



VodafoneZiggo

Impact Report

Impact Report 2020

2020

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Foreword by our CEO



"The Netherlands is at the top of the European digital infrastructure rankings. Our networks are intricate, strong, fast and stable. VodafoneZiggo has also proven that during the coronavirus pandemic. Use of mobile and fixed services shot up and our networks coped with that well, thanks to the efforts of our employees and earlier investments, which are now paying off. We are proud of the way that our technology can connect and help people, companies and society move forward in these challenging times."

Jeroen Hoencamp
Chief Executive Officer

If the signs are not deceiving us, 2021 will be the year in which our society will recover once again and we will start looking for new balances – a new normal. Thanks to the vaccination programmes, we will soon be able to do more and more, step by step. Things that we have taken for granted our entire lives – encouraging our children during a sports match, visiting grandma and grandpa or dining out in a restaurant – will hopefully become 'normal' again.

Few of us could have foreseen a year ago that the Netherlands and the rest of the world would be hit so hard by the coronavirus in 2020. VodafoneZiggo was immediately confronted with the pandemic too. A number of our employees and their loved ones were affected. Fortunately, they could count on good, loving care and the fantastic support of their colleagues. As CEO, this fills me with justifiable pride and also emotion. This is why I first wish to thank all the staff in our country's care sector and other essential workers for their unwavering efforts. What they have achieved together, and how they kept society going with their professionalism and commitment, deserves great respect.

The Netherlands has the best digital networks

There are other areas where our country performs well too. For instance, the Netherlands is at the top of the European rankings for best digital infrastructure. That applies to both mobile and fixed internet. This is important for the business climate and our economic resilience. The Netherlands has much to offer therein: a highly-skilled workforce, high-quality transport links with Amsterdam Airport Schiphol and the Port of Rotterdam, and a high quality of life. This ensures that companies like to establish operations in our country and want to stay here too. VodafoneZiggo is happy and proud that its state-of-the-art products and services help bring this about.

Records

As a provider of digital infrastructure, we have been able to witness in real time how usage record after usage record has been broken in our networks in the past year. Long-standing, somewhat entrenched patterns were radically broken due to the impact of the pandemic. We started working from home en masse with the aid of videoconferencing and related technologies. You see these records during the day. And Saturday evening after Saturday evening, we have broken download records, because millions of Dutch people are entertaining themselves at home with streaming services. Our networks were more than able to cope with these changes; the investments we have made in recent years are paying off.

GigaNet

Currently, 7.3 million households and businesses are connected to the fast and stable GigaNet: the powerful network of Vodafone and Ziggo. Over 3 million customers already have access to speeds of up to 1 gigabit per second. In 2021, we will continue with this sustained rollout to 6 million households and businesses. In the course of 2022, all 7.3 million households and businesses will have access to gigabit speeds. We will achieve all this without having to dig. In the meantime, our experts are continuing to improve GigaNet's quality of service. By using smarter and more efficient software, we are already achieving speeds of 5 to 10 gigabits per second on the fixed network in tests. And we were first to introduce 5G technology on the mobile network. In the

field of Internet of Things, we are developing – in the 5G HUB in Eindhoven together with our partners – innovations that will shape the care sector, business community and society of tomorrow. In the coming year, our specialists will continue to work on these pilot projects. This is how GigaNet will remain up to date, also in the future.

More than technology

The power of our network therefore goes beyond the technology. It is also about how technology connects and helps people, companies and society move forward. This is what we as VodafoneZiggo stand for and what we want to take responsibility for. This includes the need to make sure everybody is involved the digital transition, including disadvantaged people. And it is also about the way in which we combine private and work lives through hybrid working, also after – and with the lessons learned from – COVID-19 And about how our technology contributes to society and how to make society greener.

People, Planet, Progress

VodafoneZiggo is part of the daily lives of millions of people. We are proud of the favourable impact that our products and services are having on society. However, our ambition extends beyond this. Last year, under the title 'People, Planet, Progress', we presented our new social goals for 2025, namely to halve our impact on the environment and to help two million people move forward in society. You can read more about this in the chapter '[Our purpose and strategy](#)'.

Broad welfare, sustainability and inclusion

In 2021 too, our staff will continue to connect people, households, companies and government institutions throughout the Netherlands. In this way, they will be driving the positive developments in the business community, because all of us in the business community can still do much more to contribute towards a sustainable and inclusive society. This is also evident from 'Doing Business to create Broad Welfare' (*Ondernemen voor Brede Welvaart*), the new strategy of the Confederation of Netherlands Industry and Employers (VNO-NCW) and the Dutch Federation of Small and Medium-Sized Enterprises (*MKB-Nederland*). Last year, employers consulted with employees, entrepreneurs, municipalities, experts and academics about social issues and about the role that businesses can play in this regard. Working visits and group discussions were undertaken and almost 1,300 entrepreneurs were interviewed. The conclusions reached by this

so-called 'Bridging Project' lie close to my heart: putting the concept of broad welfare centre stage in the thoughts and actions of the business community, with a much more consideration for sustainability and inclusion. More collaboration, more openness. The contours of a Rhineland business model can be seen there, which VodafoneZiggo is proud to be part of.

This year, we will continue with that with great confidence, building on the foundations that we have laid over the past few years.

This Impact Report means that for the first time we are reporting in line with the GRI Standards: the Core option. This international reporting standard gives us new tools for measuring our impact on and performances in terms of sustainability, the aim being to improve our transparency about this both now and in the future.

I hope you enjoy reading our Impact Report 2020.

Jeroen Hoencamp,

CEO VodafoneZiggo

Guest foreword by Ingrid Thijsen, president of the VNO-NCW

'Rollercoaster'. That's the word that springs to mind when I think of the past coronavirus year. The year in which – halfway through – I took up the position of president of the Confederation of Netherlands Industry and Employers (VNO-NCW). Global economic uncertainty, setting up support packages with the Dutch government to drag the closed sectors through the crisis. Disrupted commercial chains, travel bans and so on. We saw it all and unfortunately it's still not over. Many of our members are still going through a social drama.

Even though a pandemic had been part of all crisis and disaster scenarios for years, we hadn't been expecting one. Think of the SARS outbreak at the start of this century, the swine flu pandemic and so on – they always passed us by! This time however, nobody was spared. It was the turn of all of us, all over the world. However, there were two things that we could count on en masse in the past year. And those things were your network and your services. Hats off to you!

You – together with your colleagues from the other major operators – got our country through the crisis. Thanks to you, we and millions of others were able to watch the government press conferences held by Rutte and De Jonge. Thanks to you, we were able to work at home en masse and companies could switch over to digital services. Thanks to you, we could stay connected to one other via WhatsApp, Twitter, LinkedIn, Facebook and all the other platforms that are the main way that the 17 million Dutch citizens could stay in contact with each other and the rest of the world. That filled me with pride, especially when I hear the experiences from my fellow presidents in some other countries, where the accelerated digitisation involved a lot of time and effort. Thanks to you, we could count on top-quality bandwidth and services.

Apart from the crisis and all its consequences, our year was mainly characterised by the drafting of a **new course**. A new course for an enterprising Netherlands, in which broad welfare has been put centre stage, together with different perception of the business community's role. I knew we enjoyed broad support for this, but when I see these two issues raised in your Impact Report 2020 as well, I am 'secretly' very proud. With the objective of halving your environmental impact and the aim of helping two million people move forward in society, you

are placing two great dots on the (nearby) horizon. The same is true for your contribution to the Sustainable Development Goals chosen and the way in which you are making this clear in this report. In the coming years, our businesses will have to demonstrate more than ever that we are taking joint responsibility for achieving them. You have made a great start on that, with this manner of reporting.

As businesses, we must take joint responsibility for both the technological and social sustainability of our own business processes and those of our customers and suppliers. And we must also be more transparent than ever about the social impact of everything that we do. That transparency is essential to ensure a good dialogue with and to gain the confidence of society. Apart from the necessary transparency, we as an organised business community must also share the responsibility for the major social issues that our country is facing. These include – in your sphere – the substandard digital skills of many Dutch citizens. Individual businesses cannot do this on their own. The government can not do that alone. However, by working together, we can move mountains to give people additional training in the coming years, because this is essential, given the ongoing digital revolution and because only half the Dutch workforce actually have the necessary digital skills.

Your report contains great examples of how seriously you are taking your shared responsibility. This means you are laying down great foundations that you can then build on together. From climate to innovation, you – and your colleagues in the sector – are playing a key role on all fronts with your products and services. In the coming years, your sector can continue to rely on our substantial efforts that help you to keep our country's digital infrastructure at a high level, for example through a quick further rollout of 5G and additional (public) investments in artificial intelligence and digitisation.



Ingrid Thijssen
President of the VNO-NCW

[Read more about the new course of the VCO-NCW](#)

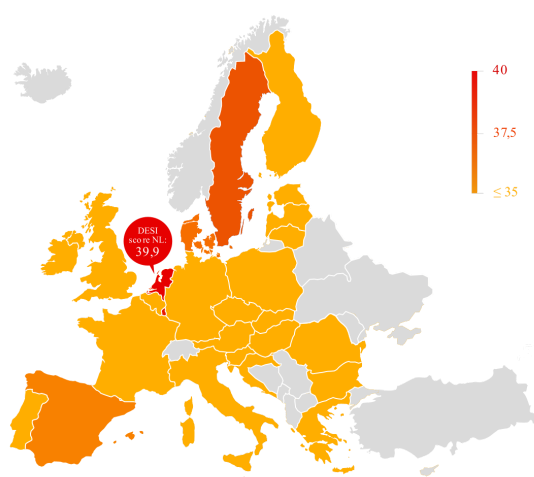


We are VodafoneZiggo

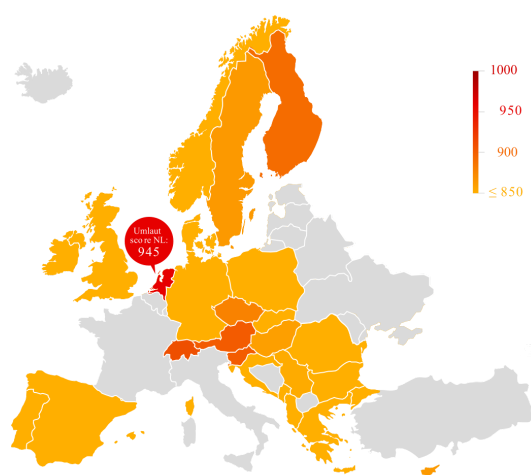
About VodafoneZiggo

We are VodafoneZiggo. We were created in 2017 as a joint venture from a merger between the Dutch activities of Vodafone Group and Liberty Global, namely Vodafone Netherlands and Ziggo respectively. As a Dutch company that is part of two international organisations, we focus on offering fixed, mobile and integrated communication and entertainment services to consumers and business users in the Dutch market. Together with the other operators in the Netherlands, we operate the best networks in Europe; together, we have coverage that covers almost the entire Netherlands, including rural areas, and we have a stable network. Together with the ports, Amsterdam Airport Schiphol and our deeply-rooted business acumen, the networks in the Netherlands are of great value to our investment and innovation climate.

The Netherlands has the
best fixed networks in Europe



The Netherlands has the
best mobile networks in Europe



We are one company with two brands:

Vodafone: one of the most innovative brands in the market for mobile telecommunications services. Vodafone has the largest 4G network, was the first to introduce 5G in the Netherlands and is viewed worldwide as the leader in the field of the **Internet of Things (IoT)**.

And Ziggo: the brand of the Netherlands' most intricate fixed network, which keeps 93% of all Dutch households connected via the Internet and Wi-Fi, but which is also the brand for digital television, exclusive films and series, the Ziggo Go app and, of course, Ziggo Sport.

WE ARE VODAFONEZIGGO

Our workforce of approximately 8,000 employees work every day on valuable connections for society, 774 of whom work in our 127 stores spread throughout the Netherlands, 2,500 as service employees and 4,223 with a position at our offices. Or at least, that's what it was like before COVID-19 struck. Since then, we have been mainly working at home. Our offices are located, among other places, in Utrecht, Eindhoven, and Maastricht, where possible within walking distance of a train station. Together with our people, we build and maintain our culture in which we stimulate entrepreneurial spirit, humour and decisiveness. We have a flat organisational structure in which we give all our people as much room as possible to both make and carry out decisions autonomously. Our values of Open Up, Team Up and Step Up help to steer our choices and our actions.

OPEN UP

TEAM UP

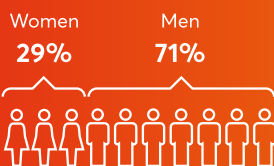
STEP UP

OUR PEOPLE

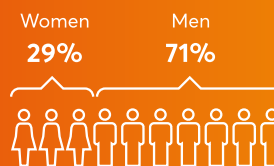
Number of employees



Male/female
Top management



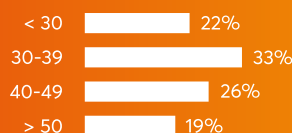
Male/female
Whole organisation



Full-time/part-time



Age distribution



OUR POSITION IN THE TELECOMMUNICATIONS CHAIN

Together with other technology companies, VodafoneZiggo is responsible for building and managing the infrastructure that is essential for a digital society. To this end, we work with suppliers who help us with construction, installation and maintenance work. Dutch companies and consumers subsequently make use of this network in order to be able to phone, surf the Internet and watch TV. Equipment is needed for optimal use of our network, such as mobile phones, modems and media boxes. This equipment is produced by vendors and suppliers. VodafoneZiggo buys these products from suppliers, often in collaboration with our parent companies Vodafone Group and Liberty Global. Our products are dispatched to the consumers via distribution partners and our services are purchased by our business customers, examples including our IoT solutions and our Unified Communications services.



About us

Enjoyment and progress with every connection

> READ MORE

The world around us

We are responsible for keeping the Netherlands connected. In order to be able to perform duty properly, we need to know what's going on around us, so that we as an organisation can respond to this quickly. The events of 2020 have permanently changed both daily life and society. Developments will continue to occur in rapid succession in the coming years. These developments will lead to changing needs and expectations of our customers and our other stakeholders. In this chapter, we will discuss which trends and developments are having, or will have, the greatest impact on us.

COVID-19

The coronavirus crisis has affected us all: young and old, companies and self-employed persons, and society as a whole. We have had to make drastic adjustments to our lives. Physically meeting up is no longer a matter of course and working together at the office has also become rarer. At least 40% of Dutch people have been **working at home since the crisis**, with pupils and students also having to follow their lessons online for the majority of 2020. The two lockdowns also ensured that people were at home much more than ever.

Our networks functioned as important arteries that kept the Netherlands connected. This resulted in a considerable increase in the demand for our services, which resulted in higher demands and expectations from our customers. In terms of the use of our networks, we saw an average increase of 17% in download traffic compared to before the coronavirus crisis; a record increase. During the second lockdown, we saw an increase of no less than 85% in upload traffic compared to before the crisis. Even 'old-fashioned' telephoning was on the rise again. Our smart management of our network meant we could easily cope with these increases; it's a great testament to the fact that our strategy to help advance and to continue to connect the customer is working. There was an even greater need for good Wi-Fi coverage throughout the home and for greater capacity for Internet use. See the chapter '**Investing in a reliable and future-proof network for everyone**' to see how we ensured that our networks could cope with the extra pressure.

Data and digitisation

Everyone is connected all day long more than ever. Connected with various devices, games, and with each other via WhatsApp, social media and video calling. But that's not all. Machines are connected with each other more and more via the Internet of Things, whether that be solar panels, electric cars, medical equipment, fridges, energy meters or alarm systems: all these devices are continually exchanging information in order to be able to function.

As a result, the demand for fast, secure and reliable exchange of data is increasing sharply each year. Data has become an indispensable link in our decision-making process and in our efforts to give our customers the best possible service. New technology makes customers more critical. Because more and more businesses are embracing these technologies, customers are becoming increasingly used to fast, accessible apps and services. As a result of this, our organisation is not only being compared to other telecommunications providers, but also to leaders from other sectors such as Coolblue, Apple and Amazon. In order to remain relevant as an organisation in the long term and to create added value, we want to be at the cutting edge of these developments. How we are doing this can be found in the chapter '[Transformation into a digital organisation](#)'.

Cybercrime

The introduction of new technologies has gone hand in hand with new forms of cybercrime. Cybercriminals seize on new forms of communication to commit fraud. For instance, 2020 saw a sharp rise in WhatsApp fraud, spoofing (identity fraud), phishing (Internet fraud) and smishing (a new form of phishing that uses SMS text messaging). As a technology company, we need to keep a close eye on these developments. This is why we remain in continuous dialogue with relevant stakeholders and see it as our social responsibility to protect the privacy and security of our customers. How we are doing this can be found in the chapter '[A secure and protected environment for everyone](#)'.

Climate change

Climate change is not a trend that we may possibly have to deal with in the future. Climate change is here and now and demands our attention on an ongoing basis. In order to combat climate change, we all have to work together to ensure that we achieve the climate goals set in the Paris Agreement of keeping global warming under 2 °C. One way of analysing the efforts we need to make to help limit global warming is to draw up Science Based Targets. We set such targets in 2020, which in 2021 was approved by the Science Based Targets initiative. We are seeing greater awareness throughout the chain, resulting in a greater focus on sustainable solutions. What we are doing as an organisation to reduce both our own environmental impact and that of our suppliers is described in the chapter '[Everything for a healthy environment](#)'.

Diversity and inclusion

Two issues that each year are – rightly – placed higher on the agenda are diversity and inclusion. In 2020, the death of George Floyd and the resulting emergence of the Black Lives Matter movement were the catalysts for a much broader social debate about equality. That also applies to the effects of the #MeToo movement. The coronavirus crisis and the strict lockdowns have also placed greater emphasis on shared social values, such as freedom, solidarity and equality. We believe we need to take a clear position in these debates. This is why we are actively pursuing a policy of diversity and are consciously showing diversity in our campaigns. Read what we are doing to promote [diversity and inclusion](#) in our organisation and society.

Legislation and regulations

As an organisation, we act in compliance with the applicable legislation and regulations. Laws and regulations change continuously. In recent years, for example, developments in the fields of privacy, data usage and security have followed in rapid succession and are now being implemented in new legislation and regulations for the telecommunications sector too. We are monitoring these developments all the time and make sure we are well prepared for the new legislation and regulations that are to be implemented. How we are preparing for this is described in the chapter '[Ethical conduct](#)'.

Conclusion

The trends and developments that shape the world around us also provide input for our strategic decisions. In order to satisfy the changing needs, wishes and expectations of our customers and other important stakeholders, it is important that we remain flexible and agile as an organisation so that we can respond to these different trends and developments. In that way, it will also remain possible for us to have a positive impact on society and to keep creating value for our customers and our most important stakeholders.

Our purpose and strategy

Connectivity and communication are the pillars on which our society and economy rest. However, connection goes further than connections between networks or the technologies with which we make contact. People's lives ultimately revolve around the feeling of connection; with each other and with the things around us that are important, so that people, businesses and society can all move forward. Our purpose ties in with this: Enjoyment and progress with every connection.

ENJOYMENT, ANYTIME, ANYPLACE

At VodafoneZiggo, we build valuable connections, between people and for people. We do this in a society that never stands still, where appointments are less and less dependent on a specific time or place, and where communication, media and entertainment are available around the clock. Working, learning and relaxing: it's all at your fingertips, anytime and anywhere.

We provide consumers with entertainment, such as television, sports, series and films. We help entrepreneurs on their way with impactful business operations, so that they can get more out of their business, work in a more customer-oriented way and invest their valuable time in their favourite activity: running a business. We offer our employees a pleasant working environment with a healthy, safe and inclusive culture.

PROGRESS: INVESTING IN THE DIGITAL FUTURE

The pace of innovation is rapid. New technological developments, such as artificial intelligence and robotisation, are taking off. This requires new ways of working and thinking, new techniques and the constant fine-tuning of our strategy.

In order to respond to these developments, a fast, reliable and future-proof network is necessary, as the Netherlands' data needs are still growing exponentially. This is why we are always working on ways to improve our network to make it even more robust and smarter, with Internet speeds of up to 1 gigabit per second.

CONNECTION: STRENGTHENING PEOPLE AND SOCIETY

Since we are connecting so many people at so many different levels, we are happy to be responsible for making a beneficial contribution too. We utilise the power of technology to help people and to make society stronger.

At VodafoneZiggo, we create new chances and opportunities for people and companies. And where necessary, we help people to improve their digital skills, so that all social groups can reap the benefits of our current digital transformation.

Our strategy

We deliver added value to our customers by focusing on our purpose: enjoyment and progress with every connection. To fulfil that promise, our actions are based on four strategic pillars:



Live up to the
customer promise



Go digital



Claim hero
proposition



Invest for
the future

LIVE UP TO THE CUSTOMER PROMISE

Putting the customer at the heart of everything we do. This is the promise that we make to our customers and that we want to fulfil anew each day. It means that we listen closely to our customers and work with them, in order to improve our existing products and services and to develop new ones. We want to meet – and preferably exceed – their expectations. This is true for all our consumers and business customers, from small to large. To ensure this, we launched a number of initiatives including '*The customer in our DNA*', in which we already place the customer centre stage with the recruitment and training of our employees. We also have the project '*Existing customers first*', in which we respond to the needs of our loyal customers. We let them benefit from our bundled products and services in order to bind them to us longer.

GO DIGITAL

For VodafoneZiggo, digitisation is the most effective way of achieving further growth and remaining successful. This is why we adjusted our strategy in 2019 to make digitisation one of our four strategic pillars. We invest a lot of capital, energy and manpower to transform VodafoneZiggo into a digital company. Digitisation also means changing the mentality and way of working in our organisation. We distinguish four basic principles:

- **Customer-oriented approach:** The customer experience is central to everything we do. Insight into customer needs is a condition for good and relevant products and services.
- **Choosing digital solutions:** We opt - wherever possible - for digital solutions in everything we do and develop.
- **Better performance thanks to data:** We use all available data to make the best choices and decisions.
- **Agile working:** We work according to agile methods, which makes us more flexible and enables us to achieve results faster. We work in teams with colleagues from different disciplines and organisation units, i.e. 'cross-functionally'.

CLAIM HERO PROPOSITION

We do everything in our power to tailor our products and services to the demands of our customers. We focus on what our customers need, not on what we want to sell them. We deliver complete, innovative IoT solutions with which customers can achieve better operating results. Irrespective of their size, companies need dependable partners to guide them through their digital transformation process. In 2020, we started collaborating with IOT.nxt. This subsidiary of Vodafone Group helps us to meet the needs of our customers on a much larger scale. We also introduced the Mediabox Next set-top box and launched the TV channel Ziggo Sport Tennis. Before we launch new products onto the market, we test and discuss them extensively with our customers.

INVEST FOR THE FUTURE

We are constantly trying to improve our networks and expand our content strategy. We will continue to invest in the coming years to ensure that our networks are faster, more reliable and future-proof. In addition to investing in our networks, we also recognise that we must invest in a more sustainable future. This is why we launched our new Corporate Social Responsibility (CSR) strategy in 2020, in which we set out our social and sustainable ambitions for 2025.

Our People, Planet, Progress strategy and results

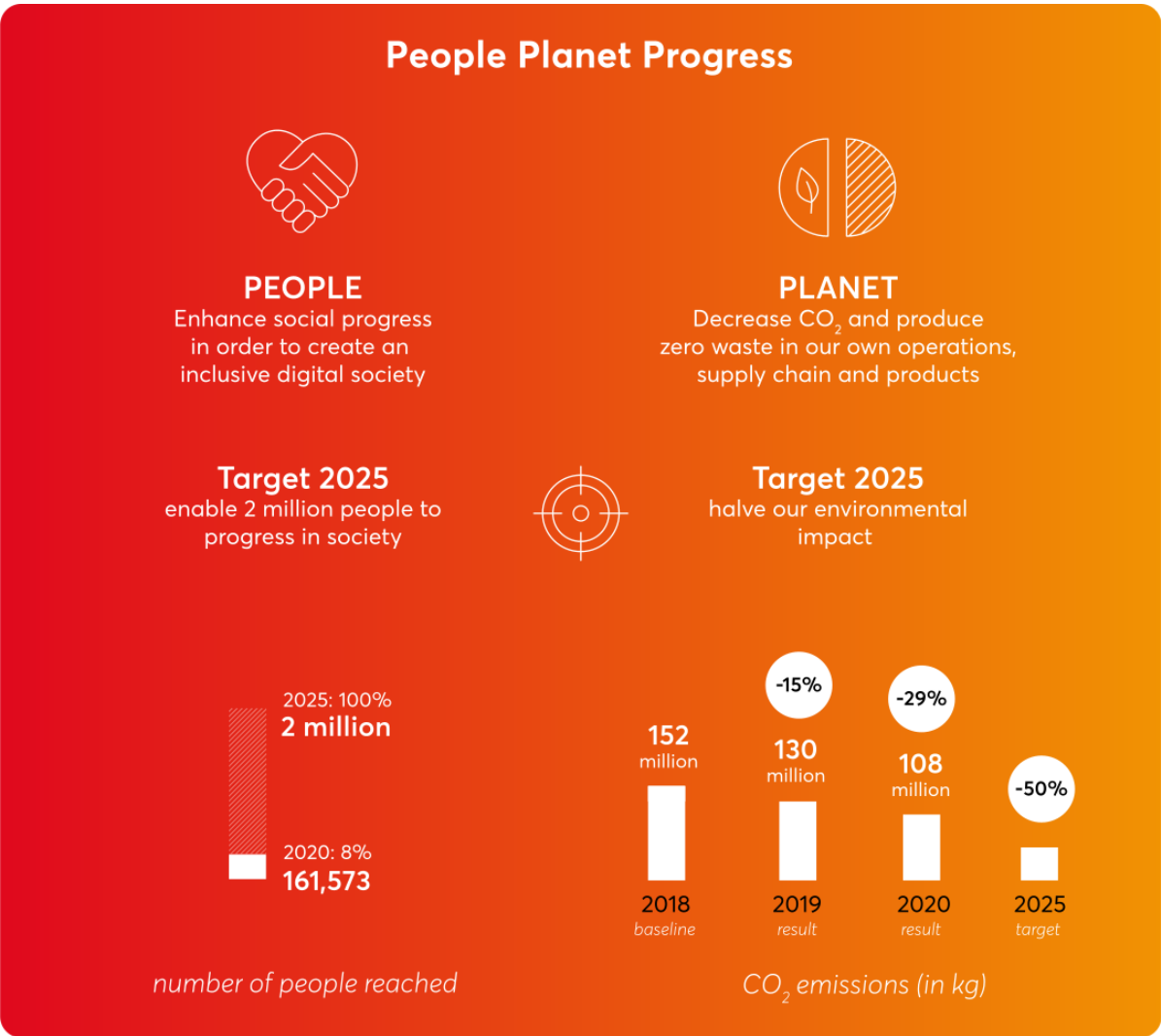
VodafoneZiggo is a daily presence in the lives of millions of people and we are proud of the positive influence that our products and services have on society. However, our ambitions and responsibilities go beyond this. In addition to offering added value via our technology, we also want it to make our day-to-day work even more social and sustainable. This is why earlier this year, we introduced our new CSR strategy under the title 'People, Planet, Progress'. This sets out our ambitions for 2025: to halve our environmental impact and to help two million people move forward in society.



We do not view CSR as a separate project, but as an integral part of our entire strategy and business operations, as something that is high on the agenda with all our people. We devote attention to urgent social issues, such as climate change, waste and inclusion. We do this based on five strategic pillars:

1. Technology for society >>
2. Equal opportunities in a digital society >>
3. A diverse and inclusive culture >>
4. Everything for a healthy environment >>
5. Sustainable purchasing of services and products >>

In order to gain a better grip on our impact, we measure that on the basis of various indicators and in relation to our ambitions for 2025. We use the insights to increase our positive impact on society and to reduce our negative impact on the environment. In 2020, we achieved 8% of our ambition to help two million people move forward in the period 2020-2025. In addition, in 2020 we were able to reduce our environmental impact by 29% compared to our baseline measurement. The accompanying illustration shows the most important CSR results and activities in 2020 for each strategic pillar.



People Planet Progress



A fair & sustainable value chain



Equal opportunities in society



Technology for society



Everything for a healthy environment



A diverse & inclusive culture and development for employees

Goal 2025



Monitor and work together with suppliers to ensure sustainable and ethical sourcing and fair and ethical P&S and customer care.



Empower people to develop skills in order to increase equal opportunity and progress in life.

Use the power of connectivity and innovative solutions for a sustainable society and to improve quality of life.



Improve the energy efficiency of our operations and move towards circular and energy-efficient products and services, thereby reducing CO₂ and waste.

Provide career opportunities for disadvantaged people, ensure that employees remain future-proof and promoting an inclusive and equal culture.



KPI's 2025



Sustainable procurement: **95%** of spend monitored and rated on Ecovadis



1.6 million people to progress by 2025 via Vodafone Foundation programs



Contribute to an inclusive society by providing special service & products



400,000 people benefit from IoT and other solutions



75 AED available in mechanic buses and employees trained regularly to use the AED in case of emergencies.



Energy efficiency index of **2% yearly**



Decrease CO₂ emissions related to our network, mobility, products and services and buildings



Provide unlimited learning opportunities to our employees, **> 50%** enrolled in a training each year.



10% of employees participate in volunteering activities



Sustainable Development Goals

The Sustainable Development Goals (SDGs) are the 17 goals that were created by the United Nations in 2015 in order to make the world a better place by 2030. The SDGs were agreed by all the countries that are members of the United Nations (UN), including the Netherlands. The goals were created using input from organisations and individuals all over the world and are seen as a global compass for such challenges as poverty, education and the climate crisis. They are the successors to the Millennium Development Goals, which were in force from 2000 to 2015.

We are very aware that our business activities affect both the environment and society. This is why we take our share of the responsibility for achieving a sustainable, circular economy and a fair chain. In 2018, we selected a number of SDGs for the first time to which we wanted to make an active contribution. In 2019, we expanded this to eight SDGs, which are linked to our People, Planet, Progress strategy. Our CSR Committee took this step in consultation with our parent companies.



We not only want to gain insight into the impact that we achieve with our own operations, but also into the impact we achieve via our customers and employees. Therefore, we have also linked our activities and results to the Sustainable Development Goals. In addition, the SDGs are part of our Green Bond Framework.

Sustainable Development Goals (SDG)

VodafoneZiggo's impact



Background

VodafoneZiggo has developed special teaching programmes (Welcome Online for the elderly, Online Masters and Experience Days for pupils and families).

Objective

- By the end of 2021, VodafoneZiggo will have made 140,400 people in the Netherlands more digitally skilled.



Background

We introduced a new diversity and inclusion policy in 2019.

Objective

- 2020 29% women at the top (SLT and SMT)
- 2021 32% women at the top (SLT and SMT)
- Equal pay (also for part-time and full-time employees)



Background

Our networks, offices and stores use energy. To make this as sustainable as possible, we are continuously investing in energy efficiency.

Objective

- Purchase 100% green energy generated by European wind turbines (achieved as of 2019).
- Become 2% more energy-efficient each year.
- Use the most energy-efficient equipment and software
- Ensure that the energy consumption of the growing network remains stable



Background

We have drawn up a sustainable and ethical procurement code to prevent malpractices within the chain. We have entered into a long-term partnership with Ecovadis, so that we can chart our suppliers' sustainability performance. What is more, we are creating positions for people who are distanced from the labour market.

Objective

- We screened 70% of our top 250 suppliers in Ecovadis in 2021
- Incorporate the Performance Ladder for Social Enterprise (PSO) in the procurement process
- Accessibility test at new offices
- To produce resources (including for the blind and visually impaired) to help them use our websites and apps
- To rise from PSO aspiring status to PSO step 1



Background

By providing a high-quality infrastructure and by implementing innovations in the Internet of Things (IoT), we are enhancing people's well-being and providing sustainable solutions.

