



# VodafoneZiggo Impact Report

2021

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# Foreword to the Impact Report

## Moving forward digitally together

Moving forward digitally together – as people, as an organisation and as a society. For me, that is how I would sum up VodafoneZiggo's role in a few words. And that is a role we are fulfilling with pride, confidence and ambition. Part of this also means being mindful of our impact on society and therefore also of the technological and social sustainability of our business processes and our chain. In that regard, our company is more transparent than ever before. We believe this is essential in order to ensure a good dialogue and trust with the world around us.

### RESILIENCE IN DEMANDING TIMES

As the 'second year of the corona pandemic, 2021 once again placed heavy demands on our networks and on the resilience of our organisation. In the Netherlands, homeworking was embraced, many hours were spent receiving education online and people increasingly went in search of relaxation on their mobile devices. Fortunately, our networks were able to cope well with those changes. People in the Netherlands were able to rely on what is one of the world's best infrastructures, as a result of which our society and our economy were able to remain intact as much as possible.

In demanding times, we certainly enjoy thinking in terms of digital solutions. Under our 'Instant Network' programme, for example, we make equipment and people available who are able to build a temporary mobile network in disaster zones, as we are currently doing in the areas bordering Ukraine. And last year, we kept the Dutch province of Limburg connected during the floods.

### SMARTER AND MORE SECURE THAN EVER BEFORE

We are convinced that technological innovations can help the world move forward. Right now, we are in the middle of a transition to the next generation of mobile internet. To be precise: 5G. A technology from which we expect exciting developments. From smart cities to increased security, better healthcare and the industry of the future. In order to stay at the forefront of those developments – and to make them available to our customers – we are collaborating with our partners on the innovations of tomorrow.

The more our lives take place online, the more important privacy and data security will become. The integrity and security of our systems and networks therefore form a high priority and one of the ways we are addressing this is by implementing robust measures in the area of e-mail security.

### AT THE HEART OF SOCIETY

As a company employing more than 7,000 people, we are an essential part of Dutch society. We would therefore like to make a contribution to resolving the major issues that are affecting society – hand in hand with a wide variety of partners. The digital skills of many Dutch citizens, which are lagging behind, are a major challenge. Thanks to our educational programmes which are provided free of charge, we are learning, both young and old, how to participate in the digital world safely, skilfully and consciously.



We would also like to see that society reflected in our workplace. We believe it is important for our employees to be able to be themselves, to enjoy their work and to be able to make headway. We like to think in terms of possibilities, not limitations, which is why we support the deployment of people who find it more difficult to find a job, and we are working on ensuring equal opportunities for all.

## **TRANSPARENCY ABOUT SUSTAINABILITY**

Based on our People Planet Progress strategy, we are working on long-lasting improvements to our entire organisation, operation and chain. A holistic approach, therefore, and that is bearing fruit. In 2021, we successfully achieved 20% of our target to help two million people move ahead using our technology in the period from 2020 to 2025. We also reduced our environmental impact by 27% compared to 2018.

We are fully aware of the fact that we are emitting CO<sub>2</sub>, using natural resources and producing waste. Whilst that is something we are unable to prevent, we are nevertheless determined to reduce our impact on the environment further each year. By 2025, we even intend to halve our impact in terms of CO<sub>2</sub> emissions. In order to achieve that, we are taking a whole host of energy-saving measures. These include using energy-efficient equipment and smarter cooling systems, purchasing 100% green electricity and using sustainable vehicles.

I began this foreword with transparency, a word which hopefully will come to the fore clearly when you read through this Impact Report. This year, we have once again put together our report in accordance with the international reporting guidelines the GRI Standards. These help us to make sure that we provide a clear insight into our achievements and results in the field of sustainability. I am proud to provide you with this insights, and I hope you enjoy reading this report.

**Jeroen Hoencamp**

*Chief Executive Officer, VodafoneZiggo*

The digital revolution is in full swing, and is being driven by increasingly strong networks, smarter innovations and complex technology. However, in our customers' eyes, that's not what it's all about. What is essential to them is the feeling of connection; with each other and with the world. Secure and open, day and night. Connectivity that genuinely helps people and companies make progress; that provides relaxation and deepens relationships. It is no coincidence that VodafoneZiggo's goal is '**enjoyment and progress with every connection**'. Together with our partners, we provide the products, services, content and technology that people need to stay connected. Now and in the future.

**Jeroen Hoencamp**

Chief Executive Officer



# The world around us

Technology is developing at a rapid pace, sustainability is more important than ever before and the coronavirus is still causing considerable upheaval around the world. In order to remain relevant, it's important to know what is going on and be able to shift gears quickly. In this section, we will discuss the trends and developments we are monitoring closely.

## WORKING FROM ANYWHERE

Anyone who thought that the pandemic was over after 2020, was deceiving themselves. Last year, the Netherlands was confronted with lockdowns once again, as a result of which the growth of our 'online lives' continued. Helped by the gradual increase in the digital tools available, homeworking – or rather: 'working from anywhere' – became even easier. Research has shown that this flexible way of working is set to continue, even once the coronavirus is no longer keeping us at home. This also will be accompanied by an increase in the importance of cybersecurity. The integrity and security of our systems and network are therefore our highest priority. That is what our customers and society as a whole are expecting from us.

## A SMART HOME FOR EVERYONE

Another trend that was given a boost by the pandemic is relaxing at home via digital resources. From smart speakers to *connected* thermostats and washing machines – millions of Internet of Things devices were connected in our customers' homes last year. For work purposes, but also in order to relax, to provide more comfort and to make things more sustainable. As a result of which, many people are truly living in a *smart home* already. Consumers are also increasingly making use of streaming services such as Netflix and AppleTV, either via their television screens, but also just as easily via all manner of other equipment, such as laptops and smartphones.



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### A smart house, a safe home

Wilco Dekker - Manager Technology Strategy  
*about the data behind your front door*

[> READ MORE](#)

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## PUTTING CUSTOMERS FIRST

In an increasingly digital era, customers' expectations are changing. Waiting a long time for an answer was never popular, but now every second truly counts. The same thing also applies when making changes to a subscription or when purchasing an additional service. That is why at VodafoneZiggo, adopting a customer-focused approach is our number one priority. Last year, we invested heavily in the My Ziggo app and the My Vodafone app. As a result of this, ordering a service quickly or to changing a setting is easier than ever.

## GROWING COMPETITION

Our competition increased in 2021. Several parties accelerated the roll-out of fibre optic, in order to compete with our GigaNet. In addition, private equity parties entered the market by buying into our competitors. This is a new development that we are monitoring closely. New competitors are also appearing in terms of content.

## WORKING TO IMPROVE OUR CLIMATE

We have seen all kinds of trends and developments come and go. Climate change, however, is something that requires our constant attention. Not simply by talking about it, but above all by working on solutions. Last year, we once again took some major steps forward in the direction of our sustainability goals for 2025. We are making an impact with our environmental performance in three key areas: our own operation, our customers and our employees. You can [read here](#) what we are doing in those areas to turn our firm ambitions into reality.

During the floods in the province of Limburg in 2021, we literally swung into action. Despite the extreme conditions, our network held up well, but at various locations, the residents of Limburg were still having problems. By deploying a mobile service point – in other words, a large bus full of experts and equipment – we drove through the province to help people out. All Ziggo equipment that suffered water damage was replaced free of charge.



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### Extra attention for networks in Limburg

*Extra mobile data for customers, technicians offer extra help*

[> READ MORE](#)

*(Article in Dutch)*

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## LABOUR MARKET UNDER PRESSURE

A considerable challenge: the shortage of workers on the labour market. This is especially the case in our sector, which relies, among other things, on people from IT, business and technology. At the moment, professionals in those fields in particular can take their pick of jobs. Fortunately, we at VodafoneZiggo have a lot to offer. Having launched a new career site, we are proudly demonstrating to the world that we are a solid and reliable employer. **Diversity, equal opportunities and inclusion** once again played a significant role: this is a theme in which we are leading the way and will continue to do so.

## DIGITAL ACCESS

Not everyone has a 'handy cousin' who can help install an app, such as the CoronaCheck app. The majority of people found it quite difficult to get the app up and running. Fortunately, many of them found their way to our shops, where we happily gave them the help they needed. Digital inclusion is something that has been on our radar for a long time now and has since become one of the main objectives of our People Planet Progress programme. After all, while we are helping the Netherlands to become more digital, we also have a responsibility to ensure that nobody is left behind. By 2025, we therefore intend to help two million people get ahead in the digital domain.

## TECH OF THE FUTURE

It goes without saying that we are constantly keeping track of all relevant trends and developments in the technology sector. And wherever we can, we also make sure we form part of them. Take the Internet of Things (IoT) for example – the technology that lies behind has become truly mature, or rather: mainstream. Using your smartphone to turn down the central heating at home is something we already find completely normal. That is an area where you can see the energy transition and the opportunities provided by our telecom sector coming together.

Another innovation that we are heavily involved in is the next generation of mobile internet. To be precise: 5G. This is a technology that offers a whole host of exciting possibilities. From smart cities to increased security, better healthcare and the industry of the future. In order to stay at the forefront of those innovations – and to make them available to our customers – we are collaborating with our partners to create the innovations of tomorrow.

## LATEST PREDICTION

Of course, we are living in an unpredictable world. But there's one prediction that we dare to make. We will continue to be at the cutting edge when it comes to the subjects above. From IoT to 5G. From sustainability to digital inclusion. From good employment practices to 'everything for the customer'. From working wherever you like to ultrafast internet – throughout the Netherlands.





We are VodafoneZiggo



# About VodafoneZiggo

We are VodafoneZiggo. A leading technology company from the Netherlands that provides mobile connectivity and appealing entertainment services for private and business customers.

On 31 December 2021, we had over 5 million mobile subscribers, around 4 million video subscribers, over 3 million broadband internet subscribers and over 2 million fixed telephony subscribers.

## A STRONG COMPLETE RANGE OF PRODUCTS AND SERVICES

VodafoneZiggo was created in 2017 as a joint venture from a merger between Vodafone Netherlands and Ziggo, with Vodafone Group and Liberty Global as parent companies respectively. Since then, VodafoneZiggo has become a fully 'converged operator': we offer both fixed and mobile services. Bundling our services in this way not only allows us to serve our customers more effectively, but also to grow faster, thanks to a 'quad-play' range and a wealth of opportunities to sell additional services to existing customers. What is more, we are able to benefit from the knowledge and expertise of both our parent companies.

Supported by our GigaNet – the powerful Vodafone and Ziggo networks – we now operate as one company that offers a combination of two premium brands. In addition, we serve the mobile 'no-frills' segment with hollandsnieuwe: affordable subscriptions with basic services.

**Vodafone.** One of the most innovative brands in the market for mobile telecommunications services. Vodafone has the largest 4G network, was the first to launch 5G in the Netherlands and is the global leader in the Internet of Things (IoT).

**Ziggo.** An iconic and robust brand that has become an integral part of society. Ziggo offers a broad range of fixed services and products such as Gigabit internet, Smart Wi-Fi pods and digital television. We also offer attractive entertainment content – via Ziggo Sport among others – via next-generation video platforms, including our award-winning Ziggo GO app.



## OUR EXPERIENCE CENTRE

The Experience Centre, a place where the company's vision comes to life in various ways, is located at the central office of VodafoneZiggo in the heart of Utrecht. Here, you can come face to face with a hologram figure that tells you about our GigaNet. During a show, you can experience the impact of our current and future technological landscape and you can learn about the positive impact that Internet of Things is having on society. By watching a 360-degree video, you can experience what it is like to climb a mobile phone mast. You can learn what place a fibre node occupies within the fibre cable network. You can dance to the sounds of a concert in a mini-version of the Ziggo Dome. And you can take a selfie with Ajax players.

The Experience Centre has existed since the creation of VodafoneZiggo (2017), but was given a makeover in 2021. It now offers a new, interactive walking route, in which we bring our business goals to life for our customers, colleagues and other stakeholders.

In addition, various departments use the Experience Centre to hold interactive sessions with their (external) clients. The B2B department (business market) invites customers here for tours and meetings, in which the main focus is on future opportunities for companies – where are we now and what is our direction of growth? The customers can choose between two inspiration sessions:

- Smarter Business: Responding to the opportunities offered by the Internet of Things and Big Data.
- Digital Workplace: Responding to the emergence of flexible/more flexible working.

# Experience Centre

## Target groups and available journeys



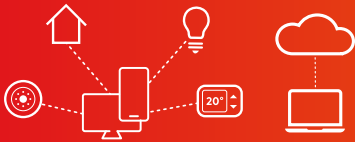
### New employees

Session: Onboarding HR & Retail



### Pupils from the primary school

Sessions: Experience Days



### Business customers

Session: Internet of Things  
Digital Workplace



Local government Session:  
Inspiration session

*The place for inspiration, education and entertainment*

The B2B and Public Affairs departments regularly welcome guests together from local government (municipalities and provinces). During these sessions, the participants examine how they can support each other with difficult issues.

The Corporate Social Responsibility departments frequently invites school pupils. These children (usually from group 7 and 8 of primary school) learn how to be skilled, safe and aware in digital world.

The HR department organises an introductory meeting for new colleagues several times a year here, where they learn more about the business goals and the values of VodafoneZiggo. The same applies to the Retail department, which welcomes the new shop employees here.



# The role we want to play

What do we regard as the role of VodafoneZiggo in our customers' lives and within Dutch society? What *value* do we want to create for our stakeholders? We will provide the answers to those questions with our goal and our strategy. We use this to give direction to everything we do – from minor decisions to major investments.

## Our goal

We are becoming increasingly interconnected. Smart applications and technical innovations are enabling millions of meaningful connections to be made – between people and with the world around them. Our network is the stable basis for this. And together with our partners, we offer the services, content and technology that are necessary to remain connected, to enjoy and to build on the future.

That is why VodafoneZiggo's mission is: *enjoyment and progress with every connection*. That is what we are all doing it for.

### Enjoyment

Our content and our technology provide people with enjoyment. Working, playing, relaxing, creating or meeting up: it's all at your fingertips, anytime and anywhere.

### Progress

We are a driver of innovation and digitisation in the Netherlands. At the same time, we are building and managing the infrastructure that makes all of that possible – a stable, smart and future-proof network.

### Connection

We are harnessing the power of technology as a means of ensuring equal opportunities and a more robust society. Everyone must be in a position to benefit from the digital transformation.

## Our strategy

We put our goal into practice by focusing on four strategic pillars:



Live up to the  
customer promise



Go digital



Claim hero  
propositions



Invest for  
the future

## FULFILLING OUR CUSTOMER PROMISE

Everything we do revolves around the customer. That is our promise. So, it's only logical that we listen very closely to our customers. That way, we can work together to improve our current offering and to develop new products and services. In our view, expectations are there to be exceeded. By means of an initiative such as '*De klant in ons DNA*' (The customer in our DNA), we make sure that from the moment they are recruited and trained, our employees put the customer first. And with our project '*Bestaande klanten voorop*' (Existing customers first), we allow our loyal customers to benefit from our bundled products and services

## DIGITISATION

We are investing a lot of capital, energy and manpower in order to transform VodafoneZiggo into an increasingly digital company. After all, that is the key to achieving further growth and success. Digitisation is about both a mentality and also a way of working.

## PROVIDING FANTASTIC PRODUCTS

We want to make our customers as happy as possible with our products and services. That is why we focus on what they want and what they need. For our business customers, we provide complete and innovative Internet of Things solutions and also fulfil the role of a reliable partner within their digital transformation. We also offer our customers the best Wi-Fi coverage with our Smart Wi-Fi products and our exclusive entertainment offering, such as Movies & Series and Ziggo Sport. Before launching new products on the market, we discuss them in detail with our customers and subject them to extensive testing.

## INVESTING IN THE FUTURE

Not only are we working to build a future-proof network, but a network that always stimulates and facilitates new developments. In order to play that role, our GigaNet will need to become increasingly faster and more reliable. In the next few years therefore, we will ceaselessly continue investing in improvements to our network and in expanding our content strategy. What is more, we will be investing in a sustainable future by means of our Corporate Social Responsibility (CSR) strategy: People Planet Progress. This contains robust social and green ambitions to be achieved by 2025.

# People Planet Progress (PPP)

We are proud of the positive contribution that our products and services are making in the lives of millions of people. Our ambition extends even further than that, however. Our aim is to make that contribution in an increasingly socially responsible and sustainable way. Within the PPP strategy, our aims are to halve our impact on the environment by 2025 and also to help two million people to progress in society using our technology. Under the watchful eye of our CSR Committee, our entire organisation is contributing towards the achievement of our aims.

