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Every now and then, we hear words like “Sustainability” and “Sustainable Development”. But what does it really mean? Is it about the people and the community we operate in, about our environment, or just shareholders? Is it about our employees and customers or just about you and me?

For us, at Vodafone, sustainability is all this and much more. Footprints III is our third report chronicling the progress made in our ongoing journey towards Sustainability that began in 2007. Last year, we rearticulated our approach towards Sustainability, to glean the crux of what and who matter to us the most – our shareholders, community, customers and employees. I am pleased to announce the launch of our sustainability platform ‘Vodafone Cares’ – to showcase all the good that we do as an organisation.

It is the outcome of our regular engagement with all our stakeholders who have played a crucial role in our growth story.

‘Vodafone Cares’ aligns our efforts towards 3Es – Empowerment, Education and Environment. Understanding our sustainability impacts and focussing our efforts enable us to address the issues that matter most to our stakeholders. These issues and our initiatives are well illustrated throughout this year’s Sustainability Report.

Besides being the first telecom company in India to publish its Sustainability Report (2011) and being the one to print it in the DAISY1 Format (2012) for the print disabled, this year we are adding yet another first to our list. We are proud to be the first telecom company in India to publish its Sustainability Report based on the recently introduced Global Reporting Initiative (GRI) G4 guidelines.

However, there is a lot more to be done towards sustainability. I strongly believe that Vodafone has the ability to transform lives, at every stage of our growth. Our targets include enhancing diversity in leadership teams, continued emphasis on health, safety and well-being (HSW) and strengthening ‘Vodafone Cares’ pan India. We also look forward to public-private partnerships with the government and other organisations in the social sector and continue to make our contribution to society more meaningful.

The biggest challenge we face as an organisation and industry is the allocation of spectrum to telecom companies’ vis-à-vis the density of population. However, we have been able to make significant progress towards our goals. As you go through this report, you will come across our progress made on all of these fronts during the reporting period.

By remaining true to core values and our commitment towards sustainability, we will continue to deliver lasting returns to our stakeholders who trust and respect our belief. We are conscious of building a tomorrow that is sustainable.

CEO Speak
Sustainability is not just about the future, it is about what we do TODAY. It is the present, it starts NOW!

Marten Pieters
MD & CEO
Vodafone India Limited

1 DAISY- Digital Accessible Information System
About the Report

Since 2010, Vodafone India has been consistently reporting on its corporate responsibility and sustainability performance, and each year, building upon its transparency and coverage of issues.

While innovation is at the heart of what we do at Vodafone, sustainability remains a constant in all our solutions and services. This report has been created for our external and internal stakeholders – employees, shareholders, customers, partners, regulatory authorities as well as the community we operate in – who we will continue to collaborate with in the future as well.

We have a responsibility to lead, and we are proud of what we have accomplished so far in our journey to become a more sustainable and more responsible organisation. In our third consecutive annual Sustainability Report, we have retained the theme of “Footprints”. This report has been compiled referencing the Global Reporting Initiative’s (GRI) most recent version of guidelines, viz. the G4 Guidelines which is the latest framework launched by the GRI in May 2013. This report contains standard disclosures from the GRI G4 Sustainability Reporting Guidelines. The material issues, key to Vodafone have been explained in the section ‘Vodafone Cares’.

The Disclosure to Management Approach (DMA) on generic aspects have been presented in the subsequent sections explaining how our material issues are identified and managed. A detailed index showing reference to the GRI Guidelines is provided at the end of the report.

The scope of the report is restricted to the operations owned by Vodafone India Limited, unless stated otherwise. This report has been built around 3Es – Empowerment, Education and Environment, which are the strategic pillars of sustainability at Vodafone India, under the ‘Vodafone Cares’ platform. Our sustainability framework and strategy firmly rests on these pillars.
Vodafone India Limited is the second largest mobile network operator in India whose products and services have become an integral part of the lives of people across the nation. Headquartered in Mumbai, (Maharashtra), and operational in 23 telecom circles across the country, Vodafone India has more than 150 million customers as of March 2013.

Vodafone India has firmly established a strong position within the Vodafone Group Plc. Vodafone Group Plc. today is one of the world's largest mobile communications companies with over 408 million customers as of March 2013. Vodafone India’s contribution with the largest subscriber base within the Group, is a testimony of its success in a highly competitive and price sensitive market. As part of its long-term commitment to the country, Vodafone India has been delivering innovative, customer friendly and reliable products and services by continuously differentiating itself with a strong brand presence, seamless network, wide distribution reach and admirable customer service.

Vodafone India is a total telecommunications solutions provider. Every day, millions of people use the Vodafone network to connect with their loved ones, share experiences, access information, carry out financial transactions and much more. We provide our customers with innovative, affordable and integrated communication solutions by bringing together voice and data, wireless and fixed line services. Individual customers form the bulk of our business and our distribution and service reach caters to their needs pan India. We serve our enterprise customers through Vodafone Business Services, offering customised solutions using the latest advances in technology. With the advantage of global expertise and experience and the knowledge of local markets, we aspire to be India’s most respected and successful telecommunications company.

We continue to make further inroads into rural India by entering new markets and expanding our customer base in line with the government’s approach to enhance rural penetration of telephony services. With easier access and more affordable smartphones, most of rural India is experiencing the power of internet for the first time through mobile phones. This is a significant opportunity for us to cater to the evolving needs of the yet unconnected.

About Us

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Another significant growth opportunity for us is enabling financial inclusion, which is also a national priority, by leveraging the width and depth of our reach and services to provide money transfer and payment services using the mobile platform. Vodafone is the world’s largest and leading provider of mobile payment services using ‘M-Pesa’, which offers millions of people basic financial services, beyond the reach of traditional banking. With ‘M-Pesa’, we provide people in remote areas a convenient way to bank, transfer money and make payments in a safe and secure manner.

Our revenues for 2012-13 rose to ₹356 billion from ₹322 billion in the previous financial year. We acquired 1800 MHz spectrum in 14 circles in the auction held in November 2012. Also, we have the largest post-paid customer base in the country with 8.6 million customers. As of 31 March, 2013, our employee strength was 11,461.

We continue to make significant strides with our retail presence in the country and as an employer of choice. We won the award for Innovation in Retail, at International Women Leadership Forum for ‘Angel Stores’ (all women stores) across the country. We also won the ‘Retailer of the Year’ award in the mobile and telecom category at the Asia Retail Congress 2013. Vodafone India has been recognised as one of ‘India’s Best Companies to Work For 2013’ by the ‘Great Place to Work® Institute.

### Key facts and figures for financial year ending March 2013

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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<tr>
<td>Revenue</td>
<td>₹356 Billion</td>
</tr>
<tr>
<td>EBITDA</td>
<td>₹106 Billion</td>
</tr>
<tr>
<td>Post-paid base</td>
<td>8.6 Million</td>
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<tr>
<td>No. of employees</td>
<td>11,461</td>
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<tr>
<td>Internet browsing revenue</td>
<td>₹20 Billion</td>
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<td>Total data users</td>
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<tr>
<td>No. of base stations</td>
<td>115, 268</td>
</tr>
<tr>
<td>No. of stores</td>
<td>451</td>
</tr>
</tbody>
</table>

During the reporting period, our recent efforts have been recognised at various forums. We received the ‘Best 3G Services Operator’ at the recent tele.net.in Telecom Awards (2013). Vodafone Business Services has been awarded the ‘Best Enterprise Service Provider’ at the Frost & Sullivan Awards for three consecutive years – 2011, 2012 and 2013. In a survey conducted by AC Nielsen, Vodafone India has been recognised as the ‘Most Likeable Brand’ in the consumer services category.
Vodafone India Mission

We will enhance value for our stakeholders and contribute to society by providing our customers with innovative, affordable and customer-friendly communications services.

Through excellence in our service, we aspire to be the most trusted, respected and successful telecommunications company in India.

