support lines and evaluate the possibility to provide more free calls to social support lines.

### Programs for the Children

Evaluate continuation of the program (planetbook).	The program was completed. ☉	■
Evaluate continuation of the program (Earth is our home).	5,342 visitors watched the film and the program was completed. ☉	■
Program redesign based on society needs (LETO).	The program was redesigned with the mobile unit making visits to Attica and Thessaloniki. ☉	Continue the program.
Continuation of the program (SOS Villages).	The program was implemented. ☉	Re-evaluate and change the workshops to meet children's needs and to match available resources.
Evaluate continuation of the program.	The program was completed. ☉	■

### Employee volunteerism program

1. Continue the clothes collection program. 2. Continue the blood donation program. 3. Run 4 employee volunteerism programs.	1. The clothes collection program was continued. ☉ 2. The blood donation program was continued. ☉ 3. 3 employee volunteerism programs were run. ☉	1. Continue the clothes collection program. 2. Continue the blood donation program. 3. Run 3 employee volunteerism programs.
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### Vodafone World of Difference

1. Completion of work by the 5 candidates at the organisations of their choosing. 2. Repeat the program.	1. Work was completed by the 5 candidates at the organisations of their choosing. ☉ 2. The program was repeated. ☉	Evaluate program continuation.
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Reported results against objectives marked with this symbol is within KPMG's limited assurance scope (see pages 85-87, Assurance Report)

Society - Economy	2012-2013	2011-2012	2010-2011
Turnover (€ million)	912.02	1,013.03	1,087.81
Earnings before interest, taxes, depreciation and amortisation (EBITDA) (€ million)	189.80	188.15	231.9
Earnings before taxes (€ million)	-27.57	117.74	-28.7
Net sales (€ million)	366.03	402.24	430.91
Cost of goods sold (€ million)	545.99	610.80	656.9
Cost of goods sold (€ million) <sup>2</sup>	2,877.87	2,915.32	2,687.76
Social - Income distribution	2012-2013	2011-2012	2010-2011
Income tax (€ million)	-	3.21	9.78
Value Added Tax (€ million)	101.01	123.30	123.03
Fee of subscribers billing mobile telecommunications (€ million)	89.87	98.01	112.38
Salaried staff social security contributions (€ million)	20.61	20.32	21.56
Total cost of pay rolling and benefits (€ million)	103.00	100.69	108.05
Competition	2012-2013	2011-2012	2010-2011
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	© 3	0	0
Responsible Behaviour	2012-2013	2011-2012	2010-2011
Total Vodafone Greece customer base <sup>3</sup>	4,509,203	4,205,596	3,875,703
Complaints through EETT	© 936	560	512
Complaints through the Ministry of Development etc.	© 469	364	490
Total number of employees	© 1,756	2,122	2,332
Αριθμός γυναικών σε διοικητικές θέσεις πρώτης βαθμίδας (Management Committee)	© 3	2	2
Total number of accidents	© 2 uncontrolled & 2 controlled	1 uncontrolled & 3 controlled	5 uncontrolled & 7 controlled
New recruits	© 83	77	96
Turnover	© 17.3%	7.8%	8.9%
Number of leavers	© 445	288	336
© Data marked with this symbol is within KPMG's limited assurance scope (see pages 85-87, Assurance Report).			

Eco-Efficiency	2012-2013	2011-2012	2010-2011
Network energy consumption with use of renewable energy sources (kWh)	⊙ 309	335	457
Network and offices diesel consumption (lt)	⊙ 4,161,479	5,525,072	7,415,428
Total network and offices energy consumption (MWh)	⊙ 100,243	102,254	104,841
Total network and offices energy consumption (Gigajoule)	⊙ 360,875	368,115	377,428
Total CO <sub>2</sub> emissions from network and offices (tn)	⊙ 103,162	107,147	111,878
Total CO <sub>2</sub> emissions from company operation (tn) (including travelling)	⊙ 105,745	110,026	114,939
Total CO <sub>2</sub> emissions prevention due to the company's programs (tn)	⊙ 51,452	48,098	45,100
Installed quantity of R-22 refrigerant (kgr)	⊙ 7,291	8,742	8,752
Replenished quantity of R-22 refrigerant (kgr)	⊙ 393	580	416
Ozone Depletion Potential (ODP) indicator for refrigerants / kgr (x 10 <sup>-5</sup> )	⊙ 2,684	3,017	2,931
No of handsets, accessories, batteries collected as part of the recycling program	⊙ 29,567	105,893	43,311
Approximately flight distance covered by employees (miles)	⊙ 1,575,240	2,132,191	1,837,767
No of special constructions	⊙ 21	45	107
Environmental fines (€)	⊙ 4,500	25,100	49,500
Contribution to Sustainable Societies	2012-2013	2011-2012	2010-2011
Programs financial aid (€)	⊙ 367,690	396,810	409,954
Value of products provided to charities (€)	⊙ 11,284	0	0
<p>1. For more information on Board's approach regarding financial issues, analytical information for the company's scale, information for the shares, as well as the complete financial data, please visit <a href="http://vodafone.com">vodafone.com</a>.</p> <p>2. The assets investments are calculated based on the international accounting standards and the amount depicted is accumulated since company's beginning of operations.</p> <p>3. Due to Vodafone Greece operating segment, it is not possible to include customer type and geographical distribution. For example, a postpay customer that has requested Vodafone Greece services in the Attica area, does not necessarily means that he/she uses these services in the Attica area and/or that he/she stays in this specific area.</p>			
<p>⊙ Data marked with this symbol is within KPMG's limited assurance scope (see pages 85-87, Assurance Report).</p>			

