

An aerial photograph of a river with a large red circle overlaid on it. The river flows from the top left towards the bottom right, with a large red circle drawn around it. The water is dark blue-green, and the banks are covered in light-colored rocks and some vegetation. The overall scene is a natural, flowing waterway.

Sustainable Business Report

2019

The future is exciting.

Ready?





Table of contents

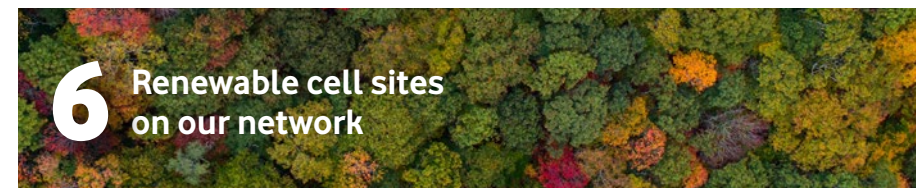
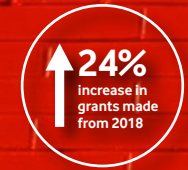
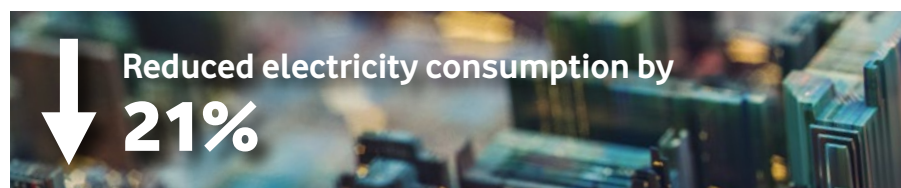
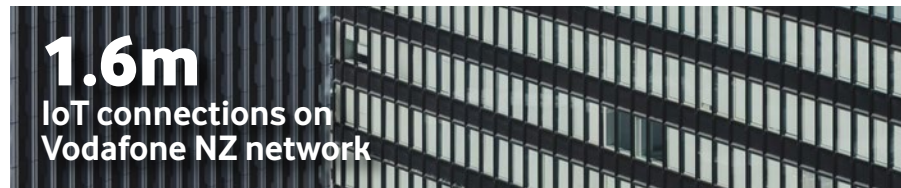
Our year at a glance	03	Protecting our planet	16
Legal, Regulatory and Sustainability Director introduction	04	Local commitments	16
What matters?	06	Mobile recycling	16
Governance	07	Carbon emissions	17
Supporting our economy	07	E-waste	17
Our supply chain	08	Supporting our communities	19
Ethics	08	The Vodafone NZ Foundation	19
Regulation	08	Looking after our customers	21
Mobiles, masts and health	08	Managing information	21
Global issues, local solutions	10	Privacy and security	21
Connecting our communities	10	Investing in our people	23
Internet of Things	12	Diversity and inclusion	23
Vodafone xone Accelerator Programme	14	Youth development	25
		Learning and capability	26
		Health, safety and wellbeing	27
		Information	28





[Back to contents >](#)

Our year at a glance





[Back to contents >](#)

Legal, Regulatory and Sustainability Director introduction

I am pleased to share with you our Sustainability Report for 2019, which highlights some of our achievements and initiatives over the last year, and our progress towards Vodafone's global sustainable business strategy and targets.

At Vodafone NZ we believe every New Zealander will thrive with access to the world's best digital services and that nobody should be left behind. We are committed to delivering a sustainable future for our business, customers and communities by doing what's right. And we are committed to operating responsibly and with integrity.

Our key priorities for the coming year are to develop sustainability goals and targets specific to New Zealand, and focus on what really matters to our business, our employees, customers and communities. Moving into 2020 the purchase of Vodafone NZ by Brookfield and Infratil will enable us achieve even greater things for our customers and for New Zealand, and we are excited to see where this will take us.



Juliet Jones

Legal, Regulatory and Sustainability Director, Vodafone NZ





Celebrating 20 years of business in New Zealand





[Back to contents >](#)

What matters?

2018/2019 has been a big year for us as we celebrated 20 years of business in New Zealand. For the past 20 years Vodafone New Zealand has been part of the global Vodafone group responsible for connecting over 650 million people, and organisations of all sizes, to the digital society. Globally Vodafone leads through purpose and are optimistic about how technology and connectivity can enhance and improve people's lives. Through the global business, Vodafone aims to build a digital society that enhances everyone and does not come at the cost of our planet.