Employees

We enhance value through providing enriching careers and long-term growth opportunities in a fair and collaborative work environment.

Our employees trust and respect us because
- We provide a healthy and safe workplace
- We encourage mutual respect, trust and appreciation
- We promote diversity and treat them inclusively
- We conduct ourselves with transparency and integrity
- We pursue speed and simplicity in all that we do
- We recognise and admire accomplishments

We define success as happy employees with great careers

Customers

We enhance value through delivering affordable, reliable and customised communication services which are simple to use, enjoyable, seamless and secure.

Our customers trust and respect us because
- We understand their needs
- We create innovative services
- We consistently deliver on what we promise
- We are transparent and trustworthy in our interactions
- We provide a secure and reliable network
- We offer affordable products and services

We define success as delighted customers who recommend us to others

Shareholders

We enhance value through growing the company's revenue and profitability while creating sustainable free cash flow through efficient resource utilisation and effective risk management.

Our shareholders trust and respect us because
- We follow ethical business practices
- We communicate in a fair and transparent way
- We enhance the company's reputation and brand value
- We do everything to protect our shareholders' interests

We define success as creating sustainable value and delivering great shareholder returns

Community

We contribute to the society by supporting and enabling social and economic development of local communities in India. We act in a sustainable way and create value for our business partners by offering them fair business opportunities.

Our community trusts and respects us because
- We act responsibly towards our environment
- We create community connect
- We stimulate business and economic growth
- We have high standards of corporate governance
- We conduct our business with transparency, integrity and fairness

We define success as being the most trusted and respected telecom company in India

We see our customers, employees, shareholders and the community we operate in as our most important stakeholders.
At Vodafone India, we are proud of our initiatives and what we have achieved so far, but are well aware that being a sustainable and responsible organisation is an ongoing journey. During the course of this journey, we have learnt that we must continue to evolve, adapt and improve our sustainability strategy, while focussing on the results we aspire to achieve.

In 2011-12, the Vodafone India Sustainability Report was structured under ‘5Ps’ – Pursuits, People, Products, Processes and Partnerships. However, this year, we have been able to achieve and implement a far more cohesive and defined corporate responsibility strategy, bringing greater clarity to our purpose and where our future efforts should continue. While our commitment remains unchanged, this internal ideation was aimed to ensure that our sustainability approach remains relevant to Vodafone India’s business philosophy, stakeholder views and the evolving corporate responsibility landscape in the country.

We launched ‘Vodafone Cares’ that integrates all the good that we do as an organisation on one platform. We have classified all our initiatives under three strong pillars – Empowerment, Education and Environment (the 3Es). This will enable us to align our efforts towards being a socially responsible company and make a difference to our employees, customers and the community at large. Vodafone Cares and the 3Es form the essence of our materiality analysis.

"Vodafone Cares is not a mission but an umbrella which is essential to define corporate responsibility at Vodafone India. The 3Es – Empowerment, Education and Environment – are like gatekeepers streamlining our sustainability strategy."

- Marten Pieters, MD & CEO

Footprints III. Vodafone India Sustainability Report 2012-13
Empowerment

Sustainability can mean different things to different people. Vodafone India aims to empower people and communities to ensure a sustainable future for all, through carefully crafted corporate responsibility initiatives. To this end, we have initiated programmes that empower customers, employees, shareholders and the community at large.

Education

Meaningful participation of people in finding and implementing solutions for sustainable development is not possible without education. As part of our commitment, we aim to educate and create awareness among our stakeholders for a better tomorrow. To nurture a ‘safety-first’ environment, we have initiated several steps to spread awareness about safety while we continue to leverage mobile technology to educate individuals.

Environment

Environmental sustainability is only possible when an organisation’s processes, systems and activities reduce the adverse impact caused by its organisation’s products, processes and operations on the environment. Affirming our motto ‘responsible business is one that is good for the environment’, we have undertaken several initiatives towards increasing operational efficiency, waste management, reducing and offsetting carbon footprint and adopting green technology initiatives.

At Vodafone India, being a responsible corporate citizen is intrinsic to what we do as an organisation. For us, corporate responsibility goes much beyond ad-hoc giveaways – it is an integral part of our core philosophy. Through our products and services, we have managed to bring about a positive economic, environmental and social change, especially in sectors like education, grassroot entrepreneurship, energising local economies, protecting the environment and promoting the use of renewable energy.

We care about the people who we work for and also those who work with us. We intend to achieve sustainability by empowering individuals, contributing to wider development goals and reducing environmental impacts. We aim to create this impact by leveraging our organisational assets – people, network, technology and brand.

Our platform – ‘Vodafone Cares’ enables us to consolidate all our efforts and initiatives within the ‘3Es’, thereby aligning and optimising our overall impact. It also provides a clear rationale for identifying issues that we consider most relevant to our business and stakeholders, and which reflect our economic, environmental and social impact. This report presents our approach, highlights initiatives and key performance outcomes on the following material issues, drawn from the ‘3Es’. The mapping of indicators most closely linked to our material issues is presented in the GRI Content Index at the end of the report.

Going forward, we will continue to seek inputs from our various stakeholders to guide our approach to materiality and sustainability, and sustain and strengthen our activities across the above focus areas to become a truly responsible corporate citizen.

“Through ‘Vodafone Cares’ we want to do more of less. By aligning our corporate responsibility initiatives to the ‘3Es’, we intend to have a greater positive impact on our ecosystem and society.”

– Rohit Adya, Director, External Affairs
Empowerment
Transforming societies, transforming you.

Everything we do centres around our stakeholders, and we are constantly exploring possibilities of empowering them, at every step. We are committed to enriching the lives of our customers, employees, shareholders and partners, while simultaneously contributing to the communities we operate in. When we say ‘Power to you’, it is a commitment we live by!
Empowering Communities

Mobile telephony, the single most transformative technology for development in recent times, can contribute to sustainable development in several ways and has demonstrated tremendous potential for economic development, especially in a country like India. Of the 6 billion mobile phones used across the globe, the majority are in developing countries, with mobile phones empowering over 860 million users in India alone. The use of mobile phones in developing countries, offers huge potential to drive social change, providing crucial access to information and knowledge to a large portion of the population at affordable costs.

At Vodafone India, we celebrate the potential of mobile phones to contribute to development. This sentiment is well demonstrated in our Mission Statement as well – “We contribute to the society by supporting and enabling social and economic development of local communities in India.”

Last year, we undertook some key initiatives to empower communities with innovative solutions. While the Red Rickshaw Revolution proved instrumental in raising awareness and funds towards women empowerment, the Vodafone World of Difference programme helped us in empowering our employees to make meaningful contributions towards causes that are close to their heart. Through the Mobile for Good Awards, we funded and executed projects that recognised meaningful contribution in the digital and technological space. This section will feature these and other similar projects.
Red Rickshaw Revolution

To acknowledge and salute the extraordinary contribution made by ordinary women towards empowerment, the Vodafone Foundation launched a first-of-its-kind initiative – the Red Rickshaw Revolution. In March 2013, the Director of the Vodafone Foundation, a supporter of the Foundation’s cause and North India’s first woman auto rickshaw driver, initiated a road journey from Delhi to Mumbai to spread awareness and raise funds to support the cause of women empowerment. Travelling in an auto rickshaw, a commonly used mode of public transport, the 3 women covered a distance of 1,800 kilometres across 5 states in 10 days. During the course of this journey, they interacted with several such ‘empowered’ women. The inspirational lives of 50 incredible women were featured on a special website, created for the purpose. This website also provided a platform for a progressive dialogue on issues that women face in their daily lives, with contributions being invited from all who support the cause.

A strong communications campaign through traditional and new age media promoted this journey and helped establish connect with 12.5 million followers on Twitter and more than 18,000 people on Facebook.

As an outcome of this initiative, over ₹30 million was raised for partner NGOs – Apne Aap Women’s Collective, Breakthrough and Corp India, to be used for educating women, providing sustainable livelihoods and providing safety for women.