- A**  
**AccountAbility Standards** [www.accountability.org.uk](http://www.accountability.org.uk)  
**Alkioni** [www.alkioni.gr](http://www.alkioni.gr)  
**American-Hellenic Chamber of Commerce** [www.amcham.gr](http://www.amcham.gr)  
**ARCTUROS** [www.arcturos.gr](http://www.arcturos.gr)  
**Aristotle University of Thessaloniki** [www.auth.gr](http://www.auth.gr)  
**Arsis Kozanis** <http://arsiskozanis.blogspot.gr>  
**Association for the Psychosocial Health of Children and Adolescents** [www.epsype.gr](http://www.epsype.gr)  
**Athens Alzheimer's Association** [www.alzheimerathens.gr](http://www.alzheimerathens.gr)  
**Athens Medical Center** [www.iatriko.gr](http://www.iatriko.gr)  
**Attica Natural Gas** [www.aerioattikis.gr](http://www.aerioattikis.gr)
- B**  
**Blind.gr** [www.blind.gr](http://www.blind.gr)  
**Body for the collection of home batteries (AFIS)** [www.afis.gr](http://www.afis.gr)  
**Business Council for the Sustainable Development** [www.sevbcsd.org.gr](http://www.sevbcsd.org.gr)
- C**  
**Cell of Alternative Youth Activities** [www.kean.gr](http://www.kean.gr)  
**Cerebral Palsy Greece** [www.cp-ath.gr](http://www.cp-ath.gr)  
**Civil Protection Authority** [www.civilprotection.gr](http://www.civilprotection.gr)  
**Consumers Institute** [www.newinka.gr](http://www.newinka.gr)  
**Corporate Social Responsibility Europe** [www.csreurope.org](http://www.csreurope.org)
- D**  
**Dow Jones Sustainability Index** [www.sustainability-index.com](http://www.sustainability-index.com)  
**Down Syndrome Association of Greece** <http://down.gr/site>
- E**  
**Effie Hellas** [www.effiehellas.gr](http://www.effiehellas.gr)  
**'ENIGMA' Information Program for EMF** [www.enigma-program.gr](http://www.enigma-program.gr)  
**European Commission** <http://ec.europa.eu>  
**Evropaiki Ekfrasi** [www.ekfrasi.gr/en/framepage.html](http://www.ekfrasi.gr/en/framepage.html)
- F**  
**Federation of Industries of Northern Greece (FING)** [www.sbbe.gr](http://www.sbbe.gr)  
**Fire Brigade** [www.fireservice.gr](http://www.fireservice.gr)  
**Foundation of the Hellenic World** [www.ime.gr](http://www.ime.gr)  
**FTSE4GOOD** [www.ftse.com](http://www.ftse.com)
- G**  
**Global e-Sustainability Initiative** [www.gesi.org](http://www.gesi.org)  
**Global Reporting Initiative (GRI)** [www.globalreporting.org](http://www.globalreporting.org)  
**Greek Atomic Energy Commission** [www.eeae.gr](http://www.eeae.gr)  
**Greek Research and Technology Network** [www.gnet.gr](http://www.gnet.gr)  
**GreenLight** [www.eu-greenlight.org](http://www.eu-greenlight.org)  
**Greenpeace** [www.greenpeace.gr](http://www.greenpeace.gr)  
**GSM Association** [www.gsmworld.com](http://www.gsmworld.com)
- H**  
**Hellas online** [www.hol.gr](http://www.hol.gr)  
**Hellenic Accreditation System S.A. (E.SY.D.)** [www.esyd.gr](http://www.esyd.gr)  
**Hellenic Authority for the Information and Communication Security and Privacy (ADAE)** [www.adae.gr](http://www.adae.gr)  
**Hellenic Business Ethics Institute (European Business Ethics Network - EBEN GR)** [www.eben.gr](http://www.eben.gr)  
**Hellenic Data Protection Authority** [www.dpa.gr](http://www.dpa.gr)  
**Hellenic Healthy Cities Network** [www.ddy.gr](http://www.ddy.gr)  
**Hellenic National Transplant Organisation** [www.eom.gr](http://www.eom.gr)  
**Hellenic Network for Corporate Social Responsibility** [www.csrhellas.gr](http://www.csrhellas.gr)  
**Hellenic Organisation for Standardisation (ELOT)** [www.elot.gr](http://www.elot.gr)  
**Hellenic Ornithological Society** [www.ornithologiki.gr](http://www.ornithologiki.gr)  
**Hellenic Police** [www.astynomia.gr](http://www.astynomia.gr)  
**Hellenic Red Cross** [www.redcross.gr](http://www.redcross.gr)  
**Hellenic Society for Disabled Children** [www.elepap.gr](http://www.elepap.gr)  
**Hellenic Society for Social Paediatrics and Health Promotion** [www.socped.gr](http://www.socped.gr)  
**Hellenic Society for the Study of Internet Addiction Disorder** [www.hasiad.gr](http://www.hasiad.gr)  
**'Help' for the child and the teenager** <http://vohthpe.blogspot.gr>  
**'HERMES' Program for the systematic measurement of EMF** [www.hermes-program.gr](http://www.hermes-program.gr)
- I**  
**International Commission on Non-Ionising Radiation Protection (ICNIRP)** [www.icnirp.de](http://www.icnirp.de)  
**International Organisation for Standardisation** [www.iso.org](http://www.iso.org)
- K**  
**KPMG Advisors A.E.** [www.kpmg.gr](http://www.kpmg.gr)
- L**  
**Lloyd's Register Quality Assurance (LRQA)** [www.greece.lrqa.com](http://www.greece.lrqa.com)
- M**  
**Meda Communication** [www.meda.gr](http://www.meda.gr)  
**Medecins du Monde** [www.mdmngreece.gr](http://www.mdmngreece.gr)  
**MEDITERRANEAN SOS Network** <http://medsos.gr/medsos/>  
**Microsoft** [www.microsoft.com](http://www.microsoft.com)  
**Ministry of Development and Competitiveness** [www.ypoian.gr](http://www.ypoian.gr)  
**Ministry of Health** [www.moh.gov.gr](http://www.moh.gov.gr)  
**Ministry of Mercantile Marine** [www.yen.gr](http://www.yen.gr)  
**Ministry of Public Order and Citizen Protection** [www.minocp.gov.gr](http://www.minocp.gov.gr)  
**Municipality of Ioannina** [www.ioannina.gr](http://www.ioannina.gr)  
**Municipality of P. Faliro** [www.palaiofaliro.gr](http://www.palaiofaliro.gr)  
**Municipality of Perama** [www.dperama.gr](http://www.dperama.gr)  
**Municipality of Sofades** [www.sofades.gr](http://www.sofades.gr)  
**Municipality of Trikala** [www.trikalacity.gr](http://www.trikalacity.gr)  
**Museum of the City of Athens - Vouros - Eutaxias foundation** <http://athenscitymuseum.gr>
- N**  
**National Center for Urgent Social Aid** [www.ekakv.gr](http://www.ekakv.gr)  
**National Center of Instant Help** [www.ekab.gr](http://www.ekab.gr)  
**National Technical University of Athens** [www.ntua.gr](http://www.ntua.gr)  
**National Telecommunications and Post Commission** [www.eett.gr](http://www.eett.gr)  
**Netpolis** [www.netpolisgame.gr](http://www.netpolisgame.gr)
- O**  
**Olympiacos F.C.** [www.olympiacos.org](http://www.olympiacos.org)  
**Organisation Against Drugs (OKANA)** [www.okana.gr](http://www.okana.gr)
- P**  
**P.A.O.K. F.C.** [www.paokfc.gr](http://www.paokfc.gr)  
**Pierikos Archelaos** [www.pierikosbc.gr](http://www.pierikosbc.gr)  
**Public Power Corporation** [www.dei.gr](http://www.dei.gr)