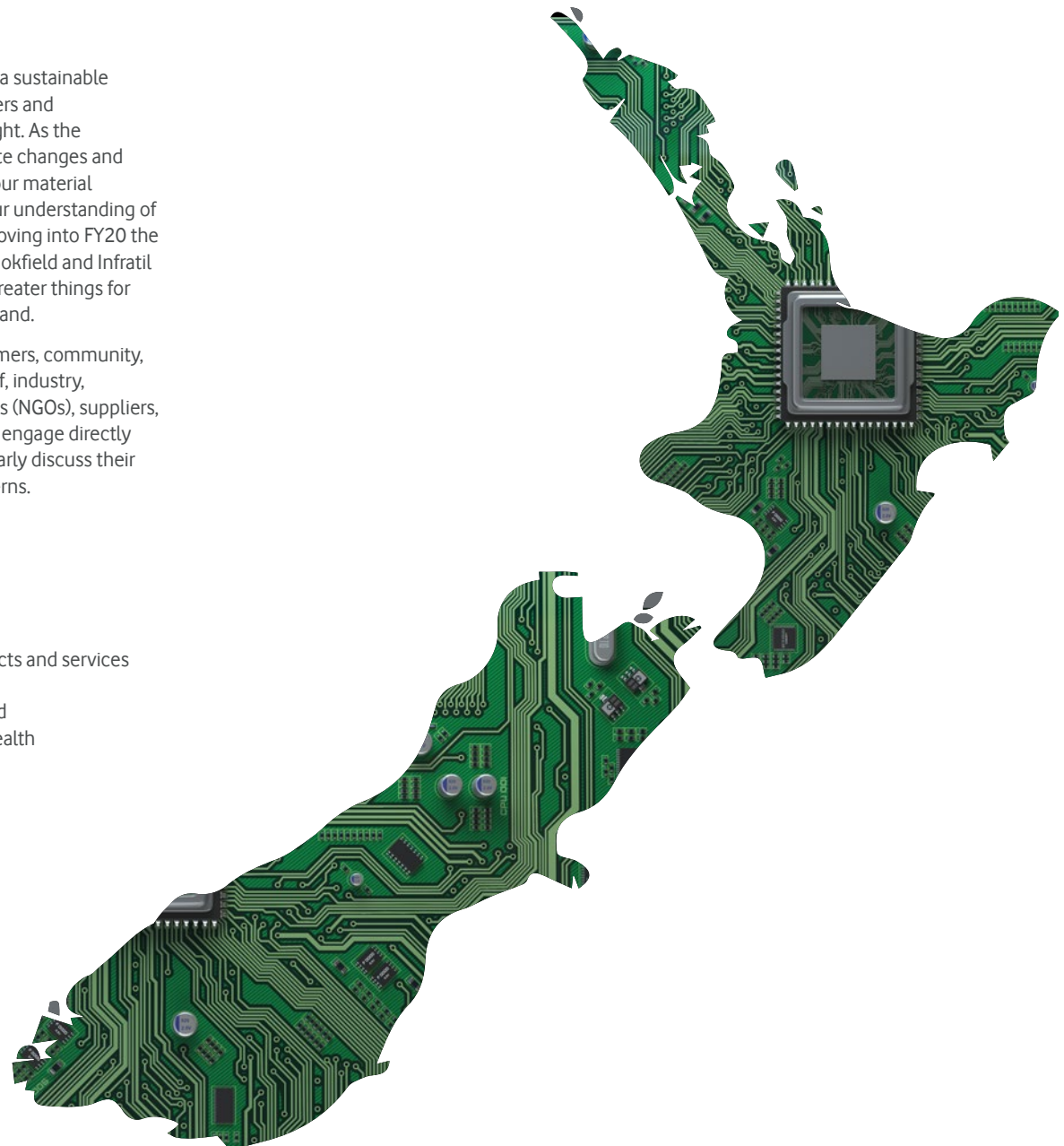
Vodafone New Zealand is one of New Zealand's leading digital services and connectivity companies. We offer more than 3 million connections to Consumer and Business customers, with our existing mobile network covering 98.5% of where kiwis live, work and play, as well as connecting kiwis travelling in over 100 countries world-wide. As of August 2019, Vodafone New Zealand is equally owned by New Zealand based Infratil and Canada-based Brookfield Asset Management. We remain a part of the Vodafone Group family as a partner market, and maintain access to the best of Vodafone's digital products and services for the benefit of New Zealanders.

We are committed to delivering a sustainable future for our business, customers and communities by doing what's right. As the environment in which we operate changes and we respond to feedback about our material issues from our stakeholders, our understanding of 'what's right' needs to evolve. Moving into FY20 the purchase of Vodafone NZ by Brookfield and Infratil will enable us to achieve even greater things for our customers and for New Zealand.

Our stakeholders include customers, community, Iwi, Vodafone Group, media, staff, industry, non-governmental organisations (NGOs), suppliers, Government and regulators. We engage directly with our stakeholders and regularly discuss their satisfaction, opinions and concerns.

Our material topics

- Electronic waste
- Carbon emissions
- Giving back to communities
- Responsible use of our products and services
- Data privacy and security
- Connecting rural New Zealand
- Electromagnetic fields and health
- Diversity and inclusion
- Training and development
- Health, safety and wellbeing
- Competition
- Regulation
- Investment





[Back to contents >](#)

Governance

Vodafone NZ is governed by its Board of Directors and day-to-day management is delegated to the CEO and Executive Team:

- Jason Paris, CEO
- Lindsay Zwart, Business Director
- Carolyn Luey, Consumer Director
- Antony Welton, Acting Customer Operations Director
- Katie Williams, Acting Human Resources Director
- Tony Baird, Technology Director
- Kate Jorgensen, Finance Director
- Juliet Jones, Legal, Regulatory and Sustainability Director
- Rich Llewellyn, Head of External Affairs
- Ross Parker, Business Manager to CEO

 **50% Female**
50% Male

Executive (10 people)

Supporting our economy

We are a major investor, taxpayer, employer and purchaser of local goods and services but our economic impact extends far beyond our direct financial contribution to the economy. We contribute indirectly to our economy by investing in the next generation of digital infrastructure and services. This is a key sustainability focus for as it drives the productivity of business, industry and the wider economy.

We work with businesses to provide total telecommunication solutions that enable them to become more sustainable, competitive and productive.

These services include:

- Network services such as mobile and fixed voice and data.
- Smartphone and tablet solutions.
- Secure networks and data management services such as hosted private branch exchange (PBX) and apps, contact centre services, security services, local area network (LAN), wide area network (WAN) and data centre services.
- Internet of Things (IoT).

[Click here to read more about Ready Business](#)





[Back to contents >](#)

Our supply chain

With a portfolio of tens of thousands of suppliers, Vodafone's global supply chain operates across the world, ensuring greater efficiency and consistent standards across all countries for ethical supply chain management. This scale gives Vodafone the power and responsibility to specify social and environmental expectations for our suppliers to meet. As a partner market, we retain access to Vodafone's global supply chain and all the associated benefits. We do not manufacture anything ourselves but source all of our equipment for our network and the products we sell from third-party manufacturers.