Objective

- To utilise the opportunities resulting from digitisation by investing nearly 1 billion euros annually to improve our networks (fixed and mobile)



Background

We are creating an organisation in which employees can use their talents, feel at home and be themselves. In addition, we are increasing opportunities for young and old with various programmes, as a result of which we are contributing to a digital inclusive society.

Objective

- Continue developing programmes in the field of digital skills
- An organisation that reflects society (diversity and inclusion)
- Full acceptance within the organisation for all employees



Background

Help cities become more efficient, safer and more sustainable.

Objective

- Enable cities to grow into 'smart' cities using IoT solutions from VodafoneZiggo



Background

We are constantly working to develop ways to make more efficient use of natural resources.

Objective

- Recycle 80% of our Ziggo media boxes (already achieved)
- Have more appliances returned as a result of our trade-in deals



How VodafoneZiggo
creates value

How we create value for our stakeholders

Making sure that the Netherlands remains connected. Never before was the crucial social role we play in Dutch society as clear as it was this past year. We ensured that millions of people could stay in contact with friends, family, colleagues, classmates and customers. In this way, we created value for our stakeholders and thus increased our positive social impact and reduced our negative impact.

We use our value creation model – in line with the guidelines of Integrated Reporting – to provide insight into our value creation process: which value we create, for whom and how we do that. This model provides insight into what we need in order to carry out our operating activities, what we subsequently do with that, what the results of this are and in which way we make impact with that on environment and society. The value creation model therefore shows the essence of our organisation at a glance.

Input

As an organisation, we make use of various forms of capital. One type of capital we use is our network. Without our transmitter masts, data centres, neighbourhood cabinets and cables in the ground, we would be unable to offer our customers a network that gives them nationwide coverage. Our people make sure that our strategy is implemented in practice. They contribute their knowledge, which helps us to innovate and improve our products and services. They make agreements with suppliers, carry out maintenance on our systems and are the ones who are in day-to-day contact with our customers. Financial resources are needed for us to keep investing in our network, in our employees and in sustainable and innovative solutions. We also make use of natural resources, such as energy, water and raw materials for the development of our networks, our offices and the products we sell to our customers. Finally, we also work with our social partners to create value for society.

Business model

Our value creation model revolves around our business model and our strategy. Our strategy is geared towards the achievement of our goal, which is: enjoyment and progress with every connection. We do this by putting the customer centre stage in everything we do, investing in a fast, reliable and future-proof network, investing in the digital future and by delivering the best services and products. In addition, in 2020 we were able to embed CSR in all our activities, our policy, our products and services. We have drawn up a new CSR strategy for this entitled 'People, Planet, Progress.' Last year, we presented our new social goals for 2025 under this title: to halve our impact on the environment and to help two million people move forward in society.

Output

The products and services we deliver to our customers and stakeholders and the activities we perform have different internal and external outcomes. For instance, we ensure that millions of people can phone each other and surf the Internet whilst still guaranteeing their security and privacy. We make sure that our employees can both flourish and develop in the direction they want to go. We generate revenue so that we can invest in our network, innovations and our employees. We are also working actively to reduce both our waste and our CO₂ emissions. We use the social partnerships we join to improve digital inclusion in Dutch society for students, families and the elderly.

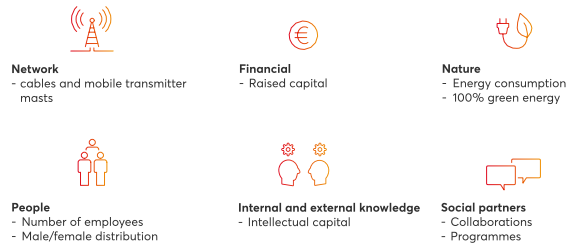
Our impact

Our activities impact on society and we create (economic, social and ecological) value for our customers and society. This is how we ensure that people and businesses can use our network to stay connected with each other and to carry out their activities. We also create employment opportunities.

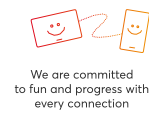
In addition, we put pressure on the environment by using raw materials and through our emissions. Our People, Planet, Progress strategy that we launched in 2020 means we are working even harder to reduce our negative impact on the environment and to increase our positive impact on society by increasing digital inclusion and making an active contribution to achieving the Sustainable Development Goals by 2030.

VODAFONEZIGGO VALUE CREATION MODEL

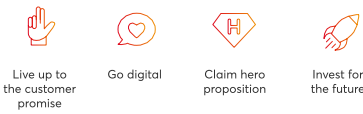
Input



Goal



Strategy



Organisational structure



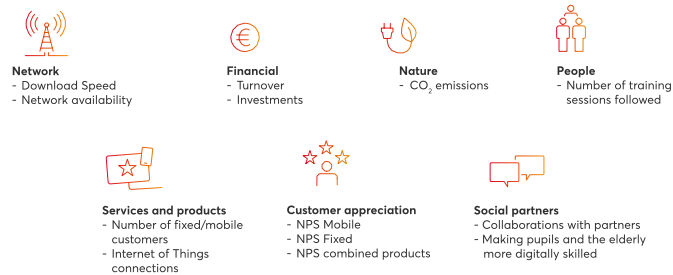
Core activities



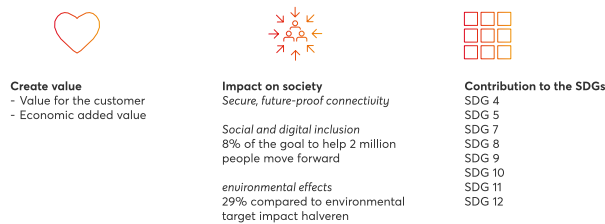
Social ambition 2025



Output



Impact



How we create value for our customers

Putting the customer first. At VodafoneZiggo, we don't just say this, we do it too. In order to also be able to make an impact for our customers in the long term, we have to keep investing in happy and satisfied customers. We do this by really listening to our customers. The feedback that we get from them – both indirectly via customer panels, market research, social media, big data and directly via our employees – is vital because it ensures our strategy always fulfils our customers' needs, whether this relates to the product that is being purchased or the related customer journey.



"Customers have high expectations, especially in these times of coronavirus. Our main objective is to fulfil their wishes as much as possible. In 2020, this led to even more effective service. Thanks to technological innovations, VodafoneZiggo's technicians don't have to visit the customer so often and can instead provide assistance remotely, and often faster too. More and more customer contact now runs via chat, Twitter and other digital channels. This makes our customer service more accessible. Digital innovations allow them to link up faster and deliver better customisation."

Robin Clements

Executive Director Customer Operations

	Result 2020	Result 2019
Number of SIMs prepaid	432,700	581,200
Number of SIMs postpaid	4,757,100	4,483,700
Fixed customers	3,863,000	3,875,100
Mobile customers	5,189,800	5,064,900

What customers expect from us

Even before COVID-19, we saw that our customers were becoming increasingly critical. They know what they want more, because they do their homework online and compare VodafoneZiggo with other organisations, not just those in the telecommunications sector but outside it too. This critical approach keeps us on our toes and ensures that we are constantly developing and improving.

INCREASED EXPECTATIONS

Now that everyone is spending a lot more time at home, we see that our customers are demanding even more from us in terms of quality and service. Data usage per household rose considerably because people are working, learning and relaxing at home, all at the same time. In the past year, our customers have become more dependent on our services. Apart from our efforts to provide the consumer with good service, we also satisfied the business market's increased needs. Examples include hospitals, which now more than ever have to be able to rely on a fast, secure and stable network.

What we do to fulfil our customers' expectations

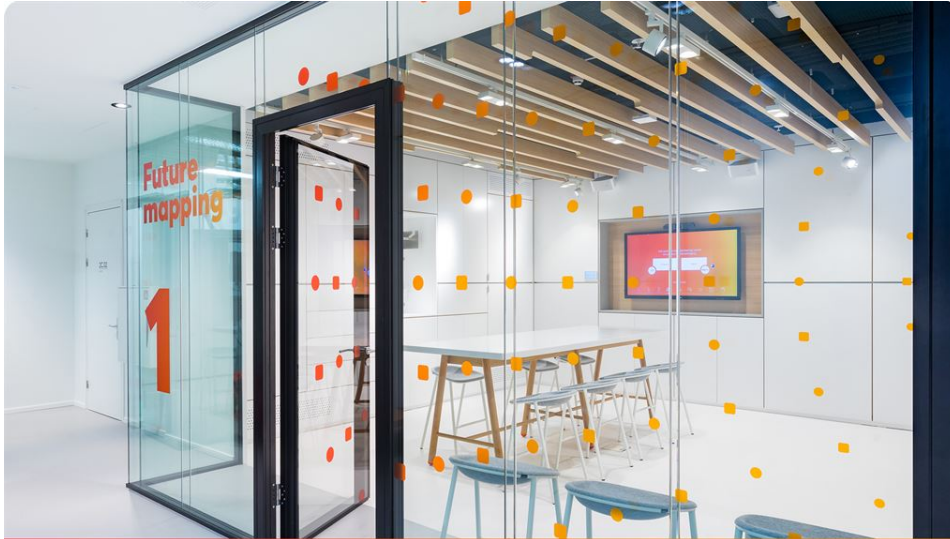
We are aware of our social responsibility. Our customers must be able to count on us. First of all, this means that they must be able to rely on us to deliver what we promise. And that if we are ever unable to do so, we will manage expectations in time, communicate clearly and, above all, provide a solution. Our social responsibility does not end with us fulfilling our core tasks. These new circumstances, in particular, require flexibility and creativity.



CUSTOMER-ORIENTED ORGANISATION

Seeing through the customer's eyes is in our DNA. We take the customers and their needs as the point of departure for each decision. We also involve them in the development of new products and services. With staff drawn from various disciplines and departments, we are working on a common goal: to help our customers further as effectively as possible and to improve the customer experience. We conduct research into customer experiences, translating our findings directly into processes, products and services.

In our Experience Centre, we use innovative techniques to analyse our customers' current and future needs and bring them to life. We test new concepts here together our customers and colleagues. We examine what the future of their company or (official) organisation will look like, which opportunities and challenges they could face and which products and services offer the best possible solution for this.



EXPERIENCE CENTRE

What sets our Experience Centre apart from others is that we have a wide variety of target groups using the EC (and not only B2B).

Target groups and available journeys



B2B customers, sessions:
Internet of Things and
Digital Workplace



CSR, sessions:
Experience Days for
primary school pupils



**B2B, Public Affairs and
Technology, session:**
Local government



**HR, Onboarding for
new employees**



**Retail, Onboarding
for new employees**

*Entertainment
and enjoyment*

*Thought-provoking,
providing new insights*

*Customer centric,
for a great deal customized*

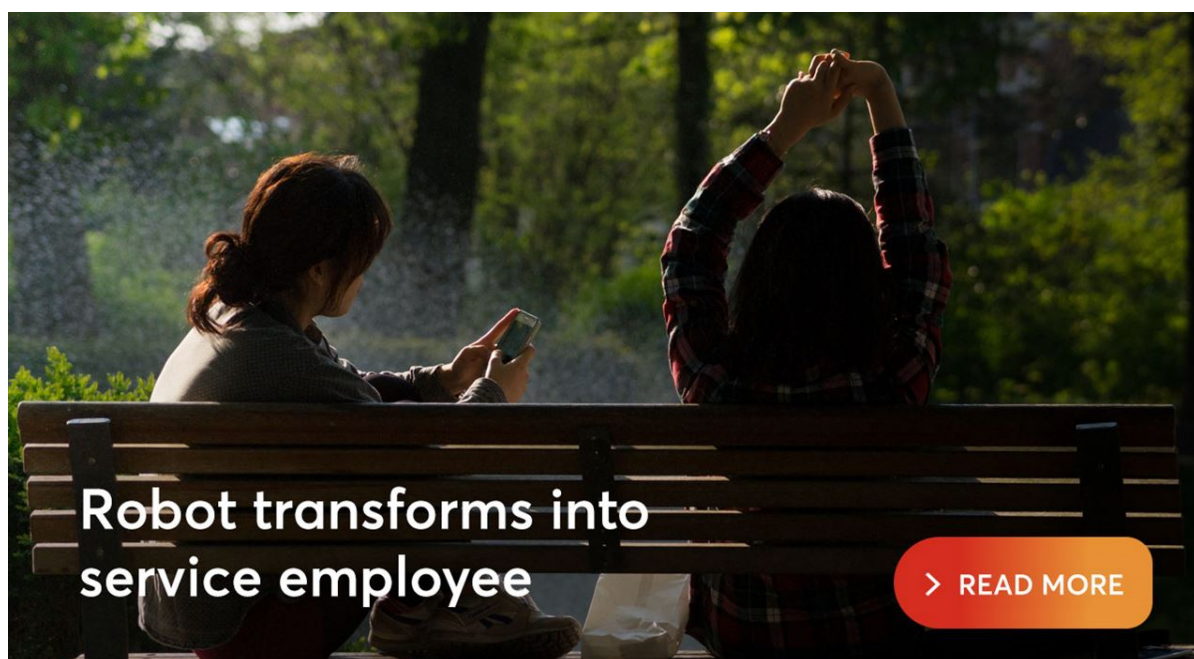
Creating a Memorable Inspiring And Relevant Visitor Journey.

CUSTOMER SERVICE

Customer satisfaction largely depends on the experiences that customers have with our people. This is why we do all we can to make this contact as pleasant as possible. In 2020, the pressure on our customer service increased substantially compared to previous years. This was mainly caused by the increasing number of questions that we receive due to working from home en masse. Adapting our call centres to the new homeworking situation played a role too, as did the fact that we want to guaranteed a safe working environment for our technicians at all times. Despite the difficult circumstances, we succeeded in safeguarding the quality and speed of our service. Our remote technical support was implemented at an accelerated rate. This means we can now assist more customers remotely with more complex technical faults or problems.

ONLINE SERVICE

In recent years, we have seen a major shift in the way that our customers contact us. Although contact by phone or e-mail remains popular, about 20% of our customers now contact us via online channels such as chat, Twitter or Facebook. Our customer service is therefore faster and more accessible. TOBi, our chatbot, also contributed to this; a robot that uses artificial intelligence to answer frequently asked questions. This allows us to answer some of our customers' questions. If customers are unable to figure things out with our chatbot, they are transferred to one of our employees.

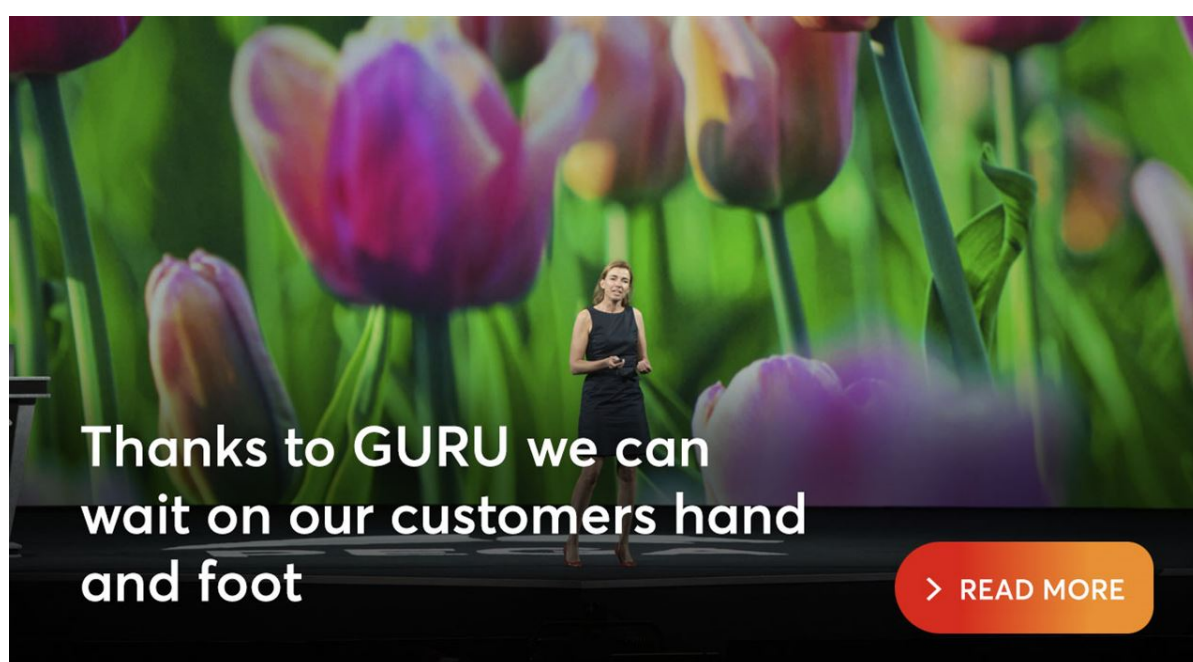


**Robot transforms into
service employee**

[> READ MORE](#)

OPTIMAL CONTACT WITH CUSTOMERS: GURU

We want to offer our customers a service that is relevant as possible and we are increasingly using personal marketing to do this. Where possible, we want to respond to our customers' personal preferences. We base what we offer (sales and service) on what we know about a customer. This allows us to approach our customer via the right channel at the right time with the right message. In order to make this possible, we have set up GURU. This program collects relevant data about our customers. As a result of that, we are able to offer them individual, personal, real-time and relevant service. We very expressly only do what the customer wants: it is always the customer who decides which data to share with us.



Customers about us

We make customer experiences clear by identifying the customer journey on the basis of customer data. Together with the customer, we examine the different processes step by step. What do customers experience when using a new product? What do they encounter if they contact our customer service? We are continuously adjusting the customer journey on the basis of those experiences. Big data helps us to do this. For example, by predicting the risk of cable damage or by notifying us in time when components housed in street cabinets need replacing.

CUSTOMER SATISFACTION

Satisfied customers usually stay with us longer and are more likely to recommend our products and services to others. They are therefore responsible for the sustainable growth of our company. We measure our Net Promoter Score (NPS) to show the level of customer satisfaction. We obtain this score by measuring our customers' satisfaction in three areas: loyalty, the customer journey and our products and services. We do this for our brands Vodafone, Ziggo and hollandsnieuwe, distinguishing here between consumers, business customers and those who purchase our combined services.

	Result 2020
Net promoter score (NPS) Vodafone (consumer)	20
Net promoter score (NPS) Ziggo (consumer)	-3
Net promoter score (NPS) hollandsnieuwe (consumer)	22
Net promoter score (NPS) combined services Vodafone (consumer)	27
Net promoter score (NPS) combined services Ziggo (consumer)	7
Net promoter score (NPS) Vodafone (business market)	-4
Net promoter score (NPS) Ziggo (business market)	-13
Net promoter score (NPS) combined services Vodafone (business market)	6
Net promoter score (NPS) combined services Ziggo (business market)	-4

How we create financial and economic value

As a technology company, we play a crucial role in society. Without connectivity and communication, society and the economy would grind to a halt. It's only with robust financial performance that we, as an organisation, are able to optimally fulfil this role and keep the Netherlands connected.

Our financial soundness means we can successfully implement our strategy and realise our CSR ambitions. It says something about the degree to which we are 'healthy' as an organisation and underlines for our stakeholders that VodafoneZiggo stands for both long-term growth and improvements for our customers and society. Our financial performance means that we have sufficient investment power to remain relevant in the long term too.



"In 2020, we achieved good financial results. In addition, the first Green Bond was issued under our Green Bond Framework. That is something to be proud of and gives us the opportunity to invest in an even more focused way in our ambition to become an increasingly sustainable company. This applies to our daily business operations, but also to the investments that we are continuing to make in our network, so that we can continue connecting Dutch society in a high-quality way and help it to advance further."

Ritchy Drost
Chief Financial Officer

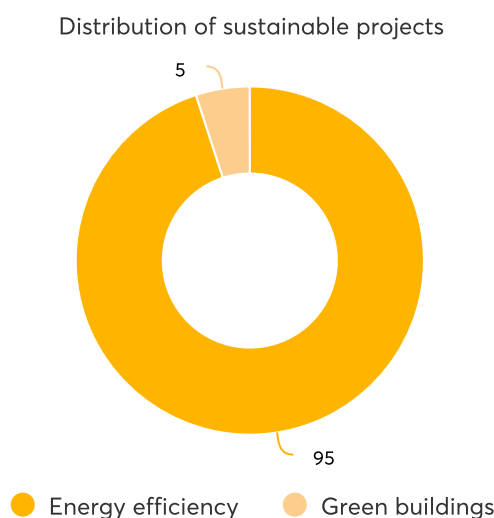
How our financial performance contributes to our CSR ambitions

A significant portion of our investments is focused on the optimisation of our infrastructure, our network and product innovation. These investments help us achieve our environmental objectives: they lead to greater energy efficiency, more sustainable products and a reduction in our CO₂ emissions.

In December 2020, we took the next step towards achieving our CSR ambitions by launching a new Green Bond Framework. A Green Bond worth 700 million euros was issued under this Framework, in which we are committing to energy-efficient investments that support our new People, Planet, Progress strategy.

As part of the new Green Bond Framework, we are also stimulating projects that lead to the reduction of our footprint. The equivalent proceeds generated by the issue of this bond have been or will be used for sustainable projects during the period 2018-2023.

Over the past three years, we have invested a total of 786 million euros in projects with a sustainable character, which is more than the promised amount of 700 million euros. 95% of these projects deliver efficiency in our energy consumption, for example by replacing old components in more than 450,000 street cabinets and by equipping our mobile network with 4G and 5G technology, which lead to the reduction of CO₂ emissions and energy consumption. Furthermore, we have invested 38 million euros in making our data centres sustainable, as part of the [Green Buildings initiative](#).





**VodafoneZiggo successfully
launches its first Green Bond
to support its sustainability
strategy**

[> READ MORE](#)

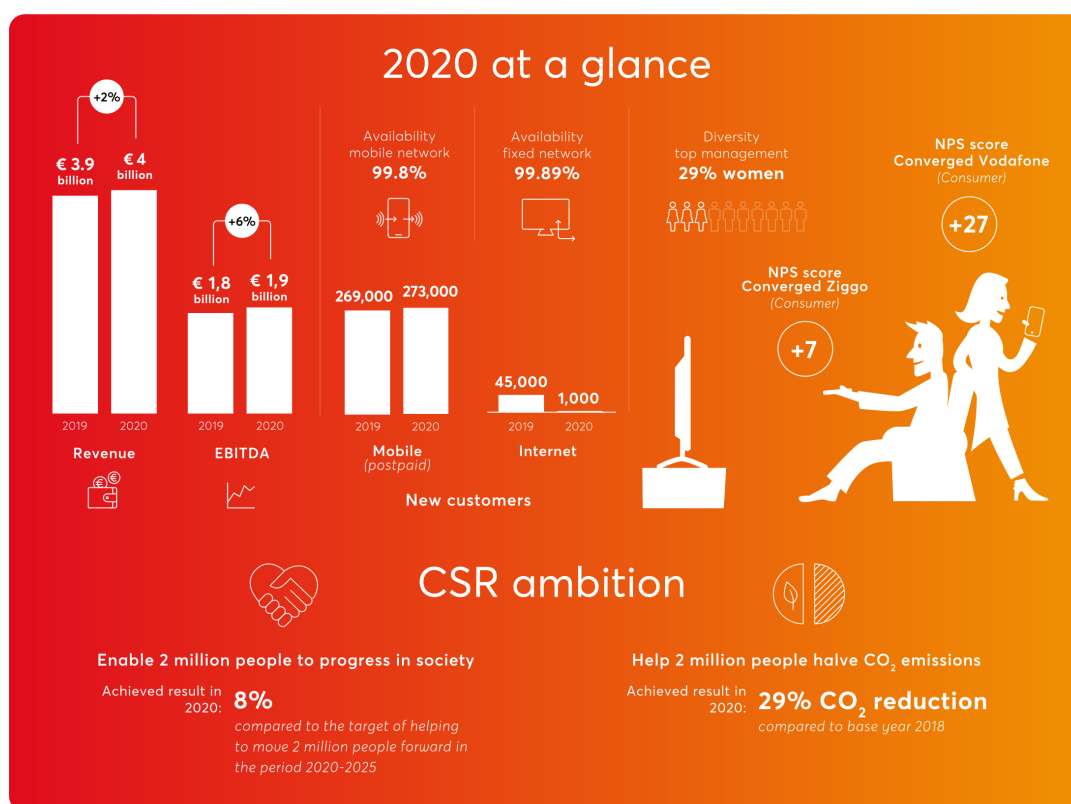
Our economic performance

In addition to our sustainable and social value, we deliver economic value by contributing to employment opportunities and prosperity in the Netherlands. As an employer of about 8,000 employees, we pay salaries and thus provide income. By paying our suppliers for the products and services they deliver, we generate revenue for our chain partners with whom we work with and thus indirectly create jobs. As a major Dutch company, in 2020 we paid a total of about 202 million euros in payroll taxes and about 532 million euros in VAT.

In July 2020, we successfully acquired the Dutch 700 MHz and 1400 MHz spectrum licences and extended the 2100 MHz spectrum licences at a total cost of 416 million euros. With these new spectrum licences, we can further expand the capacity of our mobile network. For example, we were the first mobile operator in the Netherlands able to offer a 5G network with nationwide coverage. We also expanded our fixed network further with the rollout of 1Gbps download speeds for three million households. We provide and maintain the infrastructure that is needed to make businesses – and thus the Dutch digital economy – more efficient and more innovative.

Our financial performance

2020 was a financially successful year. More Dutch citizens chose to buy products and services from both Vodafone and Ziggo this year too. The number of 'converged' households increased by 113,000 to a total of 1,458,400 (2019: 1,345,000). The total number of converged SIMs increased by 247,000 to a total of 2,327,800 (2019: 2,081,000). We also welcomed a record number of 273,000 new mobile postpaid customers. Travel restrictions caused by the coronavirus pandemic led to a decline in revenues from roaming; in spite of this, total turnover was 2% higher than in the previous year. What's more, we achieved our cost synergy target of 210 million euros, doing so a whole year earlier than originally planned. By achieving our synergy target and constantly monitoring cost control, we achieved a 6% increase in our operating result to 1,877 billion euros (2019: 1,776 billion euros). We reinvested 20% of our turnover in our network infrastructure and products, optimising our service provision to customers and digital transformation. This is in line with our investments in 2019. In total, we distributed 501 million euros in interest and dividends to our shareholders, at the upper end of the 400-500 million euros that we had expected at the start of the year. This meant we achieved our company objectives.



Looking ahead to 2021

Despite the continuing pressure from macroeconomic factors caused by the coronavirus pandemic, in 2021 we expect our operating result to increase by 1%-3%. In 2021, we expect to be able to distribute between 550 and 650 million euros in interest and dividends to our shareholders. In 2021, we will again be reinvesting between 19% and 21% of our turnover into our network infrastructure, existing and new products and into further improving our services.

These investments will ensure that we can continue to provide our customers with high-speed connectivity and the best entertainment services, supported by SmartWiFi and our nationwide 5G coverage, all of this via GigaNet, the powerful network of Vodafone and Ziggo. In the coming years, we will continue building our 5G network and our expectations is that by the end of 2021, about 80% of our coverage area will have access to gigabit speeds on our fixed network. By the end of 2022, we expect all our customers to be able to use the Internet with download speeds of 1 Gbps.



Technology for society

Introduction

As a technology company, we play a crucial role in Dutch society. Connectivity and communication are essential to keep the economy and society running. Our network is necessary to be able to work, at home, on the road or at the office. It is necessary to make home schooling possible, to relax and for (video) calling friends and family. We are also helping corporate Netherlands to move forward with our innovative solutions. Without our services, the Netherlands would grind to a halt. This is why VodafoneZiggo is doing all it can to really help the Netherlands move forward. By investing in a fast, reliable and future-proof network. By really observing and listening to consumers, business customers and society. And by developing innovative products and technological solutions that respond to their wishes.

Investing in a reliable and future-proof network

With our stable and ramified fixed infrastructure in the Netherlands, VodafoneZiggo is one of the **best telecommunications providers in Europe**. For instance, in 2020 the tech website **Tweakers** declared us the Netherlands' best Internet provider for the tenth year in a row. With our mobile infrastructure, we are also one of the very **best in Europe**. We're very proud of this naturally. However, we think it is much more important that our customers are satisfied with us. We measure this on the basis of the NPS scores that we request from our customers. We are continuing to invest in our network so that we can keep fulfilling our customers' expectations and maintain our high quality standards. To do this, we not only look at the quality and reliability of our network, but also at more sustainable solutions that save energy, for example, thus reducing our network's environmental impact.



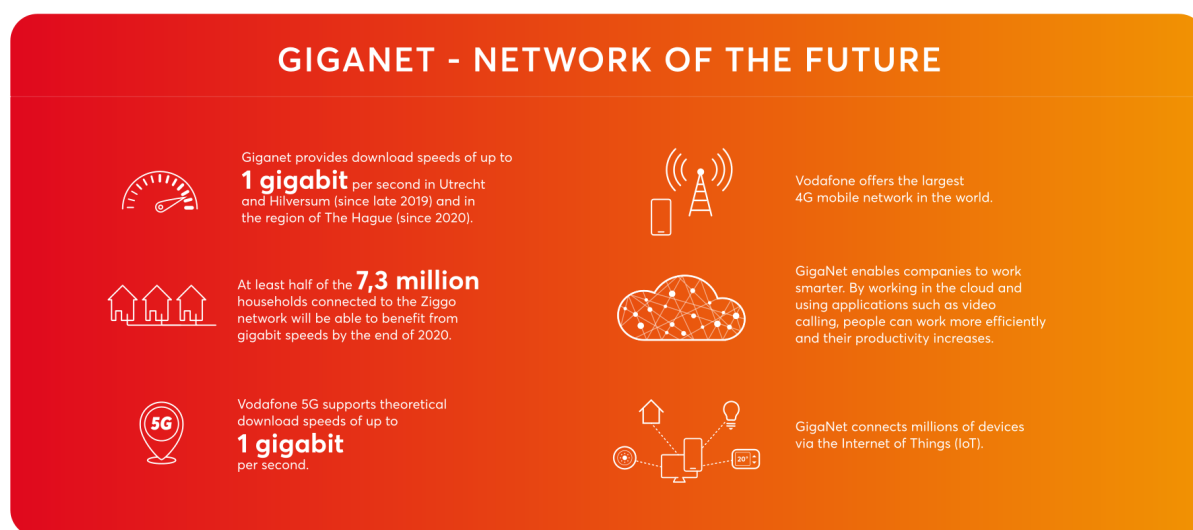
"A stable and secure network forms the basis of a good digital infrastructure. We achieve this by continuously innovating. In addition, we are simplifying and digitising our products and processes. Our climate-neutral GigaNet means we are ready for the future, both technologically and in terms of sustainability. Anything that customers want is possible on our networks. Now and in the future. 5G will play an important role therein. Thanks to this fifth generation of networks, traffic lights can always turn green if ambulances are on their way to an emergency, a doctor can provide reliable care remotely, and precision agriculture and dike monitoring are possible remotely."