Based on our ambitions and our commitment to the Science Based Target initiative (SBTi), we intend to limit our CO<sub>2</sub> emissions even further. We have set ourselves the target of reducing emissions within the entire chain and to offset the remainder to zero.

In order to bring about a solution to urgent issues within society, our work is based upon five strategic pillars:

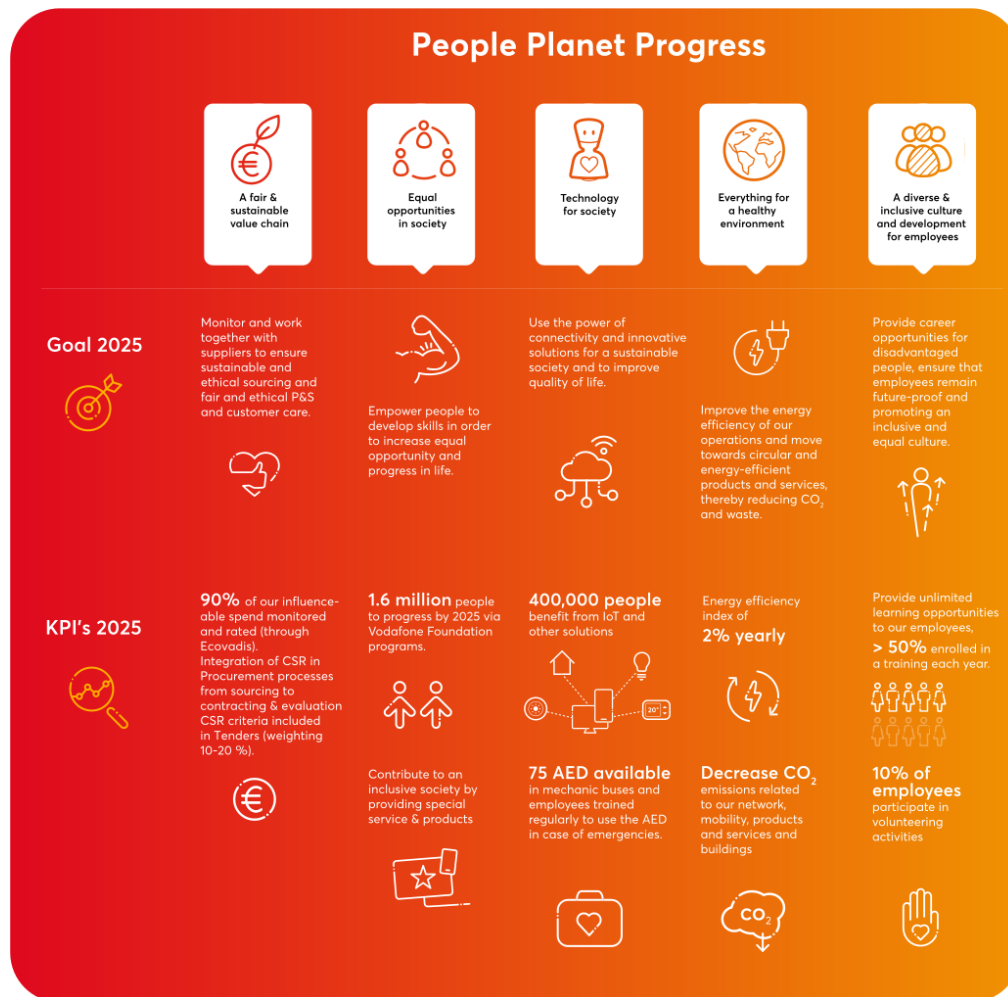


In order to gain a firmer grip on our impact, we measure it on the basis of various indicators and in relation to our ambitions for 2025. We make use of the insights gained to expand our positive impact on society and to reduce our negative impact on the environment. In 2021, we achieved 20% of our ambition to help two million people get ahead in the period between 2020 and 2025. What is more, we reduced our environmental impact by 27% in 2021, compared to 2018\*.



*\*We are continuously improving the way we collect, calculate and report on our CO<sub>2</sub> emissions. Based on the latest insight we have further refined our CO<sub>2</sub> calculation methodology for scope 3. We have recalculated our CO<sub>2</sub> emissions related to the use of our media boxes and modems at our customers from 2018 to 2021. Furthermore, we also added smartwifi-pods to our scope 3 reporting.*





## Sustainable Development Goals

As VodafoneZiggo, we have selected eight Sustainable Development Goals (SDGs) and intend to make an active contribution in those areas. Those objectives are linked to our People Planet Progress strategy. These arrangements were formulated by our CSR Committee, in consultation with our parent companies. In addition, the SDGs also form part of our Green Bond Framework and the Sustainable Finance Framework.

The Sustainable Development Goals (SDGs) consist of 17 objectives set by the United Nations in 2015 to make the world a better place by 2030. All UN member states, including the Netherlands, are signatories to those goals. The goals themselves were created using input from organisations and individuals all over the world and are seen as a global compass for challenges such as poverty, education and the climate crisis. The SDGs are the successors of the Millennium Goals that were in force between 2000 and 2015.

## 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).

#### Objective

- By the end of 2022, VodafoneZiggo will have made 180,000 pupils in the Netherlands more digitally skilled.



#### Background

We introduced a new diversity and inclusion policy in 2019.

#### Objective

- 2021 32% women at the top (SLT and SMT)
- 2025 32% women at the top (SLT and SMT)
- Equal pay (also for part-time and full-time employees)

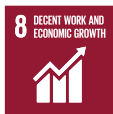


#### Background

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 we create value for our stakeholders

Making sure that the Netherlands remains connected. Never before was our essential role within Dutch society so clear as during the pandemic. We made it possible for millions of people to stay in contact with friends, family, colleagues, classmates and customers. This is a great example of how valuable we are in the eyes of our many stakeholders.

In order to obtain an insight into how we create value, we make use of the value creation model. This is line with a cohesive form of reporting known as Integrated Reporting. The model shows what value we are creating, for whom and exactly how we are doing that. It clearly sets out what we need to go about operational activities (input), what we subsequently do with that (our business model) and what outcomes result from this and what impact they have on the environment and on society (output). The value creation model therefore shows us the very essence of our organisation at a glance.

## INPUT

As an organisation, we make use of various forms of capital. One of the most important of those is our network. Without all of our transmitter masts, data centres, fiber nodes and underground cables, we would not be able to provide our customers with a network that provides nationwide coverage. Financial resources are also needed in order to continue making investments in our network, in our employees and in sustainable and innovative solutions.

One of our crucial assets consists of our people themselves, as they are the ones who ensure that our strategy is being carried out. They are also the ones who contribute their expertise and experience to develop and improve our products and services. They make agreements with suppliers, carry out maintenance to our systems and are in day-to-day contact with our customers.

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 work closely with our social partners in order to make a value contribution towards society.

## BUSINESS MODEL

Key aspects of the value creation model are our core activities and our strategy. Our strategy is geared towards the achievement of our goal: enjoyment and progress with every connection. We do this in accordance with our **four strategic pillars**:

- Fulfilling our customer promise
- Digitisation
- Creating fantastic products
- Investing in the future

Our core activities therefore focus on supporting these strategic pillars and contributing towards our goal. Finally, the structure of our organisation is used as a means of controlling our internal and external risks and of ensuring that we act in an ethical way at all times.

## OUTPUT

Our products, service and activities give rise to all manner of internal and external outcomes. For example, we make it possible for millions of people to make telephone calls and access the internet via a reliable and future-proof network. Our financial results enable us to continue investing in our network, in innovations and in our employees. Our output also includes our impact on the environment in the form of our CO<sub>2</sub> emissions and waste streams. We are doing everything we can to ensure that both of those are reduced and to become a more sustainable organisation as a result.

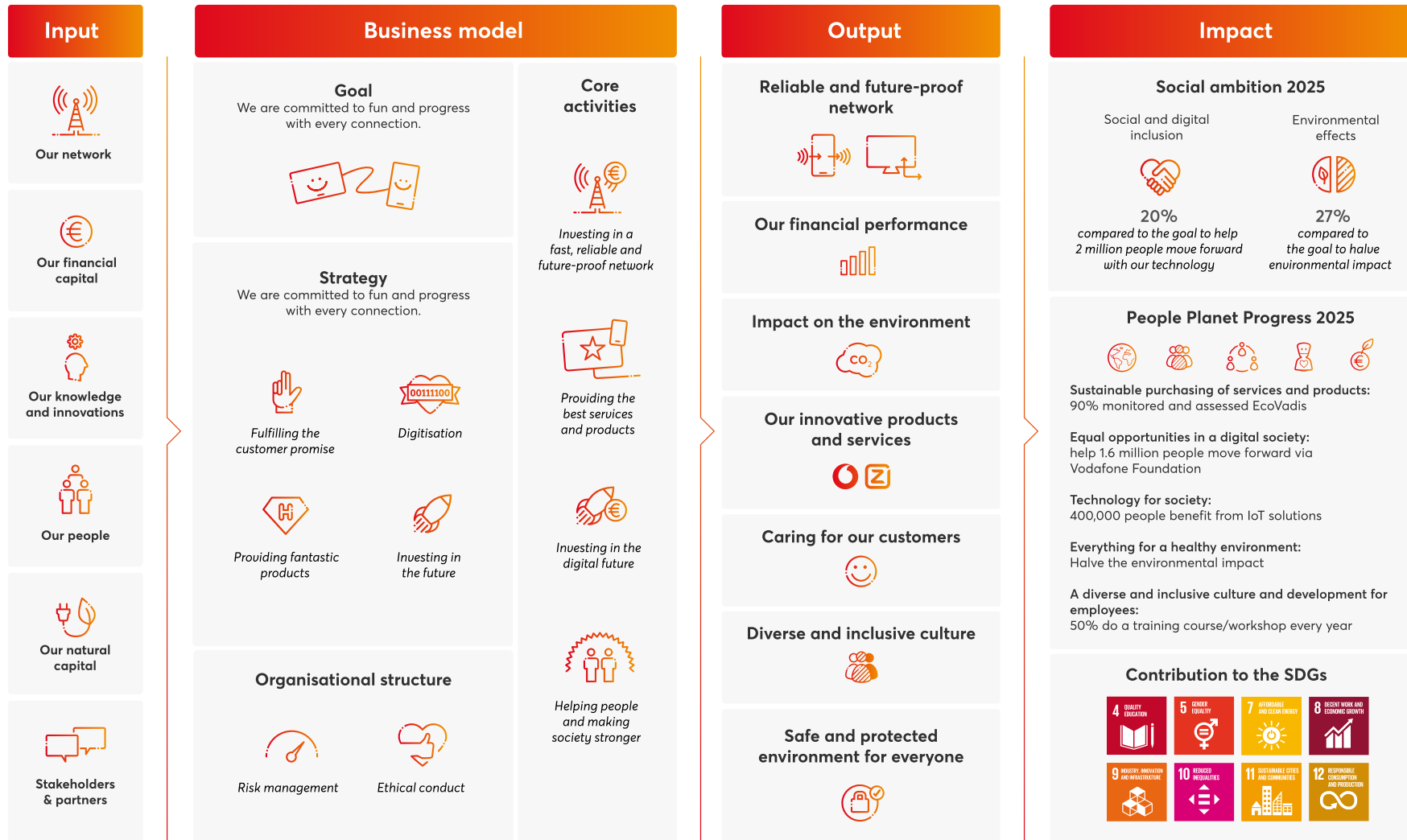
We are constantly renewing our range of products and services, in close collaboration with our customers. We achieve this by putting them first and by listening to their needs and expectations. Within our own organisation, we are working to create a diverse and inclusive working environment that is a reflection of society and enables everyone to feel safe and feel at home. Finally, we offer all of our customers and employees a secure and protected digital environment that safeguards their security and privacy.

## OUR IMPACT

Our activities have an impact on society and we create economic, social and ecological value. In 2020, we formulated our corporate ambitions to be achieved by 2025. Our aim is to help two million people get ahead in society using our technology and to reduce our environmental impact by half. In addition, our People Plant Progress strategy focuses on the sustainable purchasing of services and products, equal opportunities within a digital society, technological solutions to problems that exist in society, a healthy environment and the ongoing development of a diverse and inclusive corporate culture. We have identified ambitions for each of those goals and have expressed our impact in the form of hard figures. By implementing this strategy, we are also helping to achieve the eight Sustainable Development Goals by 2030.



## VODAFONEZIGGO VALUE CREATION MODEL



# Successful and robust

2021 was a successful year. Not only from an operational perspective – characterised by the excellent performance of our networks – but also from a financial viewpoint. In that regard, we achieved all of our objectives. The result: a solid financial basis that enables us to implement our strategy successfully and turn our People Planet Progress (PPP) objectives into reality.

## THE IMPORTANCE OF STRONG FIGURES

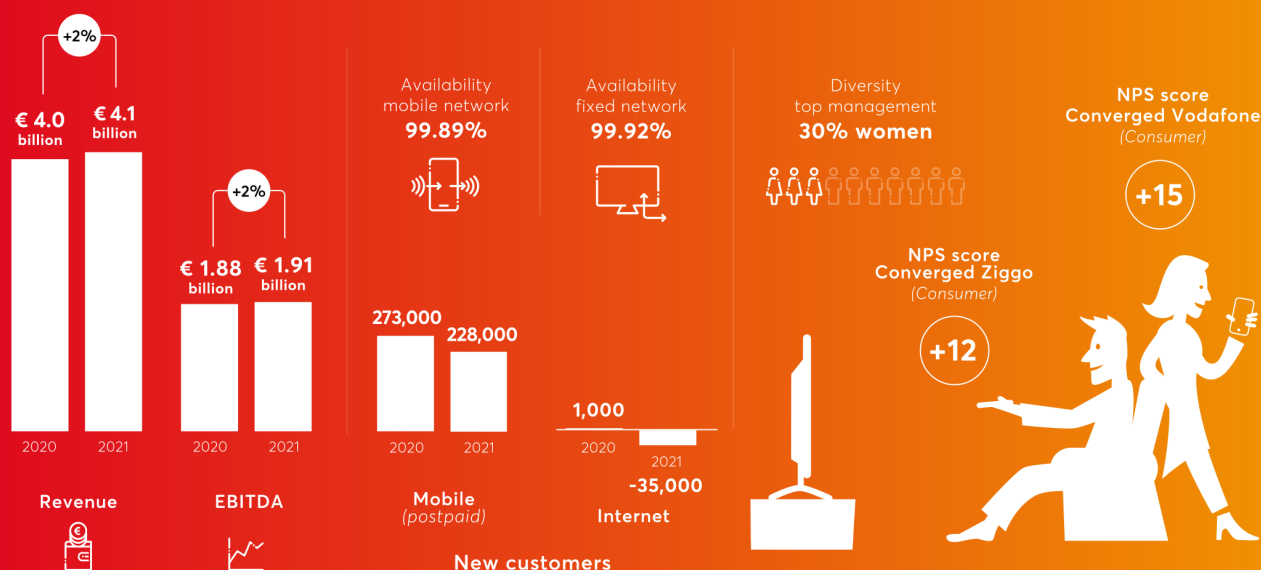
A healthy financial performance forms the very backbone of our company. It is a condition for everything we set out to achieve for our customers, our employees and for society. At the same time, it ensures that our company has sufficient investment power to retain its leading position, including in the long term.

Our financial performance is a reflection of our 'health' as an organisation and of the fact that the right priorities we have set are the right ones. This provides VodafoneZiggo with a firm foundation for sustainable growth and development.

## OUR FINANCIAL PERFORMANCE

In 2021, we achieved all of our financial objectives for the fifth year in succession. Our total turnover was 2% higher than in the previous year. The growth in our turnover and the continued focus on cost control contributed to a 2% growth in EBITDA to 1.915 billion euros (2020: 1.877 billion euros).

## 2021 at a glance



## CSR ambition



Help 2 million people

Achieved result in 2021: **20%**  
 compared to the target of helping  
 to move 2 million people forward  
 in the period 2020-2025

Halve CO<sub>2</sub> emissions

Achieved result in 2021: **27% CO<sub>2</sub> reduction**  
 compared to base year 2018

This year, an increasing number of households once again chose to purchase our products and services. The number of 'converged' householders – households that are customers of both Vodafone and Ziggo – grew by 31,100, reaching a total of 1,489,500 (2020: 1,458,400). The number of converged SIM cards increased by 145,100 and came to a total of 2,472,900 (2020: 2,327,800). After achieving record growth in 2020, the growth in the number of mobile post-paid SIM cards decreased slightly in 2021, from 273,000 to 228,000. The number of internet customers decreased by 35,000.