Angel Stores

In line with our commitment to empower women across the country, we aim to promote diversity and inclusion through our community initiatives. We launched 15 new all women Angel Stores across 13 states during the course of the year. What is unique about these stores is that they are run and managed completely by women – from security to service; from sales to billing.

Along with empowering women, our findings have also indicated greater customer satisfaction, higher productivity and better performance on other parameters at these stores. We intend to continue our endeavour to encourage diversity and inclusion by increasing the footprint of Angel Stores in the country.
Taking forward the Mobile for Good theme, the Vodafone Foundation collaborated with the Cherie Blair Foundation, a London-based organisation with a global reach, to develop a mobile-based management solution for the Rural Distribution Network (RUDI) of Self Employed Women’s Association (SEWA).

This mobile solution was created with the aim to help women in the RUDI network in Gujarat to sell farm produce within their local communities and generate more business opportunities. Since its inception, this solution has delivered incredible results enabling these women entrepreneurs to become more efficient, increase their sales, and generate more money.

By the end of 2014, it is envisaged that 2,000 RUDI women across 14 districts of Gujarat will benefit from this mobile solution.

e-Mamta

‘e-Mamta’, a Mother and Child tracking system was initiated by the Health and Family Welfare Department of the Government of Gujarat in order to reduce the Infant Mortality Rate (IMR) and Maternal Mortality Ratio (MMR), in collaboration with the National Rural Health Mission (NRHM) and National Informatics Centre (NIC).

In 2011, we initiated and developed a comprehensive solution for Accredited Social Health Activists (ASHAs), doctors, and health workers to support the government’s initiative which has significantly helped to reduce the infant mortality rate in the state. We continue to partner with the Gujarat government in this journey and are exploring similar partnerships with other state governments.
World of Difference

Vodafone India launched the second edition of the World of Difference [WOD] programme in 2012. Operating in 21 countries worldwide, WOD is Vodafone’s unique way of corporate giving that goes beyond the traditional cheque book approach. By tapping into the skills, expertise and passion of people, WOD mobilises them to take time out from their regular jobs and work for a charity of their choice. In India, the programme is run in partnership with Dasra, India’s leading strategic philanthropy foundation that actively works with philanthropists and social entrepreneurs to create large scale social change.

This programme provided 25 Vodafone India employees, an opportunity-of-a-lifetime to work for a cause close to their heart, enabling them to work actively at the grassroot level in partnership with an NGO. Organisations from across sectors and geographies were supported, including ‘Kashur Dastakar’ in Jammu & Kashmir, the Bihar Development Trust in Bihar and IIMPACT in Gujarat. The selected employees also raised funds for the social causes the NGOs represented through ‘Giving Championships’, enabling our employees, their families and friends to get involved with the initiative. As a result of the programme, ₹ 67 lakh was raised across the country.

M-Pesa

The innovative use of mobile technology has made it possible for customers to enjoy a quick, seamless and secure way to transfer money and make payments. Last year, Mobile Commerce Solutions Limited (MCSL), a Vodafone Group company, partnered with ICICI Bank to launch M-Pesa, a unique mobile money transfer and payment service. We launched the initiative in the Eastern Zone, viz. Kolkata and West Bengal, Bihar and Jharkhand, and have plans to roll it out to other parts of the country in a phased manner. M-Pesa empowers the unbanked and under-banked sections of the population, helping them gain access to financial services via the mobile phone.

On applying for M-Pesa, customers get a mobile wallet and a mobile money account with ICICI Bank. The customers can use this service to deposit and transfer money, earn interest, recharge mobiles, pay mobile utility bills, and undertake other financial transactions.

Project Samridhi

We initiated Project Samridhi – a first-of-its-kind initiative in the telecom industry – that employed women from the lowest echelons of the society as entrepreneurs, encouraging them to earn a living by selling Vodafone recharge coupons and e-top ups.

As part of the project, 24 women from Narnaul, in Mahendragarh district of Haryana, have been trained on sound business principles and equipped with requisite skills and infrastructure to run a successful retail outlet. As an additional support mechanism, they have also been given incentives for the first two months of their venture and have been provided with increased visibility through kiosks and brand signage. Through this initiative, we hope to empower fe-tailers (women retailers) thereby transforming their lives.

Footprints III. Vodafone India Sustainability Report 2012-13
Digital Green

The Vodafone Foundation launched a ground-breaking initiative last year in partnership with Digital Green, an NGO dedicated to increasing agricultural productivity using technology. Digital Green collaborates and trains organisations to produce localised, agriculture focussed videos to small, landholding farmers. Leveraging Vodafone India’s retail network, the Foundation helps in disseminating valuable agricultural information to farmer communities across rural Karnataka.

On Sundays, farmers visit a select number of Vodafone stores to watch agricultural videos sharing best practices, facilitated by a farming expert. Each screening is viewed by approximately 10 farmers, a majority of whom are women. For those living in extremely remote areas, a dedicated van travels to a new location every day to host evening screenings that involves communities at large. New farming practices adopted after the screening are tracked to ascertain the benefit resulting from this new innovative trial service.

Project Drishti

Last year, we partnered with National Association for the Blind (NAB) to develop Project Drishti with the aim of providing employment opportunities to the visually impaired personnel in an outbound call centre fully managed by them. The centre was established within the NAB premises at Worli, where NAB members were trained to use voice recognition systems and connect with potential post-paid customers of Vodafone.

The initiative has been very successful with higher productivity levels, which has further encouraged us to expand the programme. In 2013, we tied up with the Blind People’s Association in Gujarat, to provide employment to visually impaired people in call centres for prospective post-paid customers. Similar initiatives have also been rolled out in Maharashtra & Goa, Rajasthan and Kolkata circles and we are committed to scale-up for greater impact.
Other Circle Initiatives

In addition to the initiatives presented above, several other activities were carried out by our circle teams. Over the year, we continued to engage with local NGOs, helped support local communities and created several priceless moments by spreading the joy of giving across the country. Key circle initiatives are graphically depicted on the map of India.

- **Goa**: Partnered with the Goa Football Development Council to help them set up their first Football Development Centre in Valpoi
- **Kerala**: Happy to help: Unveiled a number to alert vigilance officials about acts of corruption by a public servant in association with Vigilance and Anti-Corruption Bureau, Kerala
- **Tamil Nadu**: Set up healthcare and resting facilities for pilgrims at the Arunachala Hill on Annamalai Deepam and Karthigai Deepam
- **Odisha**: Donated school stationery to 90 students in partnership with NGO Bakul during Joy of Giving Week
- **West Bengal**: Organised football match for the inmates of Disha Janakalyan Kendra and Railpar Faaiz-E-Aam Masturat Markaz orphanages in Asansol
- **Bihar**: Organised music concert to raise funds for cancer patients in partnership with the Lions Club in Patna
- **Uttarakhand**: Our employees contributed ₹73,130 to the Uttarkashi Relief Fund
- **Rajasthan**: Partnered with NGO Vihaan during Joy of Giving Week
- **Maharashtra**: Promoted Marathi Theatre with the fourth edition of Vodafone Rangasangeet, which had prizes worth ₹6 lakh

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Empowering Customers

Over the years our customers have trusted us, admired us and chosen us because we do not over-promise or under-deliver. Our job is simple – to make their lives easier, to empower them and to keep them connected at all times.

Enhancing customer experience with the FAST Forward Big 6 initiative

With an objective of building a Total Quality Mindset (TQM) within the organisation, Vodafone launched FAST Forward [FF] three years ago. Over the years FAST Forward has evolved and is well on its way to making TQM a way of life at Vodafone India. By implementing the practices and the methodologies of FAST Forward, we aim to embed the philosophy of continuous improvement in our processes, with a focus on enhancing customer experience, simplifying processes, and reducing cost.

FAST Forward practices are implemented in four phases.

Find: Identify key focus areas and potential benefits of initiatives. Analyse: Investigate the root causes for key problem areas. Solve: Generate multiple breakthrough solutions and evaluate them. Transfer: Implement solutions.