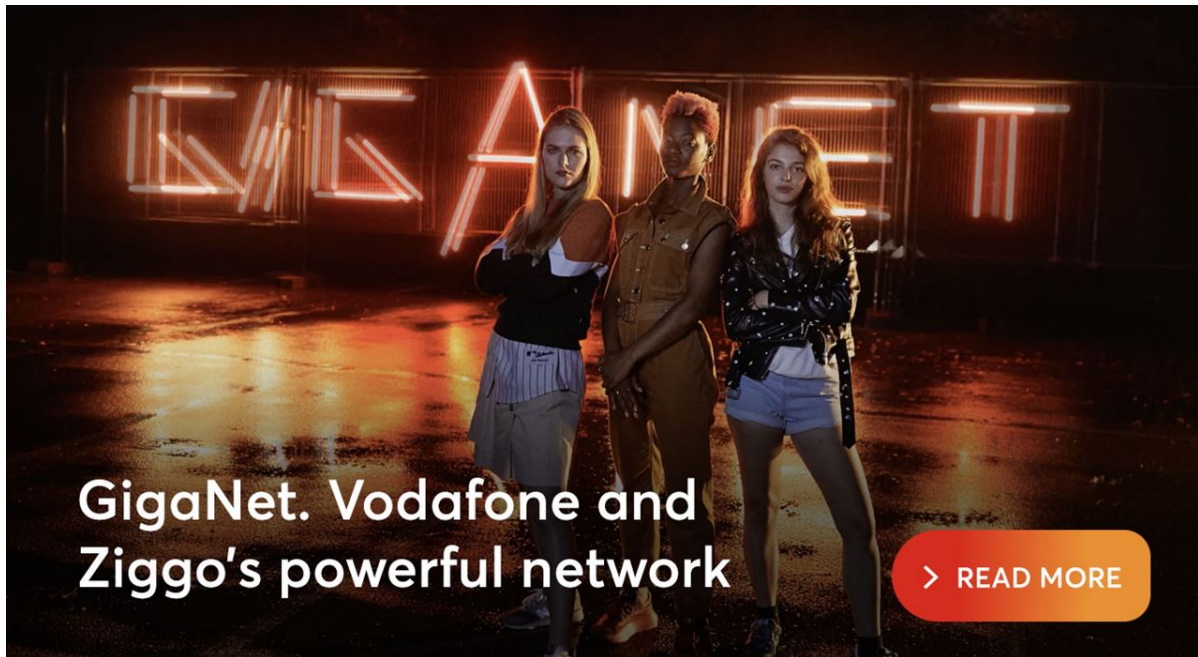
Eben Albertyn
Executive Director Technology

GigaNet

Now more than ever, everyone is connected all day long, via different devices, new technologies, games and content, as well as with family and friends. The demand for fast, reliable exchange of data is increasing sharply each year. In order to respond to these developments, a fast, reliable and future-proof network is necessary: GigaNet.

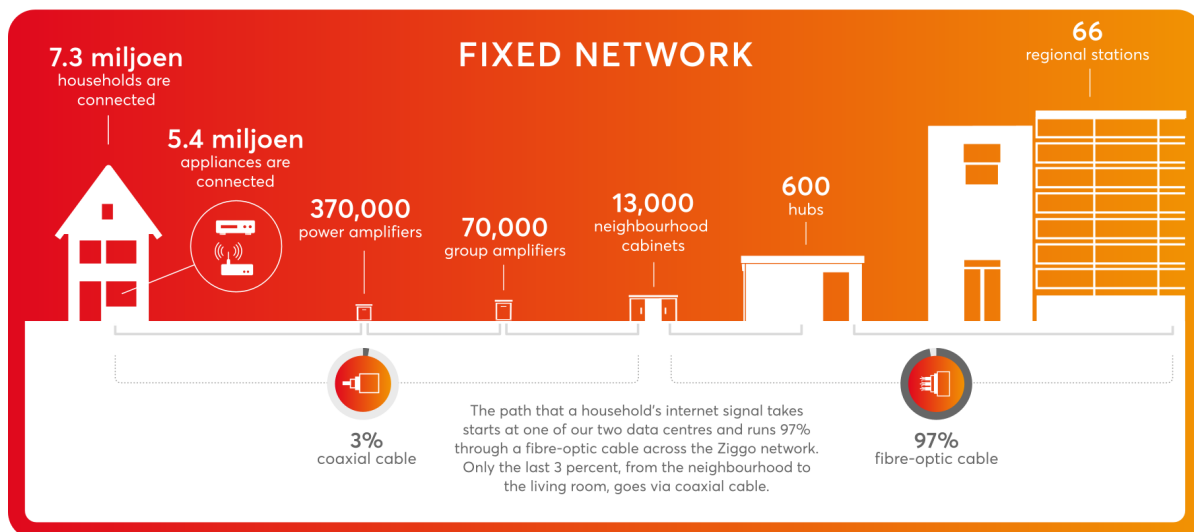
GigaNet is Vodafone's and Ziggo's powerful network. GigaNet provides an infrastructure that makes it possible to work smarter, and to develop and connect new services and applications. GigaNet also connects millions of Internet of Things (IoT) devices. For example, our connections allow a drone with 5G control to count warehouse stocks automatically. And in a *Connected Ambulance*, 5G maintains a reliable connection between a doctor in the hospital and an ambulance team. It is our duty to ensure that the stability and availability of this network is guaranteed. We do this by constantly investing in innovation and by simplifying and **digitising** our products and processes.





Fixed network

In order to be able to handle data and bandwidth more efficiently, we are replacing outdated systems in our fixed network with new ones. For example, we replaced outdated business networks (Neon and Metro) with new, energy-efficient networks (Carrier Ethernet). By mid-2021 we will have fully switched to digital TV, with a better picture and more channels for our customers. By the end of 2021, a switch from analog radio via cable to fully digital radio via cable will be complete. At the end of 2020, 80% of all analog TV connections were disconnected. Over the course of 2020, we therefore disconnected the analog TV signal for over 1.3 million customers in 13 technical regions. The space on the cable that becomes available in this way, will be used for future services. We're making better use of space with DOCSIS 3.1. This technology ensures that we use our data centres more efficiently and can respond more quickly to new developments in software and equipment.



	Target 2021	Result 2020	Result 2019	Result 2018
Switching off analogue TV connections	100%	80%	60%	20%

Mobile network

We are increasing our mobile network's capacity by embracing new technologies such as 5G and disconnecting old ones. In February 2020, we definitively deactivated our 3G network, to make room for a quicker and more stable mobile Internet. In addition, **switching off 3G saves energy**. The bandwidth that becomes available is intended, among others, for the more efficient, faster and more stable 4G frequencies. In the meantime, we are fully committed to the future of mobile data traffic: 5G. We now have nationwide 5G networks and are working with the worlds of science and industry on new innovative applications in various cities including Groningen and Eindhoven.



CONNECTED AMBULANCE

The project **Connected Ambulance**, which is taking place in the 5G HUB Eindhoven, received the Computable Award for Digital Innovation in 2020.

Philips, the Brabant-Zuidoost Municipal Health Service (GGD), Vodafone and the Catharina Hospital are collaborating closely on this project. 5G makes it possible to send more data and use 'network slicing' to prioritise data traffic. In this way, a reliable connection can be created between a doctor in the hospital and an ambulance team. In this Connected Ambulance pilot, a doctor views ultrasound images of a patient who is still en route to the hospital. The doctor can then use these images, which he/she sees in real-time and in high resolution, to advise the ambulance team on which treatment to start. In medical emergencies every second counts and it is important for the patient to start receiving the right treatment as soon as possible.



Gigabit speeds

Our fixed network now achieves speeds of up to 1 gigabit per second. That is almost ten times faster than the average connection in the Netherlands. At this new speed, customers can watch almost unlimited ultrahigh resolution 4K films and TV programmes, download very large files and play games online in high resolution.

After launching this service in 2019, we continued with the gigabit rollout in 2020. In February, we started offering gigabit speeds to our customers in The Hague region (including The Hague, Delft, Leidschendam, Voorburg, Wassenaar and Nootdorp). In mid-September, Rotterdam followed, including Vlaardingen, Pernis, Rozenburg and Hoek van Holland. In mid-October, Amsterdam's 600,000 households received access to the 1 gigabit per second service, and 11 cities followed simultaneously at the end of October: Groningen, Apeldoorn, Almere, Zaanstad, Lelystad, Haarlem, Leeuwarden, Alkmaar, Purmerend, Weesp and Heerenveen (in total 650,000 households). During the final rollout of 2020, 117 villages, towns and cities, including Arnhem, Nijmegen, Zoetermeer and Ede-Wageningen (almost 700,000 households), were all provided with gigabit speeds in one go.

This makes the total number of fixed gigabit connections to the GigaNet about three million. In 2021, about 80% of our coverage area should have access to gigabit speeds, with these speeds becoming available throughout our entire coverage area over the course of 2022.



	Result 2020	Result 2019	Result 2018
Dropped call rate (2G, 3G and 4G)	0.18%	0.20%	0.30%
Total data consumption mobile (in Terabytes)	225.847	153.978	115.625
Total data consumption fixed (in Exabytes)	12.9	9.1	7.5
Availability of fixed network	99.89%	99.83%	99.85%
Availability of mobile network	99.80%	99.97%	99.97%

Innovative products and services

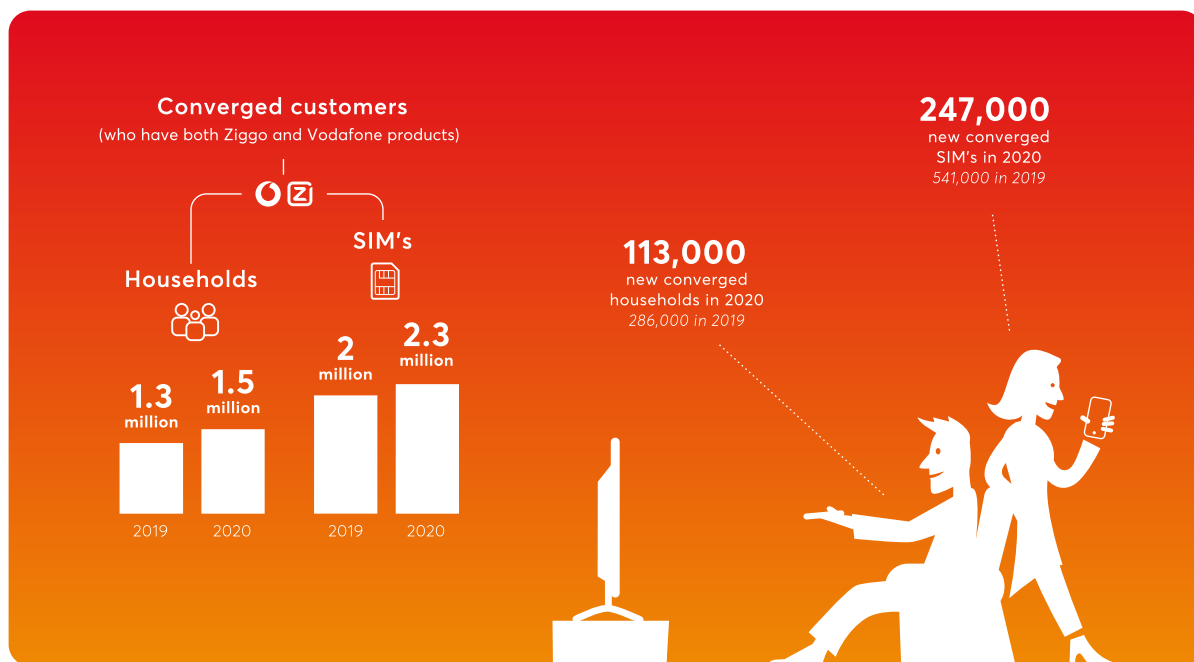
Enjoyment and progress with every connection, that's what we strive for at VodafoneZiggo. Whether we achieve this using broadband internet, digital television or (video) calling via the mobile network, our aim is that everyone, both consumers and business customers, can do what he or she wants carefree. The fusion of fixed and mobile that arose from the merger between Vodafone and Ziggo is making a visible contribution to that. What we are seeing is that customers who are using both our fixed and mobile services and are therefore benefiting from various advantages are, on average, more satisfied with our services. Turnover among those customers has also decreased. This validates our choice to adopt this strategic focus.



"What our customers want is the guiding principle behind everything we do. We have made a promise to our customers. Day in, day out, it's down to us to make that promise a reality. That is why we're continually improving our products and services. But we also deliberately monitor the impact we are having within society. Our 'People Planet Progress' strategy aims to achieve two goals for 2025: to halve our impact on the environment and to help 2 million people move forward in society. Our entire organisation is contributing towards the realisation of those goals, and that is creating a pleasing interaction between employees, the company, our customers and society."

Marcel de Groot

Executive Director Business-to-Consumer



How our products and services provide enjoyment for consumers

Our ambition is to offer our customers the best content and viewer experience at all times. We achieve this by ensuring they have the best equipment and technology and by delivering the most extensive and exclusive range of entertainment.

MEDIABOX NEXT AND ZIGGO GO

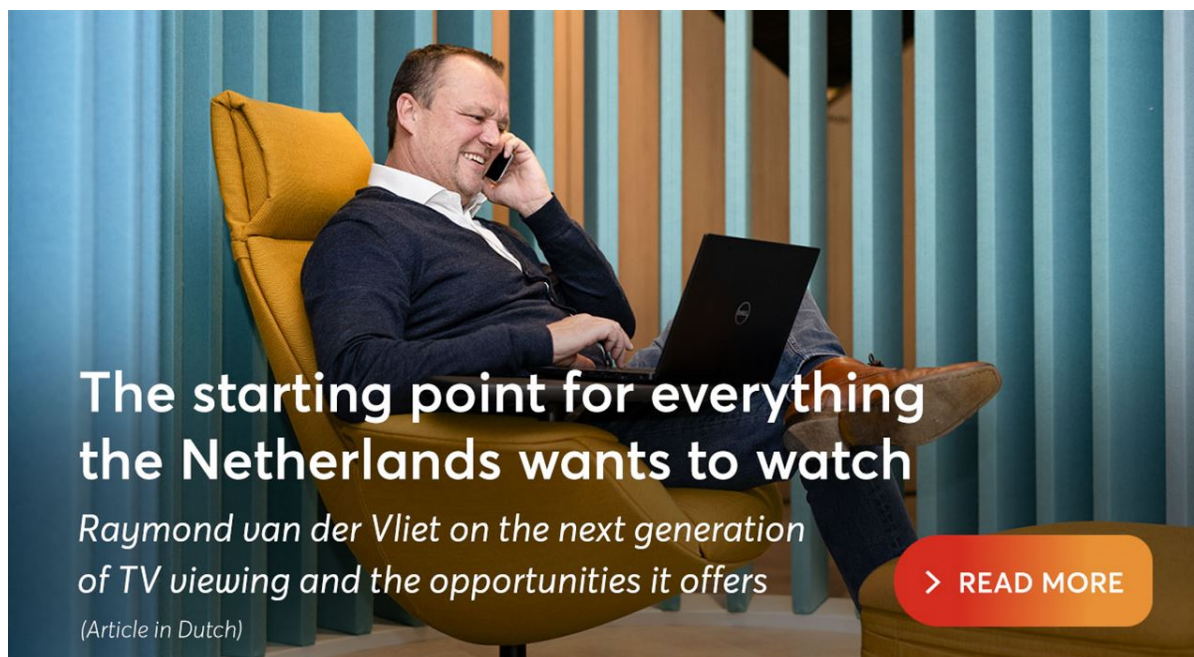
At the time of writing, over 600,000 customers are using the Mediabox Next. This media box is not only more sustainable, quieter and easier to use, but it also offers our customers new possibilities. For example, while watching a programme, customers can switch device, by continuing their viewing using the Ziggo GO app on a laptop, tablet or smartphone. All customers who have signed up for our Internet & TV Max or Internet & TV Giga package will receive a Mediabox Next. Our other customers will be given a software update for their Mediabox XL and will therefore receive almost all of the same functionalities provided by the Mediabox Next.

ZIGGO SPORT

Ziggo Sport is one of our most appreciated TV services. That particular channel is one of the top 3 reasons why people become and continue to be a Ziggo customer. Every Ziggo customer has access to Ziggo Sport, which offers live top sport and programmes for true sports fans. It is the most multi-faceted sports channel in the Netherlands. Ziggo Sport offers a wide range of international and national sport, including international football coverage from the English Premier League, the Spanish La Liga, the Italian Serie A and the UEFA Champions League. Motor racing, including Formula 1, the best tennis, including all of the ATP 1000 and 500 tournaments, golf, basketball, hockey, rugby, cycle racing and athletics. In addition, Ziggo Sport provides ample coverage of sport from the Netherlands by broadcasting live competitive or international hockey, basketball, volleyball and handball matches.

ENTERTAINMENT

Our ambition is to provide the best and most extensive range of entertainment available and to ensure that our customers enjoy the best viewer experience. Our customers can access our entertainment offering via the Mediabox or by using the Ziggo GO app. We offer 170 television channels as part of our standard package. Customers who subscribe to Ziggo Movies & Series (XL) receive approximately 250 movies, including documentaries and 70 exclusive series. At the beginning of 2020, Ziggo had around 6,000 episodes available to its customers, a large proportion of which came from HBO (including Game of Thrones, Billions, The Rook and Vikings). These customers also have 40 extra channels to choose from (including BBC Entertainment, Discovery Science, Love Nature and E! Entertainment). And on the Mediabox Next, customers can access the apps of services such as Netflix, YouTube, Amazon Prime, Videoland and NPO Start, amongst others.



WI-FI AT HOME

Our home customers depend on receiving a good, reliable internet access and expect trouble-free use of Wi-Fi connections. That is why we provide support wherever it is needed and in the way that it's needed. We help new customers, customers who are moving house and customers who are sent a different media box or modem to install their devices. Using the Wi-Fi Assistant app, customers are actually able to draw a map of the Wi-Fi situation in their office or home themselves. The app advises them on how to improve their Wi-Fi signal. Customers can rent or buy a Smart Wi-Fi booster from us, so that they can enjoy optimum Wi-Fi at every location inside and around their home.

How we improve the services for our business customers

We also want the products and services we provide to make a difference to our business customers. We do this with Vodafone Business. We offer fixed, mobile and integrated communication services to organisations and businesses. In order to do that, we make use of innovative and future-proof technology in the areas of smart

working and the Internet of Things (IoT). Together with our partners, we strive to help all of our customers put their customers at heart of their services. We achieve this, not only by placing our networks and technologies at their disposal, but also by bringing together our partnerships, knowledge and expertise.

INTERNET OF THINGS (IOT)

Increasing numbers of companies are utilising Internet of Things solutions, in order to make their company more efficient and future-proof, to improve performance or to gain a more detailed insight into their customers' needs and experiences, for example. According to the Vodafone IoT Spotlight report that was published in 2020, the COVID-19 crisis played an accelerating role herein. At VodafoneZiggo, we install around 1.5 million IoT connections a month, which can be used to link devices, sensors, computers and systems together (wirelessly). IoT enables us and our customers to automate tasks or carry them out remotely. This includes tasks such as **monitoring dikes remotely**, **storing medicines security** or reducing **delays at airports**. IoT data provides an insight into customers' needs, potential cost savings and transport improvements. Overall, we manage over five million IoT connections from the Netherlands.

SMART OFFICE

There are 2000 sensors, spread across desks and ceilings, in our head office at Utrecht Centraal station. These record data about how our employees are using the building. In this way, our people can see which flex spaces are free and where the other members of their team are located. Ever since the coronavirus measures have been in force, we have also been using that information to safeguard our colleagues' health and safety. It allows us to check how many staff are in the office, thereby making it easier to maintain a distance of one-and-a-half metres between colleagues.

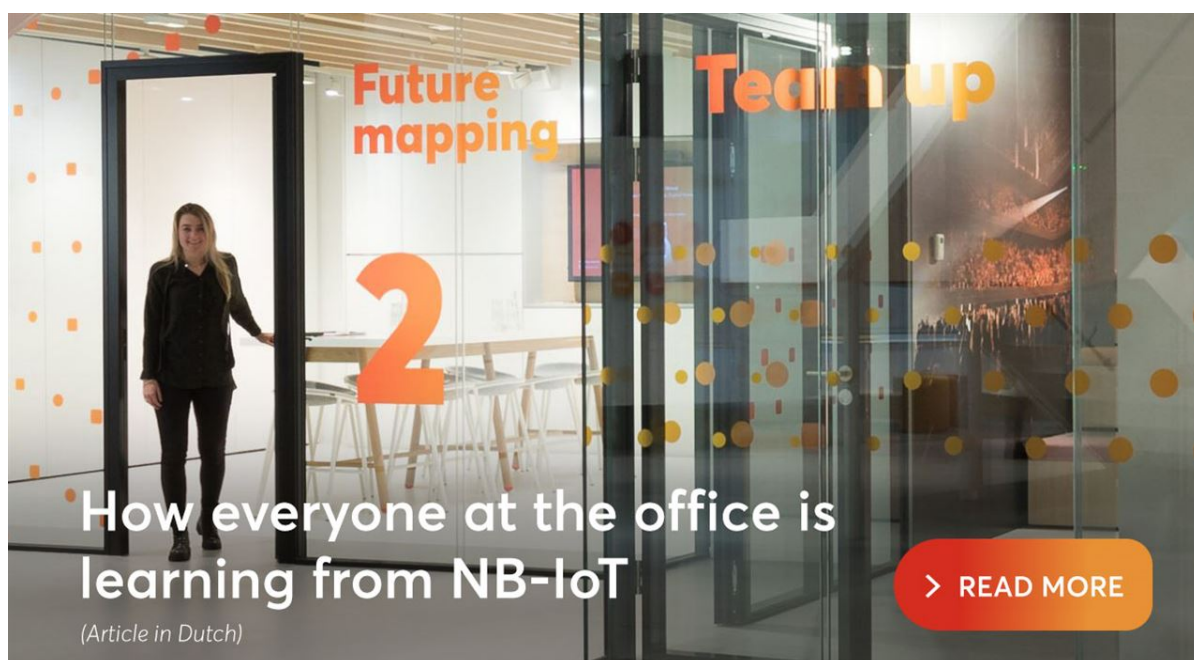
The smartphone acts as a key to the workplace. The desk automatically adjusts to the correct height when an employee has logged in. Employees themselves decide whether to indicate where they are located and which colleagues will be able to find them. In this way, the privacy of our employees is always safeguarded. The sensors also ensure that the lighting and temperature control adjust automatically, according to the number of people present in the space where the sensors are located. This is also, therefore, a sustainable application.

IOT.NXT

In November 2020, we launched a collaboration with IoT.nxt, a subsidiary of the Vodafone Group, in order to accelerate the adoption of IoT in the Netherlands. As part of this collaboration, we are combining the software skills and sector-specific knowledge of IoT with Vodafone's market presence, its network of partners and its international IoT communication network. Working together in that way enables us to develop large-scale IoT solutions even more effectively. Providing IoT solutions of that type will enable us to assist businesses of any size and in a variety of sectors (such as the health sector, manufacturing industry, the transportation sector and the energy sector) during their digital transformation.

SMARTER WORKING

The ability to work together anytime and anywhere, regardless of the workplace, is more relevant than ever. COVID-19 has ensured that every company now recognises the value of an effective digital workplace and is willing to invest therein. We help our customers achieve this by means of our 'Smarter Working' solutions, which combine a variety of technologies to create the ideal working environment. We look to see which solutions would suit the organisation the most, how they can ensure that they can be contactable anytime and anywhere and what steps will be needed in connection with privacy and data security. This results in pleasant and secure digital workplaces. We also ensure that our customers can further reduce their commuting and thus their ecological footprint.



VODAFONE FLEX

In May 2019, VodafoneZiggo launched Vodafone Flex, a platform that responds to the need amongst business owners to obtain a more insight into the company's network. With Vodafone Flex, business can set up a secure and reliable company network within 24 hours. The company itself determines its data limits and sectors the services it requires, such as the ability to work from home, or superfast Wi-Fi at the workplace. The platform also provides an insight into performance and consumption. Customers are able to see how much bandwidth each application uses and retain control of the amount of electricity

and data that is being consumed. As Flex is more efficient than traditional network systems, it is also more sustainable. For example, a company may decide that it only wants to make a large amount of bandwidth available during the day. Less bandwidth means that energy consumption will be lower.

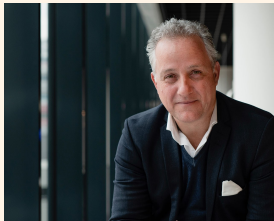
In 2020, we expanded Vodafone Flex with the addition of the Vodafone Business Marketplace. This is an app store that is available to customers of Vodafone Flex, in which they can purchase additional Workplace Collaboration, IoT and Security services.

BUSINESS SCAN

In November 2020, we introduced the Business scan, an online tool, with which business owners can obtain a personalised recommendation that sets out what they need. That recommendation is based on a list of questions and makes use of smart algorithms integrated within the tool. As part of the process, the scan also looks at the sector in which the business is active. Based on specific objectives and ambitions, the tool then provides a tailor-made recommendation.

Technological solutions for society

Technology helps people to move forward. It enables people to actively participate in society and to feel connected. Technological solutions can even improve people's lives, for example by giving them care remotely so that they can stay in their own home longer. Technology can have a positive impact on the environment too. Energy and CO₂ are saved, because digital possibilities enable people to work from home. Or because sensors can be used to organise transport and other processes more efficiently. There are numerous examples of how digital technology can be used as a solution for social challenges. Our network and our products, services and collaborations with social partners form the foundations upon which everything is built.



"Whether our customers are governments, multinationals, NGOs or self-employed persons, all of them want to move forward. To innovate. To dream and dare to dream. To help their customers, citizens and clients move forward. We support them with that process. Every step of the way, to help them turn their ambitions into reality. And to help the world move forward. In the field of the Internet of Things, we are developing – together with our partners in our 5G HUB in Eindhoven – innovations that are shaping the healthcare sector, the business community and the society of tomorrow.

In 2020, there was a boom in flexible working out of necessity. As a result of the coronavirus pandemic, we started working from home en masse and our children were suddenly going to school from home. For all of our customers, we were on hand to help them with this transition. In our Smarter Working solutions, we provide a combination of various technologies, thereby bring the ideal working environment one step closer."

John van Vianen

Executive Director Business-to-Business

IOT IN HEALTHCARE

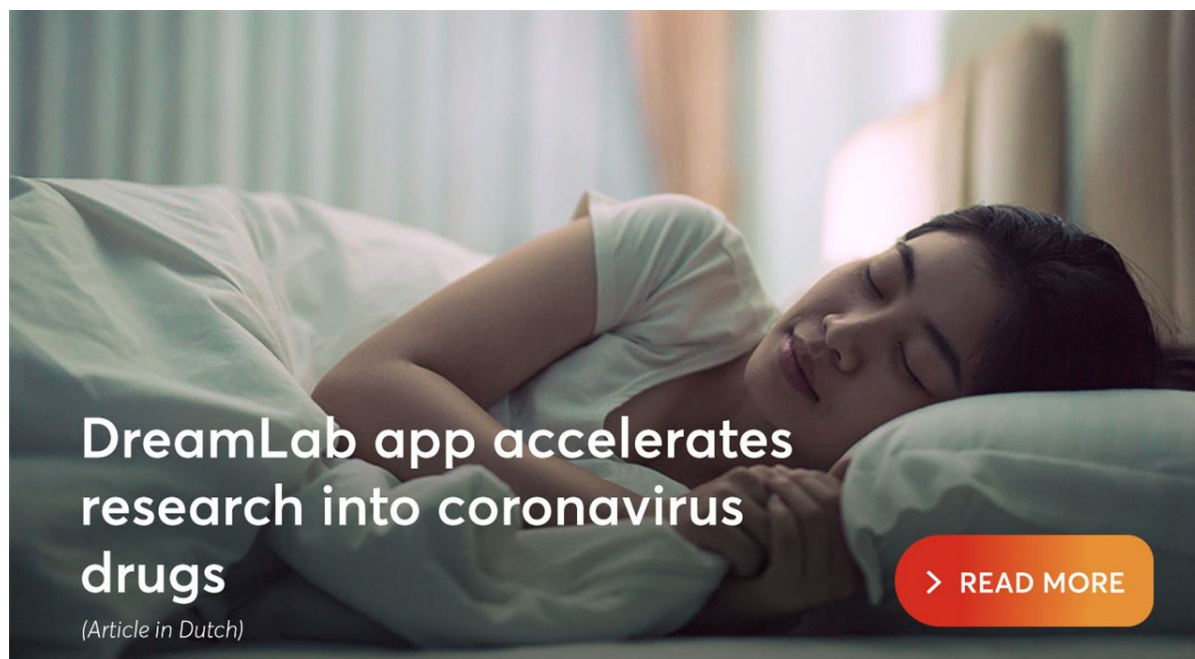
The pressure on healthcare workers has never been so high as it was in 2020. The number of hospital admissions shot up during both the first and second coronavirus waves. Hospitals struggled with overcrowding, staff shortages due to illness and a lack of protective materials.

At such crucial times, it is of vital importance that healthcare workers can fully concentrate on caring for their patients, without having to worry about whether there are still enough beds, wheelchairs, blood pressure monitors or infusion pumps available. Working with Repoint, we provide an IoT solution that keeps precise track of which resources are on hand and what their status is.



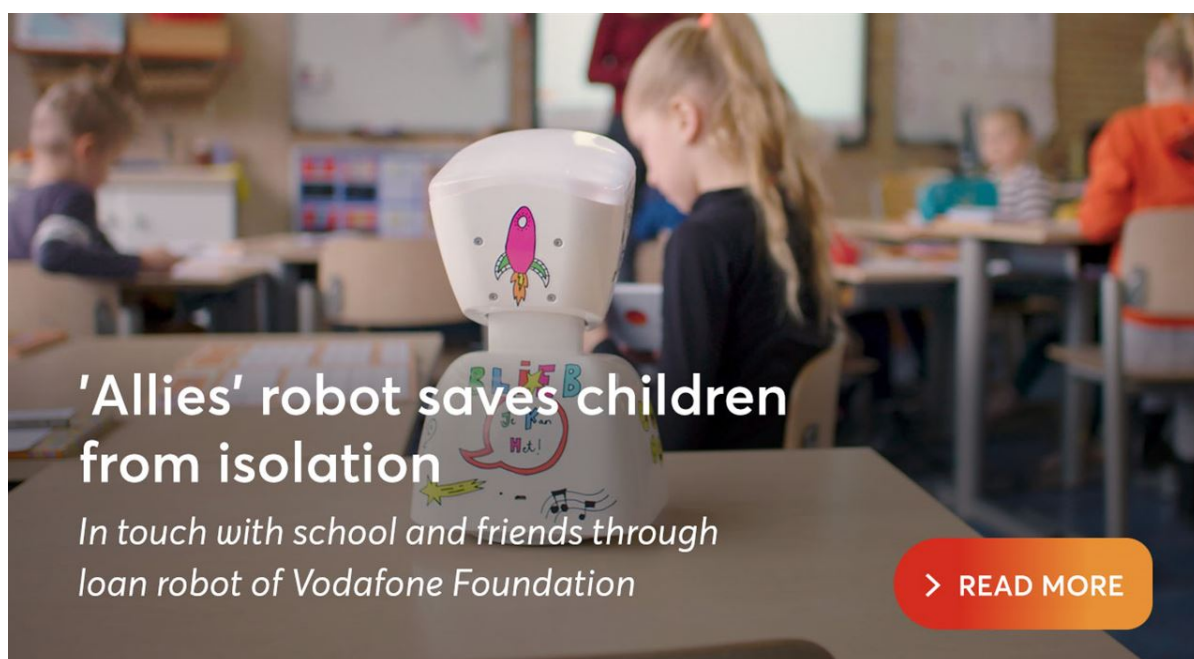
DREAMLAB – USING SMARTPHONES TO ACCELERATE MEDICAL RESEARCH

In June 2020, the **Vodafone Foundation** launched DreamLab in the Netherlands. DreamLab is a free app that uses the combined processing power of smartphones to speed up research in such areas as cancer and COVID-19. The mobile phones form a supercomputer together and analyse the data from research projects. DreamLab works with internationally renowned research institutes such as Imperial College London, AIRC and The Garvan Institute and helps, for example, to find effective combinations of medicines. Users decide themselves which research they want to support. The app informs them about the research and they can follow the progress and the results via the news messages. While charging, the phone calculates small parts of a research project and sends the results back to the research team. The more people that use DreamLab, the faster the medical research is completed. The app now has 34,161 users in the Netherlands and one million worldwide.