### INVESTING IN SPEED

Of our turnover, we reinvested 20.5% in our networks, our products, in optimizing our service provision and in digital transformation. Our focus in that regard lay upon new technologies, higher speeds and improved coverage. Meanwhile, almost three quarters of our customers can now opt for internet speeds of 1 Gbps, based on the DOCSIS 3.1 standard. Between now and the end of 2022, this will be 100%. In the past year, we also invested in Smart Wi-Fi pods in order to provide

the very best Wi-Fi coverage. Since then, almost 1.2 million customers are now making use of that technology in their homes. Each of these initiatives resulted in increased customer satisfaction. In 2022, we intend to invest 22-24% of our turnover. The focus of our investment will be upon expanding our network capacity, the devices we deploy in customers' homes and the roll-out of Smart Wi-Fi pods.

## **SUSTAINABLE FINANCING**

As part of our Sustainable Finance Framework, we issued our first sustainable bond loan to a total value of 2.1 billion euros. After issuing so-called 'Green Bonds' in 2020, we introduced innovative 'Sustainability Linked Bonds' in late-2021. In this way, we ensured that our funding strategy was directly linked to our goals with regard to People Planet Progress – to halve our CO<sub>2</sub> emissions within the chain as a whole (Scope 1, 2 and 3 emissions) by 2025 when compared to 2018.

Alongside the customary interest penalty if goals are not achieved, an incentive was also built in that would apply if we do in fact achieve our sustainability goals. This will be rewarded in the form of lower redemption costs. All of the savings thus generated will be reinvested in green and sustainable projects. For us, this innovative 'carrot and stick' approach forms an additional stimulus to achieve our sustainability goals. In this way, we introduced new and trendsetting financing conditions on the sustainable investments market.

## **PROVIDING A CRYSTAL-CLEAR INSIGHT**

We set out to ensure that our reporting is as transparent as possible. That is why we are currently taking the necessary steps to ensure that our reporting is in line with the latest future obligations contained within the Corporate Sustainability Reporting Directive (CSR-D). This integrated method of reporting provides stakeholders, but also ourselves, with an even greater insight into the state of affairs within our respective businesses.

In addition, our purchasing team is continuing to pursue its mission to make sure that the sustainability performance of our suppliers is as transparent as possible. This is something we are doing with the help of the independent consultancy, EcoVadis. In 2021, EcoVadis checked the environmental and social performance of just under 200 of our top 500 suppliers and subsequently added them to the system. In 2022, our aim is to make sure that the rest of our top 500 suppliers have also been assessed by EcoVadis. We also intend to become more sustainable within a short space of time. In this way, we are working to achieve greater transparency and are taking responsibility for our chain.

I am proud that we can build further on a sustainable capital structure. We recently issued €2.1 billion in bonds under a new sustainable finance framework. As a result, we are connecting our financing strategy directly to our climate ambition to reduce our CO<sub>2</sub> emissions by 50%. In this way, we are investing in our ambition to become an increasingly sustainable company.

**Ritchy Drost**

*Chief Financial Officer*







Networking & innovation

# Introduction

Our network forms the basis of everything we do as VodafoneZiggo. A network that is high-quality, future-proof and sustainable. A network that links people together, especially in times when, or in places where, that's not so self-evident. Such places include disaster zones where the Vodafone Foundation provides instant networks that help people move forward if their ordinary lives have suddenly come to a standstill.

In the Netherlands, we make our network even more powerful by focusing on our customers. Our innovative products and services make the lives of both our consumers and business customers easier. From fast Wi-Fi or a digital SIM card to the latest IoT solutions and remote Smarter Working. Those products would not be anything at all, of course, without the best customer service. We set out to achieve that by listening carefully to our customers and by continually innovating that service. That's the only way to do it in an organisation which itself is digitising more and more itself and where employees are going the extra mile to serve customers even better.

## Everything for a strong network

Working from home thanks to fast and secure internet in your home. Streaming films and series on your telephone. The networks of VodafoneZiggo enable the people of the Netherlands to enjoy each and every connection and also to function well as a society. We invest heavily in our fixed and mobile networks, year after year, in order to make them better, faster and more sustainable. This has been a success, as the fixed network of Ziggo has been **rated the best** once again. Vodafone's mobile network has even been one of the best in the world for years.

### TOGETHER FOR SUSTAINABILITY

Our customers expect the highest quality in terms of connectivity and sustainability and that is what they get. Because while we are focusing on new technologies, higher speeds and better coverage, we are also devoted to energy saving and circularity. And together with our parent company Liberty Global, we developed the Mediabox Next Mini: the most economical Mediabox ever, which will be launched onto the market in 2022. As a result of this, our customers' energy consumption will be reduced considerably. Read more about our climate ambitions in the chapter '**Everything for a healthy world**'.

### GIGABIT-SPEED INTERNET THAT KEEPS ENERGY CONSUMPTION THE SAME

Vodafone and Ziggo's powerful network is called GigaNet. An infrastructure that is made for the digital future; for better connectedness, smarter working and the application of new services and innovations. GigaNet also connects millions of Internet of Things (IoT) devices. In this way, for example, it is possible for a drone with 5G control to count warehouse stocks automatically. And in the Connected Ambulance, 5G makes reliable connections between ambulance teams and doctors in the hospital possible.

In the meantime, three quarters of our internet customers can already opt to receive a speed of 1 gigabit per second. That bandwidth will be available to everyone by the end of 2022. However, that is just the beginning. During a recent test at our **TEC Campus** in Amsterdam, we already approached a download speed of 10 gigabits per second. This shows that the limits of our network are still far from being reached.

In the first year of the coronavirus epidemic, data usage amongst our customers shot up. And with an increase of another 15%, 2021 broke all records once again. In April, our customers also received a free speed upgrade of 40% on average. While use is rising rapidly and we are increasing the capacity and speed even further, our energy consumption remains constant. That is an outstanding achievement and something we will continue to focus on.

## 5G: THE MOBILE GAME CHANGER

In 2020, we led the way with the roll-out of the fifth generation of mobile internet: 5G. Vodafone now offers 5G in 88% of the Netherlands. One of the biggest improvements of 5G is the low latency, or rather: fewer delays in the network. As a result of this, even more people will soon be able to stream music and films and play games via mobile telephones even faster and more smoothly at the same time. Even at busy places, such as in stadiums or at festivals. 5G is also becoming a game changer for security, healthcare and farming. As with all other sectors, a fast response time from machines is vital.

## GigaNet - the network of the future



GigaNet now offers download speeds of up to **1 gigabit** per second via the existing network in more than **5,7 million** Dutch households and companies.



Ziggo customers make use of the **best tested fixed network** in the Netherlands, according to a benchmark by umlaut.



With networks in 21 countries, Vodafone offers the **largest 4G mobile network** in the world.

## ROOM FOR THE FUTURE

We are also making space for GigaNet by cleaning up our networks and disabling old systems, beginning with analogue television. After 60 years of loyal service, we bid farewell to the old-fashioned cable television last year – switching fully to digital. And we also ushered radio into the digital era; 80 per cent has already switched to Digital Audio Broadcasting, or DAB+, last year. This saves a lot of energy and also provides more capacity where it's needed most. We are also continually replacing routers and servers with versions that are more modern and more energy-efficient. And we are placing more energy-efficient radio transmitters on our masts. Finally, we are also saying farewell to two business networks: Neon and Metro. After five years of effort, we successfully managed to migrate all our customers to Carrier Ethernet: a new and more energy-efficient network.



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

With our strong networks and the best Wi-Fi coverage, we keep society connected. Our GigaNet is ready for the future, both technologically and in terms of sustainability.

### Eben Albertyn

*Executive Director Technology*



## FUTURE-PROOF

The pandemic demonstrated how important stable networks are. Our fixed and mobile networks have had an enormous social impact recently, because thanks to our network, millions of people are able to work from home and they don't need to travel so much. This is keeping our society and economy going, but is also setting a change in behaviour in motion, with major consequences. The pandemic will soon be over hopefully, but this shift is permanent. It is partly for this new reality that we are offering an ever-improving, faster and more sustainable network.

	Result 2021	Result 2020	Result 2019
Dropped call rate (2G, 3G and 4G)	0.16%	0.18%	0.20%
Total data consumption mobile (in Terabytes)	290.100	225.847	153.978
Total data consumption fixed (in Exabytes)	14.9	12.9	9.1
Availability of fixed network	99.92%	99.89%	99.83%
Availability of mobile network	99.89%	99.80%	99.97%

# Innovative products and services

Nothing is more important to us than private and business customers who are happy with our products and services. They must be able to trust in them blindly day and night. Therefore, we are continuously investing in the quality of everything that we offer. And we are aiming for the best possible experience for every customer. Innovation and sustainability go hand in hand in this product development.

## Satisfaction and connection for our private customers

### ACHIEVED IN 2021

- 1.9 million active Ziggo Go users every month (53% of our customers)
- 1.7 million customers with the newest generation TV watching experience
- 1.2 million Smart Wi-Fi pods provided to customers

### STRONG HOME-BASED (NET)WORK WITH SMART WI-FI

In 2021, a stable internet connection was a lifeline for our customers once again. And due to the frequent homeworking, home learning and video calls, good Wi-Fi coverage indoors was essential. We therefore invested heavily in our new Smart Wi-Fi products in 2021 that enable every resident to have the best possible wireless internet connection anywhere in the house. In the same year, we were able to provide almost 1.2 million Smart Wi-Fi pods to customers. Our ambition is that at least half of our customer base will have given their home network a boost with these pods by the end of 2022. These Smart Wi-Fi devices are a good example of how our products are becoming more energy-efficient all the time and contain more recycled material.

### THE ESIM IS SUSTAINABLE AND SMART

First, they became much smaller. And soon nobody will need them anymore: those all-too-familiar SIM cards. Because in 2020, we introduced the eSIM, a digital successor to these plastic rectangles, and last year we rolled it out further. The eSIM is built into the smartphone and contains all the details that the device needs in order to connect to the network. One practical advantage for users is that with this solution, they can also link several contracts, such as a private connection and a business connection, to one device. This innovation is also more secure, because the SIM is not accessible from outside. Removing the physical SIM cards also saves raw materials and we very much welcome that.



## MORE AND BETTER CONTENT

The way in which people partake of information and entertainment is changing rapidly. 27% of households already have several streaming subscriptions. They use all kinds of different screens for this, wherever and whenever it suits the viewer best. We are responding to this in our entertainment. We are committed to providing the broadest and strongest possible complete range of content, in which we also integrate other streaming services. Customers can effortlessly watch or do what they want with one click or one voice command via our platforms and interfaces. In this way, we are making the enjoyment of TV and online content smarter, easier and more personal each time.

Together with our partners, we provide the best products, services, content and technology. With our rich and partly exclusive range of entertainment and sports, we bring both relaxing and stirring experiences into our customers' living rooms. It is no coincidence that VodafoneZiggo's goal is 'enjoyment and progress with every connection'.

### **Robin Kroes**

*Executive Director Strategy, Insights & Integration*



## ZIGGO GO AND MEDIABOX

In 2021, we made that next-generation TV viewing experience possible for 1.7 million customers, thanks to the Mediabox Next and an update to the Mediabox XL. The Mediabox Next is much more compact and its energy consumption is much lower than that of its predecessors, as a result of which we are achieving great results in terms of our sustainability ambitions. An important role is reserved for our successful app Ziggo GO, which we are continuing to develop and promote. This service already had 1.9 million active users in 2021.

## AN EXTENSIVE RANGE OF SPORTS

The thrilling Formula 1 season 2021 – in which Max Verstappen seized the world title in the final minute – was available for viewing exclusively on Ziggo Sport. From 2022, the streaming service Viaplay has the F1 broadcasting rights. We are collaborating with them in order to give our customers a discount and offer highlights. At the same time, we are building up an increasingly wide range of sports content via Ziggo Sport. In addition to this, we have included the sports channel ESPN 1, which offers a wealth of coverage, in our standard package for no extra charge.

## REWARD FOR CUSTOMERS

How can we make things even nicer for our customers? One of the answers to this question is our customer programme Priority, which we launched in October 2021. Vodafone and Ziggo customers receive exclusive access and deals via Priority, such as priority when buying tickets for concerts, festivals, football matches and other events. We are collaborating in this programme with Ajax, Ziggo Dome, Mojo and The Park Playground. This programme is a bonus on top of our existing entertainment range. Of course, these were the very types of outings that were only occasionally possible during the coronavirus pandemic. Our goal is therefore to draw full attention to this programme in 2022.



# Progress and innovation for our business customers

## ACHIEVED IN 2021

- 55 new IoT solutions

## TECHNOLOGY FOR GOOD BUSINESS

One-and-a-half million entrepreneurs keep our economy running. Whether that is on the road, from home or within their business, it's only possible thanks to smart technologies and strong connections. That is our responsibility and we take that seriously, because if lots of entrepreneurs work innovatively, sustainably and efficiently, they truly make a difference. That is why we offer Smarter Working solutions. And we make security a priority, because it is only that way entrepreneurs can continually perform to the best of their ability. With strong, fast connections and energy-efficient products, we ensure above all that entrepreneurs can work as sustainably as possible.

## THE INTERNET OF THINGS APPLIED

Internet of Things (IoT), devices that are in contact with other devices or systems via internet and in doing so exchange data, are becoming increasingly important to companies. IoT solutions increase the efficiency of business operations, make the development of new products possible and improve the customer experience. Our SIM cards and our 5G network with low latency are essential for this technology. Vodafone has connected more than 142 million IoT devices worldwide and every month Vodafone makes 2 million new IoT connections in order to link devices, sensors and systems wirelessly.

In 2021, we entered into a partnership with Moving Intelligence. This party helps to protect and trace everything that drives, sails, or is being transported. Entrepreneurs purchase the hardware and software of Moving Intelligence via the Vodafone Business Marketplace and they receive integrated IoT services and SIM cards. In this way, they maintain efficient control over all their moving goods. In 2021, for example, we collaborated with **Dual Inventive**. Their sensors and systems monitor the quality of thousands of kilometres of rail tracks. We provide the IoT network with which this data is forwarded in real time, which is necessary in order to be able to respond quickly to possible problems.

## THE NEXT STEP WITH IOT.NXT

With IoT.nxt, we are going a step further in order to boost the adoption of IoT in the Netherlands further. IoT.nxt is a subsidiary of Vodafone Group and Vodacom. 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. We are therefore providing complete and innovative IoT solutions, so that our customers can achieve better operating results. Working together in that way enables us to develop large-scale IoT

solutions even more effectively. In this way, we can support companies of all sizes and in different sectors, such as the healthcare sector, manufacturing industry, the transport sector and the energy sector, with their digital transformation. We have been working on this with four major customers since 2021. For example, we are improving the indoor climate of the new headquarters of Amplifon, the parent company of Beter Horen. We measure the air quality with multiple sensors.

### **5G HUB: CO-CREATION IS THE KEY**

The most sustainable manner of working is to join forces and share knowledge. We are doing that in the 5G Hub in Eindhoven, a collaboration on the High Tech Campus Eindhoven with Ericsson, various municipalities, start-ups and entrepreneurs. Together, we test and develop new technologies.

In 2021, we tested, together with the municipality of Nijmegen, how unmanned mobile cameras can send high-resolution images to a central control point in real time thanks to 5G. On the basis of those images, authorities can divert traffic flows in time before they build up to excessive levels, thereby preventing congestion. In this way, 5G technology makes large events safer for participants and the audience.

We are also developing solutions for the future of entertainment. The modern-day entertainment sector is primarily focused on an audience that physically attends an event. With 5G, we can change the way in which we watch and deal with live entertainment. Thanks to the higher internet speed of 5G and network slicing, we can develop solutions with our partners in the realms of Augmented Reality and Virtual Reality. Examples include watching matches in real time – with VR glasses – from the viewpoint of different supporters, where you can easily switch seats in the stand and can therefore experience the atmosphere from several angles, all from the comfort of your own living room.

It takes guts to enter into experimental co-creation, because it doesn't always yield immediate results. With the 5G Hub, we are already doing this, but we could be even more daring at other places within our company, and therefore look beyond the business case at hand and take the long term into consideration more often. For us and society.

### **SMART, SECURE AND SUSTAINABLE**

Especially during the pandemic, but also thereafter, we have to be able to work anywhere and be able to rely on flawless and secure connections. That is why we fine-tuned Smarter Working with our business customers in 2021, the second year of the pandemic. With Smarter Working Solutions – such as a good data infrastructure and smart telephony – teams can collaborate anywhere, colleagues can always be reached and they have secure access to data. This gives organisations the space to grow, attract talent, reduce costs and increase productivity.