Our Code of Ethical Purchasing is designed to promote safe and fair working conditions and the responsible management of environmental and social issues in Vodafone's supply chain. It sets out the standards we wish to see achieved by Vodafone and our suppliers over time.

Ethics

Trust is fundamental to everything we do. In 2018 we refreshed our Code of Conduct to address how we contribute to a progressive society, ethically and with real integrity.

Our Code of Conduct sets out what we need to be doing, every day, to protect our people, assets and reputation, we call this Doing What's Right. It is a public statement of our values, what we stand for, and our commitment to our customers, colleagues, and the communities in which we work.

Regulation

New fixed line telecommunications regulations will come into force from 2022. The new regime will help meet the needs of consumers and businesses, and will help keep our economy growing by constraining the monopoly power of the fibre companies. Vodafone will engage throughout the regulatory development process. We aim to ensure that the final settings have the long-term interests of our consumers at their heart, and encourage competition.

We are looking to secure long term certainty over our rights to access key spectrum bands. The 1800 and 2100 bands used for 3G and 4G are due to be renewed in the next financial year. The 3.5GHz spectrum, critical for 5G services are due to be auctioned in 2020. We will aim to secure rights to access sufficient spectrum in these bands to continue to efficiently use this valuable resource.

We are also members of the New Zealand Telecommunications Forum, which is a member organisation, representing the majority of telecommunications in New Zealand (over 95% by revenue share). The TCF releases a number of publications about the current and future state of our industry and convenes cross industry work streams to develop industry best practice and ensure we are achieving the best outcomes for New Zealand.

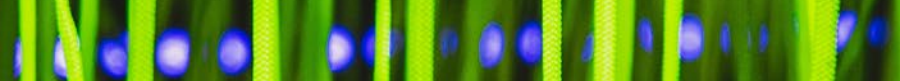
Mobiles, masts and health

At Vodafone, we always put the safety of our customers and the people of New Zealand at the heart of everything we do. We understand that there is public concern about the potential health and environmental risks of radio frequency emissions from mobile phones and cell sites. We go to great lengths to comply with national and international safety guidelines at every stage of planning, building and operating our mobile and fixed line networks. Our approach to managing potential health effects is based on using scientific evidence, independent RF field monitoring and engaging with stakeholders. As we begin to launch 5G at the end of 2019, we understand that these concerns are becoming increasingly common.

5G is the next generation of mobile communication that is poised to change the way we work, live and play in New Zealand. With 5G-enabled smartphones and a range of smart devices connected over this improved network, New Zealand is set to see advances in everything from farming to healthcare; retail to transport; manufacturing to finance, and much more.

5G and other frequencies have been the subject of research for a number of years by several panels of independent experts. The current consensus between these research bodies is that no adverse health effects arise from exposure within the international guideline limits. In fact, new 5G handsets follow rigorous testing and evaluation well before they reach consumers; each of them following identical compliance guidelines that current handset models adhere to.





⊲ Bringing better connectivity to more rural communities





[Back to contents >](#)

Global issues, local solutions

Connecting our communities

Vodafone is working with other New Zealand telecommunications companies to solve one of rural New Zealand's biggest challenges – mobile blackspots and access to broadband. Bringing better connectivity to more rural communities is a top priority not only for our business, but our industry and government.

Vodafone, along with Spark and 2degrees formed a joint venture called the Rural Connectivity Group, which has partnered with the government for stage two of the Rural Broadband Initiative (RBI2). This will see more than 500 state of the art cell sites added to previously unconnected areas by 2022. Currently 98.5% of the New Zealand population has connection, but only 55% of the country has geographical coverage. With RBI2 we are wanting to increase that coverage, connecting kiwis regardless of where they choose to live.

We know that increased coverage has numerous benefits for rural New Zealand, connecting communities, improving access to emergency services, digital health services and education services as well as extending the reach of tourism. For our farming communities increased connectivity also offers business benefits in precision agriculture and horticulture, as well as environmental monitoring and management.

We understand that our rural customers require rural specialist and to enable that future, we grew our rural presence in 2018, when we took full ownership of Farmside. Farmside is New Zealand's leading rural broadband provider, delivering fast and reliable internet and voice solutions nationwide. Farmside is proud to be backing rural New Zealand and has a number of partnerships with co-operative and suppliers that are an integral part of our rural communities.



Case study: Bringing connectivity to remote areas

In stunning Punakaiki, home of the Pancake Rocks on New Zealand's West Coast, local volunteer group, Predator Free Punakaiki is working to create a native bird sanctuary. In their quest to eradicate predators, they have turned to an innovative IoT pest control solution, MinkPolice, which already has a track record of success in Europe.

Heiko Kaiser, Managing Director of MinkPolice explains, "Within each trap there is a SIM that connects via Vodafone's IoT network to the MinkPolice smart-phone application. Volunteers receive a notification whenever a trap is activated which sends them to the exact location of that trap, to clear it, reset it, and trap more pests more often. Vodafone's NB-IoT network enables the volunteers to set traps in more remote areas of the sanctuary knowing they'll still have reliable connectivity."

Grant Parrett of Predator Free Punakaiki adds, "The benefits for our volunteers have been fantastic. Rather than the volunteers committing to walking through arduous terrain to check on traps

hoping to find one that's been triggered – a process that takes up to 4 weeks to cover the trap lines – they can target traps they know have been activated. We will be using Vodafone's NB-IoT technology to help save native species, support our hard-working volunteers and work towards achieving a Predator Free Punakaiki and beyond that, a Predator Free New Zealand by 2050."