BUDDIES – SICK CHILDREN STAY IN TOUCH VIA A ROBOT

We want to use technology to help people to actively participate in their lives. This is why we are partnering up with the Netherlands Child and Hospital Foundation (NCHF) to provide free AV-1 robots to children who have a long-term illness. These robots enable them to stay in touch with school, friends and family and to take part in social activities virtually. The NCHF handles the applications for and distribution of the robots, maintains contact with parents and schools, and increases awareness of the programme amongst hospitals, schools and patients' organisations. Under this partnership, the Vodafone Foundation provides an Internet of Things (IoT) solution for those who really need it. It was our aim to supply robots to 25 children with a long-term illness in 2020. In the end, 51 children borrowed a robot during the past year.



	Result in 2020 (including target)	Result 2019	Result 2018
Allies (<i>Bondgenoten</i>): number of AV1 robots lent out	51 (target: 25)	25	20

INSTANT NETWORK – FAST COMMUNICATION AFTER A DISASTER IS VITAL

Instant Network is a programme of the Vodafone Foundation in which volunteers in disaster areas create temporary communication networks if the communication infrastructure has been destroyed, for instance by a hurricane. These networks allow aid workers to communicate during recovery operations and enable residents to contact both each other and the outside world.

The volunteer group, consisting of international Vodafone employees, came into action 13 times in following a disaster in the past five years. They travelled to such places as Sint Maarten after Hurricane Irma in 2017 and to Mozambique in 2019 after Hurricane Idai. In 2020, the programme's volunteers installed Wi-Fi in the refugee camp Old Kara Tepe on the Greek island of Lesbos. The Dutch team supported this mission by delivering equipment and by providing technical support remotely.

Looking ahead

In 2021, as part of our cornerstone project 'Technology for society', we are developing a strategy to use connectivity solutions – both fixed and mobile – to have an even greater impact on society. In collaboration with various departments within our organisation, we are working on creating connections that bring people closer together AND help them to develop. In doing so, we are responding to the growing demand for IoT and GigaNet solutions in all sectors of industry. For instance, we are already working with our partners on smart office applications that optimise temperature and lighting in offices and are also researching virtual and augmented reality applications for games, but also, for example, for concerts.

We also want to keep on optimising our programmes. For instance, we see that the demand for robots for sick children under the Allies (*Bondgenoten*) programme exceeds the supply. We would like to scale up and extend the programme so that it can continue even without the support of the Vodafone Foundation. This is why in 2021 we will help the Netherlands Child and Hospital Foundation to draw up a strategic plan and find new partners.

Also in 2021, the Netherlands will become the location for the Instant Network Hub for Europe and Asia. As a result of this, the missions will depart from the Netherlands, where we will also be storing and maintaining the equipment. This new role means we will expand the Instant Network Hub team to carry out more research into what NGOs need in disaster areas and into the information that this programme provides. In 2021, we will start collaborating with a Dutch research partner for DreamLab. This will mean that users can make their phones' processing power available not only for medical research in Australia, the United Kingdom and Italy, but also for Dutch research.



Equal opportunities in a
digital society

Introduction

The digital society offers endless possibilities – for people, the business sector and our planet. Technology enables us – and other companies – to connect people, to become more agile, more efficient and more sustainable and to respond faster to changing market conditions and increasing customer expectations. Digitisation connects people without there needing to be any actual physical contact. Think of the elderly who then do not have to miss loved ones, colleagues who can still work together remotely or pupils who can follow lessons together. However, this digitisation can only work if everyone has the digital skills and resources they need to become connected. At VodafoneZiggo, we see it as our job to help with this effort, so that everyone gets the same opportunities in today's digital society.

Working on digital inclusion for everyone

At VodafoneZiggo, we want everyone to be able to join us – in a responsible way – in the digital society. This requires digital skills, in order to stay in contact with everybody, for self-fulfilment and for professional development. In a time in which new technologies are following each other in rapid succession, we must ensure together that nobody is left behind. We are focusing on three areas to contribute to increasing digital inclusion:

- **Digital skills:** we are developing programmes, such as Online Masters, Experience Days and Welcome Online, to teach pupils, the elderly and families new digital skills.
- **Valuable social partnerships:** we're collaborating with and supporting organisations that focus on social participation. Together with Princess Laurentien van Oranje and Dutch state secretary Raymond Knops, we are one of the initiators of the *Alliantie Digitaal Samenleven* (Digital Society Alliance).
- **Step up for good:** We give our employees the opportunity to voluntarily work on educational and knowledge-sharing projects.



Digital skills

By encouraging the development of digital skills and thus reducing the likelihood of socioeconomic inequality and social exclusion, we want everyone to join us in the digital society. With programmes that are specifically focused on pupils, the elderly and families, we want to help these social target groups further and contribute to our ambition of helping two million people move forward by 2025. We are financing these programmes via the Vodafone Foundation.

THE VODAFONE FOUNDATION

The Vodafone Netherlands Foundation has been using technology since 2002 to improve the lives of people who are in a vulnerable position. The foundation is an independent organisation that is part of the global network of 27 Vodafone Foundations. This network of foundations allows us to respond to specific social needs in the fields of health, education and disaster relief in those countries where Vodafone is active. We want our Foundation programmes to help 1.6 million people in the Netherlands to move forward during the period 2020-2025.

EQUAL OPPORTUNITIES IN THE DIGITAL SOCIETY

children



parents



seniors/grandparents



Digital skills for pupils

Digital skills are not yet a fixed part of the curriculum at primary schools. However, if we want to create equal opportunities for everyone, all children must be properly educated herein. After all, in just a few years' time, two out of three children will have a job where it will be vital to have these skills. This is why VodafoneZiggo is advocating giving pupils a proper education in digital skills with our programmes *Online Masters* and *Experience Days*. In 2020 too, we devoted a lot of time and resources to getting digital skills included in schools' regular curriculum. It is clear that this will happen in time, but it will still take a few years to achieve. Another point is that at the present time, not all teachers have sufficient skills to give children lessons in this. That is why we expect our digital inclusion programme to be a valuable supplementary programme in the coming years too.

EXPERIENCE DAYS

During the *Experience Days*, we introduce young people to technology in a playful way and offer a look behind the scenes at VodafoneZiggo. Pupils from groups 7 and 8 of primary education and the first classes of secondary education attend workshops. They receive supervision from VodafoneZiggo employees who teach them, among other things, programming and 'cable stripping' – using a special pair of pliers to remove a cable from its plastic covering.

The *Experience Days* mainly focus on children from neighbourhoods with a lower socioeconomic status. We work together on this project with JINC, an organisation that ensures these children gain more insight into the labour market and their own talents. Unfortunately, we could no longer welcome these children to our offices, as a result of COVID-19. As a result of this, we didn't achieve our objectives. During the first two months of 2020, 238 pupils took part in the *Experience Days*.



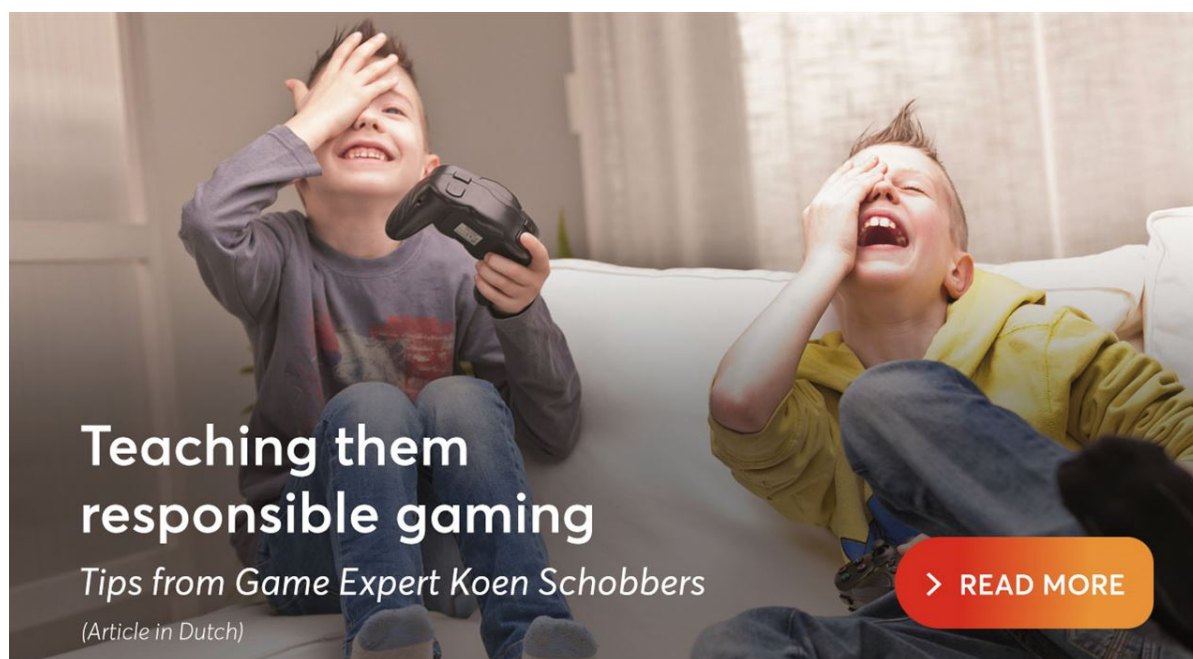
ONLINE MASTERS

Our free interactive teaching programme *Online Masters* helps children aged 11-15 years (upper years of primary school and lower years of secondary education) to learn more about and gain more insight into the digital world. Digital experts teach them about which opportunities, but also which risks, exist. With *Online Masters*, they learn how they can be online safely, skilfully and consciously. VodafoneZiggo colleagues can provide guest lessons as part of this teaching programme. That is possible all year round. There is also a special focus on this programme during the annual event that is **Media Literacy Week** (*Week van de Mediawijsheid*). In 2020, the entire programme was held online.



MEDIA MATTERS

Digital developments create opportunities and challenges for families too. This can also be seen from the [Media Usage Survey Monitor](#). We want to inspire and motivate parents and children to start talking about using the Internet, games and social media in a safe and healthy way. We introduced the parent-and-child quiz Media Matters during the Media Literacy Week held in November 2020. By playing at the same time but on their own screens, parent and child can take a peek at each other's online world. The questions in the quiz encourage discussion about gaming, social media and the Internet. Media Matters is an initiative of the Media Literacy Network, in collaboration with the Digital Society Alliance and VodafoneZiggo.

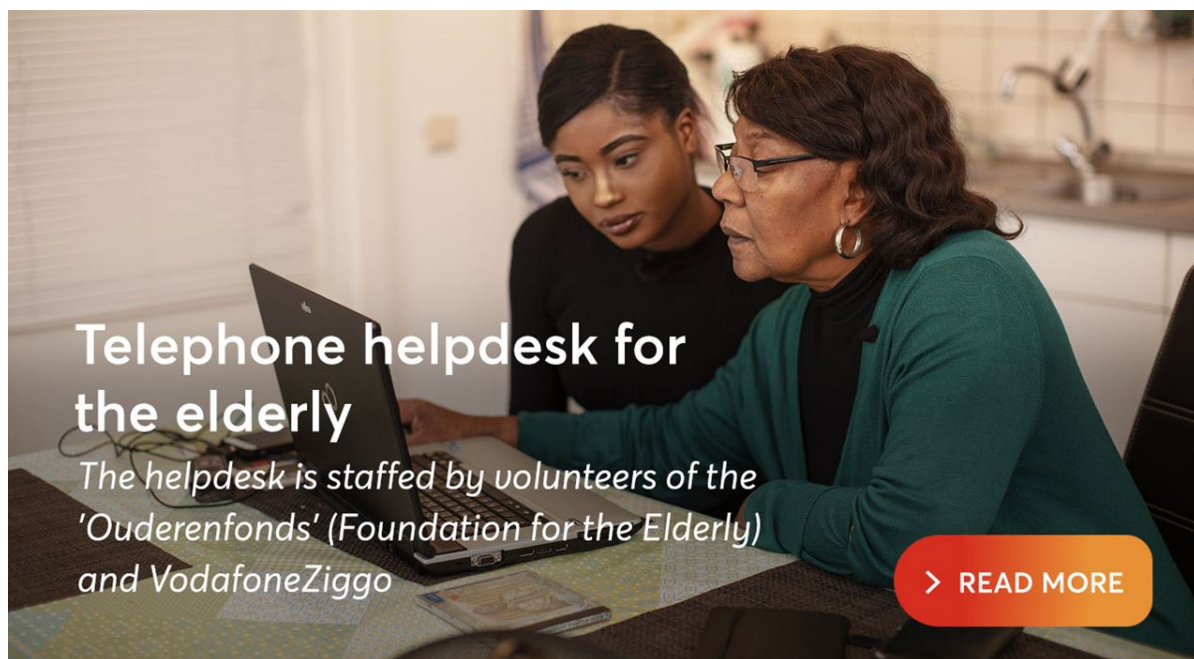


	Target 2021	Target 2020	Result 2020	Result 2019	Result 2018
The number of children who took part in the Online Masters programme	140,000	158,000	119,249	159,570	176,370
The number of children who took part in an Experience Day	400	1,870	238	1,870	2,451

*As a result of COVID-19, the numbers lagged behind and this is having an effect on the target for 2021

Digital skills for the elderly

This year, digital inclusion became even more important than before. COVID-19 meant that far fewer visits to the elderly could be made, with home care being cancelled, and care homes and nursing homes closing their doors to visitors. Reduced contact in person greatly increased the dependence on digital contact. For many elderly people, going online was the only way that they could still stay in touch with loved ones and avoid becoming socially isolated. When contact in person is no longer a matter of course, it becomes vitally important to know your digital tools. At VodafoneZiggo, we see it as our responsibility to make this vulnerable group digitally skilled and self-reliant. In 2020, reaching as many elderly people as possible with our Welcome Online teaching programme and Welcome Online Helpdesk meant we could make an important contribution to the self-reliance of this social group, so they could participate more effectively in the digitising society.



Figures:

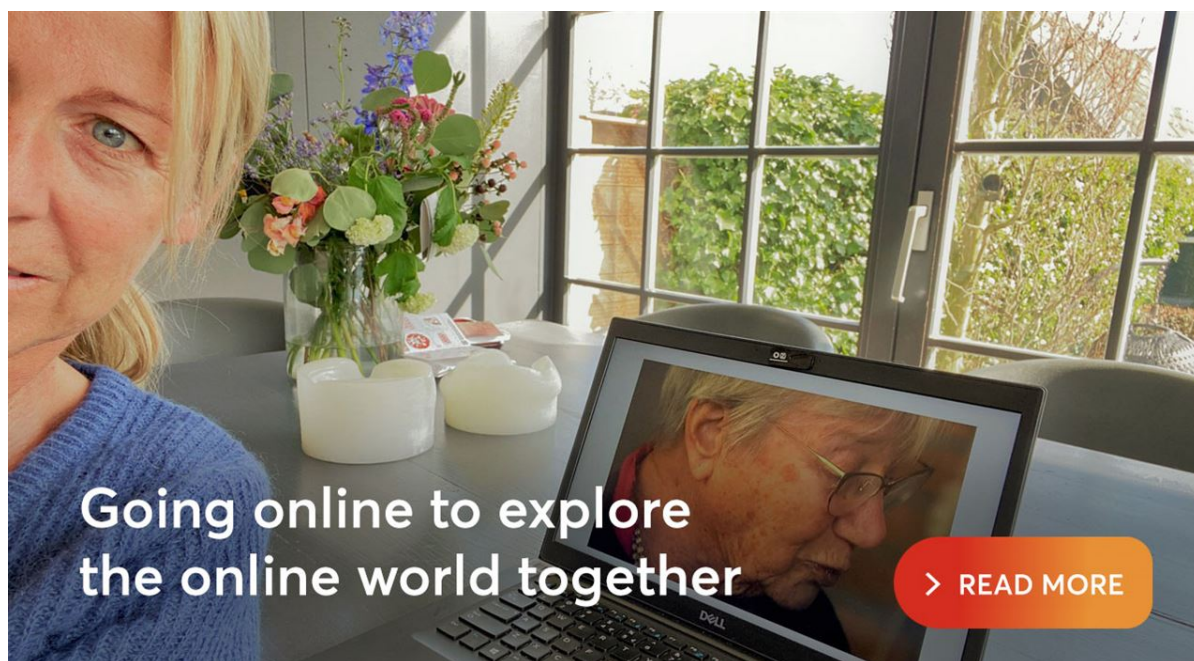
- In 2019, of all elderly people in the Netherlands, 6% of 65-75 year-olds and 23% of those over 75 had no internet access at home ([Statistics Netherlands](#))
- 78.3% of 65-75 year-olds and 48.5% of those over 75 use the Internet every day ([Statistics Netherlands](#))
- Almost four in ten senior citizens who have no Internet said they don't use it because they find it too complicated ([KBO-PCOB](#))
- Of the 440,000 senior citizens who are not currently online, over 320,000 of them say that they will never manage to go online again. 99% of them feel that the government and business community have to keep offering alternatives for those who are not able to handle using digital tools. Many elderly people who are still digitally skilled expect the Internet to become a problem for them too in the future ([Statistics Netherlands](#) and [KBO-PCOB](#))
- Despite this, 76% of 65-75 year olds and 40% of those over 75 are active on social media. WhatsApp is the most popular app among the elderly ([Statistics Netherlands](#))

WELCOME ONLINE

In 2018, working with the [Dutch Media Literacy Network](#) and the website [ECP/Veiliginternetten.nl](#), we developed the teaching programme 'Welcome Online'. Its target group is those 65 and overs who are rarely or never online and it is geared to teaching the elderly all about what the online world can offer them.

Since 2019, we have been working with the [National Foundation for the Elderly \(Nationaal Ouderenfonds\)](#) and Samsung to reach as many elderly people in the Netherlands as possible. The National Foundation for the Elderly now offers the Welcome Online programme via various channels. Assisted by an National Foundation for the Elderly volunteer, the elderly discover what the Internet can offer them and learn how to apply basic digital skills. Our VodafoneZiggo employees too volunteer to help the elderly to use this programme.

In 2020, we worked with the National Foundation for the Elderly to quickly set up the free Welcome Online Helpdesk, so that we can also help even more elderly people remotely by answering their queries on digital issues by phone. COVID-19 reduced the number of group lessons and 1-on-1 supervision but greater independent use is being made of the teaching programme.



	Target 2021	Target 2020	Result 2020	Result 2019	Result 2018
The number of senior citizens who took part in the Welcome Online programme	3,200	750	2,494	741	53

Valuable social partnerships

In order to achieve our social goals, we work closely with various partners and also support a number of national and local initiatives. We form partnerships with foundations and also make donations to those that promote digital and social inclusion. The Dutch organisations we work with include the National Foundation for the Elderly, *Stichting Kind en Ziekenhuis* (the Child and Hospital Foundation), the Digital Society Alliance, JINC, the Dutch Media Literacy Network, ECP | Platform for the Information Society and Canal Pride Utrecht. A list of all our social partnerships can be found in [the appendix](#).

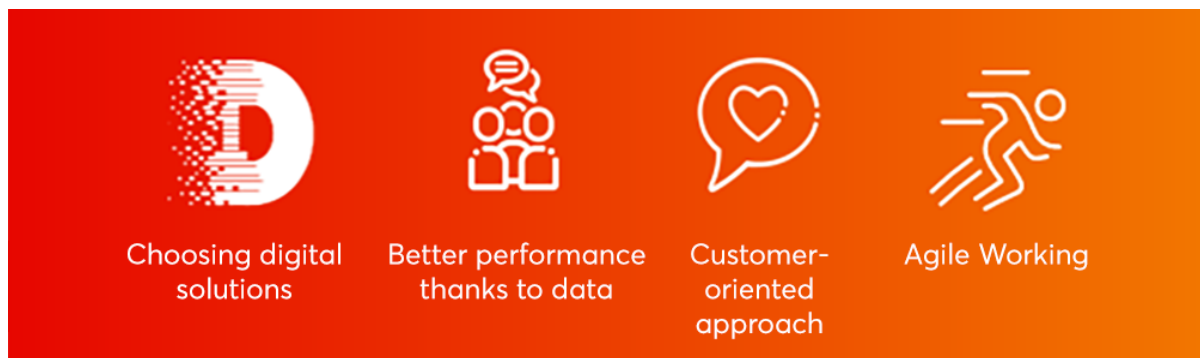
Step up for good

Our employees play an important role in the contribution we make to society. There are various ways they can volunteer for our programmes, such as giving Online Masters guest lectures, presenting workshops as an Experience Day coach or answering questions that the elderly phone into the Welcome Online Helpdesk. By registering for our 'Step up for good' platform, they can make a direct contribution to these programmes during their working hours. Unfortunately, COVID-19 means that this year, fewer employees have been active for Step up for good.

	Target 2021	Target 2020	Result 2020	Result 2019
Number of employees who registered for Step up for good	500	500	85	450
Number of hours spent on voluntary work	N/A	N/A	892	N/A

Transforming into a digital organisation

Since we want to create a future-proof organisation and fulfil the changing needs and expectations of our customers, it is vitally important that we also digitally transform our own organisation into a more flexible and more agile organisation. As digitisation is one of our strategic pillars, it is our ambition to offer customers the best possible digital experience, which we achieve by making maximum use of all our disciplines. We do this by utilising all the opportunities and possibilities that new technologies offer us and combining this with easily accessible personal interaction. We focus here on four key strategic objectives:



"Our market is relatively new. Whereas the financial sector has existed since the Golden Age, we are in a much younger market. Our market has proven to be strong and mature in the year of coronavirus. Without prior notice, our networks were able to cope with the entire society working and following lessons from home. This is why we are increasingly discussing the issue of how our networks can help society move forward in the fields of diversity, inclusion and sustainability. We are also thinking ahead about how we can continue to offer the best viewing experience, both in terms of films, sports and series and technologically."

Robin Kroes

Executive Director Strategy Insights & Integration

Opting for digital solutions

As a telecommunications provider, our original situation was one in which most interaction with customers did not take place digitally. Examples include contact by telephone with call centre employees and the service of our technicians at people's homes. Our digital transformation means that we put the customer first and look at where we can offer digital solutions. This includes both solutions that we can offer our customers and those we can make use of ourselves, such as Smarter Working. The digital solutions that we offer ensure, for example, that customers can always arrange their business and purchase items anytime, anywhere. This is true not only of consumers and entrepreneurs, but also of employees from a big company, a hospital or a government institution. COVID-19 has also had a major impact on our digital transformation and our way of working. We were the first provider in the Netherlands to introduce a policy for hybrid working following COVID-19 that was approved by the works council. We also actively share our insights in this field with both society and our customers. Our [new hybrid working policy](#).

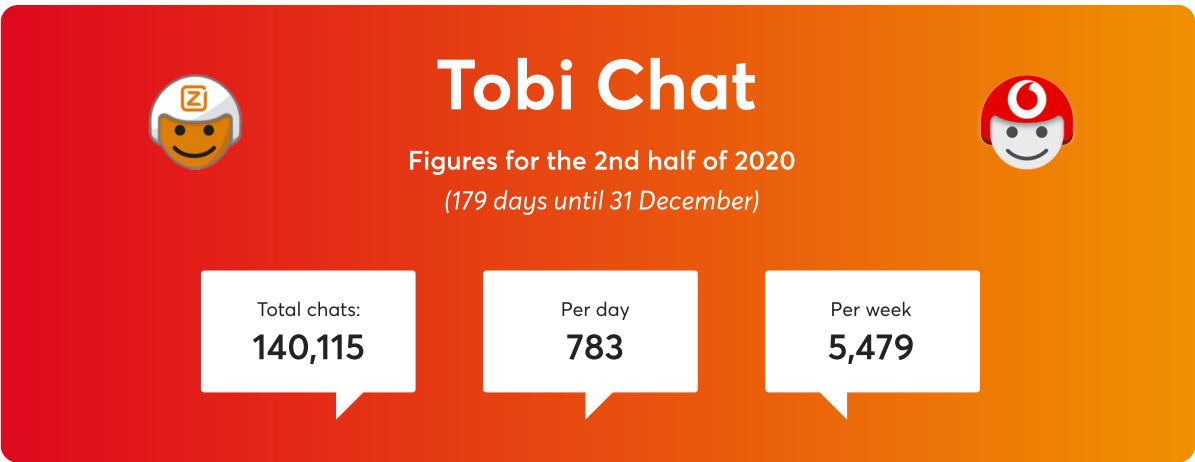
Better performance thanks to data

Our customers are becoming more critical. They expect relevant, customised and targeted products and services. Big data provides us with insight into those changing wishes and needs. By using data smartly, we can better predict the behaviour of our customers and personalise our services. This allows us to make more relevant suggestions that make the customer's life easier or more comfortable. For example, if a customer makes little use of telephony, we can suggest a cheaper mobile subscription. We only use this data if the customer has given permission for this. In this way, we safeguard our customers' privacy at all times. Our [privacy policy](#).

Big data also helps us to optimise our customer service. For example, we can see which channels a customer prefers, as a result of which we can provide faster and more effective help. Smart data also gives us insight into tracking down technical faults or problems in good time so that we can proactively resolve or even prevent them.

Customer-oriented approach

At VodafoneZiggo, we put the customer first during the entire customer journey. We listen closely to their wishes and feedback and involve them in the development of new concepts. We translate the insights obtained into specific products and services that tie in with the specific needs of that customer. We describe **how we create value for our customers**.



	Result 2020	Result 2019
NPS digital customer journey mobile customers	13,8	4
Percentage of customers making active use of the Ziggo GO app	46,7%	39%
Percentage of customers using the MyVodafone app	41%	38%
Number of downloads of the 'Wifi Assistent' app	250.000	85.000

Agile working

In 2019, we started with agile working at VodafoneZiggo, which is where multidisciplinary teams of eight to twelve colleagues work closely together to deliver concrete value to our customers within two weeks. This allows us to achieve fast results and to continuously make improvements. In this way, we make our organisation increasingly flexible and ensure faster turnaround times for the development and adjustment of our products, services and service experience. In early 2021, over 1,400 employees embraced this agile working method.



Looking ahead

Outside our organisation too, technological developments are following each other in rapid succession. We believe it's important that anyone can take part (or continue taking part). Furthermore, we pay special attention to vulnerable social groups. We use various methods to try to teach them digital skills in order to improve their opportunities in society. This is why our aim is to help two million people to move forward during the period 2021-2025 and in this way to have a positive impact on reducing inequality of opportunity in the Netherlands.

In the coming years, we expect the pace of technological development to accelerate, both inside and outside our organisation. New technologies and IoT solutions will be integrated into people's lives and become 'normal'. As a result of COVID-19, working from home has caught on to an unprecedented extent and will become the new norm, also for our organisation.

It is our ambition to respond to these developments by becoming an even more data-driven, customer-oriented, agile and 'digital first' organisation. We predict that further innovation of new tools and technologies will be needed for this, as will learning and development programmes for our people so that they can handle these tools and technologies.

In addition, a change in our employees' mentality will be important, in order to also embed this new way of working in our employees' hearts and minds. For this reason, we have launched, among other things, a two-day simulation programme internally – the Go Digital Experience – for the managerial and executive levels. There is also a long-term plan to stimulate the required change in mentality among the leadership.



Diversity and development

Introduction

As part of our purpose-driven strategy, we are creating an informal, safe and inclusive working environment in which everyone is able to grow in a market that is dynamic and demands a lot from our people. We strive to get our people to embrace the purpose and to experience that their work has a positive social impact. In addition, we focus on personal development, unlimited training and development opportunities and attractive terms and conditions of employment.

Responsible employer

Our People strategy is founded on the following strategic principles:

- We strengthen our people's passion for their work and their motivation by supporting them in their development so that they remain relevant, both for VodafoneZiggo and the labour market.
- We are building an organisation that responds quickly and flexibly to developments in our industry.



"Over the past year, VodafoneZiggo employees have delivered an absolutely top-notch performance. The pandemic meant that almost all office employees worked entirely from home and that our shop employees and technicians continued to work hard for our customers. VodafoneZiggo is the first organisation in the Netherlands that – with the support of its works council – developed a hybrid policy for the long term, under which working from home is put on an equal footing with working at the office and consciously combines remote working with working in each other's physical proximity. Everyone who wants to do so can work from home half the time, even when the pandemic is under control. We actively share details of this policy with society, business customers and other clients, so that they can reap the benefits of the lessons we learned when designing the hybrid policy."

Thomas Mulder
Executive Director Human Resources

New hybrid forms of working

As early as 2019, we adjusted our mobility policy in order to further reduce the ecological footprint of our operational activities. In 2020, COVID-19 took just a couple of weeks to drastically change our way of working. Attendance at one of our nine offices went from being the norm to the exception. The homeworking situation underlines the value of our offices, as they are the breeding ground for social contact and

building and maintaining relationships, and the place where people feel most connected with our purpose. At the same time, people found it pleasant to work at home due to greater efficiency through the elimination of travelling time, the switch to virtual meetings and the positive consequences for our footprint.

We expect hybrid forms of work to remain relevant in both the short and long term. Since we at VodafoneZiggo like to look ahead and respond to these forecasts in time, at the end of 2020 we developed our hybrid working policy, with the approval of the works council. One aim of this policy is that even after the pandemic, our people will continue to work from home at least 50% of the time. The goal here is to improve both the productivity and the well-being of our people, and to further reduce our ecological footprint.

VodafoneZiggo envisages two changes to make 'post-COVID' hybrid working a success. Whereas with flexible working – as practiced by many companies – the individual is the main focus, in the new hybrid way of working the team is just as important as the individual. You work whenever, wherever and however is most effective for the team. To ensure equality within the team, each person is present either virtually or physically. From now on, the type of work will determine whether you are present virtually or physically. With hybrid working, you first look at what you are going to do and then determine how the collaboration will take place. Regular meetings, thus also board meetings, are avoided; they work particularly well virtually. Teams go to the office for the development of social contacts, to work on subjects that are complex, or which require a lot of creativity or relate to personal development. The office will therefore be given a new function and will become more of a meeting place for people.

Keeping our people healthy in the middle of a health crisis

At VodafoneZiggo, we believe that many things are that bit easier when you feel good about yourself. You are more positive about your life, you maintain your social contacts more easily, you perform better and you are less troubled by stress.

The advent of COVID-19 made the importance of our *Wellbeing* programme even more visible. Digitisation has accelerated, and the boundaries between work and private life have become even more blurred. Working from home, often combined with supporting a family and the need to give homeschooling, has led to stressful situations for many colleagues. There was also another group who felt lonely or displaced because they missed their 'normal' daily routine. To support our people in this, our *Wellbeing* programme focuses on four pillars: mental, physical, financial and social fitness.

We offer a wide range of resources in an easily accessible manner. These include inspirational articles, various (digital) workouts, wellbeing training courses, events and independent professional mental support. The strength of our programme is its great mix of professional support and its utilisation of our people's talents. For example, our own people provide many sports programmes and share recipes via our *Wellbeing* platform.

Investing in our people's careers

At VodafoneZiggo, we want our people to be and remain relevant to both the organisation and the labour market. We invest in their development and feel everyone should get the same opportunities to blossom more. Our people decide on the direction and speed of their growth themselves.

This year we implemented a unique learning concept. Unlimited learning opportunities apply to anyone with a VodafoneZiggo employment contract, regardless of their position or level. Anyone who works for us can register for all kinds of training courses, workshops, classroom training and e-learning sessions via our online learning platform Progress For You. They can choose from thousands of training courses from over 50 different trainers. Training courses are offered on the platform about topics including personal leadership, coaching leadership, effective communication, collaboration, innovation and analytical thinking, but also language skills, electrical engineering and privacy & security.

What's more, a new performance management policy was developed in 2020, based on input from about 650 employees. The focus in that regard will shift from retrospective annual assessment to a continual focus on development and performance improvement. This policy was introduced in 2021.