Sharing securely and gaining access to data is, as far as we're concerned, the most important pre-requisite for a company of the future that operates sustainably. That is why we are doing everything we can to enable customers to work securely, both remotely and at the office. And we are ensuring that every package of data that customers send via our network reaches its destination properly registered.



## **EVEN MORE IMPACT IN THE FUTURE**

We are working hard to ensure that both entrepreneurs, as well as us, have an insight into the climate impact that we are having with our products and services. For example, we are investigating whether that can be achieved by means of a carbon calculator. In addition, we are working on asking ourselves with each business case how sustainable it is. And how it can be even more sustainable. This is something we want to do more and more often in an ecosystem of partners, such as in the 5G Hub. We also want to involve customers in this more. Currently, we mainly make technology for people, but in the future we want to do this more and more *with* people.

# Technological solutions for society

With our technology, we are helping society move forward. For example, we want to improve people's lives and solve social challenges with our network, products and services. We are developing solutions that shape the healthcare sector, sustainable business operations and the inclusive society of tomorrow.

## TACKLING SOCIAL ISSUES

New technologies and applications contribute towards solving social problems and issues; we are convinced of that. From smart cities to increased security, improved healthcare and the industry of the future. In order to stay at the forefront of those innovations – and to make them available to our customers – we are working, in the **5G Hub in Eindhoven** among other places, on the innovations of tomorrow. Together with partners, we are testing and developing new 5G technologies.

In 2021, for example, we tested the Odd.bot, a self-learning 5G weeding robot that recognises weeds and removes them from fields. Thanks to a fast 5G connection, the robot works much quicker and weed removal is becoming more efficient, cheaper and better for the environment, because it makes pesticides redundant.

## A DIFFERENCE IN THE WORLD

'Connecting for good', that is the mission of the Vodafone Foundation. We have been reinforcing this idea since 2002 in the form of the Vodafone Netherlands Foundation. The aim of our foundation is to enable 1.6 million Dutch citizens to progress in society by 2025. That is why we also stimulated innovations in the past year that improved people's lives. This included innovations in the healthcare sector, for **digital inclusion** and in the field of development aid.

We are in the middle of the digital revolution. As partner in digitisation, we help our customers to innovate. For example, we provide complete and innovative Internet of Things solutions that ensure efficient business operations and an improved customer experience. In the 5G Hub in Eindhoven, we are working with our partners to develop solutions that will shape the healthcare sector, business community and society of tomorrow. Thanks to 5G, a doctor can provide care remotely and precision agriculture is possible.

**John van Vianen**

*Executive Director Business-to-Business*



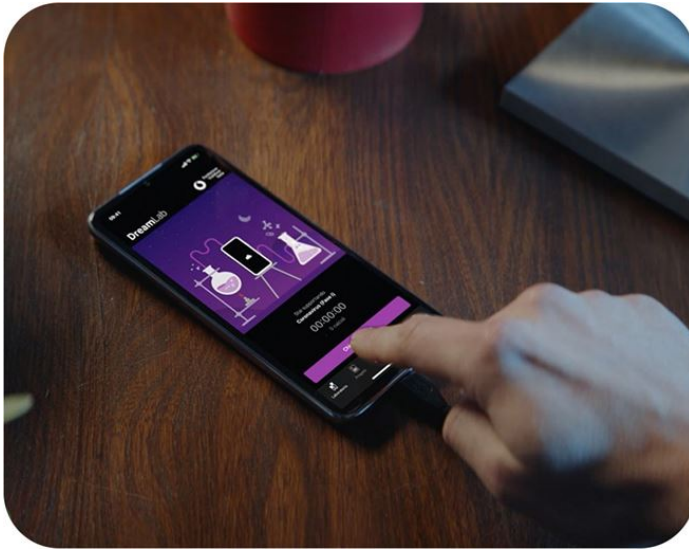
**OUR AMBITIONS AND OBJECTIVES**

- Enable 1.6 million people in the Netherlands to progress further in society by 2025

**CALCULATING WHILE DREAMING WITH DREAMLAB**

We also continued with the free app Dreamlab in 2021. Users make the processing power of their device available for medical research at night, while their telephone is charging. Last year, 2 million people spread across 17 countries participated in this, And in this way accelerated the research into possible treatments for COVID-19, for example, while sleeping. "For many people, medical research is abstract and far away", states Laura van Gestel from the Vodafone Netherlands Foundation. "Even though we all know someone among our circle of acquaintances for whom research could be life-saving. With Dreamlab, we are making it possible for anyone to contribute to pioneering research."

Research into cancer will be given an extra boost with Dreamlab in 2022, as we have been working with the Antoni van Leeuwenhoek hospital/Netherlands Cancer Institute since 2021. This year, research from this research institute will be made available in the app. Users will then be able to use their combined processing power for research that will look at how irradiation can be targeted as precisely as possible on a tumour without damaging surrounding tissue.



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## Vodafone Foundation and Dreamlab are looking for a new partner for urgent climate research

> READ MORE

(Article in Dutch)

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### BONDGENOTEN (ALLIES) ON THEIR OWN TWO FEET

Connected people move forward. That is why we have also used our network and products for the project *Bondgenoten* (Allies) in the past year. Within that project, children with a long-term illness are given an AV1 robot free of charge. This helps them to follow lessons at school, to talk with friends, to see family and to take part in sports and games virtually. In 2021, the project was so well-established that it is now able to stand on its own two feet moving forward. It is now completely in the hands of the Child and Hospital Foundation (*Stichting Kind en Ziekenhuis*)

### INSTANT NETWORK COMMUNICATION AFTER A DISASTER

Connecting people, precisely when they need it most; that's what we do with Instant Network. Within this programme of Vodafone Foundation, colleagues work as volunteers in order to build temporary communication networks in disaster zones.

For example, we were on Sint Maarten after Hurricane Irma in 2017 and in Mozambique in 2019 after Hurricane Idai. We also provided help in the Kakuma refugee camp in Kenya as part of the Instant Classroom Missions. With the instant classroom, we set up a classroom in places without electricity in 20 minutes, including a 3G hotspot, beamer, screen and 25 tablet computers.

In 2017, we built instant Wi-Fi for the first time in the lavrio refugee camp in Greece. In 2021, we were at the emergency location Mavrovouni on Lesbos, better known as Moria, where thousands of refugees are accommodated. Volunteers from Greece, Spain, Hungary and the Netherlands set up free Wi-Fi there using 300 kilos of equipment. This is how we make a difference with mobile communication, in the Netherlands and in very remote places.

The past years turned out to be good practice for 2022. Colleagues from the Netherlands and other countries signed up in response to the call to be on stand-by for Wi-Fi and charge in the border areas around Ukraine. The Dutch team has never deployed so much equipment at the same time for this.



# Our customers always come first

The best customer experience, that's what we're aiming for, with excellent products and services, but especially with superior service And that can always be improved. By continuing to listen carefully, analysing data intelligently and being proactive, we keep our customers satisfied. That is also good for us, because satisfied customers remain loyal and in this way help us achieve sustainable growth.

	Result 2021	Result 2020	Result 2019
Number of SIMs prepaid	380,300	432,700	581,200
Number of SIMs postpaid	4,985,100	4,757,100	4,483,700
Fixed customers	3,738,800	3,863,000	3,875,100
Mobile customers	5,365,400	5,189,800	5,064,900

## HIGH EXPECTATIONS

Customers expect more and more from us. That's understandable, because the world around them is changing rapidly. For example, we're working from home a lot during the pandemic, which makes reliable accessibility more important than ever. Our customers are also used to more and more speed and service from online retailers and delivery services – and they also expect this high level of service, with good reason, from us. We learn how to respond to expectations in the best possible way from customer panels, market research, social media, customer data and from feedback that we receive via our customer service. In 2021, we worked hard once again on innovations for the customer experience using this input.

## THE CUSTOMER TAKES PRECEDENCE

In the past year, we focused even more on our customers by providing extra service. For example, we offered customers in flooded areas in the province of Limburg extra data and deployed technicians who restored their internet and TV as quickly as possible. We are also committed to a better Wi-Fi experience. We are therefore proud of the introduction of Smart Wi-Fi as it will provide more effective support for homeworking. In the past year, 1.2 million customers strengthened their Wi-Fi signal using Smart Wi-Fi products, in order to receive the fastest and smoothest connection throughout the entire house.

In 2021, we also looked with customers at what could be improved within each VodafoneZiggo department. In the case of new products and services, we always ask via customer panels first what customers need, and it's only then that we continue with the (further) development. This led to the Priority app, for example, with which customers are given priority when buying tickets for concerts, festival, football matches and other events. A perfect way to give some attention to our loyal customers. We also improved the My Ziggo app on the basis of input from customers. And in the past year, we have used our Experience Centre again for business customers. Together with them, we discovered which technological, commercial opportunities there are for their company or (official) organisation.



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## Exclusive benefits for customers: VodafoneZiggo launches Priority

*Partnership with Ajax, Ziggo Dome, MOJO and The Park Playground*

[> READ MORE](#)

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### A CAREFREE CUSTOMER JOURNEY

A good product or a smart service should go hand in hand with a good experience. We want to be there for customers, from the familiarisation with and the purchase of a product or service to its use and any contact with the customer service. In other words, throughout the entire customer journey. That is why we make use of customer panels to investigate how that customer journey can be smoother. Departments are also collaborating ever closer internally to ensure that each part of that journey is the best it can be.

In 2021, for example, we improved the contact with our customers by giving them more and more help online too. We helped even more customers via online chat, Twitter, Facebook and with the help of TOBI, our chatbot. This is making our customer service increasingly accessible and flexible. Another improvement is the Wi-Fi Crew, a team of our best Wi-Fi experts from technology and customer contact. When a customer passes on a complaint about Wi-Fi via the telephone or chat, the first thing we do is provide help remotely and as quickly as possible. If that is unsuccessful, we have specialists ready to solve the fault at the customer's location in double-quick time. Last year, customers who were helped by the Wi-Fi crew gave us a Net Promotor Score that was 20 points higher on average than those from other customers.

Meeting the wishes of our customers as effectively as possible, by listening to what they truly need from us. That goal also resulted in even better services this year.

**Barbara de Koning Gans**

*Executive Director Customer Operations*



## GIVE US A SCORE

The Net Promoter Service (NPS) tells us whether customers are genuinely satisfied. We use this to assess how customers experience us as a brand. Would they recommend us, for example, to friends? On the basis of this score, we adapt our products and services. As we want to understand the overall experiences of customers, we have also been specifically measuring the Journey NPS (JNPS) since 2020. That way, we are gaining an increasingly better understanding of how customers experience us at all kinds of times, and also about how we can improve that further.

	Result 2021	Result 2020
Net promoter score (NPS) Vodafone (consumer)	12	20
Net promoter score (NPS) Ziggo (consumer)	1	-3
Net promoter score (NPS) combined services Vodafone (consumer)	15	27
Net promoter score (NPS) combined services Ziggo (consumer)	12	7
Net promoter score (NPS) Vodafone (business market)	3	-4
Net promoter score (NPS) Ziggo (business market)	-11	-13
Net promoter score (NPS) combined services Vodafone (business market)	9	6
Net promoter score (NPS) combined services Ziggo (business market)	-1	-4

## THE FUTURE IS PERSONAL

How do we ensure that our customers will have an even better experience with us in the future? By continuing to listen to them and by converting their feedback into a so-called plug-and-play experience when buying a product. Or rather: putting a new product into use at the touch of a button, without having to change extra settings yourself, and also without the intervention of a technician or any help from customer service.

We also want to move towards an even smoother customer experience should a problem arise. Therefore, telling your story once and receiving proper help straight away. Apart from that, we are ultimately aiming for the ultimate next step: approaching customers proactively before something goes wrong. This is something we already do with our network. We repair the network even before problems occur, so that the customer is and remains easily contactable. In all of these ways, we are making the customer experience more and more personal.

# From becoming digital to being digital

Two-and-a-half years ago, we laid the foundation of our digital transition. Today, we are switching from *becoming* digital to *being* digital. Our goal is clear: a perfect customer experience, forged from the best humankind and technology have to offer. A win-win, for our customers and employees

## THE TIME IS RIPE

The motivation to commit to digital is clear. Smart use of data sources provides us with greater focus and better results. And we need to do that in order to respond to the rapid changes in the world around us. *Experience is the new product*: in a world in which everything is available, customer experience is the key with which we can make a difference. The digital possibilities in that regard are endless. And this approach is high on the agenda internally. Data-driven working is one of the core values of our company. All systems are go for a digital future at both Vodafone Group and Liberty Global.

## DIGITAL PILLARS

Our digital strategy has two clear goals: to serve our customers more effectively and to help employees to perform even better. In order to achieve this, we are using four pillars. Bit by bit, they are bringing about change individually and together and are causing a complete transformation. The pillars are:

- **Personally relevant** is about creating journeys that are so relevant to people that they become part of their daily routines. We know what people need and although contacts are to a large extent digital, they feel very human.
- **Easy & seamless for all** is about making our journeys very simple and available in one converged app. And it should be accessible for everyone; we have opted for digital inclusiveness, leaving no one behind in the journey.
- **Proactively differentiating** means that we use data & AI to predict and prevent any outages before they occur. Customers are really unburdened.
- By **showing appreciation** to our customers, we make them feel rewarded and proud to be part of our brand and community. This is also about excelling in situations where we genuinely believe that human contact is important in order to make a difference.



Data-driven working keeps us on our toes. By placing more focus on customer needs, we achieve stronger results. We examine how customers use our products and how they experience our service. With that critical outlook, we are constantly improving our products and services.

**Fleur van Beem**

*Executive Director Digital Transformation*



**DATA IN ACTION**

Digital thinking and doing ultimately revolve around one thing: data. To a layperson, this simply consists of ones and zeros, but to the trained eye, it is an endless source of valuable information. Information about how we can help customers on our website better, where the points for improvement lie on a customer journey or when a customer has a fault at home. For example, is someone having trouble with slow internet due to a damaged cable in their home? If so, our technician will see that at a glance and he/she can solve the problem straight away. In this way, data is increasingly becoming part of everyday living and is a powerful tool in order to further perfect our services. Sometimes, it even enables us to help our customers before they know that something is wrong. With the utmost respect for privacy, of course.

**CULTURE CHANGE**

A digital transition is no small matter. It is a mind shift, which demands a lot from an organisation. The transition to agile working is already an enormous transformation. And with 1,400 people who mastered this working method in 2021, we are on the right path. In addition, we developed all kinds of tools and programmes with which our GO Digital team is showcasing the digital plans. We also immersed all our managers in the digital way of working via the Go Digital Leadership Experience. In two days, they learned to translate data into testable insights, which can be used to take decisions or initiate action. The more skilled you become in that, the greater the value it yields.

The nice thing about it is we can see that it works. You make different decisions on the basis of a 'to measure is to know mentality'. Our people are now coming up with solutions to improve digital services. Insights from data also help us to put our customers first. This gives us a strategic boost and keeps us ahead of the competition. We are already starting to reap the benefits from our efforts.

## THE HUMAN DIMENSION

We initially approach our customers via a digital channel. In this way, we offer them fast solutions and answers. However, we also retain the human dimension and focus on the best customer journey according to everyone's preference. Digital contact provides a quick start, but after that it's quite possible that a technician at your doorstep is the best follow-up step. Or that you can receive help in one of our 120 shops.

	Result 2021	Result 2020
NPS digital customer journey mobile customers	16.0	13.8
Percentage of customers making active use of the Ziggo GO app	52.0%	46.7%
Percentage of customers using the MyVodafone app	37.0%	41.0%

## THE WORLD DOESN'T WAIT

We are seeing the need for digital customer contact increase ever further and are doing everything we can to satisfy this. Our customers deserve a digital experience that can measure up to the number of *digital natives* in society. A single app, which meets all their daily needs. And support that consists of a perfect mix of human and digital, in which people truly make a difference. Those are our future goals, which we will be working hard on during the run-up to 2025. And the because the world doesn't wait, we will be shifting up a few gears and speeding up our transformation. Everything for a digital breakthrough.



People & society



# Introduction

A multi-coloured organisation, in which everyone can feel at home. Where you are given every opportunity to grow and spread your wings. In short: a great, safe and inspiring place to work. That is what we mean by good employment practice at VodafoneZiggo. We strive to achieve those in all kinds of ways, such as with multitude of training opportunities and a policy that stimulates diversity, equity and inclusion.

We also promote those values in society. We do that because we believe that everyone should have the opportunity to participate in the digital world in a safe and enjoyable way. By working together with a group of social partners, we help thousands of people on their way with this – from school pupils to senior citizens. What is more, our customers can be certain that we will create a safe and protected online environment for them, in which they can work, connect and relax with total confidence.