Vodafone IoT Country Manager, Scott Pollard, says, "MinkPolice is a great example of leveraging global innovation into New Zealand using our network. The solution already exists in Europe and now our NB-IoT network can put that technology to use to help solve a problem we have here in New Zealand."





We are the
largest provider
of IoT in
New Zealand





[Back to contents >](#)

Internet of Things

We believe in a connected digital society, where data flows at speed, connecting people, communities and things to the internet like never before. Gigabit networks, the Internet of Things (IoT) and mobile financial services enable incredible innovation and technologies to be developed to help make our lives easier, healthier, smarter and more fulfilling.

The Internet of Things (IoT) connects devices, objects and machines to the internet, turning them into intelligent assets that communicate with the world around them. IoT solutions transform businesses – how they operate, how they grow and how they keep customers happy.

At Vodafone, our mission is to help our customers simplify IoT. We offer a wide range of high-quality, end-to-end solutions to meet individual requirements. We are the largest provider of IoT in New Zealand, with 1.6 million cellular IoT connections, and are backed by Vodafone's reliable and secure network, which has over 81 million connections across more than 30 countries.



Case study: Using IoT to deliver smart farm solutions

The concept of the 'connected farm' is becoming a reality with Vodafone's Narrow-Band IoT network which went live across the country in 2018. The network delivers a signal strength that can penetrate through infrastructure, and is set to shape the farm of the future with applications from remote monitoring for stock feeding to electric fencing, water tank monitoring and precision agriculture.

One example we are seeing of this is Harvest, a remote monitoring company which was the first in the country to launch a remote electric fence monitor and standalone remote water tank monitor. The Harvest remote electric fence monitor sends a message if the voltage in a fence drops below a certain level, and also has an app that enables farmers to monitor their fences from anywhere at any time. Our IoT network has enabled Harvest to harness the true potential of connected technology, and for farmers, this gives them the peace of mind in being able to keep an eye on the farm if they are planning to be away.

Today less than 1% of all things that could be connected are, and this technology will trigger a step change in the pace and variety of smart farming innovations as more devices are connected. Harvest's products are a great example of how IoT can transform farming in really practical, meaningful ways, and Vodafone is excited to help enable the future of smart farming.





\$2.64m raised
in capital in 2018
through Xone





[Back to contents >](#)

Vodafone xone Accelerator Programme

Vodafone xone was launched in 2016 with the ambition to find the best mobile and digital technologies in New Zealand and to support them to take on the world through Vodafone's international network. In creating the Vodafone xone accelerator programme, our goal was to contribute to the development of innovation in New Zealand and to bring the expertise that Vodafone has in driving technology innovation globally. Vodafone xone has worked with 29 different kiwi startups through the accelerator programme to gain the skills and expertise they need to build world-leading digital solutions. This has resulted in 8 partnerships or trials with Vodafone, and raised over \$19.5million in capital for these companies.

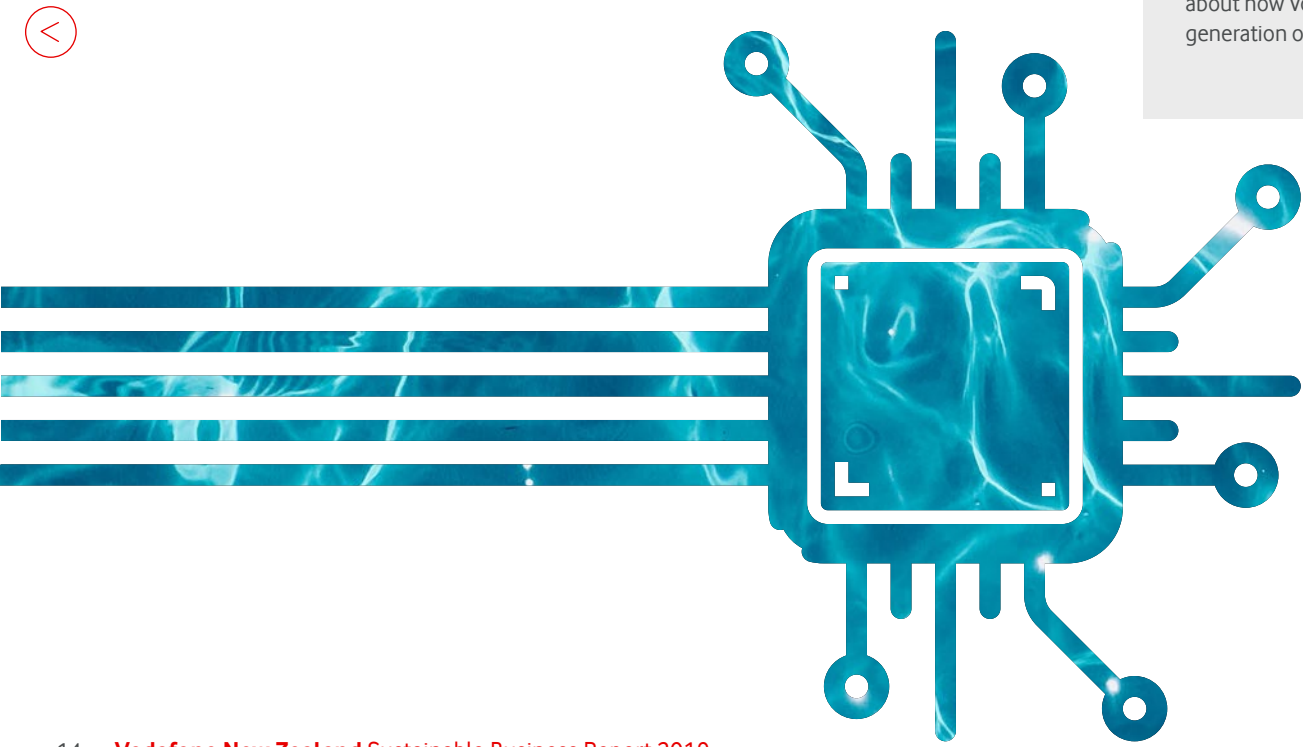
After 3 years of experience delivering the highly successful Vodafone xone 6-month Accelerator, we have made the decision to suspend the Accelerator for 2019. In an effort to increase opportunities for Vodafone, our customers and also the kiwi startups we work with, we've taken the best of the accelerator learnings so far and hope to announce the new model soon.