There are programmes that focus on leadership, culture and the digital transformation of our organisation, such as working in a data-driven, agile and customer-oriented way.

PROGRESS FOR YOU

Number of employees who have registered for at least one Unlimited learning training

3,014



Total number of registrations for Unlimited learning training

5,699



Number of employees who have registered for different training courses

1,295



registrations for in-company training courses
(training with VodafoneZiggo colleagues)

Top 5 most popular training courses by title



1. Open Up: Giving and receiving feedback
2. Coursera license
3. Leadership without power
4. Grow Workshop development conversations
5. Video calls with impact



Top 5 training course categories

1. IT & Data
2. Personal effectiveness
3. Management & Leadership
4. Communication
5. Quality & Project Management

Average NPS affiliated vendors:

8/10

At VodafoneZiggo, there are over 1,400 different positions. As a result of this, the possible career paths are not always obvious to employees and managers and it is not always clear what is needed to grow in your position or to switch to another position. To create more insight and transparency with this, the foundation was laid for the Career4U programme in 2020, which was subsequently implemented in 2021. With Career4U, we offer our people a simple and comprehensible career framework that replaces our current job classification system with a model that is entirely based on our employees' skills.

Assessing our people on the basis of development

In 2020, we implemented a new interview cycle for our new assessment system that is less performance-driven and focuses more on our people's development: GROW. Since we want to use this performance management system to look ahead more, the recommendation is that remuneration should no longer be linked to performance but to individual and team goals. In addition to the familiar targets with regard to work performance, targets will also be added in terms of development and conduct. Each quarter, you reflect with your team and as an individual on the contribution made and determine the contribution for the next quarter.

Continually monitoring if we are on the right track

We attach great value to feedback from our employees. Are they happy and satisfied with what we are offering them or could our employment practices be improved? Every quarter, we carry out a survey (the 'Heartbeat') in collaboration with external partner Peachy Mondays. Via a list of questions, employees can state anonymously how they feel about working for VodafoneZiggo. We ask about subjects like energy, leadership, personal development, culture and the degree to which our colleagues recommend our own products. In 2020, we saw increased involvement. The COVID-19 situation has made us stronger together and the way in which VodafoneZiggo handled the crisis was appreciated by employees. One example of a point for improvement in response to the survey is the *Wellbeing* programme, which was developed and implemented in 2020.

We consider the results of the survey to be valuable input for fine-tuning our HR strategy. Above all, however, the results give managers a reason to enter into and remain in discussion with their teams: what are we doing well and what do we want to improve together in order to ensure that everyone does his/her work with energy and enjoyment? We encourage managers and employees to take ownership of this process themselves. At the same time and in line with our Open Up value, we are working to create an open culture in which these types of topics are discussable. In addition, we offer people the opportunity to make an anonymous report in the event of undesirable situations or misconduct via 'Speak Up'.

Employee surveys

2x

Heartbeat survey:
May and October 2020

5x

Corona survey



Engagement

involvement and enthusiasm

Since 2017, the 'engagement index' has increased by 4 points



NPS: recommending products and services

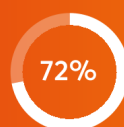
pride

Employees are increasingly recommending products and services from Vodafone and Ziggo. In 2017, the NPS was +25 on average, in 2020 this was +44.

Culture



92% of employees know what behaviour is expected of them in the context of our Open Up, Team Up and Step Up values.



72% of employees see Open Up, Team Up and Step Up behaviour among colleagues.



To further develop behaviour in accordance with the values, we are taking various initiatives in the field of leadership and we have a Culture Crew: an ambassador group of various employees. We enshrine the values in everything we do and help employees develop skills. For example, in 2020 more than 1,000 employees followed the feedback training to develop Open Up skills.



VodafoneZiggo as an employer



87% of employees would recommend VodafoneZiggo as an employer



85% feels adequately informed by VodafoneZiggo during the coronavirus crisis



Employees rate the way in which VodafoneZiggo is dealing with the crisis with an 8.1

Welcoming our new colleagues

We welcome new colleagues with a special onboarding programme. Over the first two working days, the new colleagues learn about VodafoneZiggo's code of conduct, culture, values, mission and products. They spend a day in a call centre and visit one of our shops. They learn that each position and each individual in the organisation is equally important. They visit the **TEC Campus** and the Experience Centre, where they see how we put our customers first in everything we do. They participate in an 'onboarding' day for all newcomers who start that month. In 2020, a total of almost 1,500 new colleagues completed our onboarding programme, which due to COVID-19 largely took place online. More than 400 colleagues passed through our centralised onboarding programme. In addition, almost 1,000 new employees in our shops and contact centre took part in a decentralised onboarding programme.

Investing in the talents of the future

At VodafoneZiggo, we believe that we can only continue to create value long-term if we invest now in the talent of the future. Our Discover Traineeship programme ensures that emerging talent gets the chance to get to know our company quickly and progress. We select those trainees who we believe embrace our purpose and who can help our company move forward both now and in the future. Each candidate undergoes a comprehensive assessment in which we look at experience, knowledge and growth potential. In 2020, no fewer than 1,177 potential candidates applied, 50 of whom were selected to start as trainees.

	Target 2021	Result 2020
Number of Discover trainees employed	46	50

Our interests represented by our works council

Both Vodafone and Ziggo used to have their own works council. In 2019, a single works council was created. Merging 25 members into one joint council makes coordination between the organisation and the works council more effective and makes the work for the works council clearer. The elections for the newly merged works council took place in 2019.

Together We Grow

During 2020, the theme of VodafoneZiggo leadership was 'growing together', the aim being to develop leaders who can create good teams and who can take us with them to the future. The Together We Grow curriculum, which kicked off in January with a Leadership Event, is built around three central themes: Empower Teams, Manage Energy & Coaching. These are also the critical skills that are needed for digitisation and that will help us to achieve horizontal, selected leadership. A whole host of development options were presented for these three themes. People Leaders were invited to put together their own learning path by choosing what they need to develop into the best possible leader.

It's no coincidence that the freedom to choose a learning path reflects the priorities of the Together We Grow leadership curriculum. There was much enthusiasm for themes that focused on connecting within the teams, such as remote leadership, Leading High Performing Teams, Heartbeat Dialogue and the Teambooster with one's own team. In Learning to Lead, new managers learned how to direct, inspire and motivate their team. Many managers also took steps to develop their employees by deepening their coaching skills. There was a special focus on development in the new Chapter Lead role. And in the Go Digital Experience pilot, a beautiful connection was made between the four digital pillars and leadership, an important follow-up to which is planned for 2021. In all these learning pathways, we were able to gain a lot experience by using virtual learning and development solutions. All in all, more than 350 leaders in the Together We Grow curriculum further developed their leadership skills.



Diversity and inclusion

We believe that teams drawn from many different backgrounds contribute to better decision-making, happier employees and improved performance. This is why we try to ensure that our workforce reflects the society in which we live and work. This is not always easy, but we are working hard on it. A diverse workforce not only achieves better results, but also helps us to attract the best people in the labour market, and to build a long-term bond with our customers.

No diversity without inclusion. Everyone at VodafoneZiggo makes a unique and valuable contribution to our organisation based on his or her background, and is seen, heard and valued. The following four principles direct our policy on diversity and inclusion:

1. Diversity and inclusion are good for our people, our customers and society. They contribute to better results and positive long-term impact.
2. What someone earns depends on his or her job or scale. We do not discriminate on the basis of gender, origin, beliefs or preferences.
3. Everyone sits in the driving seat of his or her own career. Our new learning platform and new performance management system focus on development and internal mobility.
4. Our managers want the best for our people. They treat everyone with respect and without prejudices.

At VodafoneZiggo, we strive towards diversity in the broadest sense of the word. To provide a sense of focus and in order to be able to make a real difference, we concentrate on these four themes in particular:

1. Gender equality
2. LGBTI+
3. People at a distance from the labour market
4. Ethnicity

Gender equality

A great deal of research has shown that a good male-female balance in organisations leads to better decisions, greater creativity and more innovative solutions. Historically, the number of women working in the telecommunications sector has been relatively low. That is why we are working hard to improve gender distribution in all positions and departments in – and at all levels of – our organisation. In 2019, for example, we joined the 'Talent to the Top' initiative, which involves a pledge to ensure more women advance to the top. In 2020, we received the 'Talent to the Top' Diamond Award for our efforts in the field of gender equality, which is a nice accolade that shows we are on the right track. However, we are not there yet. We want to use clearly-formulated policy and specific goals to ensure we keep making progress. For example, we aim to have 30% women at the top by 2021 and 40% by 2025.

To ensure talent can advance equally, our training programme Discover Traineeship – which gives young talent in our organisation the chance to grow – aims to have a 50/50 male-female ratio. We also invest in counselling and support of employees who are returning from a leave period.

	Target 2021	Result 2020	Result 2019
Percentage of women in top management	32%	29%	28%
Percentage of women in sub-top	30%	24%	22%
Percentage of women in the entire organisation	30%	29%	28%
Percentage of women taking part in Discover traineeship	30%	50%	50%

LGBTI+

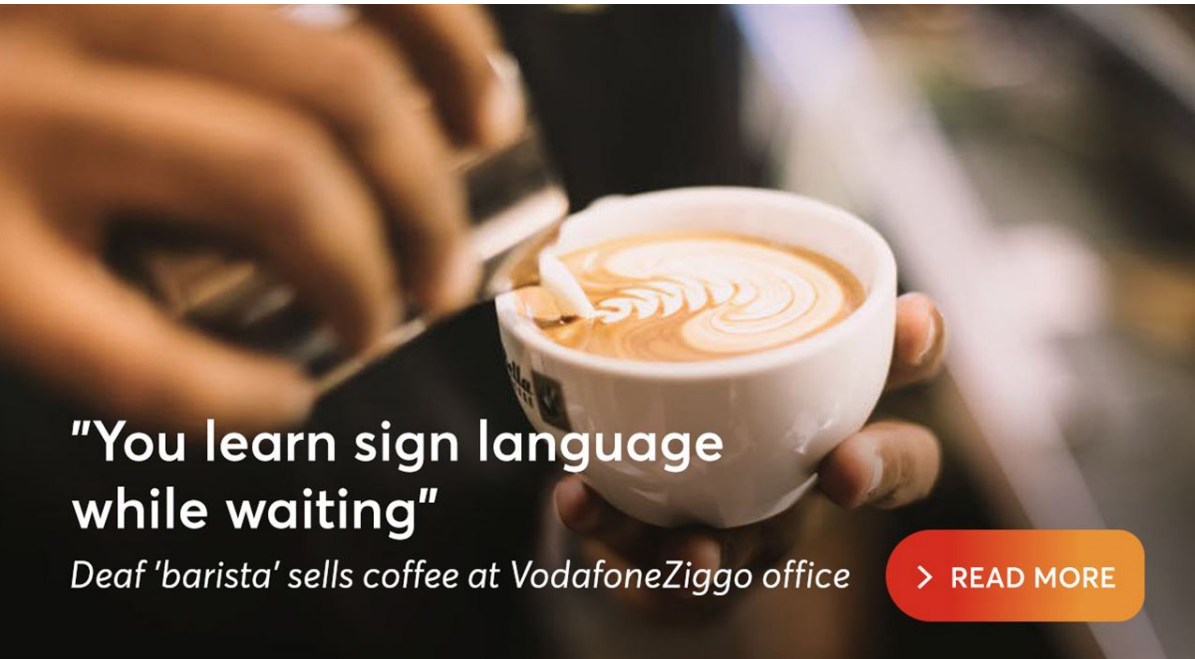
VodafoneZiggo has an active LGBTI+ community. A large, close-knit group of colleagues have come together in our Queers Connected network. They organise training courses, networking meetings and events to raise awareness and connect people with each other. Unfortunately, this group has been badly affected by COVID-19. Whereas normally we would primarily work on visibility and connection, among other ways through our presence at the Utrecht Gay Pride and Purple Friday, these events could only take place online this year. This resulted in a different experience for our people and less visibility.

At VodafoneZiggo, we feel it is important to speak out. This is why we support a range of LGBTI+ initiatives. We sponsor the Utrecht Gay Pride festival. We are a member of the [Pride Business Club](#) and an ambassador for [Workplace Pride](#).

People at a distance from the labour market

People at a distance from the labour market do not always find it easy to find a fulfilling job. At VodafoneZiggo, we want to change this situation with concrete objectives. We view recruiting people at a distance from the labour market as more than just a statutory obligation based on the Participation Act under the title 'Social Return on Investment' (SROI). We believe it is important to offer opportunities to people at a distance from the labour market. This is why each year we want to be able to offer a fulfilling job to people at a distance from the labour; a job in which they can be part of regular teams and thus make a valuable contribution to our organisation. Unfortunately, we were unable to achieve our goal of 90 people in 2020. The advent of COVID-19 has had major consequences for this target group too. This group needed additional support and counselling that we were not always able to offer because of the social distancing created by the pandemic. We did however deploy more coaches to support this vulnerable target group where possible.

	Target 2021	Result 2020	Result 2019	Result 2018
Total number of hired employees at a distance from the labour market	100	70	87	50



We collaborate with such external parties as the Lucile Werner Foundation, *Onbeperkt aan de slag*, The Young Digitals, *EnergieQ Sterk Sociaal*, Diversity at Work, *Complementair* and *De Normaalste Zaak* to ensure that this group's integration is as successful as possible. Special in-house job coaches provide guidance to employees with their work.



Every year, the TNO research institute assesses the policy we pursue for hiring and guiding these people. They present their results in the *Prestatieladder Socialer Ondernemen* (Performance Ladder More Social Entrepreneurship), a measuring instrument that shows how well a company scores on social issues. The higher it is on the ladder, the better a company is performing. In 2020, we achieved the 'aspiring status' and in 2021 are aiming for Rung 1.

Ethnicity

VodafoneZiggo is a Dutch company that is part of an international organisation with business locations in almost all parts of the world. People from many cultural and ethnic backgrounds work together on the work floor. We believe that it is important that everyone feels at ease and to feel that everyone feels heard, seen and valued. Important communication from the management team is always in English and Dutch to ensure that we don't exclude anybody.

We want people to be aware of each other's cultural customs and traditions and to understand and respect each other. This is why we communicate with each other about this, for example during Christmas, Passover and Ramadan. Our offices have quiet spaces available that our people can use to do what is necessary based on their religious beliefs in peace and quiet. We also have a partnership with the Refuge and Talent hub, within which we teach asylum permit holders to programme with the help of a mentoring programme. Our employees give lessons to asylum permit holders there.

Attracting and retaining talent

Although we make good progress each year towards achieving a diverse and more inclusive workplace, there is always room for improvement. By continually developing our recruitment policy and actively searching for talent in underrepresented groups, we can continue this positive change. At VodafoneZiggo, we select people based on their personality and qualities. We use smart data to prevent prejudices during selection as much as possible and are being trained by independent consultancy firm Energique to deal responsibly with unconscious prejudices. We adjust our vacancy texts to ensure that underrepresented groups also see us as an attractive employer.

Creating awareness

The need for diversity and inclusion must register in the hearts and minds of our people in order to become permanently embedded in our organisational culture. This is why we are always working on raising awareness about the need for a diverse and inclusive working environment. One way we do this is to provide awareness training courses every other year. Example: in 2019, our managers received training about unconscious prejudices and about how to recognise and eliminate them in discussions with (new and other) colleagues.

We have started working on a survey for all our staff. We worked with Strategy Insights & Integration to carry out the first pilot project. In 2021, we aim to conduct the survey in anonymised form throughout the entire organisation. The questions are on gender and sexual identity and on how people identify themselves in terms of origin, safety and equal opportunities.

In November 2020, we organised our People, Planet, Progress festival. This was an multi-day online festival that aimed to inform our people about and involve them in our new CSR strategy via webinars, presentations and online workshops. As one of our strategic pillars, the theme of diversity and inclusion was spotlighted in detail. You can read more about the festival in the chapter '[Impact via our people](#)'.

Looking ahead

In the coming years, we expect a further shift towards more hybrid forms of working. As their employer, employees expect us to help them to be able to work anywhere, anytime. More and more ways of working will arise that will make our processes and collaborations even more efficient and will affect the positions and structures within our organisation. It is vitally important that we continue to invest in training and development, to ensure that people become familiar with these new forms of working.

We are seeing ever-increasing attention being paid to diversity and inclusion in the workplace and we expect the focus on these issues to only increase further in the coming years. Artificial intelligence and big data are becoming ever more advanced and will ensure that prejudices play an increasingly smaller role in the recruitment process. It is our aim to diversify our workforce even more in the coming years and thus to make it an even better reflection of society.



Everything for a healthy
environment

Introduction

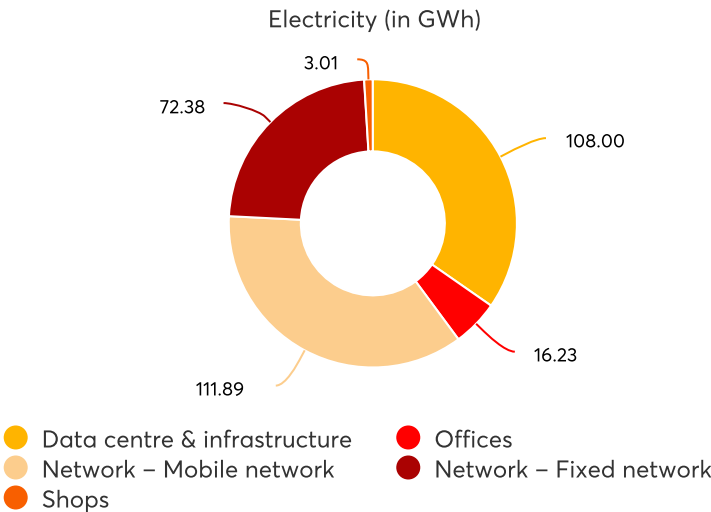
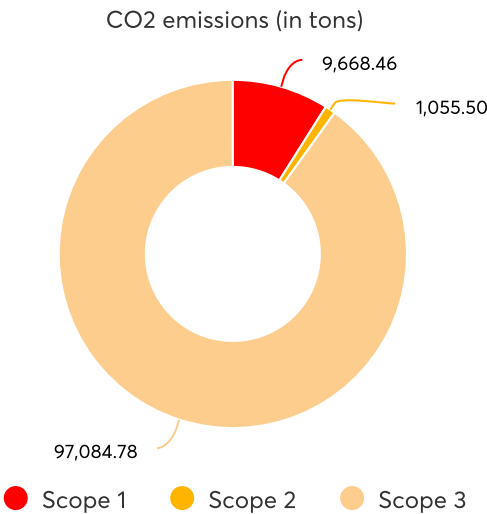
We are aware that our products and services have an environmental impact. Natural raw materials are needed for every product that is manufactured, packed and transported and our services cannot function without good data centres. As a result, we emit CO₂, use natural resources and produce waste. We are aware of the detrimental impact this has on the environment and recognise the risks inherent in using natural capital. We do all we can to reduce this impact every year. What's more, we aim to halve our environmental impact (measured in CO₂) by the year 2025. Just like its parent companies Vodafone Group and Liberty Global, VodafoneZiggo has also committed itself to the Science Based Target initiative (SBTi). In this way, our goals and ambitions actually contribute to achieving the climate targets set in Paris in 2015 of keeping global warming under 2°C (the aim is 1.5°C).

Our environment policy that should ensure that we really achieve the goals and aims laid down are founded on three key objectives:

- **Continuous improvement of our operational activities:** ways we do this include implementing energy-saving measures such as installing energy-efficient equipment and smarter cooling systems, and doing business in a more circular way and reducing waste flows.
- **Enabling customers to make more environmentally friendly choices:** one way we do this is by buying back used phones and giving them a second life.
- **Inspiring and encouraging our people to work and live in an environmentally conscious way:** including by facilitating hybrid working and by limiting the use of lease cars to an absolute minimum by giving all employees – including our board – a Dutch Railways season ticket for unlimited travel

Impact through our operations

By continually examining how we can optimise our operational activities, we are able to improve our energy efficiency, lower our emissions and further reduce the quantity of raw materials required. In this section, we will explain what steps we have taken with regard to energy consumption and circularity within our operations and how these will contribute to our stated ambition to have halved our environmental impact by 2025.



Reducing our energy consumption

As a technology company, it is our task to ensure that the whole of the Netherlands can count on a reliable fixed and mobile network. The energy we need to keep all of our network locations running accounts for 91% of our total energy consumption. The remaining 9% goes to our shops (2%) and our offices (7%). At VodafoneZiggo, we purchase 100% sustainable electricity generated by European wind turbines. We are also working continuously to improve our energy efficiency and we are taking energy-saving measures. We also comply with important international rules such as the European Energy Efficiency Directive (EED), the Multiyear Agreement on Energy Efficiency, the international standard for energy management systems (ISO 50001) and the international standard for environmental management systems (ISO 14001).

INCREASING THE SUSTAINABILITY OF OUR FIXED AND MOBILE NETWORKS

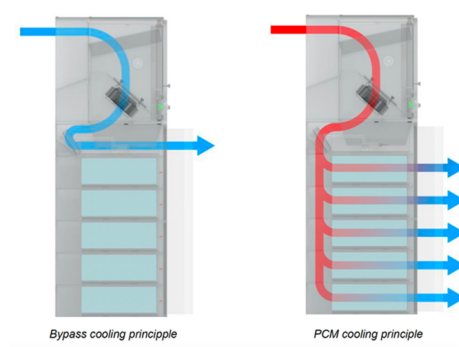
In 2020, we continued to make significant investments in further modernising, simplifying and future-proofing our GigaNet network. One of the ways we achieved this was by removing old equipment from our network and replacing it with new equipment that is more energy-efficient. In addition, we have developed a completely new business network, the so-called 'Carrier Ethernet' network. The outdated business networks Neon and Metro were deactivated and all business customers were transferred to our new Carrier Ethernet network. This new network not only ensures even greater stability, but also energy savings and a reduction in the life cycle management costs.

We select the most energy-efficient equipment and software for our fixed network. That enables us to further reduced the energy consumption of our ever-growing network. We also write our own software codes to further automate our network. As a result of this, we are taking the energy savings to an even higher level.

Another important step we took last year when it comes to making our network more efficient was to completely switch off our 3G network in February. We were the first network operator in the Netherlands to definitively shut down its 3G network, thus enabling us to use our network, our masts and our capacity in a smarter and more efficient manner. Switching off our 3G network provided a gross energy saving of 17.4 GWh in 2020.

INCREASING THE SUSTAINABILITY OF OUR DATA CENTRES

Innovation continued to play an important role in our data centres in 2020. A team of technicians and experts is continually working to further optimise the infrastructure. A significant part of this involves managing the extraction and supply of hot and cold air in the smartest possible way. We work together with suppliers to ensure that we are able to utilise the best possible innovations and the most energy-efficient solutions in our data centres. We share our knowledge and create test set-ups to stimulate the ongoing development of the equipment.



In 2020, we applied the *PCM cooling principle* in our data centres. Phase Change Material (PCM) is based on the natural product calcium salt and absorbs the heat produced by our servers during the day. By absorbing the heat, it cools our server rooms, before subsequently recharging during the night for the following day. This enables us to cool our data centres in a more efficient way, thus saving CO₂.

INCREASING THE SUSTAINABILITY OF OUR PRODUCTS

We look at each product we bring onto the market, in order to identify potential ways of making the product more sustainable and energy-efficient. As far as our modems and media boxes are concerned, we are working together with our parent company Liberty Global for this. We're making our modems more and more powerful, because the data usage per household is increasing considerably. However, energy consumption is not rising. This has everything to do with the increasingly smart and efficient hardware.

Our media boxes are also undergoing constant development with a view to sustainability. One example of this is the Mediabox Next, which was introduced in 2019. Making recordings and playing them back takes place in the cloud – and no longer via a hard disk inside the device. This means that fewer materials are needed to manufacture a media box and the media box is becoming smaller. Therefore, energy consumptions is also falling. What is more, when we deliver our media boxes to our customers, they are set to eco-mode as standard, which means that they consume less energy. After delivery, customers can change the mode themselves if they wish. An overview of the energy consumption of our various media boxes can be [found on our website](#).

Towards a circular organisation

VodafoneZiggo is cooperating in the transition to a circular economy – an economy in which we give products a new lease of life, recycle raw materials and encourage people to use products for longer. We are fully aware that there is still a long way to go and that standing still means falling behind. That is why we are always on the look-out for new opportunities, possibilities and innovative solutions to reuse more, to extend the service life of our products and to produce less waste.

VODAFONE MARKETPLACE – CIRCULAR NETWORK

From the time when we remove old equipment from our network because it's no longer needed (such as when switching off our 3G network) or is ready for renewal, we no longer regard it as waste. Along with our parent companies Liberty Global and Vodafone Group, we have been using Vodafone Marketplace since the beginning of 2020. Vodafone Marketplace is a marketplace in which old equipment and network materials, such as old masts, are sold so that they can be reused elsewhere within the global Vodafone ecosystem.

Maintaining our network also involves installing materials in the ground, such as plastic pipes and cables. This is another area in which we work in close collaboration with suppliers, intermediaries and our parent companies, to ensure we have the right materials at our disposal. Materials that have been produced in a responsible manner and carry a green label or quality mark. Or, if the application allows, degradable products.

TOWARDS CIRCULAR PRODUCTS

Innovation is an important pillar within VodafoneZiggo. We want to reduce our environmental impact by seeking innovation and improvement of our entire production chain. When developing products such as modems and media boxes, we don't just look at energy efficiency. We also take a close look at the quantity and the origin of the material that is required to manufacture a product. It's no coincidence that our modems and media boxes are getting smaller all the time. In this way, savings are made on materials used. For example,

the Mediabox Next, which was launched in 2019, no longer has a hard drive, as it is connected with the cloud. That doesn't just mean a lot less energy consumption. It also saves material during the production process. In the case of the materials that are still needed, we use as much 'renovated' material as possible.

TOWARDS A CIRCULAR LOGISTICS PROCESS

Whereas we started using biodegradable materials in our logistics processes in order to fill up empty spaces in boxes in 2019, we took steps in 2020 to reduce the quantity of packaging materials even further. One of the ways we did this was by adjusting the design of our packaging, as a result of which less wasted space is left in boxes. This enabled us to reduce the amount of materials used in our shipping boxes by 30%. In the case of the packaging for our 'All-in-1' packages, the saving in terms of materials used was as much as 70%.

With effect from the second quarter of 2021, we will no longer send out renovated media boxes and modems to our customers packed in plastic. This will significantly reduce our plastic consumption by around 5,000 kilos compared to 2020. What is more, we haven't sent out any products in double packaging since 2019. Before that, a packaged product was sent in an outer box for protection purposes. By doing away with the outer box, we succeeded in reducing the quantity of packaging materials used in 2020 and as a result of this were able to fit 20% more boxes on a pallet.

What is more, we launched an initiative in 2020 to eliminate plastic from the consumer packaging of smartphones. As a result of a revamped and smarter box design, we managed to save 1.5 million plastic air cushions. The boxes have also been made smaller, which means that 30% less volume now needs to be transported on an annual basis. Given the success of this project, we decided to take a close look at the packaging of accessories in 2021. We are also looking into ways of making the accessories that we sell more sustainable, for example by using recycled plastic.

TOWARDS A CIRCULAR OFFICE ENVIRONMENT

Within our office environment, we strive for recycling all of equipment. Desktops, laptops, batteries, smartphones, tablets, keyboards and printers are not thrown away, but go to recycling companies, where they are refurbished for reuse or are used for sustainable processing into other products and raw materials. We work paperless at our offices as much as possible. As a rule, we send messages electronically to customers, suppliers and other stakeholders. Our coffee cups are

also 100% recyclable. After use, they are collected and processed into raw material for tissues and serviettes. The coating from the cups is reused in plastic products. In this way, we save 194 kilograms of CO₂ per 1,000 kilograms of coffee cups. Even the coffee residue itself is collected and used in the cultivation of oyster mushrooms.

Impact via our customers

Part of the negative impact we have on the environment is due to the way that our customers actually use our products. At VodafoneZiggo, we believe it is important to make our customers aware of the opportunities that exist to make responsible choices and to make responsible use of the equipment they receive from us.

TAKING BACK OLD EQUIPMENT

That is why we encourage our customers via different channels to always send equipment that needs replacing back to us, so that we can reuse or recycle it. Once they reach the end of their service life, we collect media boxes, modems, routers and Wi-Fi boosters that customers receive from us on loan. We want to make the return process as easy as possible in order to lower the threshold. We do this by offering free postage and by sending the return box for the old equipment with the new equipment. Once returned, the products are checked at our logistics centre in Venray to see which of them can be reused. Those products are then refurbished and updated so that they can be used again. In 2019, 80% of the devices mentioned above were returned to us.

RESPONSIBLE USE AND REUSE OF SMARTPHONES

We also aim to take back our mobile products, such as old smartphones, when our customers are ready for a new phone. For example, we offer a financial incentive in order to encourage customers to do this. Unfortunately, we have noticed that little use is being made of this yet. One of the reasons for this is that customers are still not familiar enough with this service and there is also a perception that the residual value of a used phone is too low. That is why VodafoneZiggo is actively working on increasing the visibility of this service and making it more accessible. This is being combined with an offer to hand in old telephones without residual value free of charge for recycling. We are collaborating with suppliers and other partners on this initiative, in order to possibly combine this with the purchase of a new smartphone.

To ensure that the service life of our smartphones is as long as possible, we offer the SmartphoneScan Service to customers in Vodafone shops. Thanks to this service, which is provided free of charge, the customer is able to get a good idea of the condition of his/her smartphone. This allows our staff to provide tailor-made advice about whether a smartphone can continue to be used for some time yet, whether it requires repair or whether it's ready to be replaced.

In 2017, we also started selling renovated Apple smartphones. We also added the Fairphone, which is produced in an environmentally friendly way, to our portfolio, in order to offer customers more sustainable alternatives.

A graphic featuring a white smartphone icon with a green checkmark inside a circle, set against a red background.

Vodafone
**Smartphone
Scan**

The Smartphone Scan
*First line support in the event of problems
with your phone*
(In Dutch)

[> READ MORE](#)

Impact via our people

Together, we can achieve more. That is why at VodafoneZiggo, we devote a great deal of attention to inspiring and motivating our people to work and live in an environmentally-conscious way. What we want is for everyone at VodafoneZiggo to be aware of the impact, both positive and negative that we are having on our environment as an organisation. The journeys that our employees take from home to work account for a large proportion of our CO₂ emissions. That is why we were already encouraging our staff to embrace hybrid working and to use public transport as much as possible before the advent of COVID-19. The arrival of COVID-19 simply served to fast-track our efforts.

REDUCING THE ENVIRONMENTAL IMPACT OF COMMUTING

Our mobility policy focuses on encouraging as many of our staff as possible to travel to and from work using public transport. That is why we give our people a first-class Dutch Railways (NS) season ticket and we've chosen, for example, to establish our head office next to the Central Station in Utrecht. This led to a decrease of 125 lease cars in 2020 compared to 2019. The result was a fall of 59% in the total fuel consumption in 2020 and our CO₂ emissions due to commuting also fell substantially due to the fact that more people worked from home because of the COVID-19 outbreak.

REDUCING THE ENVIRONMENTAL IMPACT OF OUR BUSINESS TRIPS

Every day, VodafoneZiggo helps thousands of customers to stay connected at home or at work.

For a number of our employees, the car is an indispensable means of transport. Examples include our service technicians who need to be on-site as quickly as possible if problems with the network occur. What's more, they often need to take a lot of tools and materials along with them.

Nevertheless, we are currently looking at various possibilities to reduce these emissions too. One of those steps, the implementation of which was accelerated partly due to COVID-19, is to offer technical support remotely by means of a digital technician. These technicians have a lot of experience with people at their homes and can carry out checks remotely and offer customers guidance with the steps to be taken that a technician would otherwise carry out himself/herself. This only applies, of course, to some of the activities.