## An employer that makes you feel at home

The coronavirus overshadowed everything else in 2021. It was a major challenge – and responsibility – to keep our people healthy, safe and connected. Fortunately, we had already been taking steps towards hybrid working even before the pandemic began. This year, we were able to build on that. From lessons about leadership to solutions based on solidarity – we did everything we could to create that ultimate feeling: *a sense of belonging*. As a trailblazer, we were frequently invited to provide inspiration on the subject of hybrid working. We were also named *vitaalste werkgever van Nederland* (healthiest company to work for in the Netherlands).

A pandemic forces us to tackle and adapt, but also to look ahead. How will we move forward once the world has calmed down again? One thing is clear, hybrid working is here to stay. That is a good thing, if only due to the CO<sub>2</sub> emissions that it will reduce. However, it is also a challenge, because how will you lay out your office then? And how will workers remain motivated, in contact and in balance? The solutions are already taking shape. This year, we also introduced an entirely new system, which will ensure that our people have the opportunity to develop in an unprecedented way. Both within and outside VodafoneZiggo.

### PROPELLING YOURSELF INTO THE FUTURE IN A THREE-STAGE ROCKET

Mapping out your career progression, monitoring demands and developing yourself without limits – professionally and personally. VodafoneZiggo believes it is extremely important that all employees continue to grow, both consciously and actively. That is why we are offering them unprecedented opportunities to progress. To find out more, simply take a look at these three new programmes:

**Career4U** is our new career framework. A platform that sets out the possible career pathways in clear and comprehensible way and shows you what is needed in order to achieve growth in your position or to switch to a different position. This also forms the input for **GROW**. This evaluation system doesn't focus on performance, but on development. Where are you at right now and what do you need to learn in order to progress and achieve your goals? Taking steps to ensure your development has now become extremely easy thanks to our learning platform **Progress for You**. This platform, which we sometimes also refer to as the '*Netflixification of learning*', offers endless learning opportunities for everyone who works at VodafoneZiggo. Over 8,000 training courses, workshops and e-learning programmes, which employees are free to use, so that they can maintain relevant to the organisation and the labour market.



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## Learning without limits

*21st-century education provision according to*

Thomas Mulder - Executive Director Human Resources

Omar Fouab - CEO Archipel Academy

[> READ MORE](#)

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## Progress for you

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

**3,915**



Total number of registrations for Unlimited learning training

**8,504**



Number of employees who have registered for different training courses

**2,223**



**44%**

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. Team Booster
4. Career Scan
5. Get to Grow: Your Individual Development Plan

### Top 5 training course categories



1. IT & Data
2. Management & Leadership
3. Personal Effectiveness
4. Communication
5. Coaching

Average mark affiliated suppliers:

**8.1**

## CONNECTED WORKING AND WORKING FROM HOME

In the new system of hybrid working, we believe that the team is just as important as the individual. We work whenever, wherever and in whatever manner is most effective for the team. Teams come to the office to develop social contacts or to work on complex topics or topics that require a large amount of creativity or that relate to personal development. We avoid holding meetings in the office; that's going fine virtually. The office is therefore becoming more of a meeting place.

A HeartBeat survey amongst our staff revealed that thirty percent of homeworkers had the feeling that they 'needed to be online at all times'. This demonstrates that monitoring boundaries is not a simple matter and that working from home requires a different type of management. Attention is essential, but that's not about breathing down someone's neck. The results are what counts, so we are teaching our managers to manage their staff with that in mind. We're also teaching our employees to be more autonomous in managing their time. To take time out between meetings, to find a healthy work-life balance and especially to shut down their laptop on time.

## Employee surveys

4x

Heartbeat survey (every quarter)



### Engagement involvement and enthusiasm

Since 2017, the 'engagement index' has increased by 5 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 2021 this was +45.

### Culture



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

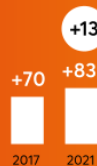


To further develop behaviour in accordance with the values, we are taking various initiatives in the field of leadership and we have a Culture Crew: an ambassador group of various employees. We enshrine the values in everything we do and help employees develop skills. For example, in 2020 more than 1,000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

### Manager



Employees express appreciation for their manager. This is reflected in a manager index of 83.



Since 2017, the manager index has increased by 13 points (from 70 to 83 points).



of the employees have confidence in their manager.



### VodafoneZiggo as an employer



of employees would recommend VodafoneZiggo as an employer.

## SENSE OF BELONGING

Putting on TV shows to keep the workforce on the edge of their office chairs? VodafoneZiggo does that. From the Ziggo studio, each business unit recorded a Business Meeting each quarter, entitled 'Stay Connected'. Thousands of colleagues also enjoyed a lottery a performance by Guido Weijers and our big Christmas show. The pleasure that goes into the making is just as great as the success, so we are already busy thinking up new ideas. What all those ideas have in common is the intention to keep the energy flowing and enable our people to feel a *sense of belonging*.

## A DEMOCRATIC COLLECTIVE LABOUR AGREEMENT

Our view is that everyone has a voice that must be heard. And that is also true when determining policies within VodafoneZiggo. However, the number of people who are members of a trade union has fallen dramatically, and is now around fourteen per cent nationwide. As a result of this, only a small group of employees is represented when a trade union takes part in negotiations about the collective labour agreement. With a hands-off government, we believe that the expertise of a trade union is actually important. De Unie has therefore come up with an elegant, new solution – the support collective labour agreement (*draagvlak-cao*). In this way, the union involves ALL employees – whether they are members or not. We are one of the first organisations that have dared to adopt this approach alongside the conventional trade unions, and with a participation rate of 41 per cent, the results already speak for themselves.

During the COVID-19 lockdown, we all learned what the advantages and disadvantages of virtual working are. Those insights form the basis of our hybrid working policy, with its positive impact on our people, organisation, society and environment.

**Thomas Mulder**

*Executive Director Human Resources*

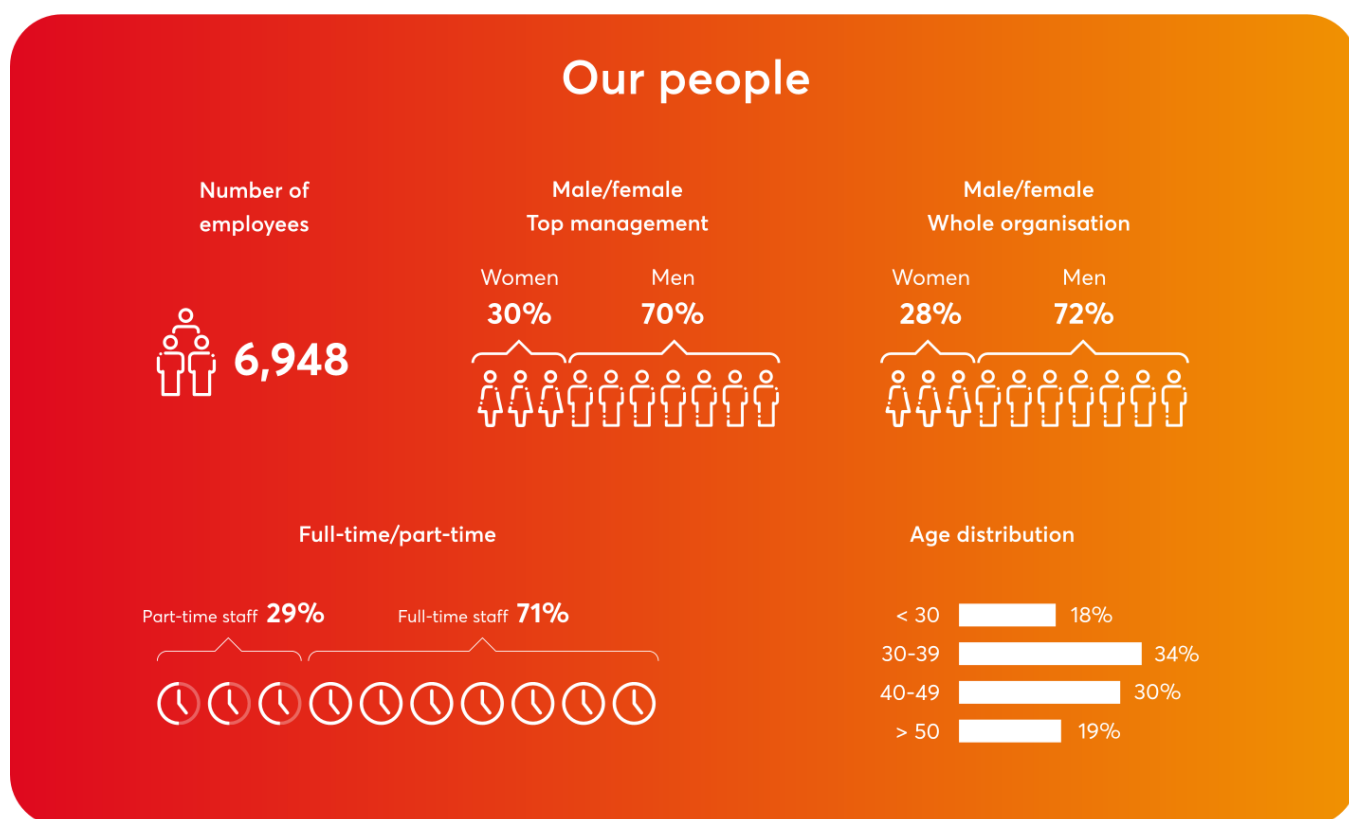


## FOCUSING ON ENGAGEMENT

Looking ahead, organisational development is on the agenda, with priority given to the digital and agile transformation of our company.. We have also identified that as far as engagement is concerned, further success can still be achieved in our frontline – from technicians and the staff in our shops to managers. If their engagement with customers increases, this will give rise to an even better customer experience. Both at home and in our shops. We want to devote extra attention to that next year. For example, by introducing a new leadership programme for people leaders on the frontline. And through a new approach in our internal communications, which will enable us to reach specific groups of employees more effectively.

# A place for everyone, whatever their talent

Whoever you are, you can be yourself at VodafoneZiggo. We say this because we believe that diverse and inclusive teams deliver the best performance and the happiest colleagues. In a diverse and inclusive team, everyone can be themselves, everyone feels at home and they seek connection with each other in a respectful way. In order to achieve this throughout VodafoneZiggo, we worked hard on our diversity, equality and inclusion agenda in 2021.



## DIVERSE GOALS

Diversity, equality and inclusion are the right way forward and are good for our company. Because a person who enjoys their work will also perform better. Talented colleagues choose to work for us because they know that they will be able to progress, regardless of their sex, background, orientation or occupational impairment. It's only if we are a reflection of society that we can best serve our customers in that same society.

Our special Team Diversity, Equity & Inclusion is working to achieve our goals by first achieving gender equality throughout our company as a whole and at the top. We also want to create equal opportunities for queer colleagues and people who are distanced from the labour market. Finally, we are working hard to promote interculturality. As far as we are concerned, we will only achieve our goals if we continue working hard to ensure visibility and acceptance, by giving opportunities to everyone and by fostering and nurturing people's talents.

## OUR AMBITIONS AND OBJECTIVES

### To be a first-choice employer for women by 2025

- 35% of top management to be female by 2025
- 30% of sub-top management to be female by 2025 (TW13+)
- 30% of the entire organisation to be female by 2025
- From 2022 onwards, all full-time positions for 32 to 40 hours per week must be made more accessible to women wishing to work less than 35 hours a week.

### A higher position on the PSO ladder (social enterprise performance ladder)

- PSO Step 1 – 2022
- PSO Step 2 – 2023
- PSO Step 3 – 2025

	Target 2021	Result 2021	Result 2020	Result 2019
Percentage of women in top management	32%	30%	29%	28%
Percentage of women in sub-top	30%	32%	24%	22%
Percentage of women in the entire organisation	30%	28%	29%	28%
	Target 2021	Result 2021	Result 2020	Result 2019
Total number of persons at a distance to the labour market employed	100	70	70	87

## DATA-DRIVEN EQUALITY

What do our colleagues themselves regard as important with regard to diversity and inclusion? We asked them about this for the first time in 2021 in the form of a survey that we intend to repeat every year. More than 1,500 colleagues answered 46 questions about sexual identity, gender, about how they identify in terms of their origin, whether they feel safe in the workplace and whether they can see that equality of opportunity exists within our company.



This is how we found out, for example, that 88% of our colleagues felt that they are able to be their authentic selves. That is a very nice score, but it also means that 12% of colleagues are not yet able to do this. This needs to be improved, both for them and with them. The survey also found that leadership in the area of diversity and inclusion is not always visible enough. We are now also in a better position to evaluate whether non-binary colleagues are already sufficiently represented. We can then use that data to determine what needs to change for the better. One of the first changes to be introduced will be that colleagues and customers will be able to insert an x when filling in forms, instead of male or female.

Since last year, we have also had a dashboard for gender diversity. This allows all colleagues to view the gender distribution in different parts of our company – and thus to see where improvements can still be made. Our focus groups on interculturality and equality of opportunity for women also yielded valuable insights. Both the dashboard and the outcomes from the focus groups are important starting points for internal discussions about gender diversity and interculturality within our company.



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## "Here, I can be myself: non-binary"

*Mich de Vocht on diversity at work*

[> READ MORE](#)

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### RECRUITMENT FOR DIVERSITY

In order to make sure that we are as objective as possible when selecting new employees, we always make use of online assessments. Based on the data, we can then look and see what a person is capable of and what they are capable of learning. This is a more effective way to give people a fair chance, regardless of their age, sex or background. In addition, our recruiters have been trained to recognise prejudices and to prevent prejudice within the recruitment process. In that regard, the pandemic also provided an opportunity to recruit more people with a disadvantage on the labour market, as they often thrive much better in a homeworking situation. This is one example of how recruitment can contribute towards greater diversity within VodafoneZiggo.

## INCLUSIVE INTERNAL SUPPORT

We believe in the power of internal networks, as people from the same target group recognise and strengthen each other. 'Allies' can also participate in these networks, as that will enable them to get to know the target group better and to spread the message of that network themselves. And anyone who is ready to stand up for themselves within a network and who is unable to do so with their own manager may then bring about positive change. Currently, we have an international network for Interculturality Connected, an Ability network, Go-Getters, for people with a disadvantage on the labour market, the LGBTIQ+ network, the **Queers Connected Network**, Women Connected for gender equality and the Culture Crew which focuses on our overall company culture.



### "You define a culture together"

Nynke Hagen – Culture & Engagement manager  
*on the culture at VodafoneZiggo*

> READ MORE

In the past year, we have also started to train a set of trust advisors. These are colleagues who voluntarily make themselves available to offer a listening ear to people who do not wish to consult their confidential representative or manager in the first instance. 2021 was also the year when we devoted extra attention to providing support to employees who are distanced from the labour market. During the coronavirus pandemic, this was often a considerable challenge, because remote coaching doesn't work equally well for everyone.

## GREATER AWARENESS

Change begins with consciousness raising. That is why we always internal awareness. One of the ways we have done this is by means of a special training course in Conscious Inclusion, to be followed by all line managers to enable them to avoid stereotyping, excluding or discriminating. And during our People Planet Progress (PPP) Festival, a lot of attention was devoted to inclusion, equality and diversity. During the first festival, our CEO, Jeroen Hoencamp, **came out as heterosexual**; a video of which was eagerly shared once again in the past year. During the previous festival, a video in which colleagues with an impairment told their own story was also shared widely.

## VISIBLY QUEER

Give attention to something and it will grow. Visibly positioning ourselves as an ally of queer colleagues and customers makes the message that everyone should be able to be themselves more acceptable. Unfortunately, this wasn't always as easy to achieve in the second year of the coronavirus pandemic. We were still the principal sponsor of Pride Utrecht and once again entered into a partnership with Pride Amsterdam, but we were less visible as a result of the coronavirus measures.

To compensate for this, we tried to increase our online visibility as much as possible. One of the things we did was to sponsor the Purple Friday Newspaper (*Paarse Vrijdag Krant*), which included a QR-code linking to a video of Corporate Queer explaining what the letters LGBTIQ+ stand for. We also worked with Corporate Queer to bring out an online masterclass for children about gender identity. And during Coming Out Day, we identified ourselves as an ally of queer people in the Netherlands.

## DIVERSE OUTLOOKS

Our ultimate ambition is that our diversity and inclusion policy is no longer needed. There is still a long way to go before that happens, however. The first step in that direction is to make the internal networks more autonomous. Soon, they will grow and thrive without any help from Team Diversity, Equity & Inclusion. Secondly, one of our other ambitions is to hire even more people who are distanced from the labour market. And of course we hope that we will soon be living in a world that is much more open once again, so that we can express our support for all talented individuals in a much more visible way.