## Abbreviations

### Q

**Quality Net Foundation**  
www.qualitynetfoundation.gr

### R

**Recycling center (TEXAN)**  
www.recycling-center.gr

### S

**Science Center and Technology Museum (NOESIS)**  
www.tnht.edu.gr

**Scouts of Greece**  
www.sep.org.gr

**SKAI**  
www.skai.gr

**Smart Accessibility Awards (Vodafone Group Foundation)**  
http://developer.vodafone.com

**Society for the Protection of Prespa**  
www.spp.gr  
**SOS Children's Villages**  
www.sos-villages.gr

### T

**The Council of State**  
www.ste.gr  
**The Smile of the Child**  
www.hamogelo.gr  
**Therapy Center for Dependent Individuals** www.kethea.gr

### U

**University of Patras**  
www.upatras.gr/index/index/lang/en  
**University of Piraeus**  
www.unipi.gr/eng\_site

### V

**Vidavo** www.vidavo.gr  
**Vodafone CU** www.vodafonecu.gr  
**VPRC** www.vprc.gr

### W

**World Business Council for Sustainable Development**  
www.wbcsd.ch  
**World Health Organisation**  
www.who.int/en/  
**WWF** www.wwf.gr

### Y

**YMCA Thessaloniki**  
www.ymca.gr

### A

**ADAE** Hellenic Authority for the Information and Communication Security and Privacy  
**AFIS** Portable Battery Recycling Scheme  
**APHCA** Association for the Psychosocial Health of Children and Adolescents

### B

**BS** Base Station  
**BS** British Standard

### C

**CEO** Chief Executive Officer  
**CEREPRI** Center for Research and Prevention of Injury  
**CO<sub>2</sub>** Carbon Dioxide  
**CR** Corporate Responsibility  
**CSR** Corporate Social Responsibility

### E

**EBEN GR** Hellenic Business Ethics Institute  
**EETT** National Telecommunications and Post Commission  
**EIA** Environmental impact assessment  
**EKAB** National Center of Instant Help  
**ELEPAP** Hellenic Society for Disabled Children  
**ELOT** Hellenic Organisation for Standardisation  
**EMAS** Eco-Management and Audit Scheme  
**EMF** Electromagnetic Field  
**E.SY.D.** Hellenic Accreditation System S.A.