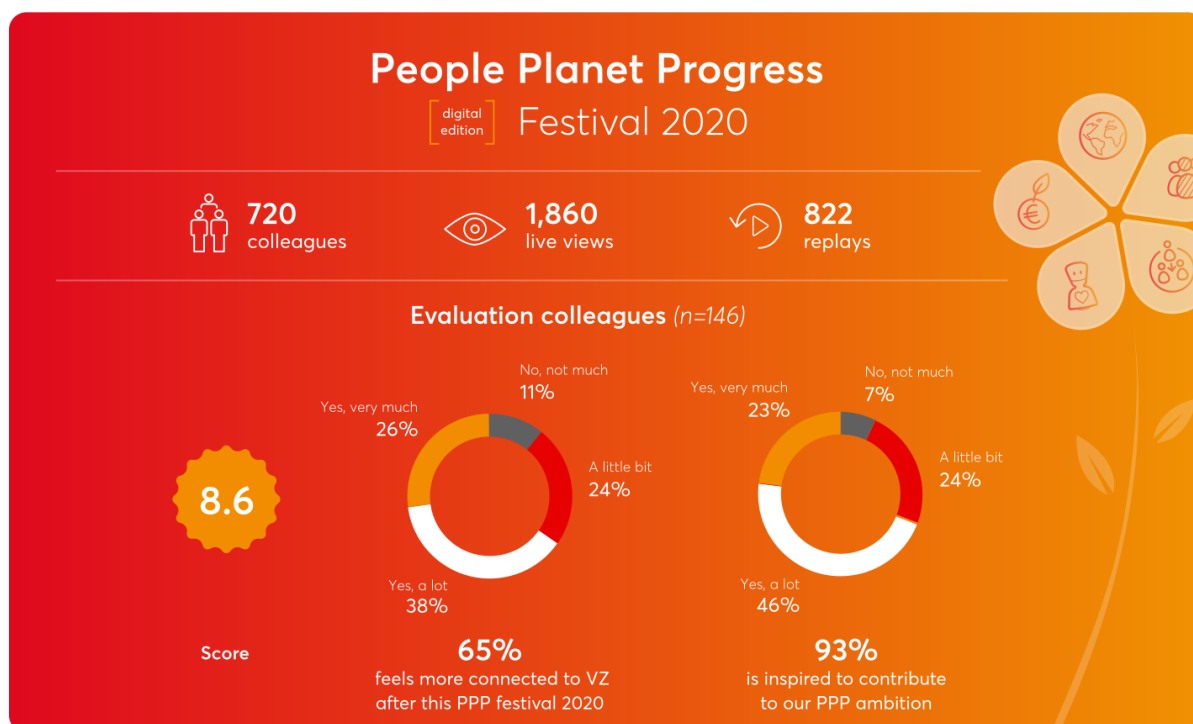
In addition to our technicians helping customers remotely, we are also looking to see whether our colleagues from customer service can also provide support with such activities, by giving them clear instructions for this. In 2020, we saw a 9% reduction in CO₂ emissions by our technicians due to less travelling.

Together with our installation partner, Guidion, we're happy to be leading the way with our ambition to make as many customer visits as possible 100% environmentally friendly. We are developing various initiatives for this in order to keep travel distances as short as possible and to drastically reduce our emissions per kilometre. We launched one of those initiatives in 2019 and 2020 in the form of a pilot to use an electric cargo bike instead of a car for installations. For example, we've already been regularly spotted on the bike in Rotterdam, Amsterdam and Utrecht. Customers, passers-by and technicians have responded very positively to this. As well as being good for the environment, using cargo bikes is often quicker in the city centre, for example along the canals in Amsterdam or at spots you're no longer allowed to reach with vans. In addition, parking is simple and free.



WORKING ON INTERNAL SELF-AWARENESS IN TERMS OF SUSTAINABILITY AND CLIMATE.

Our people are our most important ambassadors. Without them, there will be no transition towards a more sustainable organisation. In the past year, a great deal of time and effort has been devoted to informing, involving and inspiring our employees. We believe that it's important for everyone within our organisation to be aware of our sustainability strategy and for them to understand why it is necessary. That is why we organised the People, Planet, Progress festival in November 2020. This was an online festival that took place over a number of days, during which we involved our staff in our CSR strategy by means of webinars, presentations and online workshops. Considerable attention was devoted in the programme to the impact we are having on the environment, both as an organisation as well as individuals, and to the possible ways of reducing this impact. A number of webinars went deeper into our environmental impact, how we can halve that together and the relevance of climate change. More than 700 colleagues took part in those webinars. To create an awareness of our ecological footprint, we also organised the footprint challenge. Over 200 colleagues took part in this and together they reduced their personal footprint by 11%.



How will this affect our ecological footprint?

Our ecological footprint contributes towards climate change, which is why we must reduce our CO₂ emissions as quickly as possible. That is something we are extremely aware of as an organisation. We generate emissions because we make use of, among other things, gas, electricity and coolants and fuel for business trips and commuting.

VodafoneZiggo strives for CO₂ neutral business operations and encourages business customers to do the same. We do this first and foremost by continuing to make an effort to reduce our emissions even further. We will offset any CO₂ emissions that remain by purchasing [Gold Standard certificates](#), the most stringent standard for CO₂ reduction projects.

CO ₂ emissions (in kg)	2025 Science Based Target	Result 2020	Result 2019
Buildings	1,075,208	2,930,548	2,559,815.00
Mobility	9,691,213	9,637,968	17,641,242.00
Network	369.10	616.54	769.01
Products	69,921,504	94,623,685	108,936,246.00
Total	81,057,021	107,808,740	129,906,314

To view our full CO₂ footprint, please see the [appendix concerning our environmental impact](#).

Looking ahead

Our ambition is to halve our environmental impact by 2025. In order to achieve this ambitious objective, we will maintain our vigorous efforts in the next few years to reduce our footprint even further by maximising efficiencies between our fixed and mobile networks and by improving energy efficiency within our entire chain. One of the ways we will achieve this is by investing in CO₂-neutral services and by making our products more sustainable.



Sustainable purchasing of
products and services

Introduction

At VodafoneZiggo, we attach great value to an honest and ethically responsible chain. We use our strong position within the market to exert a positive influence on all of the links within that chain, from suppliers right through to the consumer. The route that our products and services need to take before reaching the customer must be both responsible and sustainable. This means, among other things, that everyone must be able to work safely and receive a fair wage and that we must spare the environment as much as possible, but also that we handle the privacy, security and health of our customers carefully.

How we have an impact within the chain

As one of the larger players in the telecommunications sector in the Netherlands, it is our responsibility not only to take a close look at our own activities and products, but also to look at the chain as a whole. What impact are our suppliers, partners and customers having and what can we, at VodafoneZiggo, do to influence this in a positive way?

OUR CHAIN

VodafoneZiggo builds and maintains the infrastructure that is necessary in order to create a fast, reliable and future-proof network. With this in mind, we work with suppliers who assist us by carrying out construction, installation and maintenance work. Dutch companies and consumers subsequently make use of this network in order to be able to make phone calls, surf the internet and watch TV. In order to do this, however, they need equipment, such as mobile phones, modems, Wi-Fi boosters and media boxes. VodafoneZiggo doesn't manufacture this equipment itself but purchases it – often in collaboration with VodafoneZiggo's parent companies Vodafone and Liberty Global – from suppliers and subcontractors in countries such as China, Taiwan, South Korea and the United States, I. Products that are used by our customers, such as modems, are sent out to the end users, our customers, via our distribution partners. We also purchase goods and services that we use ourselves. Examples include network equipment, office furniture and office needs, but also IT software and hardware, energy and call centre services.

MAKING OUR PROCUREMENT PROCESS MORE SUSTAINABLE

We realise that due to the size of our organisation, we can have a significant positive impact by means of our purchasing power. That is why we make sure that as many of the products we buy are sustainable and why we are working hard to make our procurement process more sustainable. Everything we purchase must fulfil our sustainable and ethical standards and we make agreements about this with our suppliers. Those agreements are not only about environmental impact, but also relate to working conditions, fair wages and safety. For example, we only purchase certified energy generated by European wind turbines. And whenever we collaborate with subcontractors to further expand our GigaNet, we make agreements about safety. In 2020, our suppliers carried out more than 250 workplace inspections during activities with a high risk profile. These

activities include working at heights, working in confined spaces and working with electricity. Usually, our Executive Director Technology and his management team visit one location every quarter to assess health and safety issues. Unfortunately, however, that was not possible in 2020 due to COVID-19.

We outsource part of our call centre services to parties outside the Netherlands, including in Suriname and Turkey. Agreements have been made with those suppliers on matters such as working conditions and fair wages. We have provided a summary of all of the agreements made in our [Sustainable and ethical procurement code](#). In addition to working conditions and fair wages, our procurement code also includes other topics that relate to the OECD guidelines, such as corruption, the environment, safety and health.

CAREFULLY SELECTING OUR SUPPLIERS

At VodafoneZiggo, we set high requirements for our suppliers, also in terms of sustainability. Together with them, we want to achieve our sustainable ambitions. Before entering into a collaboration, we carry out a due-diligence procedure in order to ensure that we know the risks that a possible collaboration with a party entails. Each supplier or party we may potentially wish to do business with is screened with the help of the World Check tool, to determine whether they trade in countries where sanctions apply, whether they have ever been fined for bribery or whether their reputation has been harmed as a result of negative reporting in the media. Based on the risks identified by the tool, we sent a letter to 300 suppliers in 2020, in which we drew their attention to our procurement code. Even once an agreement has been signed, we continue to monitor whether there have been any changes to the situation. In a number of cases, identifying risks in the case of partners or potential business partners can lead to a discussion at management level or to a decision to terminate a contract. In 2020, no abuses or breaches of our procurement code occurred.

PARTNERSHIP WITH ECOVADIS TO CARRY OUT SUPPLIER AUDITS

In June 2020, we entered into a long-term partnership with [Ecovadis](#). Ecovadis is an independent consultancy that offers a tool to help us audit our suppliers' sustainability performance. In collaboration with Ecovadis, we ask our suppliers to provide an insight into 21 CSR-related topics (subdivided into four themes: environment, labour practices & human rights, fair trading practices and sustainable procurement). The criteria are based on international CSR standards, such as the Global Compact Principles, the conventions of the International Labour Organization (ILO), the standards of the Global Reporting Initiative (GRI), the ISO 26000 standard and the CERES principles. Our partnership with Ecovadis not only ensures greater transparency and

makes it possible to apply more requirements in that regard in due course, but by taking this step, we are also creating an increasing awareness among our partner companies and suppliers. This enables us to increase our indirect impact on the chain and to accelerate the shift towards a sustainable future. In 2020, we connected 21% of our top 250 suppliers and our ambition is to ensure that at least 70% of our top 250 register with Ecovadis in 2021.

	Target 2022	Target 2021	Result 2020	Result 2019
Total expenditure paid to suppliers who have completed the Ecovadis assessment	€1,100 million	€900 million	19.2%	N/A
% of top 250 suppliers in Ecovadis (in '22, top 500)	75%	70%	21.2%	N/A

Via our parent companies, Vodafone Group and Liberty Global, international contracts have been concluded with telephone manufacturers such as Samsung and Apple and with manufacturers of modems, boosters and media boxes. Those manufacturers are almost exclusively located in Asia. Sustainable procurement is also high on our parent companies' agenda, as it is within our organisation. Read more here about the approach of [Vodafone Group](#) and [Liberty Global](#).

HOW WE COLLABORATE WITHIN OUR SECTOR TO IMPROVE THE SUSTAINABILITY OF OUR CHAIN

VodafoneZiggo is a member of [JAC](#), an international association of telecommunications companies aiming to carry out joint audits and exert influence on the CSR performance of influential suppliers within the sector. In these ways, we are joining forces and increasing our influence on a global level. In collaboration with JAC, we were able to carry out audits at major suppliers from, among other places, Japan, China, India, South Korea, Eastern Europe and Taiwan in 2020.

DILEMMAS AND CHALLENGES

Making our procurement process more sustainable regularly gives rise to challenges and dilemmas, both internally and externally. Making our products, services and processes more sustainable often goes hand in hand with higher costs. Striking the correct balance in that regard takes time and requires a careful approach to involving relevant internal stakeholders. That is why in 2020, we devoted a great deal of attention to strengthening internal awareness-raising regarding themes such as sustainable procurement and why it is so important for the future of our organisation. In November 2020, during the People Planet Progress festival, a webinar was organised on this topic, in which over 700 colleagues took part.

One of the challenges we were faced with in 2020 was the vulnerability of our supply chain in times of a pandemic. At the beginning of last year, COVID-19 was the cause of a global lockdown, which had significant consequences with regard to our procurement process and our stocks. Much of our hardware, such as modems, media boxes and telephones, is produced in and subsequently shipped from Asia. When most of Asia went into lockdown in April 2020, this immediately restricted purchasing possibilities. We managed to limit the damage that this caused by focusing on spreading the risk by increasing our stocks and ordering longer in advance. In this way, we managed to prevent shortages in the longer term and were able to strengthen our relationship with our chain partners.

A safe and protected environment for everyone

The number of internet users is only increasing every year. With some 4.7 billion users worldwide and a total data consumption of 6.3 billion GB per day, the role of telecommunications providers in protecting the environment is increasing all the time. Our customers must be able to use the internet and communicate safely and without anxiety and they must be able to rely on the fact that their data and personal details are 100% safe with us. At VodafoneZiggo, we do everything we can on a daily basis to guarantee the privacy of our customers and to protect them from fraud and abuse.



"VodafoneZiggo is at the heart of society. One of the consequences of that is that we are required to comply with a lot of legislation and regulations, ranging from the Telecom Act to municipal bylaws. There are many issues we need to take account of in that regard, such as privacy, cybercrime and big data. Consciousness-raising around these issues is growing: among the population, in politics and in the press. In order to play our part in shaping these developments, we maintain good relationships with government authorities and other bodies."

Barbara de Ridder - Jongerden

Executive Director External & Legal Affairs

Safeguarding our customers' security

We regard it as our social responsibility to safeguard the online and digital security of our customers. Our task is to implement the right security measures to prevent our customers from falling victim to criminal activity or cybercrime and to identify in good time whenever that appears to be the case.

CONTINUING TO COMPLY WITH LEGISLATIONS AND REGULATIONS

As a telecommunications provider, VodafoneZiggo has a legal obligation to lend assistance in connection with information requests from competent authorities (such as the police or the investigation services), as long as those requests are submitted in accordance with the applicable procedures. Requests of this type may involve customer information in the event that the customer concerned is suspected of criminal or terrorist activities. Only in cases of that type will we provide information, for example, to the police or the judicial authorities. This only takes place by means of prior assessment by VodafoneZiggo of the applicable procedures. Vodafone Group regularly publishes a [report on law enforcement](#), which includes the approach per country.

For the protection of information, we adhere to international guidelines and local laws and regulations and we follow best practices in the sector. Since 2017, we have a certification for ISO 27001, the international standard for information security management systems. All employees, management and other parties involved are obliged to report shortcomings in or disruptions to security measures.

HOW WE SAFEGUARD OUR CUSTOMERS' SECURITY

Wherever networks and systems become ever more complex and more advanced, cybercriminals will always find new ways of committing fraud or misusing data. These can include spoofing (identity fraud), phishing (internet fraud) or smishing (a new type of phishing that makes use of text messages). At VodafoneZiggo, we are continually working – together with other parties in the sector and other parties in the market such as banks – to protect our customers from these types of threats. Responsibility for these types of activities lies with our security teams. Their role is to safeguard the security of our customer systems, our applications, our data centres and our IT infrastructure. Internal security experts advise our people upon creation of new products and services.

The Cyber Defence Operations departments oversee VodafoneZiggo's infrastructure and online activities. They do this seven days a week, 24 hours a day. Incidents are automatically monitored and reported to our Technical Security department. The security teams at VodafoneZiggo work with them to identify potential threats and work on solutions together. Tests and risk analyses are continually carried out in order to predict and detect risks.

COLLABORATING WITH OUR PARTNERS TO CREATE A SAFE SOCIETY

We are not fighting the battle against cybercrime on our own. We pool our knowledge and experiences with those of other major players, by remaining in dialogue on a structural basis with government authorities, municipalities, judicial authorities and parties from the sector and other industries. The aim is to intensify collaboration between industries in the field of security so that we can work together towards a national approach to and registration of cybercrime. In this way, we are not only devoted to our customers, but also to a safe society as a whole. In 2020, we expanded a number of our collaborative ventures. VodafoneZiggo is a member of the COIN fraud covenant, an alliance within the telecommunications sector that focuses on combating and being able to detect fraud and abuse even quicker, as well as following up on this. We also played an active part in TechScam, an initiative focusing on combating Microsoft scamming and we are also a member of the Safe Email Coalition (*Veilig Email Coalition*), which brings the business sector and the government together in order to increase confidence in the security of email.

PREVENTING INTERNAL FRAUD

Not only are we on the alert to detect fraud from outside, but we are also focusing our attention on the risk of internal fraud. Within VodafoneZiggo, a team of five employees actively involved in preventing internal fraud, theft and misconduct. In the event that employees or suppliers commit any type of fraud, the terms of the VZ Investigations Policy state that a disciplinary measure can be imposed, in consultation with the departments concerned. In serious cases, we gather evidence against the persons in question so that we can take measures against them. If necessary, we inform the police and other relevant authorities.

Protecting our customers' privacy

All of our customers' data and information must be protected. In that regard, VodafoneZiggo bears a major social responsibility, which we take very seriously. Protecting our customers' privacy forms a crucial part of our policy and plays an important part in the choices we make as an organisation.

CONTINUING TO COMPLY WITH LEGISLATIONS AND REGULATIONS

As one of the largest players in the Dutch telecommunications market, we are of course subject to all kinds of legislation and regulations regarding privacy, and our privacy policy complies with the rules laid down in the General Data Protection Regulation (GDPR). For example, it is prohibited by law to access the content of calls, text messages or internet traffic. It goes without saying that we also adhere to that requirement. What we can do, however – with our customers' permission – is to make targeted recommendations based on usage, interests and demographics. Needless to say, we do not share personal data with others without permission. We are, however, obliged by law to lend assistance if we receive information requests from government agencies.

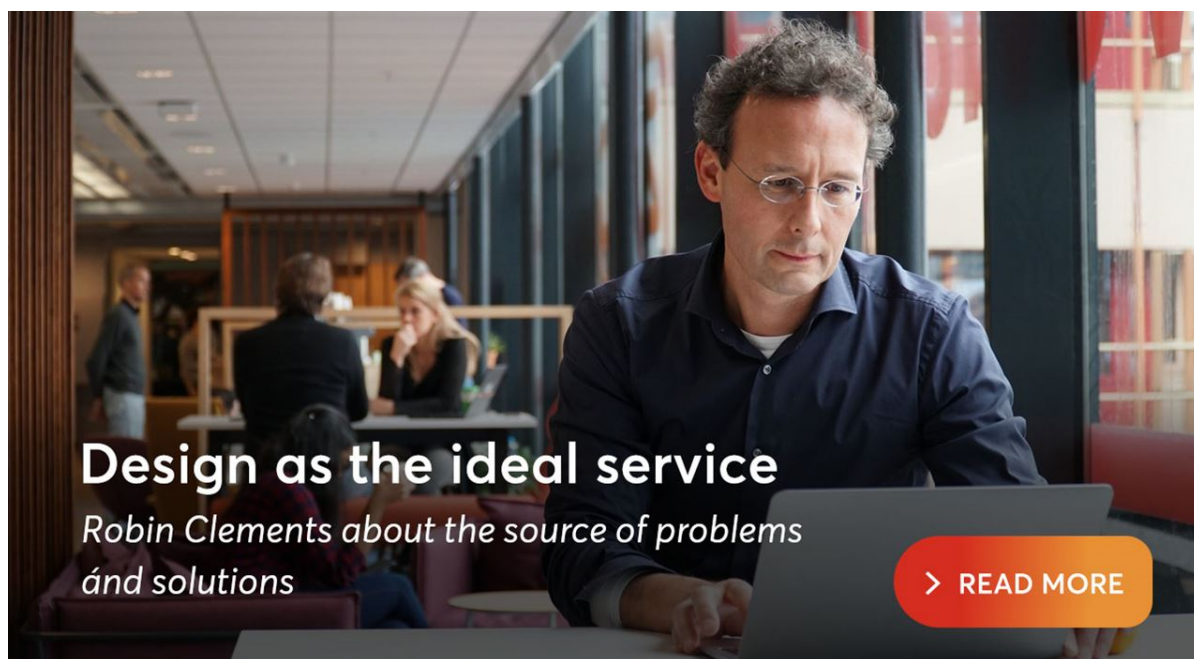
For VodafoneZiggo, privacy goes further than complying with legislation and regulations. A special privacy team of four employees works day in, day out to safeguard and protect our customers' data. Whenever colleagues intend to implement any new plans involving personal data, they must submit them to the privacy team and/or the Data Usage Board, which assesses the effect on privacy and under which conditions the processing can take place. In addition, we look beyond the boundaries of our own organisation and also examine, for example, possible risks in that regard with our new suppliers. We devote attention to creating awareness by providing our employees with training and guidelines. In our [privacy statement](#), we inform our customers or staff of the way we handle personal data. In order to monitor the effectiveness of these activities, spot checks are carried out by our Privacy Officer, internal audits take place and we discuss possibilities for improvement in the event of data breaches.

INTEGRATING PRIVACY INTO NEW PRODUCTS AND SERVICES

When developing new product and services, we always take privacy into account. New projects, systems and applications must first be tested to check for privacy risks so that measures can be taken if they are actually found to pose risks. This is compulsory in accordance with privacy legislation. The relevant checks are carried out using an online privacy management tool. In 2020, a few hundred new initiatives were tested to identify any privacy risks. Whenever teams think up new data applications, they have their idea tested by our Data Usage Board: a group of internal experts that meets every two weeks to determine under which conditions teams may develop those applications further. Key questions that must be tested are: can we do this, are we allowed to do this, should we be doing this?

CUSTOMERS REMAIN IN CONTROL OF THEIR DATA

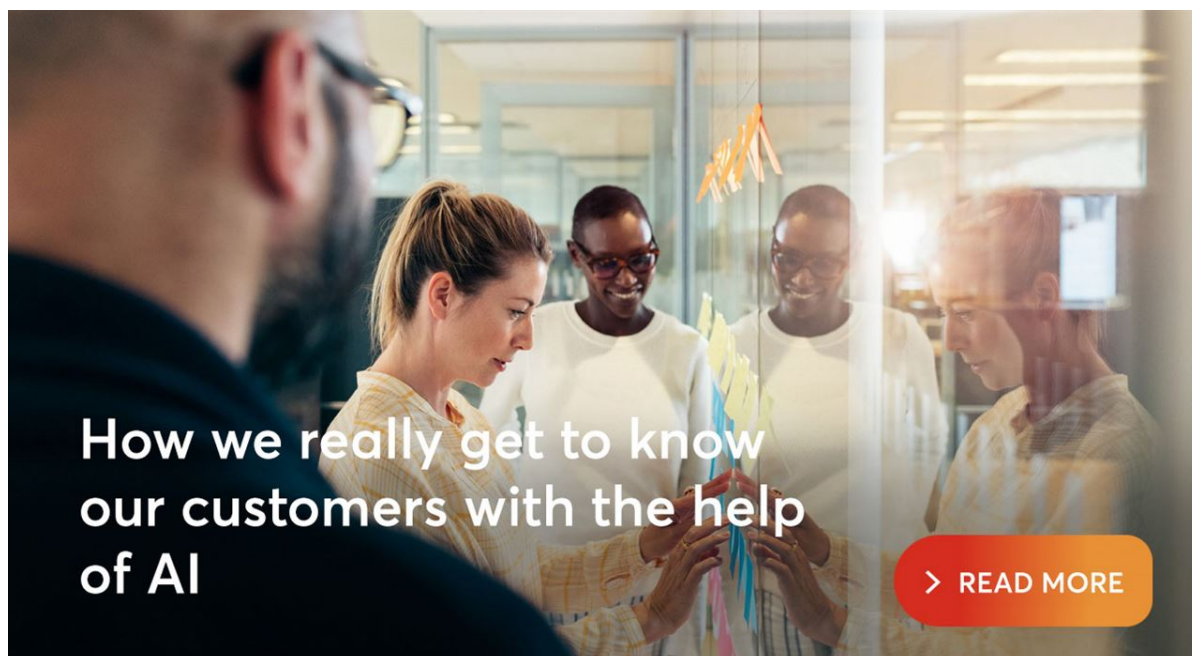
At VodafoneZiggo, our customers are the ones who determine which of their data is or isn't recorded. Our customers have access to a what we call a privacy dashboard, a secure online environment in which they can see what information we record about them. By means of the dashboard, they can call up an overview of their personal data, change their contact details and give or withdraw permission to make use of their data. Last year, we expanded that overview for Ziggo customers, by including data about TV viewing behaviour and about profiles drawn up based on users' surfing activity on the Ziggo website. Of course this only applies in the case of customers who have given permission for this. On average, we received more than one thousand requests from customers a month during the past year. In response to customers' enquiries and additional requests, we regularly update and improve the privacy dashboard.



HANDLING DATA OPPORTUNITIES AND CHALLENGES RESPONSIBLY

The role of data within our organisation is growing explosively. With the help of data, we can tailor our services and products more effectively to our customers' wishes and needs. It also enables us to organise our processes more efficiently and help our customers even better and quicker. For example, data helps us to predict when certain network equipment or peripherals may malfunction or when poor Wi-Fi coverage may occur and therefore enables us to take preventive measures quicker and prevent our customers from experiencing faults. At the same time, when accessing so much data, we must be extremely careful wherever it concerns the personal data of customer. We want

to utilise the opportunities of data, while at the same time protecting the privacy of our customers and employees. We can achieve this by ensuring that as much data as possible is processed anonymously or that certain data is only used with express permission so that we can send out more relevant communication.



HANDLING COMPLAINTS AND INCIDENTS RESPONSIBLY

The Dutch Data Protection Authority (Dutch DPA) will be informed of any irregularities or incidents if necessary. If the consequences of an incident are detrimental to the customer, we will inform them as rapidly as possible about how they can limit any negative consequences. Customers with complaints can contact our customer service or contact our Privacy Office directly. A customer is also entitled to submit a complaint to the Dutch DPA. The Dutch DPA will then take up the matter with our Data Protection Officer. Incidents that take place and complaints that we receive are discussed internally in order to determine what precisely has occurred. As part of those discussions, we will try to implement any corrective measures in order to prevent incidents and complaints of that type from occurring in the future.

	Result 2020	Result 2019
The ability to exercise individual rights & freedoms (right of inspection, right to erasure and right to object)	17,500	N/A
Data Usage Requests (requests received from within our own organisation for permission to use data)	120	100
Privacy Quickscans	298	N/A
Data Protection Impact Assessments (DPIA)	59	60
Privacy by Design assessments (PIAs)	34	40
Supplier check on Privacy & Security	67	30
% of employees who have taken part in privacy e- learning	100%	100%
% of customer service employees who have taken part in e-learning on data breaches	65%	N/A
% of data breaches that we reported to the Dutch DPA (following investigation and a consideration of the type/scope)	70%	80%

Working on social awareness about privacy and online security

We see it as our task to increase the level of knowledge within society on the subject of privacy and security and to inform people of the potential risks that exist online. In order to achieve that, we conduct internal and external campaigns to make people aware of the security risks that exist online or in the workplace.

WORKING TO INCREASE AWARENESS AMONG CHILDREN AND SENIOR CITIZENS

Vulnerable target groups, such as children and senior citizens, are generally more susceptible to fraud and online criminality. By offering our education programmes Online Masters (directed at children) and Welcome Online (intended for senior citizens), we aim to increase their awareness and skills regarding these themes. As part of the Online Masters programme, we teach children what privacy means and how they can use apps and the internet safely. Security and privacy are important topics that form part of the Welcome Online programme as well. More information about our educational programmes can be found in the chapter on the subject of [equal opportunities within society](#). We also take the vulnerability of these social groups into account in our policies and marketing activities. One of the ways we do this is by only entering into contracts with individuals over the age of 18 and by not directing any marketing messages at people below that age.

WORKING TO IMPROVE INTERNAL AWARENESS-RAISING BY MEANS OF TRAINING COURSES

Internal awareness-raising is one way of ensuring that fraud and misuse are detected and rectified more promptly. During his/her onboarding programme, every new VodafoneZiggo employee is given training on the subject of bribery, fraud and unsafe behaviour. That training is subsequently repeated every year. During the course of the year, we also communicate with our people on topics relating to privacy and security, not only via the intranet and by means of management updates, but also by advising our employees in connection with data initiatives. In 2020, all employees followed an e-learning module on the subject of privacy. Customer service employees also followed a specific module about data leaks and how to prevent them and when requested, we also delivered tailor-made training to teams and departments. During that training, they learned about the privacy legislation and to what extent it affects their work. In order to ensure that privacy is a topic that is supported widely within the organisation, 50 Privacy Champions have since been appointed. These are employees who have received training to enable them to assist with privacy-related issues. In 2020, all Privacy Champions were offered the opportunity to extend their knowledge and to obtain **IAPP accreditation** by taking part in e-learning.

During the People, Planet, Progress festival in November 2020, a webinar on this topic was organised. In total, 128 colleagues took part in one of the sessions about privacy tips & tricks and about the big data paradox: privacy and/or personalisation.

	Target 2021	Result 2020	Result 2019
% of new employees who have completed training module about the Code of Conduct concerning safety and security	N/A	100%	N/A
% of employees who have completed privacy e-learning	100%	100%	16%
# of employees who have taken part in privacy sessions as part of the PPP festival	N/A	128	N/A

Transparency about the possible effects of electromagnetic fields

New technological developments go hand in hand with questions and challenges. At VodafoneZiggo, we understand those concerns. Just like our customers, we want to be sure that both they and we can make use of our products and services, without having to worry about the possible consequences for our health. The advent of 5G is reviving questions regarding the health effects of electromagnetic fields (EMF) – also known as radio waves – emitted by mobile phones, Wi-Fi and antennas. The international standards body **ICNIRP** takes account of all of the possible effects on human health caused by radio waves at the frequencies used by mobile phones, including 5G. Following an extensive review of the best intelligence currently available, the ICNIRP confirmed in March 2020 that on the frequencies used by 5G, there are no harmful effects to human health, as long as exposure remains within the ICNIRP's guidelines.

Internationally-imposed exposure limits

In the Netherlands, mobile providers have applied the internationally-imposed exposure limits for electromagnetic fields since 1999. These international guidelines were laid down by an independent organisation, the International Commission on Non-Ionizing Radiation Protection (ICNIRP), were ratified in March 2020 and specified in accordance with the latest scientific research. In that regard, the ICNIRP took account of the higher frequencies being employed due to the use of new technologies (such as 5G) and new requirements were added in order to provide additional safeguards with regard to human health. The latest guidelines will be adopted by the Cabinet and by the European Commission in the form of legislation or European Union directives. At VodafoneZiggo, we always operate well below the maximum exposure limits. Radiocommunications Agency Netherlands (part of the Ministry of Economic Affairs and Climate Policy) supervises compliance with those limits. It carries out measurements and publishes the results of those measurements on an annual basis.

MOBILE PHONES

The power of the radio waves emitted by a smartphone is between 0.1 and 2 watts. Any phone sold in the EU must comply with the European exposure limits that apply in relation to electromagnetic fields. According to the World Health Organization of the United Nations, there is no scientific evidence to show that the use of mobile phones is harmful.

A 5G NETWORK

During pilot projects carried out using 5G, Radiocommunications Agency Netherlands and Eindhoven University of Technology carried out independent research into the electromagnetic fields involved. The resulting measurements show that the values of the electromagnetic fields generated using 5G are the same as the ones that are obtained when using 3G and 4G and that they are well within the international limits.