Case study: Engaging our communities in innovation

A key focus of a in 2018 was encouraging engagement of our Advanced Access Lab and facilities with external community organisations and members of the general public. In addition to showcasing leading technologies and innovations to guests, these engagements have also enabled additional benefit to many different groups including High School Students, Education Accelerators, and building Social Enterprise Networks.

One of these engagements was with Year 10 students at Christ College as part of their Lab5 programme which is run in collaboration with the Ministry of Awesome. Vodafone xone hosted the Lab5 programme in the Innovation Lab, and offices. Lab5 was a hyper accelerator programme where the students ideated, built and launched a business in five days, and then pitched their idea to the wider community. Part of this experience was touring the Innovation Lab, and learning about how Vodafone partners with and helps develop tech start-ups, hopefully inspiring the next generation of change makers.





Caring for our environment





[Back to contents >](#)

Protecting our planet

We believe that urgent and sustained action is required to address climate change and that business success should not come at a cost to the environment. We aim to reduce the environmental impact of our products and services and to help our customers make more sustainable choices. Our focus on energy efficiency, mobile technology and component recycling will help us to mitigate the growth of our business and our customer's increasing demand for data.

Local commitments

In 2018 we signed up to the Climate Leaders Coalition, along with 120 other New Zealand businesses. The Climate Leaders Coalition aims to help New Zealand transition to a low emissions economy and create a positive future for New Zealanders, business and the economy. We have publicly committed to measuring and publicly reporting on our greenhouse gas emissions, setting a public emissions reduction target consistent with keeping within 1.5° of warming, and working with our suppliers to reduce their greenhouse gas emissions. The coalition also represents a unique opportunity for businesses to work together and learn from each other to reduce emissions.

We are also members of the Sustainable Business Council, which enables New Zealand businesses to be leaders in sustainable business practice through influencing, igniting interest and creating impact.

Mobile recycling

Across New Zealand, over \$2.5 million has been raised for New Zealand charities from the proceeds of unwanted mobile phones, with over one million phones donated since mobile phone recycling began in 2009.

Vodafone NZ is a member of RE:MOBILE; a New Zealand mobile phone recycling scheme accredited by the Ministry for the Environment. This recycling programme provides all New Zealanders with a thoughtful and environmentally friendly disposal option for their unwanted mobile handsets. The programme is supported by the Ministry for the Environment as well as Spark New Zealand and 2degrees, with a percentage of the profits generated by this scheme donated to Sustainable Coastlines – a multi award-winning New Zealand charity.

RE:MOBILE is focused on recycle, refurbish and re-market disposal options, that enable consumers to dispose of unwanted mobile handsets, knowing they are helping to reduce electronic waste going to landfills. Since 2009 170,240 tCO₂-e have been mitigated through reuse of mobile phone parts, reducing the need to mine and manufacture these components.





[Back to contents >](#)

Carbon emissions

Vodafone NZ is a low carbon business with electricity from running our network accounts for the majority of our total carbon emissions. Our goal is to minimise the carbon footprint of our own operations by improving the energy efficiency of our network, using more renewable energy and helping business customers to reduce their emissions by using our technology. In 2019 we re-scoped our carbon footprint to include all material emissions. Despite including more emission sources we have seen a 4.6% decrease in our overall emissions, and a 21% decrease in emissions from electricity.

Communications technology can play a significant role in enabling a low carbon economy by powering innovation that can reduce an organisations carbon footprint while bringing wider social and economic benefits. We are using our technology to enable more of our enterprise customers to reduce their carbon emissions. We are a leading provider of Internet of Things (IoT) solutions that enable objects or devices such as cars, traffic or street lights and buildings to send and receive real-time information via our network. This information enables our enterprise and business customers to gain insight into how their resources are being used. This can help them cut costs and carbon emissions, for example, reducing their energy and fuel use which will improve the efficiency of their operations.

CO ₂ -e tonnes	2015	2016	2017	2018	2019 ¹
Scope 1 (Direct emissions)	1,031	943	1,113	946	1,735
Scope 2 (Purchased electricity)	11,421	10,487	11,007	11,069	8,723
Scope 3 (Other indirect emissions ²)	1,653	2,241	1,527	1,615	2,564
Total	14,105	13,671	13,647	13,630	13,022

¹ Scope one for 2019 has been expanded to include reporting of refrigerants, and fuel emissions have been recalculated to split fuel emissions between vehicles we directly operate (scope one), and fuel card purchases where employees own and operate their own vehicles (scope three).

² Scope three in 2015 – 2018 reported only on business travel. In 2019 scope three includes business travel, transmission and distribution losses, and fuel emissions from vehicles operated by employees using Vodafone provided fuel cards.

All emissions are calculated using DEFRA and MFE emissions factors, in accordance with The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

E-waste

Trade-In allows customers to earn Vodafone vouchers, which can be spent in Vodafone stores, in return for their unwanted mobile phones. By offering customers value for their phones, we hope to create an additional incentive for customers to bring in their phones for reuse or recycling. Not all phones are eligible for vouchers because they may be too old or too damaged. Unsuitable phones can be dropped into the RE:MOBILE recycling bins we offer in all of our stores. All the phones collected through Trade-In are refurbished and sold for use in other markets, and those collected through RE:MOBILE are broken down and recycled. As technology advances, we replace our network equipment with new, more energy efficient equipment to improve the network service for our customers and to make our operations more efficient. This produces electronic waste, most of which is recycled. In some cases, we store old equipment for future reuse within the business or until we can find a sustainable option for recycling or disposal.