Inbound Customer Experience
Outbound Customer Experience
Data Experience
Interactive Text Menu (USSD)2
Interactive Voice Response (IVR)
Customer On-boarding Experience

The Big 6 initiative was launched last year with an objective to make a significant improvement to Vodafone’s customer experience. Six different projects were identified to achieve enhanced customer satisfaction. These were:

Circle Implementation of the Big 6 Initiative

As part of the FAST Forward initiative, the Kolkata and West Bengal teams discovered that their Getting Help (GH) scores3 were dropping. By capturing the Voice of Customer and analysing Net Promoter Scores (NPS), it was discovered that call disconnection, peak hour call traffic and lack of clarity amongst agents meant that customers either could not reach customer service executives or got poor ‘First Time Right’ (FTR) responses. Hence, the circles focussed on increasing awareness, monitoring performance and enhancing our associates’ capability to deliver, thereby improving GH scores.

2 Unstructured Supplementary Service Data.
3 Getting Help (GH) score is derived from a Customer Delight Index study. Based on the customers’ VOC captured on the pre-set questionnaire, the scores are published every quarter. GH is one of the major attributes in the questionnaire. GH has 7 sub-questions and the average of these questions is the GH score.
Another project was initiated in West Bengal to enhance customer benefits and satisfaction. Known as Project Delight, it tackled the difficulties customers faced in opting for multiple bonus packs. The initiative resulted in a reduction in recharge failures from 32,700 per annum (pa) to 600 pa. This in turn has led to an increase in subscriptions, additional revenue generation of ₹9,92,880 pa, and a reduction of around 200 complaints per month.

In Haryana, Kolkata, Madhya Pradesh, Chhattisgarh and Tamil Nadu circles, it was discovered that the calls per subscriber [CPS] numbers were not optimum. Initiatives were introduced to increase customers’ self-help capabilities, increase USSD penetration, reconcile data packs, check basic services and configurations, and decrease repeat calls/queries.

The results of the project undertaken at the circle level have been encouraging. In Madhya Pradesh and Chhattisgarh, we reached our objective of a CPS of 0.25 in Oct 2012, recording savings of ₹18 lakh from July 2012 to Oct 2012. In Haryana, as a result of these initiatives, CPS was reduced from 0.40 in 2011-12 to 0.30 as an average in 2012-13, resulting in savings of ₹2.8 crore.

In Kolkata, Project Arjun was launched to reduce CPS, resulting in a reduction of repeat callers from 37 in August 2012 to 10 in January 2013. IVR repeat calls reduced from 22.03% in December 2011 to 15.09% in February 2013. Total financial benefits of ₹41.73 lakh were recorded from January 2012 to January 2013 as a result of this project.

In Tamil Nadu, the call centre repeat percentage for pre-paid reduced from 23% in March 2012 to 17% in August 2012. This in turn has positively impacted the GH scores.

In Delhi, with the application of FAST Forward tools like Gemba and Triz, a successful solution was designed. The solution is expected to result in a potential annual saving of ₹1.5 crore and reduce wastage in tele-marketing from 46% to 35%.

Overall, the use of FAST Forward tools under the Big 6 project has resulted in significant improvement in use of self-help channels like USSD, IVR and others. The project has resulted in customer empowerment by making relevant information available at the customers’ fingertips at all times.

“We aspire to be the most trusted telecom company in India. As custodians of the information our customers share with us, the onus is on us to keep it safe and secure. Our customers prefer us not only just for the products and services we offer but also for the holistic experience that we provide them. Through excellence in our services and innovation in our offerings, we are committed to find new and better solutions to continuously create value for them.”

– Vivek Mathur, Chief Commercial Officer
Empowering customers by enhancing data security

Our customers trust us with their private data. Ensuring customer data security is of utmost importance at Vodafone. We are committed to ensure that we meet the expectations of our customers and keep their data secure. We have adopted stringent data security systems in order to keep their data safe. We have aligned our systems to ensure compliance by following best practices, which has made us the first Indian telecom company to be BS10012 certified.

Our efforts in this domain are highlighted by the following key initiatives:

- Adoption of the Vodafone Global Privacy Management Principles to enhance privacy of our stakeholders’ data.
- Focus on Telecom Network Security (TNS) to enhance the security of telecom network components. In many instances, Vodafone has been the first telecom company in India to adopt such standards.
- Conducting periodic cyber drills to test security incident detection and response preparedness.
- Compliance with several internationally recognised standards such as SOX, ISO27001, and PCIDSS, among others.

These initiatives have been acknowledged and awarded at several prestigious forums. We have been recognised for unique achievements in the area of Information security by the - CIO - Grand Masters Award 2013. The cyber drill project was awarded the Best Security Innovation in Cloud at ‘Cloud Advantage Award’ 2013 and was recognised by the CSO forum, which conferred it the Security Innovator of the Year award. Our operations in Gujarat circle has been awarded the ISO 27011 certification for telecom network security, making us the first Indian telecom company to receive this certification.
Empowering Employees

Technology and innovation help create a great network, but it is people who create a great organisation. At Vodafone, we believe it is important to let our employees know what they really mean to us and how deeply we value them and their contribution.

Diversity and inclusion continue to remain a top priority for us. With 14% of our workforce being women, we recognise the importance of creating a culture that encourages inclusion of women across all departments and units within the organisation. We aim to have one zonal head as woman in every circle. 95% of all our people managers have undergone Inclusive Leadership workshops. This year, we celebrated Diversity Week in March to showcase the efforts and achievements of our female employees. Keeping in mind that the core of the diversity journey is talent, we aim to achieve the target of 30% women in the organisation in a phased manner within the next three years.

Our key employee statistics are presented below:

<table>
<thead>
<tr>
<th>Total Number Of Employees</th>
<th>11,461</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average employee turnover rate (%)</td>
<td>15%</td>
</tr>
<tr>
<td>Women Employee (%)</td>
<td>14%</td>
</tr>
</tbody>
</table>

Surveys

Great Place to Work Survey
Vodafone India was adjudged a Great Place to Work (GPTW) in the GPTW Survey. While our overall ranking positioned us at No. 24, we were ranked 2nd in the Telecommunications Industry and 4th among large companies with over 10,000 employees.

Vodafone People Survey
We want to be an employer of choice and the Vodafone People Survey gives us an opportunity to hear what our employees have to say about us, and also highlight areas that need improvement.

Key indices of Vodafone People Survey

<table>
<thead>
<tr>
<th>Key Indices</th>
<th>2012</th>
<th>Versus 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement Index</td>
<td>83</td>
<td>+2</td>
</tr>
<tr>
<td>Aggregate Manager Index</td>
<td>79</td>
<td>+1</td>
</tr>
<tr>
<td>Diversity and Inclusion</td>
<td>84</td>
<td>+2</td>
</tr>
<tr>
<td>Speed</td>
<td>88</td>
<td>+3</td>
</tr>
<tr>
<td>Simplicity</td>
<td>88</td>
<td>+3</td>
</tr>
<tr>
<td>Trust</td>
<td>91</td>
<td>+2</td>
</tr>
<tr>
<td>Employee NPS</td>
<td>57</td>
<td>+11</td>
</tr>
</tbody>
</table>

These numbers are a clear reflection of our success as an employer of choice.

Our Performance

 Ranked second in the Telecommunications Industry

 Ranked fourth among Large Companies having above 10,000 employees

 Ranked 24 among the Top 50 from overall 565 companies who participated

“Sustainability is about developing a mindset that stretches us to meet the aspirations of people today without compromising those of generations tomorrow. The core for us in this endeavour is nurturing talent. Our focus on developing the careers of individual employees has significantly intensified. Diversity has become an essential part of our culture.” - Ashok Ramchandran, Director, Human Resources
At Vodafone, we aspire to be the most trusted, respected and successful telecommunications company in India by enhancing value for our stakeholders and contributing to their growth. Last year we undertook initiatives aimed at improving transparency, efficiency and sourcing practices in order to better empower our suppliers.