# Making sure that young and old are included in the digital society

Superfast developments! New opportunities all the time! You hear statements like this quite often when people are talking about digitisation. However, those opportunities are not as matter-of-course for everyone. That's why we are trying hard to make sure that everyone is included on this journey. Let's put our hands together with our social partners and let's say to all of our employees: *Step up, team up*, and be part of it!

## We are increasing people's digital skills

Everyone must be able to be part of the digital society – that is our starting point. How do you achieve that? By ensuring that all children enjoy equal opportunities in the education sector. And by giving vulnerable groups a helping hand in order to prevent them becoming disconnected. At VodafoneZiggo, we are playing our part in this by offering programmes for young and old and are financing those programmes from the [Vodafone Foundation](#).



# Learning young: digital skills for pupils

The latest generations are made up of *digital natives*. Despite this, digital skills are not always a given amongst children. In many primary schools, digital skills do not always form a fixed part of the curriculum. It is revealing that a study by the OECD found four out of ten children in the Netherlands do not learn how to distinguish between hard facts and the fake news that they read online.

If we want to ensure equality of opportunity for everyone, all children must receive effective teaching in digital skills of that type. This is something that we at VodafoneZiggo are advocating. With this in mind, we hold discussions with public and private parties to make sure that digital literacy is incorporated into school curricula as rapidly as possible. To that end, we organised a round table discussion attended by policymakers and experts in 2021. Until digital skills are part of the curriculum, we will continue to provide teaching ourselves. We are doing this by means of our Online Masters programme and our Experience Days.



## A plea for 'accelerated introduction of digital literacy in education' presented to Members of Parliament

[> READ MORE](#)

(Article in Dutch)

### ONLINE MASTERS

Robotics, hacking, conscious gaming, fake news – by following our free teaching programme Online Masters, children between the ages of 11 and 15 years can acquire new knowledge and insights about the digital world. We offer this programme to all primary and secondary schools in the Netherlands. With help from experts from the industry, young people can discover what they need to do in order to stay safe and aware when online and can acquire online skills. Colleagues from VodafoneZiggo are also involved in delivering guest lessons as part of the programme.

In 2021, the teaching packages was expanded to include a [lesson on artificial intelligence](#). By completing a series of interactive tasks, pupils are asked to consider the opportunities and the possible consequences of this technological development. What can a computer do better than a human? And is a smart care robot a real friend?

Online Masters has been developed by VodafoneZiggo in collaboration with ECP/[veiliginternetten.nl](https://veiliginternetten.nl) and the [Media Literacy Network \(Netwerk Mediawijsheid\)](#).



## RESULTS ACHIEVED SINCE 2017

- 580,500 young people in primary and secondary education have been reached by means of one or several lessons
- 1,632 primary schools have registered, that is, 22% of the total number of primary schools in the Netherlands
- 818 secondary schools have registered, that is, 63% of the total number of schools providing secondary education in the Netherlands

	Target 2021	Target 2020	Result 2021	Result 2020	Result 2019
The number of children who took part in the Online Masters programme	140,000	158,000	139,809	119,249	159,570
The number of children who took part in an Experience Day	400	1,870	0	238	1,870

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

## EXPERIENCE DAYS

Familiarising yourself with technology in a playful way and taking a look behind the scenes at VodafoneZiggo. That's what it's all about during the Experience Days for pupils from groups 7 and 8 of primary education and the first classes of secondary education. During the course of an Experience Day, they take part in workshops and quizzes about technology that are led by employees of VodafoneZiggo. The Experience Days mainly directed at children from neighbourhoods with a lower socioeconomic status. In order to achieve this, we work together with JINC, an organisation that ensures these children gain a greater insight into the labour market and also into their own talents.

Unfortunately, due to the coronavirus measures, only very few children were able to visit us at our offices during the course of 2021. Instead, we visited school classes in three cities ourselves in order to deliver the workshops on-site. These took place in Helmond, Maastricht and Amsterdam. The annual JINC day '*Baas van Morgen*' (Boss of Tomorrow) did take place as normal. On 10 June, the teenagers Maryam and Alpha fulfilled the role of HR director and shared their thoughts on the topic of 'equal opportunities in the workplace'.

# Never too old to learn: digital skills for senior citizens

When contact with others in person is no longer a matter of course, digital skills become vitally important. The lockdowns in 2020 and 2021 meant that it was even more necessary for older people to be able to find their way in the online world. As a telecom company, we are doing everything we can to increase the digital resilience of this vulnerable target group.



## WELCOME ONLINE

Making it easier to keep in touch with friends and family. Online banking and shopping. Reading the newspaper online. The internet has a lot to offer for older people. They can discover the world using our education programme 'Welcome Online'.

This programme normally consists of group lessons and individual support at home. Due to the coronavirus measures, however, that was often impossible. That is why at the beginning of the coronavirus crisis, we set up the Welcome Online Help Desk, to complement our educational programme. Last year, this enabled us to assist older people with digital issues remotely. In 2022, we hope that we will once again be able to expand the reach of our programme. One of the ways we will do this is by means of our documentary series Welcome Online, in which we will follow five older people as they set out to acquire online skills.

We launched Welcome Online in 2018, in collaboration with Media Literacy Network (*Netwerk Mediawijsheid*) and ECP/Veiliginternetten.nl. One year later, the National Foundation for the Elderly (*Nationaal Ouderenfonds*) and Samsung then came on board. In March 2021, we then welcomed the high-tech company, ASML, as a partner. Our employees and those of ASML work on a voluntary basis in order to help older people find their way in the digital world.

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

## Joining forces with our social partners

We will only achieve our social ambitions by collaborating extensively with other organisations. To that end, we enter into partnerships and are supporting a variety of national and local initiatives to promote digital and social inclusion. The organisations we work with include the National Foundation for the Elderly, the Digital Society Alliance, JINC, the Media Literacy Network, ECP | Platform for the Information Society and Canal Pride Utrecht. Curious to know the full list of organisations? If so, you can find it in the Annex.

## Inspiring colleagues to take part

We can only achieve our social ambitions if everyone at VodafoneZiggo plays a part. We are therefore working hard to stimulate all of our colleagues to make an active contribution to society.

### PEOPLE PLANET PROGRESS FESTIVAL

Ambitions are things that you shouldn't just put down on paper, but that need to be brought to life within your entire organisation. With this in mind and for the second time, we organised our People Planet Progress Festival in 2021 – a week consisting of 55 inspiring online sessions, including well-known names and captivating stories. For example, Helga van Leur delivered a passionate presentation on the subject of climate change. The regional director of JINC, Jonna Wiersma, also took part in a discussion about inclusion and equality of opportunity. 'Where you are born still matters a lot', she said. She was quick to acknowledge how important the Experience Days are for the young people who take part.

In 2021, we also set out around the country with our 'PPP on Tour'. We visited our shops and omnichannel engagement centres in Rotterdam, Leeuwarden and Maastricht. There, we spoke with colleagues about what they are doing to make a difference in their everyday interactions with customers. Overall, we managed to reach 721 colleagues by means of this programme – just as many as in the previous year, though 65% of them were taking part for the first time. Our social mission is being met with a great deal of enthusiasm and we are noticing that increasing numbers of colleagues are ready to make their own personal contribution by taking part in Step Up For Good.

**STEP UP FOR GOOD**

By registering on the Step Up For Good platform, employees can play a part in our social programmes during their working hours. Examples include giving lessons on our Online Masters programme, engaging in sports activities for charity or answering questions from elderly people on the phone or at the Welcome Online Help Desk.

Our latest ambition is that by 2025, at least half of all colleagues will have taken part in Step Up For Good. We are increasing the available options all of the time. In 2021, for example, we took part in the World Cleanup Week, by inviting all staff to take a walk in their neighbourhood and pick up litter. Around 250 colleagues took part in that. And by means of the Codemasters project, colleagues can provide refugees with new prospects for the future by teaching them Python, a programming language frequently used around the world to build software.

	Target 2021	Target 2020	Result 2021	Result 2020	Result 2019
Number of employees who registered for Step up for good	500	500	589	85	450

# Security – high ambitions and robust measures

It's very simple. When it comes to security, we want to be the best in the class. We set this ambition for ourselves in 2021 and since then, we have been taking steps to achieve it, starting with robust measures that will bring our e-mail security up to the highest standard.

Cyberattacks. That is a word that we've been coming across more often than we would like in the past few years. Ransomware, spyware, spoofing, worms, phishing and smishing – cybercrime is on the increase and is gaining ground as the rapid digitisation of our society progresses. And especially now that all of us have started working from home much more, are communicating digitally and are doing our shopping online.

## SECURITY EXPERTS

All of our customers must be able to rely on the fact that their data is 100% safe at VodafoneZiggo. That is why our security experts, which form our defence team, are working on a daily basis to combat all possible forms of internal and external fraud, improper use and criminality. How? By continually analysing products and services in order to identify security risks. By mounting digital defence walls against cybercrime. By working closely with government bodies and other telecom providers. And by increasing security awareness amongst our employees.

	Result 2021	Result 2020
% of new employees who have completed training module about the Code of Conduct concerning safety and security	100%	100%
% of employees who have completed privacy e-learning	100%	100%

## DIGITALE VEILIGHEID

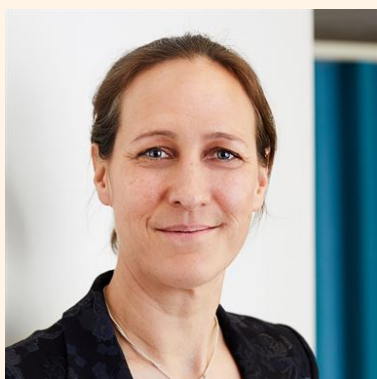
For us, the bar is now higher than ever before. We have been working hard to ensure digital security for years, but in 2021, we set out some ambitions that are even more demanding. We want all of our customers to be able to send e-mails securely. That definitely isn't as simple as it sounds, however. After all, 99 per cent of ransomware attacks begin with a link that is sent in an e-mail or message. This is how hackers are able to get in and take over your device or network environment. Around 1 out of 4 people are still clicking on links of that type. And around 1 out of 12 people supplies personal information on one of the pages that appear after clicking on such links.



Privacy, cybercrime, big data – in terms of legislation and regulations, all kinds of challenges demand our attention. Awareness of these topics among the population, politicians and press is also increasing. It is a major responsibility to develop solutions for this.

**Barbara de Ridder - Jongerden**

*Executive Director External & Legal Affairs*



## IN QUARANTINE

That's why it's time to take some robust measures. Starting with stricter security at the gate. E-mails and text messages that do not fulfil the security requirements will no longer be allowed through. And if something does go wrong, we can immediately isolate the infection from the rest of the network. To be precise: put it into quarantine. That is something that we do for private and business customers. In this way, we can help to prevent infections from spreading.

## SECURITY ABOVE CONVENIENCE

And we are also going one step further. We offer multi-factor authentication to all of our customers, just like we have already implemented for our employees. As a customer, you can confirm your identity by means of a text message containing a security code, for example. Even if a hacker has obtained your log-in details, he still will not be able to access your account. This type of authentication does require some additional effort on the part of our customers, but we believe that security is always more important than convenience. The risks have simply become too great. That is why we are doing everything we can to ensure that our customers can still go online securely and confidently.

## EVERYONE TAKES PART

We supply a complex mobile and fixed network that finds itself at the epicentre of a whirlwind of new developments. And at the same time, we are fulfilling all of our obligations with regard when it comes to protecting our customers and their data. That's something we are proud of. But that doesn't happen on its own. In our view, security is something that must be present in every fibre of our organisation, and that begins with what is known as the 'tone at the top'. Since 2021, we have been conveying a clear message – cybersecurity is something that involves us all. We can only achieve those huge ambitions – the highest standard, the best of the class – if everyone plays their part.

We're also busy collaborating outside the walls of our company. We pool our expertise and experience with that of other players and are continually involved in discussions with government bodies, the judicial authorities, other parties within our sector and other sectors. The goal: to work together to develop a national approach towards cybercrime and the recording of cybercrime. This means that we're not only defending the interests of our customers, but are working to achieve a secure society as well.

# This is how we protect our customers' privacy

Streaming, surfing, calling – our millions of customers entrust us with their personal data, details of their online activities and their invoicing information. As a telecom provider, we therefore have to bear a high degree of responsibility. That is why we protect all of that data and information as well as we possibly can and apply high standards in that regard. Our customers' privacy comes first in any choices that we make.

## TEAM AND CHAMPIONS

We take your privacy seriously. That is the promise that we make to our customers and employees in our [Ziggo](#) and [Vodafone](#) privacy statements – and anyone can call us to account in that regard. VodafoneZiggo's privacy specialists are therefore working day-in, day-out to protect our customers' data. And they are not alone. In all parts of our organisation, we have our *privacy champions*, employees with additional expertise and experience who keep a watchful eye within their team to identify any issues concerning privacy. In 2021, they received additional training to enable them to fulfil their role as privacy ambassadors even more effectively. Together, they are also working to ensure that all other colleagues are aware of privacy issues. All new employees are also required to undergo training on the subject of privacy and security as part of their onboarding at VodafoneZiggo.

## THIS IS THE BASIS

The privacy of citizens is protected by means of laws and regulations. For example, it is prohibited by law to view the content of calls, text messages or internet traffic. That is a no-brainer as far as we are concerned. We also do not share any personal data with others, without obtaining permission.

An important development in 2021 was the new Telemarketing Act. As a company, you are only allowed to contact people by telephone about offers if they have given permission in advance. We are still allowed to call existing customers or customers who have recently left us without getting permission first. We do however have to offer customers an opportunity to unsubscribe from any commercial calls. We ran an intensive campaign to inform our employees and sales partners about this.

## CUSTOMERS ARE IN CHARGE

We document our customers' data by means of a personal privacy dashboard. That way, they can indicate how we are permitted to contact them. It is also very simple for customers to request a summary of the personal data we hold about them. In addition, they are also entitled to have (part of) their personal data deleted. In 2021, we received over one thousand privacy requests per month on average.

Sometimes, we received requests from government or from investigative authorities, such as the police, the Public Prosecutor's Office or the Netherlands Tax and Customs Administration, asking us to share customer data with them. Requests of that type are evaluated by a dedicated team. We only respond to them if that is lawful and the request has been made based on a legally issued order. In such cases, we only provide the information that we are obliged to provide and are required to provide in accordance with the legally issued order. After all, our customers' privacy is our first priority. That is why in 2021, we informed the Ministry of Finance and Stichting Brein that we would not process any requests for information that are not based on an order issued by a court of law.

## **PLANS PLACED UNDER THE MICROSCOPE**

Clever ideas and new, innovative products are things that all of us get excited about. But we still scrutinise them bit by bit to make sure they do bring about any privacy risks. In 2021, we placed a few hundred initiatives under microscope and even if a team is thinking up new applications that make use of customer data, it must submit that idea for assessment by our Data Usage Board. This is a group of in-house experts that determines whether and in what form an idea can become reality. The Board always seeks answers to the following questions: *can* we do this, are we *allowed* to do this and is this something we actually *want* to do?

## **THE FUTURE OF PRIVACY**

Privacy is and continues to be a *hot topic*, because the data revolution is still in full swing and an infinite number of new applications are being developed all the time. Our customers therefore also have an increasing number of online devices connected to their home networks – from thermostats to washing machines. We want to help our customers benefit from the opportunities and help them respond to the risks posed by that technology, by showing them how you can protect yourself more effectively against digital intruders. After all, privacy is an automatic right, but it isn't something that simply arises by itself.

The risks posed by digitisation are also increasing on a higher level: there is a constant threat of espionage and sabotage by countries and professional criminal gangs. As a telecom provider, we take additional measures, such as the ones we are required to take in accordance with the ministerial regulation entitled 'Security and Integrity of Telecommunications'. For us, privacy is an important item on the agenda, day-in and day-out.