Case study: Powering our communities

At Vodafone we have 6 cell sites that are powered by renewable energy across New Zealand. These cell sites provide signal to areas that we would otherwise be unable to service due to unavailability of an electricity connection, and the associated costs with creating a network connection where available. The sites are connecting communities that have previously been unconnected through using solar and wind technology. Four of these sites are located on or near Great Barrier Island, including one at Okiwi.

Okiwi is a fairly isolated part of the island, surrounded by rugged terrain, which made the case for new infrastructure quite challenging. The location of the Okiwi repeater and supporting solar array has been carefully positioned to minimise visual effects and disturbance to the DOC Estate, whilst maximising coverage for users of Okiwi Village and airfield. The Vodafone site has meant that mobile coverage has been extended to key community hubs including Okiwi Primary School, and the Okiwi DOC headquarters, bringing positive benefits to the daily lives of residents, and to the many visitors passing through the area.



Re-baselined our carbon footprint
4% reduction in overall emissions



The Vodafone
NZ Foundation
has invested more
than \$30million
since 2002





[Back to contents >](#)

Supporting our communities

The Vodafone New Zealand Foundation

The Vodafone New Zealand Foundation is dedicated to creating a thriving and prosperous Aotearoa New Zealand, where all young people can live lives they value. But according to Treasury New Zealand there are 210,000 children and young people who don't have access to the resources and opportunities they need to thrive. We believe these levels of disadvantage are unacceptable.

That's why the Vodafone NZ Foundation is committing resources to these young people, to help them defy statistics and grow up to lead lives they value. Since our inception in 2002, we have invested more than \$30 million in local communities, and we have committed \$20 million to help transform the lives of these 210,000 young people between 2017 and 2027.

Our goal by 2027 is to have halved the number of excluded and disadvantaged young people in New Zealand. It's an ambitious goal. But if philanthropy, community, government, Iwi and business come together and we all bring our unique resources to the table, we believe we can do it. And in fact, we believe it's our obligation to try.

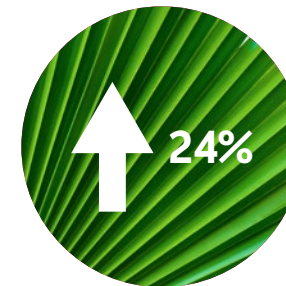
We are concentrating our efforts on funding innovative strategies, working with the most excluded and disadvantaged and making the biggest impact. We are partnering with people who are willing to commit to a new programme of work to significantly transform lives across the country. And we're finding collaborative, holistic models of practice that work with complexity, looking at multiple success factors and use a long-term lens, leveraging the power of Vodafone.

2018 was the second year we ran our 12 week, wrap around internship programme for formerly homeless young people. The interns receive wrap around support from across the business, and go through tailored learning sessions around Microsoft tools, time management, and interview tips. The interns defined their time at Vodafone as a 'life changing experience' and for four out of five young people said it has been a stepping stone on to other employment or studies.

We also run a range of programmes that work to engage Vodafone staff in positive community change. These include, Christmas fundraisers, staff volunteering opportunities, a Foundation Champions network to connect passionate Vodafone staff and a series of hackathons, where Vodafone employees donate their expertise to help solve community problems.



Total grants made in FY19



In grants made from 2018



Pledged between 2017 and 2027



Case study: Mid North Family Support

Every year the Vodafone Foundation runs The Change Accelerator, a five-week programme based at InnoV8 Christchurch, which uses the technical skills and expertise of volunteers from Vodafone to support community organisations to take a technology-based idea from concept to creation.

One of the organisations to participate in our latest Accelerator is Mid North Family Support, an independent charitable agency that provides free counselling to tamariki, rangatahi and adults who have experienced sexual harm, family violence or significant trauma. Mid North Family Support wanted to address change not only through individual counselling, but also at a systematic community level, while being innovative and culturally relevant in their approach.

The Change Accelerator Programme provided Mid North Family support with the opportunity to be involved in an intensive programme that could assist with creating meaningful online interventions for sexual harm and family violence, which led to the development of a prototype for a Family Harm "Keeping Safe" app for Rangatahi – named Kia Wehikore.

The app has now been taken on by the Ministry of Health and Le Va, who are continuing to develop and scale the project to ensure it reaches those that need it Nationwide. Mid North Family Support considers this to be the best possible outcome, with the Ministry being able to extend the reach of Kia Wehikore and make it fly. The rangatahi who have experienced family harm are the true recipients of the app, and the Change Accelerator has significantly contributed to improving the lives of young people in Aotearoa.



Trust means everything to us



[Back to contents >](#)

Looking after our customers

Managing information

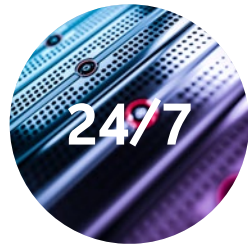
Data privacy and security is an increasing concern as more of our daily lives go online and the data we share is used in new and innovative ways. The growing volume and sensitivity of information is driving demand for greater transparency about how this information is protected and managed. Privacy and security have become important trust and reputation issues.

Privacy and security

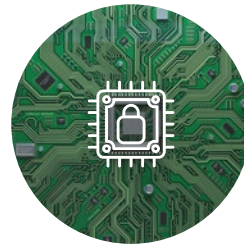
At Vodafone, trust means everything to us. We follow privacy policies and data protection practices not only to comply with the law but to earn trust and confidence in us. We are committed to protecting customer data. Vodafone continues to meet its obligations to respond to agencies' and authorities lawful demands – but with customer privacy at heart, will not go beyond what is mandated in law.