**Code of Ethical Purchasing**
Code of Ethical Purchasing (CEP) is an intrinsic part of the supplier evaluation process at Vodafone. All new suppliers are assessed through an exhaustive questionnaire covering ten pillars of the CEP principles with Ernst & Young auditing our major suppliers. The objective of this evaluation is to ensure that Vodafone deals with only those suppliers who comply with the CEP policies.

**Online Supplier Portal**
A significant step in our journey towards excellence is the Supplier Portal. This online portal will become a single point of contact for all our business needs and queries. This portal will allow suppliers to access all the relevant information pertaining to them. Apart from giving them the power to access real-time information, the portal will also facilitate a two-way communication between the suppliers and Vodafone, allowing us to receive important feedback and relay our concerns to the suppliers in a more transparent manner.

**Supplier Base Optimisation**
The journey of supplier base optimisation started in year 2011-12 with the successful execution of a supplier segmentation model through which the supplier base was reduced by nearly 56%. In 2012-13, we made this model more robust and practical to help us achieve our target of 25% reduction of supplier base. To achieve this target, supplier optimisation was made a key performance indicator for SCM line managers and tracked through SSC reporting. It was also given greater importance in the new Safety and Sustainability Score Card. Our efforts have resulted in a substantial reduction of 47% in the supplier base at the end of fiscal 2012-13 as depicted in the bar chart.

**Chart: Reduction in supplier base through optimisation**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of suppliers before optimisation</th>
<th>Number of suppliers after optimisation</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>54,000</td>
<td>24,000</td>
<td>56%</td>
</tr>
<tr>
<td>2012-13</td>
<td>24,000</td>
<td>12,820</td>
<td>47%</td>
</tr>
</tbody>
</table>
High Risk Feedback Activity
Our Shared Service Centre (SSC) in Ahmedabad has been a major step in our journey towards creating greater value for our partners and we have reaped enormous benefits by shifting back-end operations to SSC. We believe that monitoring on high safety risk activities is critical for us to provide structured feedback for effective actions. To this end, we conducted a ten-question survey online through the Qualtrix tool. All high risk suppliers were mapped with the help of SSC and scored based on feedback of users through a sustainability scorecard.

Chart: The reduction in high risk suppliers and the sustainability scores across circles

Supplier Tier Management
To mitigate safety risks, we have devised a scientific methodology to compile major products and services procured, and have established optimum subcontracting levels. The Supply Chain Management (SCM) team has taken declarations from high risk suppliers to map their existing subcontracting level to optimum levels. Till date, 82% high risk suppliers have been mapped. Our target to complete mapping of all high risk suppliers is by December 2013.
Empowering businesses with Vodafone Business Services

Vodafone’s dedicated team of technicians and technology experts work round-the-clock to ensure an assurance of quality with highly advanced solutions, catering to the needs of businesses in a cost-effective and efficient manner.

Smart Metering for India’s First Fully Integrated Electric Utility

The company, which owns and operates four thermal power plants generating 1,225 MW of power, approached Vodafone to help reduce costs and improve quality of their service by increasing automation.

Using Machine-to-Machine (M2M) connectivity, customer meters are used to transmit power consumption data over Vodafone’s GPRS network. So far, Vodafone has enabled the installation of 16,000 meters across its consumer base, and has helped the utility achieve an impressive meter reading accuracy rate of 99.27%. The partnership with Vodafone has helped the utility improve billing accuracy, cut costs, and boost customer satisfaction.

Total Communications Solution for a Dairy Processing Company

This company operates a factory that processes more than 6 lakh litres of milk a day. With increase in the size of the organisation, the management decided to engage Vodafone to help with connectivity issues they were facing both at office and outside.

To solve the problem of office connectivity, we provided the company with a total communications solution, which included a 2 Mbps lease line, a toll free number, and a Closed User Group (CUG). To improve connectivity outside office, key company employees were handed BlackBerrys with a Vodafone connection and supply trucks were fitted with a Global Positioning System (GPS) tracking device to increase the supply chain security. Our solution has resulted in reduced communication costs, provided mobility on the go, and increased customer satisfaction for the company.

Learning on Track with a Premier School

One of the country’s leading schools approached Vodafone when faced with connectivity challenges. The school needed a holistic communication network solution to increase efficiency and better connect with parents, students, and teachers. To address the issue of congestion of incoming calls, we provided them with 40 dedicated lines. While the school had earlier struggled with an unreliable internet connection, we provided them with an uninterrupted 4 Mbps line. A cost-effective CUG for teachers and other staff members was instituted to allow important information to be relayed efficiently without the fear of high costs. In addition to this, school buses were fitted with a GPS tracking device to ensure the safety of students. As a result of this solution, the school has been able to better engage with its stakeholders and operate more efficiently.

Training Our People with e-Learning

In order to educate our key stakeholders about VBS products, we have created e-learning modules for all our VBS Products. With nearly 40 hours of content, these modules act as a comprehensive kit for employees and customers. We also use video conferencing tools extensively to ensure that training is location-independent. Over 800 learners have benefited from these learning modules. On successful completion of e-learning, an e-certificate is issued to the learner, besides issuing rewards for circle and national toppers. About 94% of participants receive certification every month.

“Corporate Responsibility acts as a differentiator in the minds of enterprise business customers, and gives us a sense of pride. We aim to provide customers with customised communication solutions that help them improve operational efficiencies.” - Naveen Chopra, Director, Vodafone Business Services
We truly believe that sustainability encompasses all aspects of being a responsible organisation and education has a key role in this. Creating awareness about relevant issues such as Health, Safety and Well-being (HSW) and electromagnetic fields (EMF) is important for us along with investing in innovative solutions to leverage the potential of mobile technology to educate and empower individuals across age groups.
The health, safety and well-being (HSW) of our people is vital to us as an organisation. We have well-established policies and systems in place to manage HSW of our employees, partners and customers; because it is critical to the long-term success of our business in addition to being the right thing to do. A key step in this direction was the introduction of 7 Absolute Safety Rules (ASRs) under our HSW policy. Applicable to our employees and associates, these rules primarily focus on three safety risks – electrical safety, working at heights and road safety.

Employee safety is a priority for our leadership. We have made adherence to HSW norms as a condition for employment and violation of the ASR’s can lead to punitive action including dismissal. Several training and awareness programmes are regularly conducted to educate employees and associates.

To underline our focus on HSW, we undertook several initiatives last year. Since our business involves thousands of people working in outdoor locations, they are exposed to risks like road travel, working with electricity and at heights; we launched the 1@Risk initiative focussing on identifying those at risk, the nature of the risk and ensuring that precautionary measures are put in place.

Our intensified focus on safety is evident by a shift in focus from Zero Fatality to Zero Harm. A consequence management matrix has been implemented across the board to further our goal of Zero Incidents and we are making sure that no mishap goes unaddressed. As a result of our combined efforts, we were able to save 39 lives last year. The key initiatives from last year are highlighted in this section.

### Absolute Safety Rules saved 39 Lives

(Including family members)

- 23
- 15
- 01

### The 7 Absolute Safety Rules

- Always wear a seat belt while driving
- Never exceed speed limits
- Always wear a helmet while riding
- Never use your mobile phone while driving
- Never drive under the influence of alcohol or illegal drugs
- Electrical problems should only be fixed by qualified workers
- Always use suitable personal protective equipment and attach safety harnesses while working at heights
Road safety incidents accounted for nearly 43% of our HSW related incidents reported within the organisation. Accordingly, we increased our focus on road safety awareness among employees, associates, 1@Risk partners and the community at large through various campaigns. Over the year, we partnered with the Traffic Police in Hubli, Pune, Kanpur, Patna, Ranchi, Bhubaneswar, Asansol, Raipur and Kerala to educate citizens about the importance of road safety and observing traffic rules. Conducted at prominent landmarks in each of these towns, these campaigns reached out to tens of thousands of people across locations. In association with the local traffic police, we organised bike rallies (at select locations) and distributed branded road safety gear, informative pamphlets and merchandise to vehicle owners in each location.