	Result 2021	Result 2020
The ability to exercise individual rights & freedoms (right of inspection, right to erasure and right to object)	18,000	17,500
Data Usage Requests (requests received from within our own organisation for permission to use data)	153	120
Privacy Quickscans	375	298
Data Protection Impact Assessments (DPIA)	84	59
Privacy by Design assessments (PIAs)	66	34
Supplier check on Privacy & Security	54	67
% 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	N/A	65%
% of data breaches that we reported to the Dutch DPA (following investigation and a consideration of the type/scope)	60%	70%
Number of fines or sanctions imposed in connection with a breach of privacy legislation	0	0

### CLEANING UP AND PLUGGING DATA LEAKS

Whenever data end up in the wrong place, it is known as a data leak. It may take the form of an e-mail that is sent to the wrong recipient, but the leak can also be of a higher magnitude and could involve a file containing customer data entering the public domain. Our goal is to limit the number of data leaks that occur and whenever a data leak does actually occur, we report it and chart it. We reported around 60% of data leaks to the Dutch Data Protection Authority. That is compulsory in the case of data leaks of a particular nature and magnitude. In order to continually reduce the number of data leaks, we restrict the use of certain functions. This reduces the likelihood of anything going wrong within the process.





Sustainability & ethics

# Introduction

Whether it's about people, society or the environment – responsibility is high on the agenda at VodafoneZiggo. You see that in the way we are working on sustainability and circularity. From refurbishing and recycling to the elimination of plastics – we are building on circular economy of the future with a broad programme of initiatives. And you see that in the way we purchase from our suppliers by applying increasingly stringent requirements with regard to privacy, security, health, the environment and terms and conditions of employment. As a result of the billions of euros we spend, we are contributing towards the transformation of entire chains.

Our sense of responsibility also manifests itself in the way we put safety first in our networks. We offer our customers the best coverage and a strong performance, of course, but in the meantime we remain well within all safety standards. And you see it in our organisation, in which we are continuously working on an open and inclusive culture. As a result of its clear codes of conduct and its ongoing ethical campaign, VodafoneZiggo continues to be an employer where everyone feels at home.

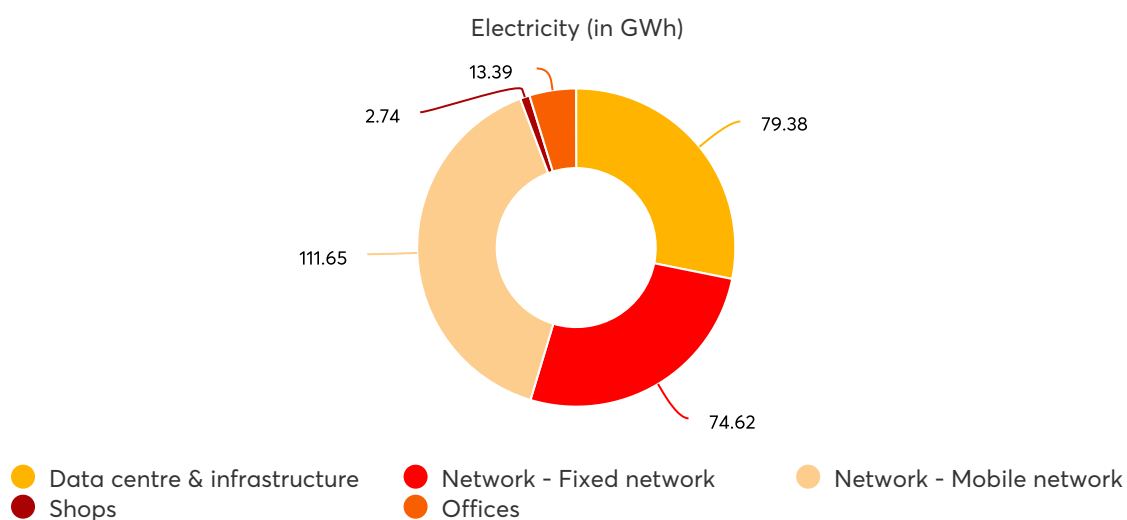
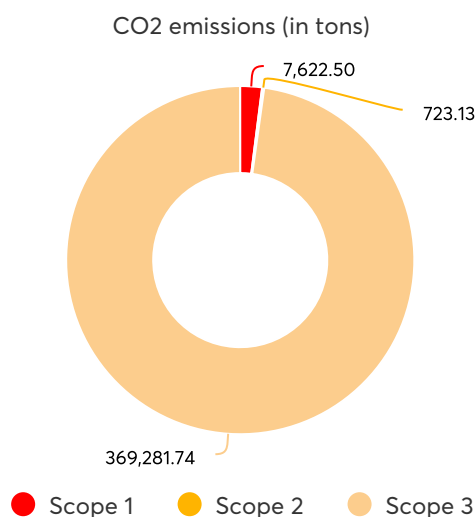
## Everything for a healthy environment

Sustainability and circularity are playing an increasingly large role in our entire organisation. From a growing awareness among our staff to robust ambitions and measurable results. We are constantly on the look-out for opportunities to be more efficient, use less energy and consume fewer raw materials. Here you can read about which steps we took in 2021 and how they are contributing towards our ambitions.

### AMBITION AND KEY AREAS

From modems to data centres – all of our products and services have an impact on the environment. We emit CO<sub>2</sub>, consume natural resources and produce waste. We are unable to prevent that. However, we are determined to reduce our impact on the environment further each year. Our overarching ambition is to halve our CO<sub>2</sub> footprint by 2025 compared to 2018, and to save 287 TJ of energy between 2021 and 2024.

Just like our parent companies, Vodafone Group and Liberty Global, we have committed ourselves to the Science Based Target initiative (SBTi). This means that our sustainability goals have been tested against the Paris Climate Agreement by an independent party. As a follow-up step, we have set ourselves the target of reducing emissions within the entire chain and offsetting the remainder to zero. We are expecting to announce this 'net zero' ambition in mid-2022. Last year, we directly linked our financing strategy to our climate ambitions with the issue of sustainable bond loans. See also the paragraph about our [financial performance](#).



We are making an impact on our environmental performance in three key areas: our own operation, our customers and our employees. Find out what we are doing in those areas in order to turn our robust ambitions into reality.

## OUR AMBITIONS AND OBJECTIVES

### **This is how we are reducing our impact on our climate:**

- We are saving energy. Our aim is to save at least 287 TJ of energy between 2021 and 2024.
- We are limiting our CO<sub>2</sub> emissions. Our overarching ambition is that by 2025, we will have halved our CO<sub>2</sub> footprint compared to 2018.
- We use 100% sustainable wind energy from the EU.
- We compensate the CO<sub>2</sub> emissions that we are unable to prevent.

### **This is how we are saving energy and limiting our CO<sub>2</sub> emissions:**

- We are offering more and more online connections of an increasingly high quality, which enable faultless virtual communication. In this way, we want to reduce the CO<sub>2</sub> emissions from work-related traffic throughout the Netherlands.
- Our new media boxes are becoming smaller, more sustainable and more energy-efficient thanks to the use of the latest technologies.
- By 2025, we want to have a completely fossil fuel free fleet for our colleagues. They already travel as much as possible by public transport.
- Technicians drive the shortest possible routes in environmentally-friendly vans. There are also an increasing number of technicians who use bicycles.
- We are reducing our energy consumption in our offices and shops as much as possible. We are also reducing the number of office locations, among other ways by making flexible working very accessible and by merging the Vodafone and Ziggo sales channels.
- We are innovating our network with low-energy and efficient solutions.

### **This is how we are building a circular economy:**

- We reuse and recycle 100% of our network equipment.
- 80% of the equipment we lend out is returned by our customers. We reuse that equipment as much as possible.
- We recycle outdated or broken equipment, such as laptops, smartphones and batteries and customers' broken telephones.
- We are constantly reducing the amount of packaging materials we use, among other ways by packaging our products smarter (less empty space). As a result of this, the carrier needs to drive less.
- We send communications to our customers and suppliers electronically, instead of on paper.
- We make use of more sustainable alternatives in our logistical processes.

In order to make a difference to our society, we are continuing to develop our People Planet Progress strategy. One of the ways we are doing this is by replacing plastic packaging with cardboard and by imparting digital skills to young people and senior citizens.

**Marcel de Groot**

*Executive Director Business-to-Consumer*





# We are making our operation more sustainable

By continually looking to see how we can optimise our operational activities, we are improving our energy efficiency, reducing our emissions and driving down the quantity of raw materials that are needed even further.

## ENERGY

As a technology company, it is our task to ensure that the whole of the Netherlands is able to rely on a reliable fixed and mobile network. The energy we need to keep all of our network locations running accounts for 94% of our total energy consumption. The remaining 6% goes to our shops (1%) and our offices (5%). At VodafoneZiggo, we purchase 100% sustainable electricity generated by European wind turbines. We are also working continually to improve our energy efficiency and 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 (*Meerjarenaafpraak energie-efficiëntie*, MJA), the international standard for energy management systems (ISO 50001) and the international standard for environmental management systems (ISO 14001).



## **NETWORKS**

In 2021, we made significant investments once again in the ongoing modernisation, simplification and future-proofing of our GigaNet network. One of the ways we achieved this was by replacing outdated equipment in our network with new, more energy-efficient devices. We select the most energy-efficient equipment and software for our fixed network. This allows us to ensure that energy consumption falls, while the capacity of the network itself becomes larger and larger. We write our own software codes in order to further automate the network, which also saves the necessary energy.

## **DATA CENTRES**

At our data centres, a team of technicians and experts are continually working to improve the efficiency of the infrastructure. A significant part of this involves managing the extraction and supply of hot and cold air in the smartest possible way. We collaborate with specialist suppliers in order to develop the most suitable innovations and the most energy-efficient solutions. We share our knowledge and create test set-ups in order to stimulate the ongoing development of the equipment.

## **PRODUCTS**

With each product that we bring into the market, we look for opportunities to make it more sustainable and energy-efficient. The hardware in our modems is becoming increasingly smarter and more efficient, while our media boxes are becoming smaller and smaller and are more economical. For example, the Mediabox Next no longer makes use of a hard disk to record programmes. Instead, recordings are made and the box is controlled from the cloud. The next version, the Mediabox Next Mini, will also be even smaller again and more energy-efficient.

# Together with our customers, we are becoming circular

VodafoneZiggo wants to play its part in the transition towards a circular economy. A world in which we use products as long as possible and raw materials are continually reused. When is that circle actually complete? That will take a little bit longer. That's no reason to wait, in our opinion, but is certainly a reason to press ahead – together with our customers.

## SEARCHING, TRIALLING AND LEARNING

Transmitter masts, cables, media boxes and telephones. But also buildings and means of transport. To provide our customers with the products and services they need, a wide variety of resources are needed and we firmly believe that all of those items and materials need to be used with care. That is why we are continually on the look-out for opportunities to reuse more often, to extend the service-life of our products and to produce less waste.

Our customers are telling us how important sustainability is to them. At the same time, we can see that the idea of a circular economy is something that takes some getting used to for everyone. For example, by exchanging your old phone at one of our stores whenever you purchase a new one. After all, it's really great that your old device will have a second life. Most people would prefer to leave it in a drawer at home. Thinking and acting sustainably is not ingrained yet therefore; it is a learning process for us all. We hope to inspire our customers and employees in this regard.

## PRODUCTS AND PACKAGING

Refurbishing – in other words, making returned products suitable for reuse. We do this with all of our products, including modems, Wi-Fi boosters and media boxes. Before a product is recycled from top to bottom, it will have been used by four customers on average. Any savings achieved with that product is therefore a four-fold benefit. And we are certainly making savings. We are collaborating with Liberty Global in order to reduce the quantity of plastics and packaging used in our logistics as a whole. As a result of this, the quantity of plastic being used is decreasing rapidly. One of the measures we have taken is to reduce to a minimum the number of plastic cushions needed to prevent damage, and we packed our shipping boxes no less than 90% more efficiently in 2021.

Another saving: we now send much less cables to new customers as standard; around 4,000 metres of coaxial cable less on an annual basis. We also brought down the total number of shipments in 2021. While we are happy for reusable media boxes to be returned, customers are asked to take unusable products to the waste site themselves. As far as our mobile telephony activities are concerned, we are doing what we can to make our packaging more sustainable. In the case of accessories in particular, we are focusing on recycled material, smaller packages, less ink and fewer coatings, and the elimination of plastics.



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## Less plastic, more reuse

*VodafoneZiggo: step by step towards a better environment*

[> READ MORE](#)

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### RETURNING AND REUSING

In order to close our product life cycles, we need our customers' help. More specifically, we are doing everything we can in order to get hold of their old and defective equipment that we issued to them on loan. For example, Ziggo customers can send back their old media box, router, modem or Wi-Fi booster free of charge. Last year, around 80% of these were returned. We also like to ensure that old phones receive a second life by means of our exchange deals. The results are still modest, but our ambition is large-scale and necessary: to drive down CO<sub>2</sub> emissions and the use of scarce raw materials in the mobile telephony sector.

A special partner that is helping us to achieve significant advances in that regard is Closing the Loop. As an organisation, Closing the Loop converts e-waste into value, by compensating for the environmental impact of new phones and by reusing raw materials. We are extremely pleased with this collaboration. Our own employees are also committed to sustainability and are coming up with more and more solutions themselves. For example, one of our technicians put forward a point for improvement: the installation products with which they work were mainly supplied in plastic packaging. "Isn't there a different way?" We set to work on that immediately.

### CONTINUING TO REDUCE, CONTINUING TO IMPROVE

VodafoneZiggo has set itself the objective to continue reducing the use of plastic and packaging, and we believe that a lot of progress can still be made as far as transport is concerned. Admittedly, we are now using more hardware than we did in the past. This includes the Smart Wi-Fi pods that make sure you have perfect coverage throughout your home, which is something that is in great demand amongst our customers as a result of the increase in homeworking.



## OUR NETWORK AND OUR OWN SHOPS

Though the internet and telephone services appear to be somewhat intangible as services go, a lot of hardware is still needed to keep them 'on the air', from masts and transmitters to entire data centres. And in this regard, we have left the throwaway culture behind us for many years already. Through Vodafone Marketplace, all equipment from our network in the Netherlands is sent to other countries where Vodafone is active. And if we can't get rid of our old servers there, we pass them on to another telecommunications company. For example, our 3G network in the Netherlands was switched off last year, which meant that we were able to relocate a large amount of old equipment to other countries.

Even within our own company, we do everything we can to close the circles, including recycling waste and making use of a circular chef. We are also getting ready to make an important transition: Connected Working 2.0. This is new way of working in which homeworking plays a key role, mobility is reduced thanks to digital resources and in which offices are assigned a completely new role. The focus of that new role is upon collaboration and to put it into practice we are making use of as many circular materials as possible.



# We inspire and activate our employees

Our people are playing a key role in the transition towards a more sustainable VodafoneZiggo. That is why we are investing a lot of time and energy in order to inform, involve and inspire them. One of the ways we have done this was by organising our annual People Planet Progress festival for the second time in 2021. A lot of attention was devoted to the environmental impact that we have collectively and individually. An important way we can reduce that impact has to do with our day-to-day mobility, as it accounts for a large proportion of our overall CO<sub>2</sub> emissions.



## LESS AND CLEANER TRAFFIC

Together with thirty other leading companies in the Netherlands, we are active within the *Anders Reizen* (Travel Differently) coalition in order to promote sustainable mobility. We encourage our employees to travel from home to work by public transport as much as possible. To that end, all staff at our offices and in our shops receive an Dutch Railways (NS) Business Card and our latest offices are located within walking distance of a railway station. Depending on the season ticket selected, our employees can benefit from advantages such as a 40% reduction for three people travelling together on off-peak services, or a NS *Vrij Reizenkaart* (Unlimited Travel Card) for use in First Class. This was one of the factors that has enabled us to drastically reduce the number of leased cars used by our employees and to drive down the CO<sub>2</sub> emissions caused by passenger cars by 14% in recent years. Our overarching ambition is a completely 'fossil-free' fleet of cars. In order to achieve this, we will only be supplying electric lease vehicles to our employees on the move from 2022 onwards.

The cleanest journey is an unmade journey. We were the first company in the Netherlands to announce a long-term policy of hybrid working which therefore also includes the period after the pandemic has ended. By aiming to ensure that our employees spend half of their time working from home, we will be able to drastically reduce our travel movements – and therefore also our emissions.

#### **ON THE MOVE IN AN ENVIRONMENTALLY-FRIENDLY WAY**

The size of our vehicle fleet is therefore continually shrinking, but one section of our workforce cannot do without a vehicle. These include our fault technicians who need to be on-site as quickly as possible whenever problems arise. We are, however, in a position to achieve some smart savings in that regard. For example, technical support is increasingly being provided remotely. By carrying out checks and talking customers through the steps that need to be taken, the need for a technician to visit the customer's home can sometimes be avoided. In 2021, we managed to reduce our CO<sub>2</sub> emissions by 6% by travelling less.