### G

**GeSI** Global e-Sustainability Initiative  
**GRI** Global Reporting Initiative  
**GSM** Global System of Mobile Telecommunication (2nd Generation)  
**GPRS** General Packet Radio Service

### H

**HCFC** HydroChloroFluoroCarbons  
**HOL** hellas online  
**HSSPHP** Hellenic Society for Social Paediatrics and Health Promotion

### I

**ICNIRP** International Commission on Non-Ionising Radiation Protection  
**ISO** International Organisation for Standardisation  
**ICT** Information Communication Technology

### K

**KCQ** Key Control Questionnaire  
**KETHEA** Therapy Center for Dependent Individuals  
**kg** Kilogram  
**Kw** Kilowatt  
**Kwh** Kilowatthour

### L

**LRQA** Lloyd's Register Quality Assurance  
**lt** Litre

### M

**m<sup>3</sup>** Cubic Metre  
**m<sup>2</sup>** Square Metre  
**MBA** Master of Business Administration  
**Mb** Megabyte  
**MMS** Multimedia Messaging Service  
**MTX** Switching Center  
**MWR** Megawatt hours

### N

**NGO** Non-Governmental Organisation

### O

**O.C.R.** Optical Character Recognition  
**ODP** Ozone Depleting Potential  
**OKANA** Organisation Against Drugs

### P

**Pb** Lead  
**PV** Photovoltaic

### R

**RF** Radio Frequency

### S

**SAR** Specific Absorption Rate  
**SIM** Subscriber Identity Module  
**SMS** Short Message Service  
**STAT** Hellenic Technology for the Blind Development Association

### T

**Tn** Ton  
**TRX** Transceiver

### V

**VAT** Value Added Service

### W

**WBCSD** World Business Council for Sustainable Development

### -

**€** Euro  
**3G** 3rd Generation Telecommunications Network  
**4G** 4th Generation Telecommunications Network

GRI Indicators	Section / Note	Section / Note	Section / Note
<b>Strategy and analysis</b>		4.11 Precautionary approach / principle	9, 19-20, 54-55
1.1 CEO Statement	1	4.12 External charters / principles	9-11, 16-17, 30-32, 50-51
1.2 Key impacts, risks and opportunities	1, 2-3, 4-17, 70-75	4.13 Association memberships	16, 41
<b>Organisational profile</b>		4.14 List of stakeholders	9-11
2.1 Name of the reporting organisation	2-3	4.15 Stakeholder identification	9-11
2.2 Brands, products and/or services	3	4.16 Approaches to stakeholder engagement	9-11, 13, 16-17
2.3 Operational structure	4-17	4.17 Topics raised by stakeholders	9-11, 16-17, 19-24, 30-31
2.4 Headquarter location	2-3	<b>Economic performance indicators</b>	
2.5 Countries in operation	2-3	Disclosure on Management approach	76-77
2.6 Nature of ownership	2	EC1 Direct economic value	3, 76-77
2.7 Markets served	2-3, 76-77	EC2 Implications from climate change	1
2.8 Scale of the organisation	2-3, 49, 76-77	EC3 Defined benefit plan	43
2.9 Significant organisational changes	3	EC4 Financial government assistance	Vodafone Greece has not received any significant financial assistance from the government and government is not present in Vodafone Greece shareholding structure.
2.10 Awards received	3		
<b>Report parameters</b>		EC5 Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	34, 36
3.1 Reporting period	2-3	EC6 Local suppliers approach	33-33
3.2 Previous report	2	EC7 Local recruitment	Not material.
3.3 Reporting cycle	2-3	EC8 Infrastructure investment	19-24, 58-69
3.4 Contact point for questions	3	EC9 Indirect economic impacts	25-29, 60-62, 76-77
3.5 Content definition	2-3, 9-11	<b>Environmental performance indicators</b>	
3.6 Boundary of the report	2-3	Disclosure on Management approach	1, 5-9, 44-57
3.7 Limitations on the report's scope	2-3	EN1 Volume of materials used	Not material-Vodafone Greece does not manufacture.
3.8 Joint ventures, subsidiaries and outsourcing	2-3	EN2 Recycled materials	
3.9 Data measurement techniques	2, 43, 46, 53-55, 57, 76-77	EN3 Direct energy consumption by primary energy source	46-51, 76-77
3.10 Effects of information re-statement	46-50	EN4 Indirect energy consumption by primary source	46-51, 76-77
3.11 Changes from previous reports	2-3, 46-50	EN5 Energy saved	46-51
3.12 Location of Standard Disclosures	80-83	EN6 Initiatives for renewable energy	47-50, 59-60
3.13 External assurance	3, 85-87	EN7 Initiatives for reducing indirect energy	57, 59-60
<b>Government, commitments and engagement</b>		EN8 Water withdrawal	Not material based on Risk Assessment results. Water consumption is not one of the company's main impacts on the environment, as these derive from its operation, however, this sector as well is responsibly handled.
4.1 Governance structure	5-9, 13-14	EN11 Land assets in sensitive areas	Not material-However,
4.2 Chair's role and function	6-9	EN12 Βιοποικιλότητα σε ιδιόκτητες εκτάσεις	Vodafone Greece does assess potential impacts on biodiversity in its network deployment.
4.3 Independent / non-executive members at the board	6-9		
4.4 Shareholder / employee participation	16-17, 36-37		
4.5 Executive remuneration and performance	39-41, 76-77		
4.6 Conflicts of interest at the board	6-9, 13-14		
4.7 Board expertise on sustainability	1, 6-9		
4.8 Mission and value statements	5-9, 32-33		
4.9 Board governance	6-9, 13-16, 39-41		
4.10 Evaluation of the Board's performance	6-9, 13-14, 37-41		