ANTENNAS

While constructing and maintaining our network, operators must comply with the exposure limits imposed by the ICNIRP. In 2002, the telecommunications sector entered into an Antennas Covenant with the government. This stipulates the conditions for the siting of antenna systems for mobile communications up to five metres in height. Together with other providers, we are members of [Monet](#). This organisation coordinates the installation of antennas with the authorities and works with us in order to engage with communities and local residents if there is unease about the installation of masts.

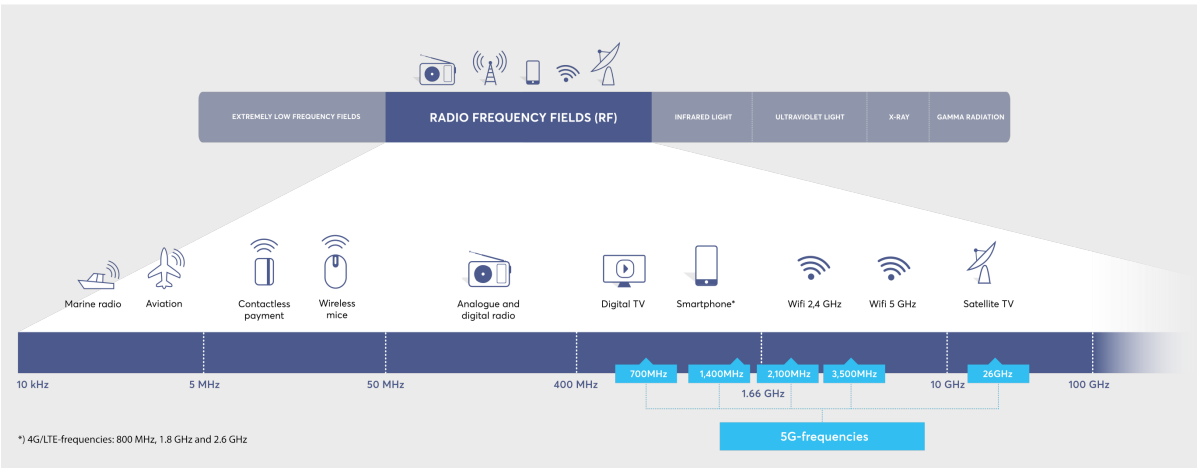
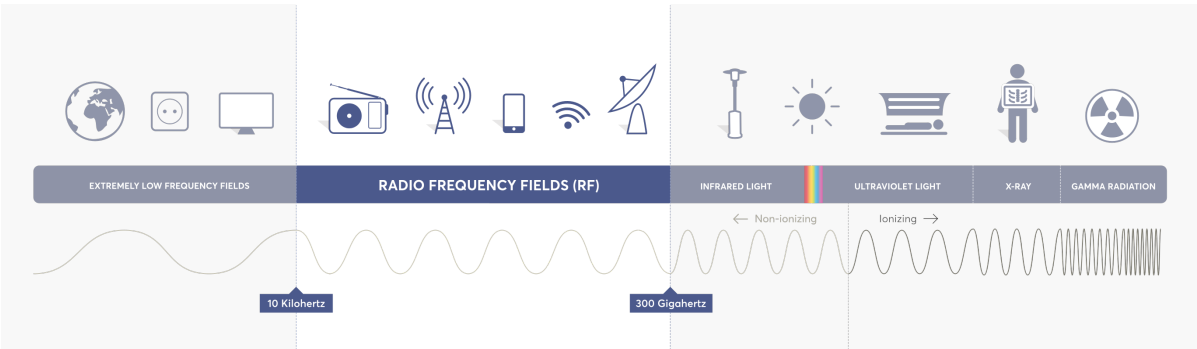
Cooperation, knowledge sharing, research and internal checks

VodafoneZiggo cooperates with parties such as [Kennisplatform EMV](#) (Knowledge Platform EMF), the Municipal Health Service (GGD), [Antennebureau](#) (Antenna Agency), [Radiocommunications Agency Netherlands](#), municipalities and governments to inform the public about electromagnetic fields, antennas and health aspects. Together with other telecommunications providers, we inform the public about electromagnetic fields and related topics via the sectoral association Monet. We also encourage independent scientific research into the possible effects of electromagnetic fields. We provide data to Utrecht University, which is taking part in an international study ([COSMOS](#)) into the long-term effects of electromagnetic fields over a period of 30 years.

VodafoneZiggo follows the Vodafone Group RF Management Policy Standard. In this policy, rules are set for managing potential health and safety risks relating to Electromagnetic Fields (EMF). These rules relate, among other things, to the management, design, purchase and installation of radio base stations and smaller mobile antennas. Sharing the locations of our equipment with other mobile operators is also included herein. In addition, the policy also applies in the case of mobile terminals bought in and supplied by VodafoneZiggo.

In order to verify compliance with this policy, an international policy compliance review is carried out once a year. Part of that evaluation consists of assessing whether the rules laid down in our policy are being observed and any possibilities for improvement are also discussed.

	Target 2020	Result 2020
Score in internal policy compliance review EMV (score 1 to 5)	> 4	4.7



Looking ahead

With the introduction of 5G, people and organisations in the Netherlands will have even more options when it comes to using services and applications via mobile internet. In the future, however, cybercriminals will continue to be inventive and seize upon new technologies in order to find new ways of committing fraud. This means that safeguarding privacy and security will be even more relevant than it is today. This is also reflected in the news legislation and regulations from the European and Dutch governments. In that regard, the EEC (European Electronic Communications Code), which is expected to be implemented later this year as part of the Dutch Telecommunications Act and the ePrivacy Regulation, is set to have a major impact on our organisation with regard to the construction and availability of our networks, with regard to access obligations and with regard to the privacy and security of our customers.

As far as our chain of suppliers is concerned, we predict that in the next few years, a large number of our suppliers will register with Ecovadis. In 2022, we aim to have 75% of our top 500 suppliers on board. In that same year, we aim to initiate a dialogue with our suppliers, based on their Ecovadis rating. We will use that dialogue as a means of jointly drawing up an audit to identify where there is scope for improvement and how they can increase their impact and therefore indirectly increase our impact too. We will also continue that dialogue in 2023 and 2024. From 2023 onwards, we will work in close collaboration with our internal stakeholders to carry out a study into alternatives for suppliers who are fundamentally performing poorly in the field of sustainability.

At the beginning of 2020, we made a cautious start to recording environmental and diversity criteria in our tendering process. In the next few years, we intend to do this much more frequently, with the aim of making this an integral part of all of our tenders by the end of 2022.



Corporate Governance

Organisational structure

VodafoneZiggo is a joint venture of the Dutch divisions of Vodafone Group and Liberty Global, known respectively as Vodafone Netherlands and Ziggo. The parent companies are the shareholders of VodafoneZiggo and have an equal stake of 50%.

Management Board & Board of Directors

The board under the articles of association of VodafoneZiggo consists of the CEO and CFO, who are appointed by Vodafone Group and Liberty Global. Our Board of Directors supervises day-to-day management and is responsible for developing a long-term vision and for formulating the company's business strategy. The Board of Directors consists of the CEO, the CFO and seven members of the management who represent the following business units:

- Strategy Insights & Integration
- Consumer Business
- Enterprise Business
- Customer Operations
- Technology
- HR
- External & Legal Affairs
- Finance

The Board of Directors works closely with the Senior Management Team (SMT). This is a group of 65 experienced directors and senior managers, divided across the eight business units listed above. The Board of Directors and the SMT are in charge of the daily management of 7,450 internal and 3,000 external employees.

Composition of the Board of Directors

Jeroen Hoencamp (M, 1966) – CEO (director under the articles of association)

Jeroen Hoencamp has been the Chief Executive Officer (CEO) since the start of VodafoneZiggo on 1 January 2017. Before that, he was the CEO of Vodafone Netherlands from September 2016 onwards. From 2013 to 2016, Jeroen was the CEO of Vodafone in the United Kingdom and CEO of Vodafone in Ireland from 2010 to 2012. Jeroen has worked at Vodafone since 1998 and has held various senior positions within the company. Earlier in his career, he held various senior marketing and

sales roles at Canon Southern Copy Machines, Inc. in the United States and at Thorn EMI/Skala Home Electronics in the Netherlands. Jeroen is a former officer in the Royal Netherlands Marine Corps. He holds a BBA degree from Nyenrode Business University and studied for an MBA at the University of Georgia (US).

Nationality: Dutch

Ancillary positions: Board Member of VNO-NCW and member of the Supervisory Board of PostNL.

Ritchy Drost (M, 1974) – CFO (director under the articles of association)

Ritchy Drost has been the Chief Financial Officer (CFO) since the start of VodafoneZiggo on 1 January 2017. Before that, he was the CFO of Ziggo since 2015 and was a member of the Board of Directors. Ritchy has been employed by Liberty Global since 1999 and has held various roles, including that of CFO of the former European division of Liberty and CFO of UPC Netherlands. After completing his studies in Business Economics, Ritchy worked for a number of years as an auditor at the accountancy firm Arthur Andersen.

Nationality: Dutch

Ancillary positions: Member of the Supervisory Board of NEMO Science Museum, committee member/treasurer of the Uitmarkt Amsterdam Foundation.

John van Vianen (M, 1969) – Enterprise Business

John van Vianen has held the position of Executive Director Business Market since the start of VodafoneZiggo on 1 January 2017. John has gained more than twenty years' experience in technology, media and telecommunications. He held various management positions, before being appointed CEO of iBasis in the United States in 2009. In 2011, John became CEO of KPN Business Market and a member of the Executive Committee of KPN. He studied Business Economics, specialising in Marketing, at Tilburg University and completed a Master of Business Administration at Delft University of Technology. In 2014, he completed the New Board Program at Nyenrode Business University.

Nationality: Dutch

Ancillary positions: None.

Marcel de Groot (M, 1967) – Consumer Business

Marcel de Groot has held the position of Executive Director Consumer Business since the start of VodafoneZiggo on 1 January 2017. Before that, Marcel was Director of Consumer Markets at Vodafone Netherlands from 1 February 2016 onwards. He was responsible for all sales communications, marketing communications and marketing activities. Prior to that, he held various marketing roles at Vodafone Netherlands and was Director of Consumer Markets at Vodafone Ireland for a number of years. Before joining Vodafone, he was Marketing Director at Pon Automotive and held various senior marketing/sales positions at Nuon. He started his career at GlaxoSmithKline. Marcel studied Organisation & Management at the University of Amsterdam.

Nationality: Dutch

Ancillary positions: None.

Robin Clements (M, 1971) – Customer Operations

Robin Clements has held the position of Executive Director Customer Operations (COO) at VodafoneZiggo since 1 June 2017. Before that Robin had worked at Achmea since 2013, where he was responsible for marketing sales and service within the personal and small business market of Centraal Beheer and FBTO. Before that, he worked for KPN for 15 years in various operational and commercial roles within the fixed and mobile telephony and internet branch. His most recent role was that of Vice President of Customer Operations at KPN Mobile, where Robin was responsible for the service strategy and operations of the company's consumer brands. Robin studied Organisational Psychology at the University of Amsterdam, where he still delivers a guest lecture each year on the subject of organisational change.

Nationality: Dutch

Ancillary positions: Member of the Recommendations Committee of the Liberation Festival Utrecht, Member of the SLIM cluster of the Economic Board Utrecht.

Thomas Mulder (M, 1978) – HR

Thomas Mulder has been Executive Director HR since July 2018. Before joining Vodafone in January 2012, he worked for Accenture, where he was HR Director for the Benelux. Within Vodafone and as part of his HR role, he was responsible for the acquisition of Cable & Wireless Worldwide and for the setting up of Vodafone Group Enterprise. In 2013, he relocated to Germany in order to complete the acquisition and integration of Kabel Deutschland. In 2015, he returned to Vodafone Netherlands, where, as HR Director, he would lead the due

diligence process pertaining to Ziggo. Once the VodafoneZiggo joint venture had become a reality, Thomas was appointed HR Director of Vodafone Group Enterprise in December 2016, before returning to VodafoneZiggo as Executive Director HR in 2018. Thomas obtained a Global Executive MBA at the Rotterdam School of Management.

Nationality: Dutch

Ancillary positions: Committee member of the employers' association WeNB.

Eben Albertyn (M, 1975) – Technology

Eben Albertyn has been Executive Director Technology since the start of VodafoneZiggo on 1 January 2017. Before that, Eben worked at Vodafone Netherlands as Chief Technology Officer (CTO) from 1 October 2015 onwards, where he was responsible for the IT landscape and the network. Before relocating to the Netherlands, Eben held various technical roles with telecommunications providers in South Africa. These included the position of CTO at MTN in South Africa and Group CTO at Airtel Afrika covering 18 countries. Eben studied at the Rand Afrikaans University in South Africa and holds an MSc in Electronic and Telecoms Engineering.

Nationality: South African

Ancillary positions: None.

Barbara de Ridder - Jongerden (F, 1975) – External & Legal Affairs

Barbara de Ridder-Jongerden has been Executive Director External & Legal Affairs since the start of VodafoneZiggo on 1 January 2017. Before that, Barbara was Director Corporate Affairs & Strategy at Vodafone Netherlands. She fulfilled this role from 2014 and was responsible for strategy, security, legal, regulatory and external affairs. Barbara originally joined Vodafone in 2012 as Head of Legal Affairs. Before that, she worked at various companies, including PwC, Corporate Express and Liberty Global. Barbara studied Dutch Law and Law and Economics at Utrecht University.

Nationality: Dutch

Ancillary positions: Board member of RODAP (*Rechtenoverleg voor Distributie van Audiovisuele Producties*), board member of GigaEurope, boardroom coach at Talent naar de Top.

Robin Kroes (M, 1975) – Strategy Insights & Integration

Robin Kroes has been Executive Director Strategy, Insights & Integration since the start of VodafoneZiggo on 1 January 2017. In this role, Robin is responsible for Strategy, Corporate Development, Data & Advanced Insights, Content & Programming, and VodafoneZiggo's sports channel, Ziggo Sport. In addition, he is leading the digital

transformation within the company. Before taking up this position, Robin was VP Strategy & Integration at the time of the merger of UPC and Ziggo in 2014. He was responsible, among other things, for market strategy, mergers & acquisitions and market intelligence and also oversaw the integration of UPC and Ziggo. Prior to that, Robin was VP Strategy & Corporate Development and member of the Management Team at UPC Netherlands from March 2012 onwards, where, in addition to being responsible for strategy, he was also responsible for Content and Product Management. While employed by UPC, Robin fulfilled various positions at Chellomedia, including VP Commercial, Operations and Corporate Development. Robin studied Economics at Erasmus University Rotterdam.

Nationality: Dutch

Other position(s): Member of Advisory Board of Kunstmuseum Den Haag

Supervisory Board

The Supervisory Board advises and supervises the Management Board (under the articles of association). The Supervisory Board consists of eight members:

- Three members appointed on the recommendation of Liberty Global
- Three members appointed on the recommendation of Vodafone Group
- Two independent members appointed on the recommendation of the former works councils of Vodafone Netherlands and Ziggo

COMPOSITION OF THE SUPERVISORY BOARD

The Supervisory Board consists of the following members (composition on 31 December 2020):

Serpil Timuray (Chair) (F, 1969, Turkish) Period of appointment:
31-12-2018/31-12-2022
CEO Europe Cluster Vodafone Group

Manuel Kohnstamm (M, 1962, Dutch) Period of appointment:
22-03-2019/22-03-2023
Senior Vice President & Chief Corporate Affairs Officer Liberty Global

Baptiest Coopmans (M, 1965, Dutch) Period of appointment:
31-12-2016/31-12-2022
Chief Executive Officer UPC Switzerland

Charlie Bracken (M, 1966, British) Period of appointment:

31-12-2016/31-12-2022

Executive Vice President & Chief Financial Officer Liberty Global

Carmen Velthuis (F, 1974, Dutch) Period of appointment:

31-12-2019/31-12-2023

Finance Director Europe Cluster Vodafone Group

John Otty (M, 1964, British) Period of appointment:

29-06-2018/29-06-2022

Group Financial Controller Vodafone Group

Huub Willems (M, 1944, Dutch) Period of appointment:

31-12-2016/31-12-2022

Professor of Corporate Litigation at the University of Groningen and former chairman of the Enterprise Division of the Amsterdam Court of Appeal

Carla Mahieu (F, 1959, Dutch) Period of appointment:

22-05-2017/22-05-2021

Global Head Human Resources & Executive Vice President Aegon N.V.

The Supervisory Board has two committees (composition as at 31 December 2020):

- The Audit, Risk & Compliance Committee: Charlie Bracken (Chair), Baptiest Coopmans, Carmen Velthuis and John Otty
- The Remuneration & Nomination Committee: Serpil Timuray, John Otty, Manuel Kohnstamm (Chair) and Charlie Bracken

Risk management

We believe it is important to know which risks may influence our strategy. We want to take the right measures to manage these risks in order to protect our customers, employees, reputation and shareholders. In each business unit, an employee is responsible for recognising and listing all relevant risks in their business unit. These employees report to the Privacy, Risk & Compliance Team of VodafoneZiggo, four times a year. This team safeguards the quality of the process, coordinates company-wide risks and sets out the ten most important risks. The risk owner is responsible for implementing measures to manage the risk.

In the summary below, we have set out the ten most important risks that we faced in 2020 and what control measures we took to in order to manage these measures. Alongside the ten risks concerned, we also identified other risks, including risks with regard to the environment. We have provided a description of those risks in the chapter concerning [our impact on the environment](#).

Biggest risks

The ten most important risks in 2020, in no particular order, were as follows:

IT/Business transformation

The risk of the implementation or migration of IT systems not going according to plan, with major consequences for our customers, revenues, costs, synergy targets and reputation.

Control measures: The risk owner and management regularly discuss the progress of the programmes and the status of the risks and make adjustments where necessary.

Technological failure

The risk that an important part of our infrastructure will be disrupted. This would mean that we would no longer be able to provide some of our services, such as our network, applications and other systems used by our customers. This can have a major effect on our customers and our turnover.

Control measures: We introduced many measures and projects in order to develop a fast, reliable and future-proof network and infrastructure, the focus of those being to prevent failures as much as possible. If a failure occurs, our aim is to be the most effective possible position to be able to communicate with our customers and other stakeholders,

such as supervisory authorities and the government. We continually monitor all networks for (possible) technical failures and take immediate action to limit the consequences of such failures for our customers. In order to achieve this, we have set up a special team, the Crisis Management Team (CMT), which ensures that all necessary steps are taken to successfully control, manage and repair all of the company's operations that are affected following a crisis, and to inform customers and other stakeholders of the failure in good time.

Cyberattacks

The risk of a cyberattack, both inside and outside the organisation. Cyberattacks can cause data breaches, network malfunctions, and other things besides.

Control measures: We are constantly improving prevention, detection and corrective measures to increase security and reduce the risk of cyberattacks. In addition, we comply with the general safety guidelines applicable in that regard and we follow the latest developments closely.

Regulatory burden

The risk of more and increasingly complex regulation that may have a major effect on our organisation and strategy, possibly putting us at a disadvantage in relation to our competitors. Two of the areas in which risks of this type may occur are spectrum auctions and cable access.

Control measures: The Regulatory Affairs team follows the latest developments in the field of legislation and regulations. This team regularly consults with the government and stakeholders with regard to new developments in the field of legislation and regulations within our industry.

Competition law

The risk that we fail to comply with competition law. This can have an effect on our customers and may lead to the government imposing sanctions on us.

Control measures: To manage this risk, we draw our employees' attention to the guidelines on competition. Our people are also able to consult these rules on the intranet at any time. We provide individual training and have put in place mandatory e-learning for all employees of VodafoneZiggo.

Consumer credit

The risk that we fail to comply with the laws and regulations for consumer credit, possibly resulting in excessive lending by consumers. If we fail to comply, the government may impose sanctions on us.

Control measures: All colleagues who have contact with customers are obliged to follow a training course about the regulations relating to consumer credit. Each of them is required to take the [banker's oath](#). We also take other prevention and detection measures to further limit the risk. We are constantly looking at how to improve our compliance programme.

Privacy

The risk that we fail to comply with the privacy regulations. This can have a damaging effect on our customers and our reputation. The government can impose sanctions.

Control measures: We introduced the renewed privacy legislation by implementing an organisation-wide programme. Our Privacy Office keeps track of all developments in the area of privacy and works to reduce the risks.

Read [more](#) about privacy

Meeting customers' expectations

The risk that we are unable to offer our customers the experience they expect. Possible reasons for this include faults in our systems, in our products and in our customer service.

Control measures: We carried out various projects that contributed towards a positive customer experience and perception. Examples of these included the transition to digital television for our customers and switching off the 3G network. Some projects are still ongoing. We continuously monitor the customer experience and any changes, in all parts of our organisation.

Data quality and data management

The risk that data quality and data management are not satisfactory and that we therefore do not have a proper basis for taking decisions. This can have a negative impact on our customers and can also make it harder for us to achieve our commercial and strategic goals.

Control measures: We are developing various initiatives and projects to improve data quality and data management. We have also appointed a Data Officer, who will bear ultimate responsibility for data quality and for the implementation of our improvement plans.

Competition

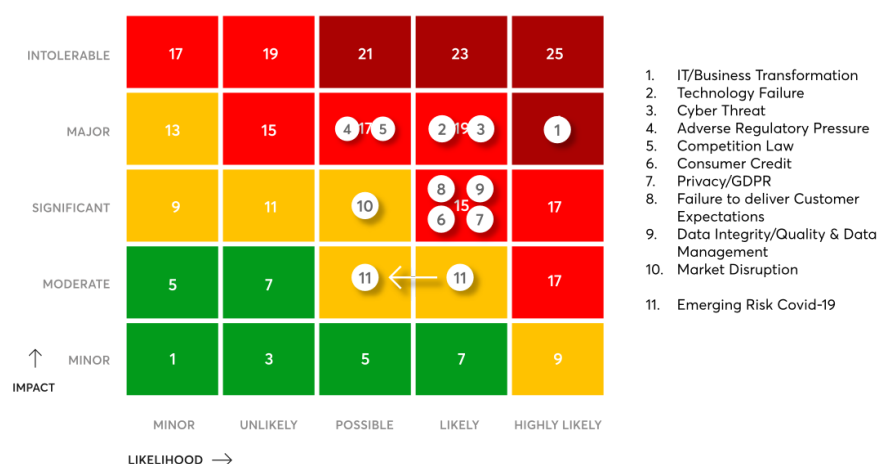
The risk of disruptive competition from telecommunications providers, new entrants to the market and from content and media providers such as Amazon, Google and Apple. This may cause customers to choose other suppliers, which would have a negative effect on our turnover and our profits.

Control measures: This risk is difficult to control due to the many external factors. We keep a very close eye on market developments and continue to provide distinctive content (sports, films, series and TV programmes), in addition to other products and services.

Risk matrix

In order to continually monitor our ten most important risks and to maintain a clear overview of them, we categorise our risks along two axes. Which of the categories a risk is assigned to is determined by two factors: how likely is it that a risk will arise and what impact would this have with regard to achieving our strategic objectives? In assessing the impact, we not only seek to determine how significant an effect this will have on our organisation, strategy and objectives, but also set out to establish the financial impact and the possible damage to our reputation. In assessing the likelihood, we look at the probability that a particular risk will arise.

In the case of privacy risk, for example, the consequences with regard to our customers' privacy, but also the possible enforcement actions taken by the supervisory authority if we fail to fulfil the privacy regulations are important factors that are taken into account when determining the ultimate impact of a risk and its position on the risk matrix. In the case of any technical faults that arise, the significant impact these have on our customers also play a major part in the ultimate evaluation. For these reasons, both of those risks appear in a high position in our risk matrix.



Ethical conduct

At VodafoneZiggo, we encourage all of our employees to work in a responsible, honest and ethical way. This way of working is in line with our standards and core values, in which training, openness and promoting reflection and discussion are of crucial importance as a means of safeguarding our ethical culture. By ensuring those conditions, we are creating a safe environment in which any concerns can be reported.

OUR CODE OF CONDUCT

At VodafoneZiggo, we work together with thousands of people towards a single goal: enjoyment and progress with every connection. In order to be successful in achieving that objective, it is essential to know what we can expect from each other and how we want to work together. That is why we have set out our principles and our common rules of conduct in our [Code of Conduct](#). The Code of Conduct determines the direction of everything we do, or do not do, and we apply it at all times when we are at work. They are a reflection of our culture. We launched our updated Code of Conduct in January 2019.

The Code of Conduct also specifies how employees should act if they suspect that abuses or violations are taking place. An important factor in that regard is that they feel safe to report matters such as these. We encourage our staff to do this and promise that we will protect anyone who does so.

SPEAK UP (INCLUDING THE WHISTLEBLOWER PROCEDURE)

In cases where our Code of Conduct has not been followed and unwanted or unethical behaviour occurs, there are various ways in which to report this. It can either be reported internally to a person's line manager, or to specific departments (Security, Compliance or HR). If a person would rather report something anonymously, however, they can make use of the Whistleblower Procedure. This scheme can be used both by internal and external stakeholders in order to submit anonymous reports about matters such as unwanted or unethical behaviour. In the past few years, we have increased the profile of this scheme and this has led to an increase in the number of (anonymous) reports submitted under the Whistleblower Procedure. In 2020, this opportunity to speak out was used on six separate occasions. A further one hundred or so reports were submitted via the other internal reporting procedures. The reports submitted under the Whistleblower

Procedure came under the categories of intimidation, an HR complaint, health and wellbeing, duty of care, security and fraud. VodafoneZiggo followed up each of these reports by initiating an investigation in accordance with our protocols. The persons who made each of the reports are being kept up to date at all times.

	Result 2020	Result 2019	Result 2018
Number of 'Speak Up' reports	6	12	1

On an internal level, our Privacy, Risk & Compliance department operates as a business enabler. Its role is to ensure that the Code of Conduct, and therefore our company's culture, is protected and enforced. The department achieves this by not standing in anyone's way or holding them back, but by flexibly keeping pace with the organisation and by enabling other departments to look ahead to identify opportunities, within the rules set for that, of course.

INTERNAL AWARENESS-RAISING

In the course of the year, all employees take part in one or more training sessions on the subject of conduct and acting ethically. During these training courses, they learn about topics such as privacy, security, anti-corruption and bribery, competition law, health and wellbeing and the contents of our Code of Conduct.

Every two months, we focus on a topic from the Code of Conduct by means of posters, articles, discussions on Yammer (similar to Twitter, but only for employees), training courses and team meetings. As a result of these activities, awareness with regard to ethical conduct has increased. One of the ways this has been borne out is in the increase in the number of reports and requests for advice. We use the feedback from our people to further develop communication and training on the subject of ethical conduct.

	Result 2020	Result 2019
% of employees who have completed the Code of Conduct module	100%	93%
% external hired personnel who have completed the module	100%	0%
# of training hours [e-learnings on Code of Conduct, anti-bribery, privacy, security, competition rules, health & safety]	12,700	11,400



Appendix

Explanation of stakeholder interaction and materiality

Materiality Assessment

In this report, we provide an up-to-date picture about the topics that are relevant to us and our stakeholders. The topics that we include in this report are determined by our stakeholders' expectations and also on the basis of our strategic pillars. We closely follow social developments that may affect our organisation. In order to do this, we use external surveys (such as sector surveys), media and political scans, issue analyses, individual interviews and our employee satisfaction survey (Heartbeat). We also look at the GRI guidelines, our reputation surveys, business risks, trend analyses, market developments and the factors that influence trust and reputation. Based on these sources, we drew up a list of the topics most relevant to us. These were then approved by our Senior Leadership Team (SLT) and our Senior Management Team (SMT). This means that those teams are also responsible for the actions and achievements in connection with the various topics of material importance. Our progress and our policy with regard to the material topics is evaluated each year, based on the results we have achieved. If that evaluation gives us reason to modify our approach or our policy, we will include this in the relevant chapters of our report.

- **Business ethics:** Encouraging all of our employees to work in a responsible, honest and ethical way is in line with our standards and core values, in which training, openness and encouraging reflection and discussion are of crucial importance for safeguarding an ethical culture, including a safe environment for reporting concerns.
- **Circular economy:** Contributing to the transition towards a circular economy by focusing our attention on extending the service life of our products and by reusing materials not only in our network, but also in our buildings and products
- **Digital inclusion:** Contributing to a digital society in which everyone is able to participate, by focusing on helping both young and old to develop digital skills, so that they can continue to play an active part in our increasingly digital society

- **Digital transformation:** Creating a future-proof organisation by focusing on the digital transformation of our organisation, so that we are able to fulfil our customers' changing expectations and needs
- **Diversity and inclusive culture:** Creating a pleasant, safe and inclusive working environment, in which employees feel at home, feel heard and which is reflective of society
- **Electromagnetic radiation:** Ensuring that electromagnetic radiation is handled safely and responsibly by focusing on transparent communication with regard to the health effects of electromagnetic fields
- **Energy consumption and CO₂ emissions:** Reducing our energy consumption and CO₂ emissions by focusing on making our offices, data centres and products sustainable and by enabling our customers to make choices that are more environmentally friendly
- **Governance:** Ensuring responsible governance and effective governance on a long term basis
- **Impact of products and services:** Developing products and services that will contribute towards a safer, more efficient, healthier and increasingly digital society, ensuring a positive customer experience and reducing our impact on the environment
- **Innovation:** Contributing towards the innovative technology that will help people move forward, and enable people to actively participate in society and to feel connected
- **Investing in society:** Investing in partnerships with NGOs and foundations, whose social objective is to encourage digital and social inclusion
- **Chain management:** Promoting a fair, ethical and responsible chain by focusing on creating a safe working environment and fair wages within our chain
- **Network:** Investment in a reliable, innovative and future-proof network
- **Privacy:** Safeguarding the privacy of our customers by handling our customers' personal data in a responsible way
- **Security:** Upholding the security of our customers by implementing the correct security measures in order to prevent our customers from becoming victims of crime or cybercrime

- **Responsible employer:** As part of our purpose-driven strategy, we are creating an informal, safe and inclusive working environment in which everyone is able to develop within a market that is dynamic and demands a lot from our employees. We take steps to ensure that our people embrace the purpose and come to realise that they are having an impact on society as a result of the work they are doing. In addition, we focus on providing personal development, unlimited training and development opportunities and attractive employment conditions.
- **Customer care:** Investing in order to ensure happy and satisfied customers by putting them first and by listening to their needs and expectations

These topics determine the basis for our impact report.

Explanation of stakeholder selection

VodafoneZiggo enables communication between individuals, organisations, governments and companies – everyone who is part of our society. We regard all people and groups affected by our actions or who have an influence on our organisation and service as our stakeholders. As one of the largest telecommunications providers in the Netherlands, we don't merely feel connected with society, but are actually serving a major need that exists within society and we are aware of the responsibility that this entails. That is why interact and continue to interact with a variety of stakeholders, in order to find out what's going on in the world around us and what role they feel VodafoneZiggo can play in that world. We use the input that we receive from our stakeholders as one of the factors that inform our strategy and we find it a valuable asset when determining the strategic choices we have to make. In the stakeholder table below, we have provided details of the contact we had and the dialogues that took place with our stakeholders in 2020, the frequency of the discussions and the topics that came to the fore. We have also included information about how we responded to this as an organisation.