Vodafone publishes an annual law enforcement disclosure report which offers a detailed insight into responding to demands for assistance from law enforcement and intelligence agencies across 28 countries.

We protect our customers' data on multiple levels:



- We have systems working 24/7 to detect malicious traffic.



- Our security team are constantly identifying potential threats and blocking them, as well as staying ahead of hackers by attending and speaking at local and global security conferences.



- Major security threats are managed by a dedicated security incident team operating from our Cyber Defence Centre. We are supported by Vodafone's Global Cyber Defence Organisation, operating around the clock and around the globe.





Diversity, Inclusion and Belonging is part of our DNA





[Back to contents >](#)

Investing in our People

Diversity and inclusion

Our fundamental belief is that all diversities matter. Diversity, Inclusion and Belonging is part of our DNA at Vodafone NZ. Our vision is to create a truly inclusive environment that values and leverages the diversity of our people to better serve our customers and the community.

Like many businesses we work to create a workforce reflective of our customers. To turn this vision into a reality, we developed a diversity and inclusion strategy that deliberately established employee networks as the means to drive employee engagement and deliver our Diversity & Inclusion initiatives:



Rainbow Whānau – creating events, LGBT+ inclusion projects, and a safe space for our rainbow community.



VPROUD (Vodafone People Reaching Out for Unity and Diversity) – internal D&I Committee created in 2017 to help deliver the Executive’s D&I strategies, provide leadership and support to the other networks.



Women’s Network – providing support to women at all levels across the organisation, focused on advancing and maximising the potential of women for both individual and business success.



Women in Technology – helping develop the careers of Vodafone women in technology roles while building the pipeline by promoting technology as a career path to girls and young women.



Te Hā Whero – Māori kapa haka, primarily based in Auckland but building around the country as more of our employees begin their te reo journey.



VoChi – Vodafone Chinese network helping build a strong Chinese community with social events such as lunch groups, Christmas BBQs and family days.



Te Pu Whero – Māori leadership group providing advice and support to Vodafone regarding authentic engagement and cultural awareness.



Pasifika Collective – works to support more of Vodafone’s Pacific Island employees into careers throughout the wider Vodafone business through career development sessions and professional networking.





[Back to contents >](#)

Case study: Responding to the Christchurch Attacks

The events of March 15th is a date immortalised in kiwi history. It rocked the country, but more importantly unified our nation to act in solidarity and support for diversity, Christchurch and our Muslim community. Our response to the attacks was designed to support our employees, customers and communities.

To support our people, we deployed our Manaaki Support network and additional onsite EAP support to our InnoV8 Christchurch office. We also subsidised travel and accommodation support offered to colleagues with immediate family to attend burial services in NZ. On Friday 22nd March, we held an All Company service, which was led by our CEO and our colleagues of the Muslim faith. This was followed up in August with the commemorative renaming of a Christchurch meeting room to "Al-Noor" which now homes an art piece of Vodafone colleagues as part of a Hand on Heart internal Vodafone campaign.

To support our customers, we provided free calling to and from Christchurch numbers in the days following the attack. 100 devices were sourced for families of victims and survivors of the attacks to be able to contact loved ones in NZ and abroad all of which came with free international and national calling for a month and these families were also provided free broadband for a year. Understanding the sensitive state of the victims and their families we arranged bill suppression and provided extra Customer Care support through a dedicated response team.

For the community, the Vodafone Foundation NZ & Vodafone Group made a \$30,000 donation to Federation of Islamic Association NZ. Our people also wanted to do their part and fundraising efforts led by our people for the victims of the attacks, were doubled by the Vodafone Foundation. The Foundation is in the process of working with a local Wellington artist to deliver a paint by number mural commemorating the lives of those lost on March 15th.

For our country, ensuring that key events and broadcasts were available through the country via network stability and cooperation with Government departments was one of our top priorities. We removed Vodafone advertising from Facebook until end of March and blocked websites that hosted the video of the shooting until the content was removed. We shared Vodafone customer support action with Spark and 2degrees encouraging replication and wrote an open letter with 2degrees and Spark to Google, Facebook and Twitter to improve screening processes to help us avoid a repeat of that horrific day.





[Back to contents >](#)

Youth development

As the future of work is changing, we need to ensure that we enabling kiwis to have the skills needed to access the opportunities evolving in the digital world. We have a number of programmes and initiatives aimed at building a diverse talent pipeline for now, and for the future.

Our graduate programme aims to take in 40 graduates every year, and exposes graduates to all parts of the business. Graduates are rotated across different business units over two years, and achieve mentoring and on-the-job training in each role to find the role that best fits them once the programme ends.

We offer work placements to AUT Bachelor of Business students in their final year of study, where students learn in the workplace, while undertaking a related programme of academic study. We also run a summer internship programme for two Master of Applied Analytics students in our big data team.

Getting kiwi kids interested in science, technology, engineering and maths (STEM) at an early age is also essential for us to ensure we have the skills needed in a future workplace. Vodafone supports the Mini Robot Rumble, and Code like a Girl. Code like a Girl provides the basic knowledge of computer language and development programmes over a one week programme, enabling students to create their own websites. The programme aims to increase the number of women in tech, building diverse pipelines which are essential to the future success of our organisation.

The Future Jobs finder offers young people a simple but comprehensive gateway to new skills and opportunities for employment in the digital economy. It consists of quick psychometric tests to identify aptitudes and interests, then maps these to the most appropriate job category in the digital economy. There's also access to online digital skills training providers, with many of these courses available for free.