GRI Indicators	Section / Note	Section / Note	Section / Note
EN16 Greenhouse gas emissions	46, 76-77	LA15 Return to work and retention rates after parental leave, by gender	35
EN17 Other indirect greenhouse gas emissions	The indirect greenhouse gas emissions derive from electrical energy use from the network for company's operations as well as from the employees air travel.	<b>Social performance indicators: Human rights</b>	
EN18 Initiatives to reduce greenhouse gases	46-47	Disclosure on Management approach	5-9, 32-33
EN19 Ozone-depleting substance emissions	56	HR1 Human rights clauses in investment	5, 32-33, The company takes into consideration the P.D. 178/2002 (employees rights protection) in cases of important investment agreements.
EN20 NOx and SOx emissions	47	HR2 Supplier screening on human rights	5, 32-33
EN21 Water discharge	Not material based on Risk Assessment results.	HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	5, 15-16, 39-41
EN22 Waste by disposal method	44-57	HR4 Discrimination	5-6, 34, 36
EN23 Significant spills	No relevant incident occurred.	HR5 Association and collective bargaining	32-33, 34-36
EN26 Environmental impact mitigation	44-57	HR6 Child labour	32-33, 36
EN27 Packaging materials	54-55, 76-77	HR7 Forced labour	32-33, 36
EN28 Non-compliance sanctions	21, 76-77	HR10 Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	5-9, 32-33, 34, 36
EN29 Environmental impact of transport	57, 76-77	HR11 Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	5-9, 32-33, 34, 36
<b>Social performance indicators: Labour practices and decent work</b>			
Disclosure on Management approach	5-9, 34-43		
LA1 Workforce breakdown	34, 76-77		
LA2 Employee turnover	34		
LA3 Benefits provided to full-time employees	43		
LA4 Collective bargaining agreements	34, 36-37		
LA5 Minimum notice periods	At Vodafone Greece there is a minimum notice period of approximately three weeks for substantial operational changes affecting the long-term relationship of employees.		
LA6 Workforce in joint health and safety committees	41-43		
LA7 Occupational injuries and absenteeism	41-43, 76-77		
LA8 Education on serious diseases	41-43		
LA10 Training per employee	39-41		
LA11 Lifelong learning	39-41		
LA12 Career development	36, 39-41, 76-77		
LA13 Employee diversity and governance	34-36		
LA14 Basic salary ratio of men to women	34, Vodafone Greece offers the same pay for the same job irrespective of gender.		

GRI Indicators	Section / Note	Section / Note	Section / Note
<b>Social performance indicators: Society</b>  SO1 Disclosure on Management approach SO2 Impacts on communities SO3 Corruption risks SO4 Anti-corruption training SO5 Actions against corruption SO5 Public policy and lobbying  SO6 Political contributions/donations  SO7 Anti-competitive behavior SO8 Regulatory non-compliance sanctions SO9 Operations with significant potential or actual negative impacts on local communities	1, 5-9, 19-24, 58-69  9-11, 19-24, 33, 58-69 5-9, 15-16, 32-33, 76 5-9, 15, 32-33 5-9, 15, 32-33 5-6, <a href="http://www.vodafone.com/start/responsibility/our_approach/stakeholder_engagement/public_policy.html">http://www.vodafone.com/start/responsibility/our_approach/stakeholder_engagement/public_policy.html</a>  5-6, <a href="http://www.vodafone.com/content/index/about/sustainability/managing_sustainability/public_policy.html">http://www.vodafone.com/content/index/about/sustainability/managing_sustainability/public_policy.html</a> 76-77 5-9, 11-14, 76-77  9-11, 19-20, 22, 32-33, 44-57	SO10 Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities  <b>Social performance indicators: Product responsibility</b>  Disclosure on Management approach PR1 Product life cycle PR3 Product information PR6 Marketing communications programs PR7 Non-compliance in marketing practices PR8 Client privacy PR9 Product non-compliance	9-11, 19-20, 22, 32-33, 44-57  5-9, 19-31 16, 19-24, 29, 54-55 24-25, 29, 30-31 24-25 24-25 11-13 11-13
Telecommunications Sector Specific GRI Indicators	Section / Note	Section / Note	Section / Note
<b>Εσωτερικές λειτουργίες</b>  IO1 Investment in telecom network infrastructure IO2 Extended service to not profitable locations  IO3 Health and safety of field personnel IO4 Radiofrequency emissions from handsets IO5 Radiofrequency emissions from base stations IO6 Specific Absorption Rate of handsets IO7 Sitting of masts and transmission sites IO8 Data for sites	76-77  Vodafone Greece has no universal service obligations (Universal Service Obligation), according to legislative and regulatory framework. 20, 41-43  20 19-24 20 19-22  Vodafone Greece characterises this information as confidential. However, the company publishes the number of collocations with other mobile telecommunications companies.	<b>Providing access</b>  PA1 Remote and low population density areas  PA2 Overcoming barriers for access and usage PA3 Availability and reliability ensurance  PA4 Level of availability	At Vodafone Greece we develop telecommunications infrastructure in order to provide coverage and high quality communications services throughout the entire state, including not just urban and semi-urban areas but also remote rural areas, villages and towns with low populations, roadways and almost the entire surface of Greek territorial waters. 58-69  14-15, <a href="http://www.vodafone.gr">www.vodafone.gr</a>  <a href="http://www.vodafone.gr">www.vodafone.gr</a> Due to Vodafone Greece operating segment, it is not possible to include customer type and geographical distribution. For example, a postpay customer that has requested Vodafone Greece services in the Attica area, does not necessarily mean that he/she uses these services in the Attica area and/or that he/she stays in this specific area.