In Rajasthan, the Nimbu Mirchi campaign was initiated to illustrate the importance of Road Safety. Through informative T-shirts, stickers and buntings, the team tried to relay the message that road safety rules, not superstitions, save lives on road. The campaign was featured in the Global Safety Net Magazine, showcasing our innovations at a global platform. A Safety Mela was also organised at Udaipur for employees, associates, and 1@Risk partners. Activities in the Mela included vehicle and health check-ups, games, safety rules simulations and quizzes. A four-wheeler defensive training session was also held for 16 cab drivers in Jaipur.

We also educated general public about the importance of road safety through the medium of dance and theatre with our Nukkad Natak and Flash Mob initiatives. In association with the Chandigarh Police and Municipal Corporation, we organised a flash mob in Chandigarh’s Sector 17 plaza.

As a part of our ‘Drive Now, Talk Later’ campaign, a Nukkad Natak promoting awareness on ill-effects of using mobile phones while driving was organised in Udaipur. Nukkad Nataks were also used to increase awareness among children in Punjab and Himachal Pradesh. We have covered 12 schools under this initiative, reaching to nearly 10,000 families of students, teachers and clerical staff. Our endeavour is to continue and sustain this model and increase the number of people influenced significantly.

Expect the Unexpected

We conceptualised the Expect the Unexpected programme last year to translate our belief that ‘injuries can be prevented’ into action and to foster a safe work environment. It is an internal training in which training is imparted to the employees and the associates on road safety rules.

We continued the programme this year, inculcating a strong safety culture among employees and partners. 400+ internal trainers were developed through 1-day train-the-trainer workshop, covering 83,833 employees, direct and indirect associates. In the Maharashtra and Goa circle, a defensive two-wheeler driving session was conducted, which was attended by 22,000 employees and contractors. Also, a 15-day HSW awareness campaign was organised in the West Bengal circle to promote the use of safety harnesses while working at heights.

Through these initiatives, we continue to live up to our commitment to nurture a safety-first environment.
Health Awareness

WeCycle
In Mysore, we launched an innovative initiative to light up the Mysore Palace by cycling. The initiative – WeCycle Mysore aimed at promoting cycling for health and environment was carried out in partnership with the Deputy Commissioner of Mysore, Mysore Palace Board and the District Administration. To make this a success, nine stationary cycles and one mobile cycle were used to generate power – more than 17,000 people cycled and generated power at nearly 55,000 watts. For the first time in India, a non-lit hoarding was lit by power generated through cycling, with an artist dressed in typical Mysore attire pedalling every day to generate power.

We are committed to make a difference in the city of Mysore through continued promotion of cycling. Personally committed to the cause, the District Commissioner initiated a discussion with various departments to make Mysore The First Cycle Friendly City in India.

Walkathon
To commemorate the World AIDS Day and raise awareness on the importance of creating a healthier tomorrow, we organised a Walkathon and a blood donation camp in Agra. We also connected with customers at the annual Balijatra festival in Cuttack on World AIDS Day and conducted an AIDS Awareness Drive, distributing red ribbons to participants.

Mobiles and Health

Our vision is to lead the industry in responding to public concerns about mobile phones, towers and health by demonstrating leading practices and encouraging others to follow.

The innumerable social and economic benefits of mobile telephony have made it an integral part of our lives. Mobile telephony relies upon an extensive network of mobile towers, to transmit and receive information with Radio Frequency (RF) signals. To address public concerns and myths about the effects of these signals on public health and well-being, we have created a ‘Mobiles & Health’ section on our website that provides information on the findings of reputed health agencies like the World Health Organisation (WHO) and other independent expert groups from around the world.

At a global level, we have a senior leadership group dedicated to radio frequency (RF) matters that includes representatives from our local markets and key functional areas. This group monitors public concerns and helps local markets to provide public information and advice. It also reviews the available information and sets our strategy, policies and goals relating to mobile phones, towers and health.

“We are committed to health, safety and well-being (HSW) of our stakeholders and partner with various opinion leaders and external forums to cascade awareness on the subject. The entire Indian telecom industry is going through a critical phase and we are striving, with all engines fired-up to ride this tide, and emerge stronger.”
– T.V. Ramachandran, Resident Director, Regulatory Affairs & Government Relations
Empowerment through Education

We believe that the key to empowerment lies in education. We continue to empower communities by educating children in need and creating opportunities for employment through vocational training.

The Ananya Programme

Bihar has over 27 million women of child-bearing age. The Ananya programme, funded by the Bill & Melinda Gates Foundation and developed in collaboration with the Government of Bihar, aims to significantly reduce maternal and infant mortality rate in Bihar by December 2015. As a partner to this initiative, Vodafone operates a Mobile Academy – a training course on maternal and child health. The academy uses IVR technology to train 2,00,000 frontline health workers (FLWs) and deliver life-saving information to millions of families in Bihar.

During the last 10 months, over 27,000 unique users enrolled in the Mobile Academy course. FLWs have listened to over 2.3 million minutes of educational health content. Over 6,000 users have completed the course successfully and received a certificate from the Government of Bihar. The Mobile Academy concept has started in Odisha and is being extended to Uttar Pradesh.

An initiative called Mobile Kunji was especially designed for the FLWs during their counselling sessions with families. It combines an IVR-based mobile service with a deck of 40 illustrated cards that equip the health workers with a lightweight audio-visual tool, conveniently adding technology to a device they already use.

We also launched Kilkari, an IVR service that helps deliver time-sensitive audio information about maternal and child health to the mobile phones of pregnant mothers and their husbands for up to 16 months.

Virtual Classroom

While education and training are key focus areas in India, like cost, reach and polarisation of quality teachers and content in urban hubs. In order to build on our strength of reach, Vodafone solutions team built a Virtual Classroom platform that enables quality training via any normal mobile phone on the Vodafone network. Training is delivered via voice and SMS channels. Currently this platform is being used for corporate trainings and vocational training including English language training.

Footprints III, Vodafone India Sustainability Report 2012-13
Vodafone Foundation, in collaboration with Pratham

Hello to English

Vodafone partnered with Pearson Education, in Haryana and Uttar Pradesh (East) circles to launch a pilot programme to train 130 students in spoken English. Under this initiative, students are enrolled at select rural Vodafone mini-stores for an 8-week course. This course costing ₹1,945 (spread over 7 instalments) includes a reference book, regular classes by the Pearson Trainers via mobile phones, IVR-based practice sessions and a quiz using SMS. While the students are based in UP and Haryana, the Pearson teachers conduct these interactive classes from Delhi exemplifying the potential of remote education using mobile technology.

Circle Initiatives

In Odisha, we collaborated with Anjali Foundation to organise education camps for children with special needs with a focus on self-employment and long-term sustenance. We also tied-up with the Mahindra Foundation to raise funds to support their Nanhi Kali initiative for educating the girl child.

In Jammu & Kashmir, we have been supporting an orphanage through fund-raising efforts, teaching support, and meet-and-greet sessions. An initiative called ‘Back to School’ was undertaken where employees and their spouses devoted time to teach children with special emphasis on computer literacy.

In Uttar Pradesh West, we hosted Childline®, a 24-hour outreach service for children in need of care and protection. In July 2012, we hosted a group of 15 children who actively engaged with our call centre and corporate office, giving them a perspective on the telecom industry and an overview of potential employment opportunities.

In Delhi, we tied up with ETASHA Society and Sarthak Educational Trust to mentor youngsters as they enter the mainstream workforce. As a result of this initiative, seven candidates were selected by associates from these NGOs. Additionally, we have also conducted corporate exposure visits for these students to give them an overview of how a large organisation works.