Case study: Mini Robot Rumble

The Mini Robot Rumble brings robotics to life in a smashing fashion for a new generation of kiwi kids. The initiative is run by the Auckland University Robotics Association, and proudly supported by Vodafone. The Mini Robot Rumble sees small robots, built by students, "battle to the death" by knocking each other out of action, through a number of rounds until one robot is crowned the victor.

The tournament is in its third year, and is the only of its type in the country, meaning keen kiwi students no longer have to spend thousands travelling overseas to participate. For us, it is important that the tournament is accessible to everyone, including low decile schools. A typical robot kit can cost thousands, but the support of Vodafone means that the kits can be offered at \$250, ensuring no one is left behind.

It was a simple decision for us to support the Mini Robot Rumble, as we know that STEM education in New Zealand is vital. Vodafone Technology Director Tony Baird stated that "it's fantastic to think that many of the students taking part in this competition will be able to use what they've learnt to bring about transformation in this rapidly evolving digital age".

We know how important it is to grow future engineers and technologists, not just for Vodafone, but for the benefit of New Zealand's economic development, and the Mini Robot Rumble helps us do just that.



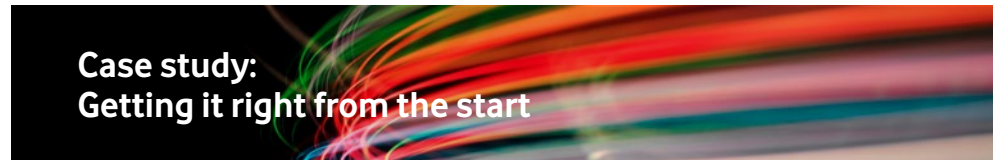
[Back to contents >](#)

Learning and capability

Over the last year we have had a strong focus on building skills for the future, in a sustainable way, for our people and for the organisation. To prepare for our agile transformation the business set up eight agile squads as part of the Digital Accelerator project. The Learning & Capability team (L&C) had the opportunity to partner, observe, and experiment on various capability initiatives including new skills, agile leadership, mindset and behavioural shifts. Working within the cross-functional squads has allowed us to experiment with different learning methods which resulted in a high demand from our people for social and formal learning.

We nurtured this demand through face-to-face learning sessions – Agile Circle, and facilitated LearningBytes, an online Workplace community where people curated their own content including videos on weekly topics, personal learnings and insights, and LinkedIn Learning modules for just-in-time micro-learning. Working closely with the Digital Accelerator squads provided valuable insights into agile ways of working, validating how people like to learn in this environment and what works, getting us ready to build agile capability across the organisation. We also observed core capability that we need to prioritise as an organisation – Agile & Customer Experience.

To scale agile learning, we created an expo-style event where everyone had the chance to Experience Agile. Six stations moved from focusing on 'being' agile to 'doing' agile. This covered key mindset topics and practical, relatable work scenarios to demonstrate how agile can be applied, whether a person would be going into a squad or working in a more traditional team structure. In addition, agile roles such as Scrum Master and Product Owner received formal training and certification with coaching from an external provider to fast track the expertise in the organisation.



Case study: Getting it right from the start

Customer Experience is the pulse of our business and it's critical that everyone in the organisation understands how they can impact our customers' experience and what it means for how we work. We kicked off this journey with our new starters through our induction programme - GameOn. Collaborating with the Design Thinking/CX Chapter we developed the 'idea generation' activity on day two of our corporate onboarding programme. Our new starters are given a problem statement aligned with Vodafone's strategic goals, or a real life business problem and asked to come up with solutions using Design Thinking. This session has helped new starters seek to understand the business through the customers' lens and create relationships with internal teams and each other by sharing ideas, collaborating, using each other's strengths and as a result, generating amazing ideas for real problems. These ideas are presented back to key stakeholders across the business.





[Back to contents >](#)

Health, safety and wellbeing

At Vodafone New Zealand, health, safety and wellbeing are at the heart of everything we do, and we are committed to reporting, managing, and investigating HSW incidents to determine root cause(s) and produce learnings to prevent recurrence. HSW management principles are embedded at every role of our organisation, and key personal across functions and business operations are assigned responsibility for risks related to their area.

Our wellbeing programme Manawa Ora was launched in 2017, recognising that the mental and physical wellbeing of our employees is essential to meeting their needs. The programme has led to a growing internal awareness of and conversation around mental health and wellbeing, including the development of our Manaaki Support Network.

Case study: Manaaki Support Network

Part of our purpose at Vodafone New Zealand is ensuring that 'no one gets left behind', and we have been dedicating resources to ensure that we can support our people, so that no one gets left behind. We wanted to create a network where employees could support each other in more sensitive and personal situations. The network, called Manaaki, which means kindness and nurturing, is comprised of 13 volunteers who have been through mental health first aid training. We launched the network in October 2018 during Mental Health Awareness Week, with support from the very top of our organisation.

Since launching the network we have seen an increased uptake of our Family Violence policy, to a level that is, unfortunately, more reflective of societal behaviour. While not a trend we wanted to see, it does mean that conversations around these issues are becoming more open, which will hopefully lead to people being able to get help in a well-supported manner.

On average, a network member is approached every day by a colleague, reinforcing the need to provide a safe and comfortable space for people to come should they need.





[Back to contents >](#)

This report encompasses our FY19 Financial Year
(1 April 2018 – 31 March 2019).

Past Sustainability Reports can be found at:

<http://www.vodafone.co.nz/our-company/corporate-responsibility/>

Vodafone group publishes an annual Sustainable Business Report which can be found here.

Please contact us if you have any feedback on this report or require further information at sustainabilitynz@vodafone.com



The future is exciting.

Ready?