Telecommunications Sector Specific GRI Indicators		Section / Note		Section / Note
PA5	Usage by low and no income people	24-29	<b>Technology applications</b>	
PA6	Emergency situations and disaster relief	14-15, 64-65	TA1	Resource efficiency of products and services
PA7	Human rights issues for access and usage θέματα πρόσβασης και χρήσης	30-31	TA2	Potential replacement of physical objects
PA8	EMF issues communication	19-24, 30	TA3	Measures of transport and/or resource changes of customer use
PA9	Investment in electromagnetic field research	20, 23-24 <a href="http://www.vodafone.com/content/index/about/sustainability/mpmh/scientific_research/research_programmes.html">http://www.vodafone.com/content/index/about/sustainability/mpmh/scientific_research/research_programmes.html</a>	TA4	Estimates of the rebound effect
PA10	Charges and tariffs clarification	24-25	TA5	Intellectual property rights and open source technologies
PA11	Information on responsible, efficient and environmentally preferable use	16-17, 22, 29-32, 54-55, 50-51, 54-55, 59-60		

**Notes:**  
The afore-mentioned requirements-indicators refer to Sustainability Reporting Guidelines of GRI (2011) and to GRI Telecommunications Sector Supplement (2003).  
The additional GRI Indicators are presented in grey color.

### GRI (3.1) Report Application Level

REPORT APPLICATION LEVEL		C	C+	B	B+	A	A+
STANDARD DISCLOSURES	PROFILE DISCLOSURES OUTPUT	Report on: - 1.1 - 2.1-2.10 - 3.1-3.8, 3.10-3.12 - 4.1-4.4, 4.14-4.15.	REPORT EXTERNALLY ASSURED	Report on all criteria listed for Level C plus: - 1.2 - 3.9, 3.13 - 4.5-4.13, 4.16-4.17.	REPORT EXTERNALLY ASSURED	Same as requirement for Level B.	✓
	MANAGEMENT APPROACH DISCLOSURES OUTPUT	Not Required.		Management Approach Disclosures for each Indicator Category.		Management Approach Disclosures for each Indicator Category.	
	PERFORMANCE INDICATORS & SECTOR SUPPLEMENT PERFORMANCE INDICATORS OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each core and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

\* Sector supplement in final version

**For Vodafone Greece, Corporate Responsibility has been – since the start of company operations – a strategic investment, inextricably bound up with our day to day operations. The combination of the program's long duration with the company's evolution of capacities to meet society's needs in which it operates, has led to its maturing and now, Vodafone can clearly invoke Sustainability.**

In this context, the aim of our company's Sustainability Program is to continue to operate responsibly, to efficiently use natural resources, energy and materials and to utilise our technology to offer innovative products and services, in order to support the Greek economy, while generating benefits for the environment, as well as the Greek society. Moreover, we are partnering up with solid bodies and institutions to implement long lasting programs that focus on the children and cover society's true needs.

About every two years we perform a Risk Assessment, as well as a Stakeholder Engagement Survey. Based on the results of these processes, the company may focus its actions in specific areas, in line with the principles in the AA1000 APS. Our aim is to manage our Sustainability program and the content of the company's Sustainability Report, so that it follows the principles of the AA1000 APS standard.

We continue to face the challenge of the systematic dissemination of the AA1000 standard's principles and integrating them into the entire range of company activities. A continuous priority for the company is to keep Stakeholders constantly briefed and aware regarding Sustainability issues, so that consultation with them will generate added value for the company.