“Sustainability complements our business objectives and we leverage our operational strengths and our pan India presence to reach out to the community we operate in. We understand the need to engage in sustainable practices and consciously adopting such practices has become a way of life for us.”

— Sunil Sood, Chief Operating Officer
Environment
For a better tomorrow, we need to act today!

Sustainability is important to make sure that we continue to have everything that we need for our survival and well-being. All the choices we make and the actions that we take today have an impact on our future. As a responsible corporate, we understand the due role we need to play towards ensuring environmental sustainability. From conserving energy using technology, to managing waste through a strong ReSolve campaign, our pursuits are the manifestation of our commitment towards a sustainable tomorrow. We are committed to devise innovative business solutions to reduce environmental impact, while consciously trying to minimise the Green House Gas (GHG) emissions from our operations.
**Green Networks**

More than 90% of our base stations are located in regions where availability of grid electricity is unreliable. These base stations are therefore heavily reliant on diesel generators (DG) to ensure round the clock availability of communication services. We have made our base stations greener by reducing energy demands and improving efficiency. The deployment of energy efficient solutions and renewable energy technology, helps us to make our operations environment-friendly.

In 2012-13, we continued our efforts to reduce the energy consumption and carbon emissions at these sites. We are key contributors to the telecom industry’s initiative of co-location of sites, with 89% of our base stations located at third party tower company sites, leading to reduction in electricity and diesel consumption. Over the remaining 11% sites, where we have operational control, we continue to take definitive steps to reduce consumption of electricity and diesel.

Over the past year, we continued to undertake steps outlined in our previous report, expanding the scope of their implementation.

**Green Data Centres**

Data centres are large-scale operations that consume large amounts of electricity and diesel, and are a source of pollution and greenhouse gas emissions. Last year, we focussed on virtualisation across data centres to increase efficiency. We were able to reduce our physical server footprint by 20% by increasing our virtualisation to 34%. This has resulted in a monthly reduction of 1,32,192 kWh of electricity consumption.

In addition to this, we undertook initiatives in storage de-duplication and database optimisation, resulting in a combined reduction of 671 Terra bytes storage capacity and a monthly reduction of 29,376 kWh of electricity consumption.

- Reducing energy consumption of base stations – we equipped 1,500 base stations with fan filter units for natural air circulation, hence completely switching off air conditioners at these sites. Additionally, we have installed free cooling boxes at 62% of indoor sites.
- Deploying hybrid solutions – expanding our base to 2,700 sites, reducing diesel consumption by 54%.
- 342 of our sites are now powered by variable speed diesel generators.
- Inverters are now deployed at 493 indoor Base Transceiver Station (BTS) sites.
- Solar solution is successfully deployed at 250 off grid sites.
- Fuel catalysts are deployed at 1,800 sites – increasing the combustion capability of fuel and reducing carbon emission by 8-10%.

Along with our technology partners, we have also implemented several active infrastructure solutions, including shutting down associated cabinets and extra transmitters during low traffic to reduce energy consumption. We actively engage with tower companies to share leading practices in technology implementation.
Switching centres host the exchange that controls telecommunication traffic between different mobile phone and fixed line networks. These centres typically house a variety of equipment that requires cooling and needs to be powered at all times, thus consuming considerable amount of energy. This amounts to nearly 30% of all our energy consumption.

As a result of energy efficiency audits undertaken at our sites, we continued to implement initiatives outlined in our previous report. These include installation of energy-efficient technology, optimisation of temperature, and renovation of existing facilities.

Video conferencing [VC] is a viable alternative to travelling for a meeting. With vast improvements in quality, availability and ease of use, it has seen a wide adoption within the organisation. It has helped increase workforce productivity and reduce travel requirements, leading to lower greenhouse gas emissions. During FY 2012-13, the number of VC sessions increased by 200%, resulting in reduction in carbon dioxide emission by 18000 tonnes. For our efforts in this area, we won an award for Unified Communication and Saving Initiative in the eINDIA PSE$^6$ 2013 awards for video conferencing.

Video Conferencing

"Network forms the backbone of our operations and is critical to provide a best-in-class experience to our customers. Given our huge energy consumption, to run this large network, we firmly believe in Green Telecom for enhancing energy efficiency, and reducing our carbon footprint.” – Vishant Vora, Director – Technology

Switching Centres

We have also installed dedicated transmission feeders/lines from the nearest Electricity Board (EB) sub-station to our Mobile Switching Centre (MSC) locations at Gurgaon and Jammu and Kashmir, to avoid electricity outages. We have witnessed a 25% reduction in DG running hours as a result of this initiative.

Footprints III. Vodafone India Sustainability Report 2012-13
We strive to adopt new technologies that help optimise operational efficiency and reduce our carbon footprint. We have made substantial progress in the domain of new technology implementation over the past year. The VIL Private Cloud, developed during the year will be rolled out in 2013-14, which will lead to reduction of operational expenditure, physical space requirement and energy consumption. Trials were conducted for the adoption of Exadata and UPSS Alternate Technology, and we expect a significant reduction in storage requirements, along with a monthly electricity consumption reduction of 1,06,705 kWh.

Also, after rolling out Windows 7 during the year 2012-13, we have witnessed power savings of 25% vs Windows Vista and 39% vs Windows XP. As a result of power savings by migrating to Windows 7 we expect to save nearly ₹87 million per year. We also implemented a power management strategy for laptops and desktops, resulting in reduced carbon dioxide emissions to the tune of 12,325 tonnes and a cost saving on ₹51 million over the financial year.

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**Super Network Operations Centre**

We set up a Super Network Operations Centre (SNOC) for the operation of our telecom network and services across India. SNOC offers state-of-the-art service quality and is supported by modern systems and processes. It helps manage network services provided by multiple suppliers, technologies and geographic locations across our 23 circles.

The key features of SNOC include LEED benefits, energy efficient lighting, indoor air quality improvements etc. With the intent of achieving a high level of energy conservation through energy-efficient lighting solutions, we undertook the following initiatives last year:

- **Daylight sensors** – daylight harvesting automatically adjusts lighting levels in areas in daylight zones.
- **Occupancy sensors** – which automatically turn off lights when people vacate the space and switch them on when they return. Over 80% lighting is now regulated by occupancy sensors.
- **Heat recovery wheels** – Indoor air is monitored using a carbon dioxide monitoring system installed in three AHUs and the cafeteria to ensure high air quality.
- Each workstation has a personal light control, with its own light switch.
- **Scheduled adjustment of lights during the day** ensures limited usage.

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**Deployment of New Technology**

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In line with the stated objective of FAST Forward to reduce wastage and enhance efficiency, guidance has been given to all circles for reduction of diesel consumption. In response to the same, Kolkata and West Bengal circles initiated Project Phoenix to tackle high energy costs to run their network. Once this project was implemented, it was discovered that the high energy costs were due to poor grid connectivity, improper DG usage, low number of outdoor sites, and no alternative sources of energy. As part of the project a number of steps were taken. Sites with reliable electricity discontinued using DG sets. At select sites, DG sets were switched off at night, when the network traffic was lower. Solar panels were also fitted at a few sites, allowing DG sets to be shut off for two extra hours every day; Indoor sites were converted to outdoor sites through technology improvements. In addition to these initiatives, sites with low tenancy ratio were relocated to nearby partner anchor sites without sacrificing coverage and revenue. As a result of Project Phoenix, ₹64.12 million was saved.

Tree Plantation Project

To offset a part of our carbon footprint, the sustainability team at Vodafone India tied-up with our NGO partner Give India to do a tree plantation project in 5 villages in the Jawahar Block of Thane district, Maharashtra. In coordination with the NGO Partner identified by Give India – National Rural Research and Development Association, 26,700 trees were planted by November 2012. These saplings shall be maintained by Vodafone India until January 2015.