Stakeholder group	How we enter into discussion	Topics and issues 2020	Our response	Link to material topic
Customers	1. Reputational research (on a quarterly basis); 2. NPS measurements (monthly); 3. Workshops with customers to gain an effective understanding of the needs, wishes and experiences of the customer (ongoing) 4. Ziggo Community (ongoing)	1. Impact of coronavirus crisis on our products and services 2. Roll-out of our GigaNet (5G on mobile and docsis 3.1 on fixed);	1. Focus on mitigating the impact of the coronavirus crisis on our products and services, and on our customer contact; 2. Investment in digital infrastructure	1. Digital inclusion; 2. Electromagnetic radiation; 3. Impact of products and services 4. Investing in society; 5. Privacy; 6. Security; 7. Customer care;
Employees	1. Heartbeat survey (three times a year); 2. All Hands sessions (on a quarterly basis); 3. Joint participation in voluntary activities (ongoing); 4. Onboarding of new colleagues (monthly); 5. Works Council (ongoing); 6. Update from the CEO on the intranet (monthly);	1. Home-based working and hybrid working; 2. Health and wellbeing of employees;	1. We have developed a blueprint for hybrid working both during and after the coronavirus crisis; 2. In our communication with our employees, we are more explicitly devoting more attention to their health and wellbeing;	1. Digital transformation; 2. Diversity and inclusive culture; 3. A responsible employer;

Government (including politics, ministries and regulators)	<ul style="list-style-type: none"> 1. Regular consultation with the Board of Directors and all other levels within the organisation on a variety of topics (ongoing); 2. We have contact with relevant parties and organisations at various times, both within and outside the legislative process, about matters that affect VodafoneZiggo (whenever relevant); 3. We contribute by actively participating in consultations in various areas (such as on the topic of rules regarding an investment obligation in Dutch content) (occasionally); 4. We organise working visits and information sessions with professional stakeholders to engage in dialogue on material topics of importance (occasionally); 5. We contribute to roundtable meetings and expert sessions, such as the digitalisation agenda for education of the Dutch Ministry of Education, Culture and Science and the Dutch Ministry of Economic Affairs and Climate Policy, the Education working group of NLdigital (occasionally); 	<ul style="list-style-type: none"> 1. Contribution of the telecommunications sector towards the combating of the coronavirus; 2. Increase in the usage of our networks as a result of the coronavirus; 3. Digital inclusion; 4. Hybrid working; 5. The security and integrity of our networks; 6. Green and digital transitions; 	<ul style="list-style-type: none"> 1. We are continuing to provide our input with regard to policy proposals and are continuing our efforts to remain compliant with the latest legislation and regulations; 2. Where possible, we will continue to share our constructive insights with stakeholders within government; 	<ul style="list-style-type: none"> 1. Business ethics; 2. Circular economy; 3. Digital inclusion; 4. Electromagnetic radiation; 5. Energy consumption and CO₂ emissions; 6. Governance; 7. Innovation; 8. Privacy; 9. Security;
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Industry (including sector-specific and trade organisations)	<ul style="list-style-type: none"> 1. Regular contact via sector-specific organisations (such as NLdigital) (ongoing); 2. We participate in platform discussions (occasionally); 3. We are a partner of various organisations (Netwerk Mediawijsheid, ECP, JINC and VHTO) (ongoing); 	<ul style="list-style-type: none"> 1. Interoperability; 2. Digital inclusion; 3. Digital wellbeing 	<ul style="list-style-type: none"> 1. We will continue to collaborate constructively with the sectoral and trade organisations to coordinate issues associated with interoperability, etc.; 2. Where necessary, we will pull together as a telecommunications sector with regard to policy changes affecting the telecommunications sector; 	<ul style="list-style-type: none"> 1. Business ethics; 2. Circular economy; 3. Digital inclusion; 4. Electromagnetic radiation; 5. Energy consumption and CO₂ emissions; 6. Governance; 7. Innovation; 8. Privacy; 9. Security;
Society	<ul style="list-style-type: none"> 1. We strive to build (varying, sometimes temporary) alliances to put problems on the agenda, solve them and/or to influence policy. Examples of this include the <i>Alliantie Digitaal Samenleven</i> (Digital Society Alliance), which sets out to enable people to participate in the (digital) society (occasionally); 2. We organise events in collaboration with external partners (occasionally); 3. We contribute to roundtable meetings and expert sessions, such as the Education working group of NLdigital and Curriculum.nu (occasionally); 	<ul style="list-style-type: none"> 1. Contribution of the telecommunications sector towards the combating of the coronavirus; 2. Digital inclusion; 3. Green and digital transitions; 	<ul style="list-style-type: none"> 1. We have developed and shared a blueprint for hybrid working both during and after the coronavirus crisis; 2. By means of our People Plant Progress programme, we are focusing on improving society in areas such as digital inclusion, digital wellbeing and CO₂ reduction. 	<ul style="list-style-type: none"> 1. Business ethics; 2. Circular economy; 3. Digital inclusion; 4. Electromagnetic radiation; 5. Energy consumption and CO₂ emissions; 6. Governance; 7. Innovation; 8. Privacy; 9. Security;

Investors;	<ul style="list-style-type: none"> 1. We collaborate on many different levels (from board of directors to operational management) with our parent companies and (foreign) colleagues (ongoing); 2. We issue our financial results once a quarter and inform parties, such as analysts and the media, about them (on a quarterly basis); 3. Several times a year, we attend conferences, at which analysts can speak with our senior management (2 to 3 times a year); 4. Every year, we organise an office day, on which our senior management provide a business and strategy update to various stakeholders (every 2–3 years); 5. Responding to (basic) questions from analysts/the media about Vodafone Ziggo and responding to requests to the CFO (ongoing); 	<ul style="list-style-type: none"> 1. Market developments; 2. Economic developments; 3. Position of competitors; 4. Roll-out of (new) networks, such as DOCSIS 3.1 and 5G; 5. Green Bonds; 6. Regulation (risks); 	<ul style="list-style-type: none"> 1. To clarify our strategy, GigaNet and financial expectations to the outside world; 	<ul style="list-style-type: none"> 1. Business ethics; 2. Circular economy; 3. Digital inclusion; 4. Digital transformation; 5. Energy consumption and CO₂ emissions; 6. Financial performance; 7. Governance; 8. Innovation; 9. Investing in society; 10. Network; 11. Privacy; 12. Customer care
Suppliers	<ul style="list-style-type: none"> 1. Performance promo planning calls (fortnightly); 2. Evaluation meetings (on a quarterly basis); 3. Meetings at management level (a few times a year); 4. Board meetings (1 to 2 a year); 	<ul style="list-style-type: none"> 1. The launching of 5G; 2. Demand and supply changes due to the coronavirus; 3. The impact of the coronavirus on security of delivery within the supply chain; 4. Portfolio changes as a result of the coronavirus; 5. The shift from physical sales to digital sales as a result of the coronavirus; 	<ul style="list-style-type: none"> 1. Due to our constructive relationship with our suppliers and the high frequency of meetings, solutions were found in good time before unforeseen situations occurred; 	<ul style="list-style-type: none"> 1. Business ethics; 2. Circular economy; 3. Electromagnetic radiation; 4. Governance; 5. Privacy; 6. Security; 7. Customer care;

Connectivity table

By means of our connectivity table, we provide a transparent overview of the way in which the various components of this report, such as our vision, strategy, material matters, indicators, targets, results, and the SDGs are interlinked.

Strategic pillar	Material topic	Indicator	Target	Result 2020	Contribution to SDG
Technology for society	Network	Availability of fixed network (%)	99.9% (target 2021)	99.89%	SDG 9
		Availability of mobile network (%)	-	99.80%	SDG 11
	Innovation	Number of IoT connections VodafoneZiggo (#)	-	5 million	
	Impact of products and services	Allies (<i>Bondgenoten</i>): number of AV1 robots lent out (#)	25	51	
Equal opportunities in a digital environment	Digital inclusion	The number of children who took part in the Online Masters programme (#)	158,000	119,249	SDG 4
		The number of children who took part in an Experience Day (#)	1,870	238	
	Digital transformation	NPS digital customer journey mobile customers (#)	-	13.8	
	Community investment	Number of employees who registered for Step up for good (#)	500	85	
A diverse and inclusive culture	A responsible employer	Number of Discover trainees employed (#)	46 (target for 2021)	50	SDG 5
	Diversity and an inclusive culture	Total number of persons at a distance to the labour market employed	100 (target for 2021)	70	SDG 10
Everything for a healthy environment	Energy consumption and CO ₂ emissions	CO ₂ emissions (in kg)	81,057,021 (target 2025)	106,660,828	SDG 7
	Circular economy	Business waste (kg)	Zero waste (target 2025)	1,620,732	SDG 12
Sustainable purchasing of products and services	Chain management	Total expenditure paid to suppliers who have completed the Ecovadis assessment (in €)	€900 million (target for 2021)	19.2%	SDG 8
		Top 250 suppliers in Ecovadis (%)	70% (target for 2021)	21.2%	
	Privacy	Staff who have completed privacy e-learning (%)	100%	100%	
	Security	Customer service staff who have done the e-learning on data breaches (%)	-	65%	
	Electromagnetic radiation	Score in internal policy compliance review EMV (#)	> 4	4.7	
Other	Customer care	NPS of combined services Vodafone – consumer (#)	-	27	
		NPS of combined services Ziggo – consumer (#)	-	7	
	Governance	Percentage of women in top management (%)	32% (target for 2021)	29%	
	Business ethics	Speak Up reports (#)	-	6	

Our social partnerships

Digital Society Alliance (*Alliantie Digitaal Samenleven*)

This alliance was set up in 2019, in collaboration with *Beeld & Geluid* (Sound & Vision), ECP/Veiliginternetten, the Dutch Ministry of the Interior and Kingdom Relations and the Number 5 Foundation. The objective of the alliance is to highlight the urgency of digital balance and digital inclusion and to put it on the agenda within society as a whole. The alliance has four working groups: family, seniors, young adults and people in work, and each of them have applied for funding from the Ministry of Interior Affairs and Kingdom Relations. We are active in the working group for families and seniors.

National Foundation for the Elderly (*Nationale Ouderenfonds*)

The National Foundation for the Elderly focuses on combating loneliness by providing activities that enable senior citizens to come together and keep in touch with one another. Our collaboration with the Foundation is directed towards providing the Welcome Online programme for senior citizens. The Foundation actively promotes the programme amongst its members and organises Welcome Online group sessions. They also match volunteers with senior citizens as a means of providing individual support and set up a Welcome Online Helpdesk during lockdown.

Child and Hospital Foundation (*Stichting Kinderen Ziekenhuis*)

The Child and Hospital Foundation is the patients' organisation for children who are receiving medical care and is our partner in the Allies (*Bondgenoten*) programme. The Foundation takes care of the applications and distribution of the robots, maintains contact with parents and schools and increases awareness of the programme amongst hospitals, schools and patients' organisations.

VHTO

We work together with the national expertise centre for girls/women and science/technology. Each year, we organise a Girls Day, during which 150-200 girls participate in a variety of workshops at the offices of VodafoneZiggo, with the goal of introducing them to technology and ICT. The most recent event was held online due to COVID-19.

Media Literacy Network (*Netwerk Mediawijsheid*)

The objective of the Media Literacy Network is to ensure that everyone in the Netherlands grows up and lives a media-literate life, and it assists us in developing and distributing our programmes in the area of digital skills.

NL Digital

We are a member of the Education working group. The members of this network work together to build the education and labour market of the future. Their goal on the one hand is to increase digital know-how and skills and on the other hand to reduce the shortage of IT talent.

ECP | Platform for the Information Society (*Platform voor de Informatie Samenleving*)

ECP | Platform for the Information Society is an independent and neutral platform, within which government, science, business, educational and social organisations collaborate in public-private partnerships and exchange information about how to create a responsible digital society. We are members of ECP and play an active part in the Digiskills (*Digivaardig*) programme. ECP was involved in the development of our programmes in the area of digital skills.

Online Child Abuse Expertise Centre

VodafoneZiggo supports the Online Child Pornography Hotline of the Child Abuse Expertise Centre (**EOKM**), which combats and prevents the (online) sexual abuse and sexual exploitation of children.

Disabled Sports Fund (*Fonds gehandicaptensport*)

Raising awareness for disabled sports, making sport possible for everyone with a disability and improving the range of sports on offer. That is what the *Fonds Gehandicaptensport* (Disabled Sports Fund) is committed to. VodafoneZiggo sponsors the fund.

JINC

JINC believes that every child should have the same opportunities. That's why the organisation helps children aged 8 to 16 to get a good start on the employment market. Children can become acquainted with different professions, discover what types of work suit their talents and learn how to apply for jobs. JINC is our partner for the Experience Days. They arrange for schools to visit our offices.

Emma at Work

Emma at Work offers support to young people with chronic physical disabilities and helps them on the road to an independent future. The organisation supervises the young people in their personal development and assists them in their search for work. VodafoneZiggo is a member of the '*Club van 1000*' (1,000 Club), a network of employers who help young people find side jobs, holiday work, work experience placements, traineeships and permanent or temporary work.

Our partnerships in the area of diversity and inclusion

Topic	Partner	Target
People at a distance from the labour market	<i>Onbeperkt aan de slag</i> (organisation supporting people with occupational impairment)	Recruitment, training courses and talent development
	Limped blue	Management of our offices
		Dedicated to our 'Sign Language Coffee Bar' and work sessions about sign language
	C-Talent	Recruitment
	Energieq Sterk Sociaal	Networking and information
	Normaalste Zaak	Quality mark <i>Prestatieladder Socialer Ondernemen</i> (Performance Ladder More Social Entrepreneurship, PSO)
	PSO Netherlands	Events and talent development
	Edwin v/d Sar Foundation	
Gender equality	Talent to the Top	Workshop sessions, training courses, events and monitoring of progression
	W.I.C.T. Europe	Events, workshop sessions and coaching
	Women Inc	Training
LGBTI+	Pride Utrecht	Principal sponsor of Pride Utrecht
	Business Pride Amsterdam	Networking and events
	Workplace Pride	Lobbying and events
	Corporate Queer	Training courses, events, workshop sessions and 'sparring' partner
Culture	Refugee Talent Hub	Events, 'Meet & Greets', mentoring and training
	Agora Network	Events and mentoring
General	Young Digitals	Marketing support by talented individuals at a distance from the labour market
	Diversity in Company	Meetings, events and signatory to the charter

Environmental impact

Scope	Location	Category	Activity	Import	Unit	2020	Emissions (kg of CO2)	Import	Unit	2019	Emissions (kg of CO2)
						kg CO2/ per unit				kg CO2/ per unit	
Scope 1	Data centre & infrastructure	Fuels and heat	Natural gas	41,764	m3	1.88	78,683	-	m3	1.89	-
Scope 1	Offices	Fuels and heat	Natural gas	464,992	m3	1.88	876,045	524,537	m3	1.89	991,375
Scope 1	Support centres	Fuels and heat	Natural gas	61,343	m3	1.88	115,570	-	m3	1.89	-
Scope 1	Shops	Fuels and heat	Natural gas	304,882	m3	1.88	574,398	382,534	m3	1.89	722,989
Scope 1	Fixed network	Fuels and heat	Natural gas	-	m3	1.88	-	31,772	m3	1.89	60,049
Scope 1	Mobile network	Fuels and heat	Diesel (NL)	161,185	litres	3.23	520,628	161,383	litres	3.23	615,115
Scope 1	Fixed network	Fuels and heat	Diesel (NL)	29,694	litres	3.23	95,912	29,055	litres	3.23	93,848
Scope 1		Coolants	Quantity leaked – R134A	-	kg	2,860.00	-	107	kg	1430	153,010
Scope 1		Coolants	Quantity leaked – R32	-	kg	675.00	34	11	kg	1774	19,514
Scope 1		Coolants	Quantity leaked – R407C	40	kg	5,322.00	212,880	-	kg	5322	-
Scope 1		Coolants	Quantity leaked – R410A	8	kg	2,088.00	17,435	-	kg	2088	-
Scope 1		Business travel	Diesel (NL)	1,688,024	litres	3.23	5,452,318	2,419,265	litres	3.23	7,814,226
Scope 1		Business travel	Petrol (E95) (NL)	629,337	litres	2.74	1,724,383	725,217	litres	2.74	1,987,095
Scope 1		Business travel	Fuel consumption – lease – CNG (NL)	65	litres	2.73	177	3	litres	3	8
			<i>Compensation – Scope 1</i>								
		<i>Gold Standard</i>					<i>-9,668,462</i>				<i>-12,457,228</i>
Scope 1 total							0				0

		2020						2019			
Scope	Location	Category	Activity	Import	Unit	kg CO2/ per unit	Emissions (kg of CO2)	Import	Unit	kg CO2/ per unit	Emissions (kg of CO2)
Scope 2		Fuels and heat	District heating	29,344	GJ	35.97	1,055,504	18,708	GJ	35.97	672,927
Scope 2		Business travel	Electricity (unknown)	236,452	kWh	-	-	62,772	kWh	0	-
Scope 2	Data centre & infrastructure	Electricity	Grey electricity	107,998,016	kWh	0.56	60,046,897	106,966,417	kWh	0.649	69,421,205
Scope 2	Offices	Electricity	Grey electricity	72,375,179	kWh	0.56	40,240,600	76,103,754	kWh	0.649	49,391,336
Scope 2	Network – Mobile network	Electricity	Grey electricity	111,892,046	kWh	0.56	62,211,977	111,976,723	kWh	0.649	72,672,893
Scope 2	Network – Fixed network	Electricity	Grey electricity	3,014,840	kWh	0.56	1,676,251	4,799,288	kWh	0.649	3,114,738
Scope 2	Shops	Electricity	Grey electricity	16,225,489	kWh	0.56	9,021,372	17,748,543	kWh	0.649	11,518,804
		<i>Purchasing of Guarantees of Origin</i>	<i>Electricity</i>	<i>311,505,570</i>	<i>kWh</i>	<i>0.556</i>	<i>-173,197,097</i>	<i>-317,594,725</i>	<i>kWh</i>	<i>0</i>	<i>-206,118,976</i>
		<i>Purchasing of Gold Standard certificates</i>	<i>Compensation – Scope 2</i>				<i>-1,055,504</i>				<i>-672,927</i>
Scope 2 total							0				0

		2020						2019			
Scope	Location	Category	Activity	Import	Unit	kg CO2/ per unit	Emissions (kg of CO2)	Import	Unit	kg CO2/ per unit	Emissions (kg of CO2)
Scope 3.1		Purchased goods and services		-		-	39,730,417	-		-	45,058,064
Scope 3.2		Capital goods		-		-	-	-		-	-
Scope 3.3		Fuel- and energy-related activities not included in Scope 1 and 2		-		-	-	-		-	-
Scope 3.4		Upstream transportation and distribution		-		-	-	-		-	-
Scope 3.5		Residual and waste products	Business waste	1,620,732	kg	-	-	-		-	-
Scope 3.6		Business travel	Public transport	-	km	-	-	4,284,366	km	0.04	154,237
Scope 3.6		Business travel	Regional flights <700 km	13,346	km	0.30	3,964	98,560	km	0.30	29,272
Scope 3.6		Business travel	European flights 700–2,500 km	92,909	km	0.20	18,582	860,865	km	0.20	172,173
Scope 3.6		Business travel	Intercontinental flights > 2,500 km	216,616	km	0.15	31,843	1,590,117	km	0.15	233,747
Scope 3.7		Travel between home and work	Own car, unknown fuel	11,672,190	km	0.20	2,276,077	40,022,590	km	0.22	6,906,187
Scope 3.7		Travel between home and work	Petrol-powered scooter	147,639	km	0.05	7,087	568,859	km	0.05	27,305
Scope 3.7		Travel between home and work	Standard bike (non-electric)	699,324	km	-	-	1,865,442	km	-	-
Scope 3.7		Travel between home and work	Public transport	843,517	km	0.04	30,367	2,050,070	km	0.04	73,803

Scope 3.7	Travel between home and work	Average train	15,528,530	km	0.01	93,171	40,531,460	km	0.01	243,189
Scope 3.8	Upstream leased assets		-		-	1,513,055	-		-	1,949,480
Scope 3.9	Downstream transportation and distribution	Number of mobile packages dispatched within the Netherlands	695,271	Number	0.37	260,031	573,411	Number	0.37	214,456
Scope 3.9	Downstream transportation and distribution	Number of TV/internet packages dispatched within the Netherlands	2,250,000	Number	0.37	841,500	2,401,325	Number	0.37	898,096
Scope 3.10	Processing of sold products		-		-	-	-		-	-
Scope 3.11	Use of sold products		-		-	52,243,651	-		-	60,771,379
Scope 3.12	End-of-life treatment of sold products		-		-	35,031	-		-	44,772
Scope 3.13	Downstream leased assets		-		-	-	-		-	-
Scope 3.14	Franchises		-		-	-	-		-	-
Scope 3.15	Investments		-		-	-	-		-	-
Total for scope 3						97,084,775				116,776,159
Total for scopes 1 & 2						10,723,966				13,130,155
Total for scopes 1, 2 & 3						107,808,740				129,906,314

Waste network (in kg)	Result 2020	Result 2019
Disposal of total telecomms equipment waste	264,826	228,027
Recycling of total telecomms equipment	227,267	197,393
Reuse of total telecomms equipment waste	3,264	2,334
Total disposal of hazardous waste	35,149	114,591
Disposal of batteries classed as hazardous or special waste	21,759	15,558
Disposal of Asbestos	-	-
Total recycling of waste classed as hazardous or special	8,848	80,858
Recycling of batteries classed as hazardous or special waste	14,143	10,113
Total reuse of waste classed as hazardous or special waste	-	-
Reuse of batteries that have been classed as hazardous or special waste	3,264	2,334

GRI table

GRI Content Index – Core

GRI Code

GRI 102: GENERAL INDICATORS 2016

1. Organisation profile

		Reference	Explanation
102-1	Name of the organisation	About VodafoneZiggo	VodafoneZiggo does not offer any products or services that are prohibited in certain markets.
102-2	Primary brands, products and/or services	About VodafoneZiggo	
102-3	Location of the organisation's head office	Boven Vredenburgpassage 128, 3511 WR Utrecht	
102-4	The number of countries in which the organisation is active	About VodafoneZiggo	
102-5	Ownership structure and legal form	Organisational structure	
102-6	Sales markets	About VodafoneZiggo	
102-7	Scope of the reporting organisation	We are VodafoneZiggo How we create financial and economic value	
102-8	Composition of workforce	We are VodafoneZiggo	
102-9	Description of the organisation's supply chain	Our position in the telecommunications chain How we have an impact within the chain	
102-10	Significant changes for the organisation and the chain		
102-11	Explanation regarding the application of the precautionary principle by the reporting organisation	Risk management	In 2020, no significant changes occurred within the organisation and the chain.
102-12	Externally developed economic, environmentally-related and social charters; principles endorsed by the organisation	Making our procurement process more sustainable Partnership with Ecovadis for the auditing of suppliers	Alliantie Digitaal Samenleven (Digital Society Alliance), Media Literacy Network (<i>Netwerk Mediawijsheid</i>), NL Digital, ECP, JAC, Monet, Abuse Information Exchange, GIGAEurope, COIN, Data Driven Marketing Association, Dutch Continuity Board, Expertisebureau Online Kindermisbruik, FIST, Future Society Nederland, Groep Graafrechten, GSMA, MVO Nederland, Open Internet Coalitie, RODAP, Ronde Tafel Bird&Bird, Stichting Preventel, TSOC, Vereniging BTG, VNO-NCW
102-13	Memberships of associations (such as sectoral associations) and national and international interest groups		

2. Strategy

102-14	Declaration from the highest-ranking party within the organisation with the authority to make decisions	Foreword by our CEO
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3. Ethics and integrity

102-16	Description of the values, principles, standards and behavioural standards applied by the organisation, such as a code of conduct.	Our Code of Conduct
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4. Management

102-18	The management structure of the organisation	Organisational structure
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5. Stakeholder Engagement

102-40	List of groups of stakeholders that the organisation has engaged	Explanation of stakeholder selection	97% of our employees are covered by a collective labour agreement
102-41	Employees subject to a collective labour agreement		
102-42	Basic principles for the assessment and selection of stakeholders	Explanation of stakeholder selection	
102-43	The manner in which stakeholders are engaged	Explanation of stakeholder selection	
102-44	The most important topics and issues that came to the fore from the consultation with the stakeholders	Explanation of stakeholder selection	

6. Reporting practice

102-45	Overview of all businesses included in the consolidated financial statements and are not included within the scope of this report	About this impact report	
102-46	Process for determining the content and specific demarcation of the report and the principles used for this purpose	About this impact report	
102-47	Material topics that have been established during the process to determine the content of the report	Explanation of stakeholder interaction and materiality	
102-48	Consequences of a possible reformulation of information provided in an earlier report and the reasons for this reformulation	About this impact report	
102-49	Amendments in the report	Explanation of stakeholder interaction and materiality	
102-50	Reporting period		01/01/2020 – 31/12/2020

102-51	Date of the most recent previous report	April 23 2020
102-52	Reporting cycle	Annual
102-53	Contact person for questions concerning the report or its contents	pers@vodafoneziggo.com
102-54	Claims concerning reporting in accordance with the GRI Standards	Foreword by our CEO
102-55	GRI Content Index	GRI table
102-56	Policy regarding assurance	About this impact report

2. Material topics reported by VodafoneZiggo in accordance with GRI

Business ethics (GRI 205: Anti-corruption)

		Reference	Explanation
205	DMA	Ethical conduct Materiality assessment About this impact report	
205-2	Communication and training courses concerning anti-corruption policy and guidelines	Ethical conduct Connectivity table	

Circular economy (GRI 301: Materials)

301	DMA	Towards a circular organisation Materiality assessment About this impact report	
301-1	Used materials by weight or volume	Towards a circular organisation Connectivity table	

Energy consumption and CO2 emissions (GRI 305: Emissions)

305	DMA	Impact through our operations Impact via our customers Impact via our people Materiality assessment About this impact report	
305-1	Direct greenhouse gas emissions (scope 1) by weight	Impact through our operations Impact via our customers Impact via our people Connectivity table Environmental impact	
305-2	Direct greenhouse gas emissions from energy (scope 2) by weight	Impact through our operations Impact via our customers	

		Impact via our people Connectivity table Environmental impact
Governance (GRI 405: Diversity and Inclusion)		
405	DMA	Management Board & Board of Directors Diversity and inclusion Materiality assessment About this impact report
201-1	Diversity at management and employee level	Management Board & Board of Directors Diversity and inclusion Connectivity table
Community investment		
103-1/2/3	DMA	Valuable social partnerships Step up for good Materiality assessment About this impact report
VZ 1	Number of employees who registered for Step up for good	Valuable social partnerships Step up for good Connectivity table
Digital inclusion		
103-1/2/3	DMA	Working to achieve digital inclusion for everyone Materiality assessment About this impact report
VZ 2	The number of children who took part in the Online Masters programme	Working to achieve digital inclusion for everyone Connectivity table
VZ 3	The number of children who took part in an Experience Day	Working to achieve digital inclusion for everyone Connectivity table
Digital transformation		
103-1/2/3	DMA	Transforming into a digital organisation Materiality assessment About this impact report
VZ 4	NPS digital customer journey mobile customers	Transforming into a digital organisation Connectivity table

Diversity and an inclusive culture

103-1/2/3	DMA	Diversity and inclusion Materiality assessment About this impact report
VZ 5	Number of persons with difficulty accessing the job market employed	Diversity and inclusion Connectivity table

Electromagnetic radiation

103-1/2/3	DMA	Transparency regarding the possible effects of electromagnetic fields Materiality assessment About this impact report
VZ 6	Score in internal policy compliance review EMV	Transparency regarding the possible effects of electromagnetic fields Connectivity table

Impact of products and services

103-1/2/3	DMA	Developing technological solutions for society Materiality assessment About this impact report
VZ 7	Allies (<i>Bondgenoten</i>): number of AV1 robots lent out	Developing technological solutions for society Connectivity table

Innovation

103-1/2/3	DMA	Innovative products and services Materiality assessment About this impact report
VZ 8	Number of IoT connections VodafoneZiggo	Innovative products and services Connectivity table

Chain management

103-1/2/3	DMA	How we have an impact within the chain Materiality assessment About this impact report
VZ 9	Total expenditure paid to suppliers who have completed the Ecovadis assessment	How we have an impact within the chain Connectivity table
VZ 10	Top 250 suppliers in Ecovadis	How we have an impact within the chain Connectivity table

Network

103-1/2/3	DMA	Investing in a dependable, future-proof network for everyone Materiality assessment About this impact report
VZ 11	Availability of fixed network	Investing in a dependable, future-proof network for everyone Connectivity table
VZ 12	Availability of mobile network	Investing in a dependable, future-proof network for everyone Connectivity table

Privacy

103-1/2/3	DMA	Protecting our customers' privacy Materiality assessment About this impact report
VZ 13	Staff who have completed privacy e-learning	Protecting our customers' privacy Connectivity table

Security

103-1/2/3	DMA	Safeguarding our customers' security Materiality assessment About this impact report
VZ 14	Customer service staff who have taken part in e-learning on data breaches	Safeguarding our customers' security Connectivity table

A responsible employer

103-1/2/3	DMA	A responsible employer Materiality assessment About this impact report
VZ 15	Number of Discover trainees employed	A responsible employer Connectivity table

Customer care

103-1/2/3	DMA	How we create value for our customers Materiality assessment About this impact report
VZ 16	NPS of combined services Vodafone – consumer	How we create value for our customers Connectivity table
VZ 17	NPS of combined services Ziggo – consumer	How we create value for our customers Connectivity table

About this impact report

With this impact report, we provide our stakeholders with insight into and account for the most significant developments, achievements and themes in 2020. Our aim is to paint an honest picture of the things that have been done well, while also providing insight into possible points for improvement and challenges we are still facing. In the report, we make reference to our corporate website www.vodafoneziggo.nl/en/, which provides up-to-date information about the latest developments, projects and programmes.

Design and content

This year, our report has been drawn up in accordance with the Core option of the GRI Standards for the first time. We have implemented the General Disclosures 2016 and, where possible, have included specific GRI indicators for each of our material topics. The reporting criteria used in connection with Sustainability Performance are the reporting criteria based on the definitions in the Greenhouse Gas Protocol and are the ones we use internally.

All of the data reported are taken from our internal measurements, calculations, measurements provided by third parties or determined by via our internal systems. In cases where we were obliged to use specific methods to perform measurements or to produce estimates, we have explicitly explained that in the accompanying texts. In the event that any changes have been made to the definitions or to our calculation method in comparison to the years that form the subject of previous reports, this will be clearly indicated in the text.

In this report, we will only account for our own activities and achievements and will not provide any accountability with regard to the activities of any of our partners or to our impact within the chain. In the event that any acquisitions or divestments have been made, all of the data will be included from the date of acquisition onwards or up to the date on which the divestment took place, unless otherwise stated.

The impact report is structured around the material topics that we identified and our People, Planet, Progress pillars. The contents of the report have been compiled as a result of the efforts of members of the management team with responsibility for the strategy, activities and performance associated with the material topics. Together with the nine members of the Board of Directors, they determined the structure

of the report and provided all of the qualitative and quantitative data for reporting. Our CSR committee will evaluate the contents of the impact report and approve the final version. The Corporate Communications & External Engagement department is responsible for the compilation, final editing and publication of this impact report.

The financial figures presented have been taken from the consolidated financial statements of VodafoneZiggo Group B.V. VodafoneZiggo Group B.V.'s consolidated financial statements for the year ending 31 December 2020 have been prepared in accordance with US GAAP and were audited by KPMG Accountants N.V. on 16 March 2021.

Our ambition

Each year, our goal is to provide an even more transparent and comprehensive impact report than in the previous year, in which we focus on the topics of greatest importance to our stakeholders. During the years to come, we will continue to monitor this by carrying out materiality analyses. In order to clarify exactly what influence we are having on the world around us, we will commission impact studies on a regular basis in the coming years.

If you have any questions about this report, you can send an email to pers@vodafoneziggo.com.

Colophon

Website creation

F19 Digital Reporting

Design

Marco van Buren

Text and content support

Sustainalize