## Inclusivity

To identify Stakeholders, we evaluate those groups in society that are affected by or affect company operations. We then recognise and record their needs and expectations, through quantitative and qualitative surveys, interviews with the main categories of Stakeholders and focus groups with opinion leaders. This fosters dialogue, creating a suitable field within which opinions can be voiced and exchanged. Through the specific dialogue, our belief that we understand the needs and expectations of Stakeholders is reinforced, as well as the certainty that we are managing issues of concern to them. We remain committed to constantly endeavoring to meet our Stakeholders's needs and expectations.

## Materiality

From the company's outset, we have been focusing on sectors, which are deemed material for company operations and on sectors which have been highlighted as important by our Stakeholders. Moreover, current social and financial circumstances have brought to light new sectors to which the company can contribute through its technology. Conclusively, the most important material areas for Vodafone Greece are the following:

### Responsible Behavior

1. Mobile Phones - Base stations - Health - Network Deployment
2. Customers
3. Safe Internet use by Children and Adolescents
4. Supply Chain
5. Employees

### Eco efficiency

6. Energy Efficiency and Use of Renewable Energy Sources
7. Recycling
8. Use and Promotion of Environmentally Friendly Products and Services

### Contributing to Sustainable Societies

9. Utilising mobile communications technology, products and services in order to:
  - support the Greek economy
  - support the Greek society
10. Programs for the children – Employees' volunteerism
11. Vodafone World of Difference

The pages of this Report, describe specific programs with measurable results that the company has implemented in the aforementioned sectors.

## Responsiveness

We strive to meet our Stakeholders' needs and expectations, using the feedback obtained from dialogue with them. Their expressed needs and expectations are taken into account in relation to the company's operation. As a result, we set specific measurable objectives for every program we implement, to be achieved within a specific time frame, which we also publish. We also publish the results of our programs regardless of whether the specific objectives have been achieved or not, in our effort to reinforce transparency.

In the current conjecture, the means through which the company will support the Greek economy and businesses, but also society as a whole through its technology, products and services, perhaps constitutes the biggest challenge Vodafone Greece faces. That is why, we strategically invest in utilising our technology to promote society's sustainability, in financial, social and environmental terms; our performance in that sector is described in the Sustainability Report. This utilisation of technology focuses on areas pertaining to supporting the Greek economy, stimulation of Greek businesses' competitiveness, while generating benefits for the environment, equal access to specialised health care services for residents of remote areas, as well as equal access to communication for disabled people. Furthermore, the company invests in programs focusing on children and bringing solutions to substantial needs of today's society.



## Independent Limited Assurance Report to the Management of Vodafone

KPMG Advisors A.E. was engaged by Vodafone-Panafon Hellenic Telecommunications Company S.A. (further referred to as "Vodafone" or "the Company") to provide limited assurance over selected aspects of the Greek version of the Vodafone Sustainability Report 2012-2013 (further referred to as the "Report") for the reporting period ended 31 March 2013.

### What was included in the scope of our assurance engagement?

Our engagement was designed to provide limited assurance in accordance with ISAE 3000<sup>1</sup> and the requirements for a Type 2 assurance engagement under AA1000AS (2008)<sup>2</sup> on the following aspects of the Report (assurance scopes):

1. the application of AA1000APS (2008)<sup>3</sup>, principles, as described on page 84 of the Report,
2. the reliability of the "Managing Sustainability" section marked with the symbol © on pages 4-17 of the Report,
3. the stated results against objectives marked with the symbol © and reported in the "Objectives – Results – New Commitments Table" on pages 70-75 of the Report,
4. the reliability of performance data for 2012-2013 marked with the symbol © and reported in the "Main Figures in Table Form" section on pages 76-77 of the Report,
5. Vodafone's self-declared Global Reporting Initiative (GRI) application level of the Report, including the telecommunications sector specific GRI indicators.

The nature, timing and extent of evidence-gathering procedures for limited assurance is less than for reasonable assurance, and therefore a lower level of assurance is provided for the data and objectives under the limited assurance scope. Readers should note that moderate level of assurance in AA1000AS (2008) is consistent with limited assurance in ISAE 3000.

We have not been engaged to provide assurance over any prior reporting period data or information presented in the Report.

### Which reporting criteria did Vodafone use?

Vodafone applies the AA1000APS (2008) criteria for the three principles of inclusivity, materiality and responsiveness as described on page 84 of the Report.

For the Report, Vodafone applies the Sustainability Reporting Guidelines (G3.1) of the GRI as declared on page 1 of the Report.

Our conclusions are based on the appropriate application of the abovementioned criteria.

### What was excluded from the scope of our assurance engagement?

The scope of our work did not include the financial data of the Company contained in the Report.

To obtain a thorough understanding of Vodafone's financial results and financial position, the 2012-2013 audited financial statements should be consulted.

1. International Standard on Assurance Engagements (ISAE) 3000: Assurance Engagements other than Audits or reviews of Historical Financial Information, issued by the International Auditing and Accounting Standards Board.
2. AA1000 Assurance Standard (2008), issued by AccountAbility.
3. AA1000 Principles Standard (2008), issued by AccountAbility.