“At Vodafone, we believe in high standards of corporate governance. As a responsible corporate, we have a strong culture of compliance, facilitating transparency in disclosures and we are committed to adhering to all applicable laws and regulations.”
- Kumar Das, General Counsel

ReSolve

We started the ReSolve campaign to manage non-hazardous solid waste, increase awareness about waste management amongst employees and communities, and enhance livelihoods of the communities. This endeavour defines an end-to-end management process of wet waste, paper and plastic waste and also provides livelihood opportunities for urban poor.

The major objectives of ReSolve are as follows:

- Enthuse waste management awareness using the 3-R philosophy (Reduce, Reuse and Recycle)
- Proper segregation and disposal of waste from office and target community
- Recycle and wise use of disposable wet and paper/plastic waste
- Generate alternative economic opportunity for urban poor by reusing the waste
- Empower urban poor through capacity building and financial inclusion

The initiative is now in its second year and is currently active in seven circles – Bihar & Jharkhand, Kolkata, West Bengal, Uttar Pradesh East, Uttar Pradesh West, Delhi, and Chennai and will be rolled out across all circles in a phased manner.
## Sustainability Metrics

### Key sustainability performance measures as on 31 March, 2013

<table>
<thead>
<tr>
<th>Our network</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of base station sites</td>
<td>1,15,268</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Energy consumption at sites and facilities operationally controlled by Vodafone</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity consumption (GWh)</td>
<td>411</td>
</tr>
<tr>
<td>Diesel consumption (kL)</td>
<td>44,372</td>
</tr>
<tr>
<td>Total CO₂ emissions (tonnes of CO₂e)</td>
<td>4,55,565</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Energy consumption for base stations at third party tower company sites</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity consumption (GWh)</td>
<td>1,586</td>
</tr>
<tr>
<td>Diesel consumption (kL)</td>
<td>2,51,270</td>
</tr>
<tr>
<td>Total CO₂ emissions (tonnes of CO₂e)</td>
<td>19,55,501</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Waste generation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantity of dry waste generated (tonnes)</td>
<td>183</td>
</tr>
<tr>
<td>Quantity of wet waste generated (tonnes)</td>
<td>247</td>
</tr>
<tr>
<td>Total waste generated (tonnes)</td>
<td>430</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Our people</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees</td>
<td>11,461</td>
</tr>
<tr>
<td>Average employee attrition rate (%)</td>
<td>15</td>
</tr>
<tr>
<td>Women employees (%)</td>
<td>14</td>
</tr>
<tr>
<td>Women in senior management (Band F and above) (%)</td>
<td>7</td>
</tr>
<tr>
<td>GRI G4 Reference</td>
<td>Disclosure items</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>G4-1</td>
<td>Statement from the CEO &amp; MD</td>
</tr>
<tr>
<td>G4-3</td>
<td>Name of the organisation</td>
</tr>
<tr>
<td>G4-4</td>
<td>Primary brands, products, and services</td>
</tr>
<tr>
<td>G4-5</td>
<td>Location of the organisation’s headquarters</td>
</tr>
<tr>
<td>G4-6</td>
<td>Number of countries where the organisation operates</td>
</tr>
<tr>
<td>G4-7</td>
<td>Nature of ownership and legal form</td>
</tr>
<tr>
<td>G4-8</td>
<td>Markets served</td>
</tr>
<tr>
<td>G4-9</td>
<td>Scale of the organisation</td>
</tr>
<tr>
<td>G4-10</td>
<td>Structure of employees in the organisation</td>
</tr>
<tr>
<td>G4-11</td>
<td>Percentage of total employees covered by collective bargaining agreements</td>
</tr>
<tr>
<td>G4-12</td>
<td>Organisation’s supply chain</td>
</tr>
<tr>
<td>G4-13</td>
<td>Significant changes since the organisation’s last report</td>
</tr>
<tr>
<td>G4-14</td>
<td>Precautionary approach or principle</td>
</tr>
<tr>
<td>G4-15</td>
<td>Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses</td>
</tr>
<tr>
<td>G4-16</td>
<td>Memberships of associations</td>
</tr>
<tr>
<td>G4-17</td>
<td>The entities included in the organisation’s consolidated financial statements</td>
</tr>
<tr>
<td>G4-18</td>
<td>Defining report content</td>
</tr>
<tr>
<td>G4-19</td>
<td>Material aspects</td>
</tr>
<tr>
<td>G4-20</td>
<td>The Aspect Boundary within the organisation</td>
</tr>
<tr>
<td>G4-21</td>
<td>The Aspect Boundary outside the organisation</td>
</tr>
<tr>
<td>G4-22</td>
<td>Effect of any restatements of information provided in previous reports</td>
</tr>
<tr>
<td>G4-23</td>
<td>Significant changes from previous reporting periods</td>
</tr>
<tr>
<td>G4-24</td>
<td>List of stakeholder groups engaged by the organization</td>
</tr>
<tr>
<td>G4-25</td>
<td>Basis for identification and selection of stakeholders</td>
</tr>
<tr>
<td>G4-26</td>
<td>organisation’s approach to stakeholder engagement</td>
</tr>
<tr>
<td>G4-27</td>
<td>Key topics and concerns that have been raised through stakeholder engagement</td>
</tr>
<tr>
<td>G4-28</td>
<td>Reporting period (such as fiscal or calendar year)</td>
</tr>
<tr>
<td>G4-29</td>
<td>Date of most recent previous report</td>
</tr>
<tr>
<td>G4-30</td>
<td>Reporting cycle</td>
</tr>
<tr>
<td>G4-31</td>
<td>Contact point for questions regarding the report or its contents</td>
</tr>
<tr>
<td>G4-32</td>
<td>‘In accordance’ option the organisation has chosen</td>
</tr>
<tr>
<td>G4-33</td>
<td>Assurance</td>
</tr>
<tr>
<td>G4-34</td>
<td>Governance structure of the organisation</td>
</tr>
<tr>
<td>G4-56</td>
<td>Organisation’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics</td>
</tr>
<tr>
<td>GRI G4 Reference</td>
<td>Disclosure items</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Specific Disclosures - Social Transformation</strong></td>
<td></td>
</tr>
<tr>
<td>G4-SO1</td>
<td>Operations with implemented local community engagement, impact assessments, and development programmes</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Diversity and Inclusion</strong></td>
<td></td>
</tr>
<tr>
<td>G4-LA13</td>
<td>Ratio of the basic salary and remuneration of women to men for each employee category</td>
</tr>
<tr>
<td><strong>Customer Satisfaction</strong></td>
<td></td>
</tr>
<tr>
<td>G4-PR5</td>
<td>Results or key conclusions of customer satisfaction surveys</td>
</tr>
<tr>
<td><strong>Health, Safety, and Well-being</strong></td>
<td></td>
</tr>
<tr>
<td>G4-LA7</td>
<td>Workers who are involved in occupational activities who have a high incidence or high risk of specific diseases</td>
</tr>
<tr>
<td><strong>Mobiles and Health</strong></td>
<td></td>
</tr>
<tr>
<td>G4-PR1</td>
<td>Assessment of Health &amp; Safety aspects of Vodafone</td>
</tr>
<tr>
<td><strong>M-education</strong></td>
<td></td>
</tr>
<tr>
<td>G4-SO2</td>
<td>Enhancing the knowledge of the communities on the impact of mobile technology on society</td>
</tr>
<tr>
<td><strong>Waste Management</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN23</td>
<td>Total weight of hazardous and non-hazardous waste, by disposal method</td>
</tr>
<tr>
<td><strong>Energy Conservation</strong></td>
<td></td>
</tr>
<tr>
<td>G4-EN6</td>
<td>Reduction in energy consumption</td>
</tr>
</tbody>
</table>
Vodafone India Limited.
Peninsula Corporate Park, Ganpatrao Kadam Marg, Lower Parel, Mumbai - 400 013 India.

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We have engaged Ernst & Young (EY) LLP to serve as advisors in the process of report content development. We value your suggestions and invite your feedback on this report. For any feedback on the report, please write to vodafonecares@vodafone.com