### Which assurance standards did we use?

We conducted our engagement in accordance with ISAE 3000 and the requirements for a Type 2 assurance engagement under AA1000AS (2008). A Type 2 Assurance Engagement covers not only the nature and extent of the organization's adherence to the AA1000APS (2008), but also evaluates the reliability of selected sustainability performance information.

We conducted our engagement in accordance with the "IFAC Code of Ethics for Professional Accountants" which requires, among other things, the independence of the members of the assurance team and of the assurance organization, including not being involved in writing the Report. The Code contains detailed requirements regarding the integrity, objectivity, confidentiality and professional competence and behavior. KPMG has internal systems and processes to monitor compliance with this Code and to prevent potential conflicts regarding independence. Our engagement was conducted by a multidisciplinary team with extensive experience in sustainability (including environmental, social and financial aspects) and sustainability assurance.

### What did we do to reach our conclusions?

We planned and performed our work to obtain all the evidence, relevant documentation, information and explanations that we considered necessary in relation to the above scope. Our work included the following procedures using a range of evidence gathering activities which are further explained below:

- ▮ Inquiries of management to gain an understanding of Vodafone's processes for determining the material issues for its key stakeholder groups inclusive of an evaluation of the results of Vodafone stakeholder consultation processes and their methodology.
- ▮ Interviews with senior management and relevant managerial staff of Vodafone concerning sustainability strategy and policies for material issues, and the implementation of these across the business.
- ▮ Interviews with relevant Vodafone staff responsible for providing information in the Report, during which we also reviewed the systems and processes for information management, internal control and processing of the qualitative and quantitative information, at Company level. We also tested on sample basis the reliability of underlying data for the selected performance data within the scope of our assurance.
- ▮ Enquiring about Vodafone's assertions and explanations regarding progress against objectives through evidence collection, covering internal and external documentation such as correspondence, minutes of meetings, reports, presentations and research and survey results.
- ▮ Visits to the central offices of Vodafone in Athens, which were selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria.
- ▮ A media analysis and an internet search for references to Vodafone during the reporting period.

- ▮ Review of the Report to ensure there are no disclosures that are misrepresented or inconsistent with our findings.
- ▮ Checking the GRI Index provided by Vodafone, to ensure consistency with the GRI application level requirements of A+.

### What are our conclusions?

The following conclusions should be read in conjunction with the work performed and scope of our assurance engagement described above.

#### Assurance scope 1: On the AA1000APS principles of Inclusivity, Materiality and Responsiveness (limited assurance):

Nothing has come to our attention to suggest that Vodafone's description of its alignment with the AA1000APS (2008) principles on page 84 of the Report, is not fairly stated in all material respects. Without affecting our conclusion, the following are recommended:

- ▮ In relation to the principle of inclusivity, Vodafone's stakeholder engagement could be further strengthened by reconsidering the current - biennial - frequency of application. The more frequent the structured contact with stakeholders, the more usable its results in terms of grasping the pulse of a dynamically changing society and making proactive choices regarding its needs.
- ▮ In relation to the principle of materiality, Vodafone could further integrate its business risk analysis with Sustainability materiality analysis, focusing on the alignment amongst the issues emerging from each approach.
- ▮ In relation to the principle of responsiveness Vodafone could communicate to its stakeholders the applied response mechanism making reference to its rationale in respect to response prioritization, planning, implementation and stakeholder feedback.

**Assurance scopes 2, 3 and 4: On the reliability of selected section and data, and results against selected objectives (limited assurance):**

Nothing has come to our attention to suggest that the reliability of the "Managing Sustainability" section marked with the symbol © on pages 4-17 of the Report, the stated results against objectives marked with the symbol © reported in the "Objectives – Results – New Commitments Table" on pages 70-75 of the Report, and the reliability of performance data marked with the symbol © for 2012-2013 reported in the "Main Figures in Table Form" section on pages 76-77 of the Report, are not fairly stated in all material respects.

**Assurance scope 5: On the self declared GRI application level (limited assurance):**

Nothing has come to our attention to suggest that Vodafone's self-declaration of GRI application level A+ on pages 1 and 83 is not fairly stated in all material respects.

Without prejudice to our conclusions for all the assurance scopes, as presented above, we provide Vodafone's management with an internal memo presenting in more detail specific findings and areas for improvement.

**Responsibilities**

Vodafone's Management are responsible for preparing the Report, and the information and statements within it. They are responsible for identification of stakeholders and material issues, for defining objectives with respect to sustainability performance, and for establishing and maintaining appropriate performance management and internal control systems from which reported information is derived.

Our responsibility is to express our conclusions in relation to the above scope. Our assurance report is made solely to Vodafone in accordance with the terms of our engagement. Our work has been undertaken so that we might state to the Company those matters we have been engaged to state in this assurance report and for no other purpose. We do not accept or assume responsibility to anyone other than Vodafone-Panafon Hellenic Telecommunications Company S.A. for our work, for this assurance report, or for the conclusions we have reached.



KPMG Advisors A.E.

A handwritten signature in black ink, appearing to read "GR", with a horizontal line extending to the right.

George Raounas

Partner

Athens, March 14th 2014







**vodafone**

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