Together with our installation partners, Circet and Guidion, we are trying to ensure that our essential visits to customers will ultimately be carried out in a 100% environmentally-friendly way. First of all, we are taking initiatives to reduce travel distances and to drastically reduce the emissions per kilometre. We are also carrying out experiments using vehicles powered by alternative forms of propulsion, such as hydrogen, and electric vehicles. And in the major cities, we will increase the use of the SunRider: an electric cargo bike fitted with solar panels. This is an innovative solution that not only saves a lot of emissions, but often also saves time, as we can reach our customers more quickly.

# Our ecological footprint

At VodafoneZiggo, we are on the way to achieving a value chain operation that is completely CO<sub>2</sub>-neutral. We are unrelenting in our efforts to reduce our emissions even further. Any CO<sub>2</sub> emissions that we continue to emit will be offset by purchasing Gold Standard certificates, the most stringent standard for CO<sub>2</sub> reduction projects.

We are continuously improving the way we collect, calculate and report on our CO<sub>2</sub> emissions. Based on the latest insight we have further refined our CO<sub>2</sub> calculation methodology for scope 3. We have recalculated our CO<sub>2</sub> emissions related to the use of our media boxes and modems at our customers from 2018 to 2021. Furthermore, we also added smartwifi-pods to our scope 3 reporting.

CO <sub>2</sub> emissions (in kg)	2025 Science Based Target*	Result 2021	Result 2020	Result 2019
Buildings	1,075,208	1,087,475	1,835,318	2,559,815
Mobility	9,691,213	8,489,835	9,750,283	17,671,059
Network	369	533,099	521,358	769,012
Products	229,941,795	340,158,022	324,748,806	413,835,836
Total	240,708,585	350,268,431	336,855,763	434,835,721

*\* Our 2025 target has been validated by SBTi. This target excludes our emissions related to the use of mobile phones (scope 3.1).*

Curious about our overall CO<sub>2</sub> emissions? That can be found in the [appendix about our environmental impact](#).

# The impact of purchasing

For us, expenditure running into billions form the key in order to bring about positive change. How? By attaching requirements to every cent we spend. Requirements for privacy, security and health, an improved environment and decent working conditions. This creates a situation in which hundreds of our suppliers, and the thousands of suppliers that supply them, are each contributing a little bit more in order to achieve a better world.

## BENCHMARKING OUR SUPPLIERS

Our influence is considerable, as we make purchases to the value of 1.8 billion euros each year with hundreds of partners. From parties constructing and maintaining our GigaNet and international suppliers manufacturing equipment such as telephones, modems and media boxes to distribution partners who deliver products to customers and the companies that supply us with energy. If you are a client as large as we are, you can specify requirements. And that is what our purchasing team therefore does, by benchmarking our partners against ethical and sustainability criteria, both during and after the procurement process. That way, we are encouraging them to do business in a sensible way that will help create a better world.

### OUR AMBITIONS AND OBJECTIVES

- The majority of the top 500 companies have been audited by EcoVadis.
- International collaboration within the Joint Audit Corporation (JAC)
- To implement a 10% CSR weighting factor in new tenders

### 2021 RESULTS

- 195 of our top suppliers are registered with EcoVadis
- 850 million euros of expenditure by VZ has been charted and EcoVadis assessment completed
- The company is now purchasing green energy only

## FROM CODE TO AUDIT

Everything we purchase must meet our sustainable and ethical standards. We have laid down our requirements in that regard in our [Sustainable and ethical procurement code](#). We have also reached agreements with our call centres in Suriname and Turkey about working conditions and ethical wage levels and with the partners constructing our GigaNet about security. We have also obtained a commitment from our energy providers that the energy we receive is always certified green energy.

We also regard it as important to verify for ourselves whether our suppliers are fulfilling our requirements. In order to achieve that, workplace inspections are carried out in the case of work characterised by a high risk profile. On an international level, our parent companies Vodafone Group and Liberty Global are actively involved in the Joint Audit Corporation (JAC). The JAC conducts international audits out as a means of improving the social and environmental performance of influential suppliers. That way, we are able to achieve a sector-wide, sustainable impact the world over.



## The impact of purchasing

Niek Hoogerheide – Head of Procurement

*on the sustainable purchasing of VodafoneZiggo*

[> READ MORE](#)

### NEXT LEVEL WITH ECOVADIS

Closer to home, we have been receiving assistance since 2020 from the independent consultancy EcoVadis, in order to obtain a more effective insight into our suppliers' sustainability performance. EcoVadis audits our partners and provides us with an insight as to how they score with regard to 21 corporate headings within four theme areas: environmental risks, social risks, ethical risks and supplier risks. This provides a more transparent view with regard to how ethically and sustainably a particular partner is operating. Although carrying out a very in-depth analysis of the chains within our suppliers by means of the audits remains difficult, the audits by EcoVadis enable VodafoneZiggo to get more and more grip on them.

The impacts of these audits are increasing each year. In 2021, EcoVadis audited and enrolled just under 200 of our top 500 suppliers. Enrolled means that after the first audit has been carried out, a supplier's results are updated in a KPI dashboard for sustainability. That dashboard allows us to track the progress of each supplier. If a supplier is displaying insufficient growth in terms of sustainability, we will initiate a discussion with them in order to address any problems and to agree some positive changes. Not only does this create greater awareness among our partners about working sustainably, but our hope is that it will enable us to achieve an increasingly close collaboration with innovative, sustainable and ethically responsible partners.

	Target 2022	Target 2021	Result 2021	Result 2020
Total expenditure paid to suppliers who have completed the EcoVadis assessment	€ 1,100 million	€ 900 million	€ 850 million	N/A
% of top 250 suppliers in EcoVadis (in '22, top 500)	75%	70%	78%	21%



## Sustainable purchasing of services and products

Responsible and ethical chain management



### AMBITIOUS PURCHASING

Our ambition to include social criteria in future tender processes represents a further step forwards. By the end of 2022, half of our tenders will include criteria of that type and by 2024, that proportion ought to have increased to 90%. It is not yet clear whether, on average, we will be able to assign a higher weighting than 15% to those criteria, but our purchasing team certainly wishes to do so. This would actually increase the impact of purchasing on sustainability even further.

What is more, the same purchasing team working in tandem with EcoVadis intends to almost double the number of suppliers enrolled with EcoVadis in 2022. We also want to penetrate deeper down the supply chain ladder and include more subcontractors in the audits. At the moment, we are primarily doing this by monitoring the EcoVadis score of those suppliers in relation to sustainable purchasing. The result: more than 1 billion euros will have been monitored by the end of 2022. We are also encouraging an ever wider group of suppliers to take the correct, sustainable decisions.

# A robust and safe network

Thanks to VodafoneZiggo, a large portion of Dutch society is able to rely on mobile telephony and internet. Technology that operates using electromagnetic fields. In order to guarantee both the quality and the security of the services we provide to our users, we get 'everything from the mast' within the standards.

And whenever electromagnetic fields are involved, many different parties are watching us with great interest. The government – including the Radiocommunications Agency Netherlands (*Agentschap Telecom*) – the international ICNIRP, Vodafone Group and Liberty Global, Monet, the media and also the people of the Netherlands. That is fine, of course, because we too take the view that you can't be too safe. We are happy to explain what there is to know about our transmission equipment. And what we are doing to guarantee security.

## ON THE WAVES

Whenever you're surfing wirelessly on the web, you're actually surfing on radio waves. These take the form of the electromagnetic fields that we use in order to contact others using mobile phones or to connect via Wi-Fi. This takes place using antennas that are becoming more advanced all of the time. 5G is the latest innovation in this regards. We made the first preparations for this in 2021 and have made space for a new generation of digital possibilities. We also adhered and continue to adhere very closely to all of the safety standards governing electromagnetic fields.

## NO RISK WHATSOEVER

2G, 3G, 4G and 5G – extensive international research shows that the frequencies used for mobile telephony do not have any harmful effects on human health as long as exposure is kept within the limits set by the ICNIRP. The '[International Commission on Non-Ionizing Radiation Protection](#)' is an independent international group of scientists that sets exposure limits governing exposure to electromagnetic radiation. Along with the majority of countries in Europe, the Netherlands applies the exposure limits set by the ICNIRP. Following a thorough review, these were amended once again in 2021. Within the ICNIRP limits themselves, large safety margins were applied when determining the stated maximum exposure. All telecom providers, including VodafoneZiggo, are required to adhere to these ICNIRP standards and to the standards set by the government. But that's just the beginning, because our own standards and performance are a whole lot higher. We have chosen to apply an additional level of safety.

## OUR OWN POLICY

When managing potential health and safety risks resulting from electromagnetic fields, we follow the Vodafone Group RF Management Policy Standard. This relates to the management, design, procurement and installation of radio base stations and smaller mobile antennas and terminals. The way in which we share the locations of our equipment with other mobile operators has been laid down in a policy agreed between the mobile operators themselves. Discussions are held on a regular basis between the operators and Monet concerning the state of affairs with regard to exposure to electromagnetic fields. The underlying purpose of our policies and discussions is centred upon the safety of the general public and the employees working in the vicinity of the antennas.

## TO MEASURE IS TO KNOW

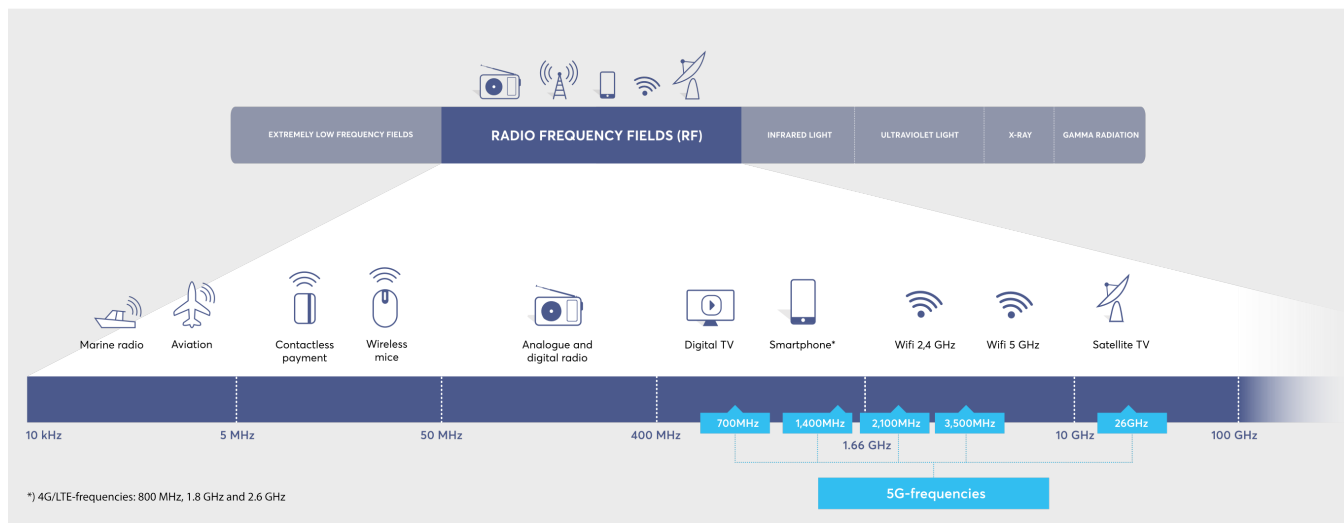
We know that the levels of electromagnetic fields around our transmitters come nowhere near the limits set by the ICNIRP. In order to be certain, however, those levels are tested regularly by Radiocommunications Agency Netherlands throughout the country as a whole. The results of those tests confirm again and again that our levels lie far below the values specified in the ICNIRP standards. How much lower can hardly be expressed in terms of a percentage. 0.1 percent of the standard is already high.

## FORMULA 1 ZANDVOORT: AN EXCEPTIONAL ACHIEVEMENT

Providing network coverage for 70,000 people at short notice. The Formula 1 event at Zandvoort posed a major challenge for us, but just like Max Verstappen himself, we whizzed past the finish line with flying colours. Measurements by the Radiocommunications Agency Netherlands in and around the race circuit confirmed that we remained well below the exposure limits.

## SAFELY INTO THE FUTURE WITH 5G

The new 5G coverage will make use of the 3.5 GHz frequency band. This will be subject to the same exposure limits as the highest frequencies for current mobile use. That is why when the 3.5 GHz band comes into use, we are not expecting the ICNIRP standards to be exceeded, either by us or by any other operators on the market. At this point, it is useful to point out that we collaborate very closely with our competitors. That way, we can ensure that no exposure limits are exceeded, either by any operator individually or by all of the operators together.





Company & policy

# 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 hold an equal stake of 50%.

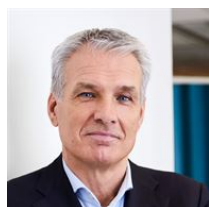
## Management Board & Board of Directors

The board under the Articles of Association of VodafoneZiggo consists of the CEO and CFO, who are appointed by Vodafone Group and Liberty Global. In the case of the CEO and CFO, their period of appointment is not subject to an end date. 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 eight members of the management who represent the following business units:

- Strategy Insights & Integration
- Business-to-Consumer
- Business-to-Business
- Customer Operations
- Technology
- Human Resources
- External & Legal Affairs
- Finance
- Digital Transformation

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 6,900 internal and 434 external/temporary employees.

## Samenstelling directie



### **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: Trustee of the Vodafone Group Foundation, Board Member of VNO-NCW and Supervisory Board member 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 Chief Financial Officer of Ziggo from 2015 onwards 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: Supervisory Board member, NEMO Science Museum and Board member and treasurer at Stichting Uitmarkt Amsterdam



**Fleur van Beem (F, 1977) – Digital Transformation**

Fleur van Beem has been Executive Director Digital Transformation since 1 October 2021. Before that, Fleur was Partner at strategic consultancy firm Bain & Company, and advised Dutch and international organisations in the telecommunications and financial sectors. In her role as adviser, Fleur supervised, among other things, the joint venture between Vodafone and Ziggo. Within Bain & Company, Fleur was responsible for the development of expertise in the area of customer experience and customer-led digital transformation, and was very active in the field of Diversity, Equity and Inclusion. Fleur has a Master's degree in Finance from the University of Amsterdam.

Nationality: Dutch

Ancillary positions: None



**John van Vianen (M, 1969) – Business-to-Business**

John van Vianen has been Executive Director Business-to-Business since the start of VodafoneZiggo on 1 January 2017. John has 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. IT Solutions (formerly Getronics) integrated into KPN under his management. 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: Board member, Yieldstone and Member of the Advisory Board, Reviva Group.



**Marcel de Groot (M, 1967) – Business-to-Consumer**

Marcel de Groot has been Executive Director Business-to-Consumer 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 Business-to-Consumer 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

**Barbara de Koning Gans (F, 1972) – Customer Operations**

Barbara de Koning Gans has been Executive Director Customer Operations since 16 August 2021. Before this, Barbara worked for Rabobank where she was Director Customer Contact Retail Netherlands. Before that, she worked as Chief Commercial Officer at Independer, as General Manager of Bergman Clinics and fulfilled various roles at the ING Group. Her focus is always on ensuring that the voices of both the customers and employees play an important role within the organisation. She studied Business Administration at the Erasmus University Rotterdam and studied for an MBA in Switzerland.

Nationality: Dutch

Ancillary positions: board member of Stichting Vestingeiland in Naarden

**Thomas Mulder (M, 1978) – Human Resources**

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 at Ziggo. Once the VodafoneZiggo joint venture had become a reality, he was appointed HR Director of Vodafone Group Enterprise in December 2016. Thomas obtained a Global Executive MBA at the Rotterdam School of Management.

Nationality: Dutch

Ancillary positions: None



### **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 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 from 2014 to 2016. In this role, she 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, Buhrmann N.V. and Liberty Global. Barbara studied Dutch Law and Law & 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. Before that, 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 the Erasmus University Rotterdam.

Nationality: Dutch

Ancillary positions: Chair of the Vodafone Foundation and 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 representatives of Liberty Global
- Three representatives of Vodafone Group
- Two independent members who are appointed on the recommendation of the Works Council of VodafoneZiggo

## Composition of the Supervisory Board

The Supervisory Board consists of the following members (composition on 31 December 2021):

**Serpil Timuray** (Chair as from 1/1/2022) (F, 1969, Turkish)

Appointed as from 31-12-2018 until 31-12-2022

CEO Europe Cluster Vodafone Group

**Manuel Kohnstamm** (Chair until 1/1/2022) (M, 1962, Dutch)

Appointed as from 22-03-2019 until 22-03-2023

Senior Vice President & Chief Corporate Affairs Officer Liberty Global

**Baptiest Coopmans** (M, 1965, Dutch)

Appointed as from 31-12-2016 until 31-12-2020, reappointed until 31-12-2022

Chief Executive Officer UPC Switzerland

**Charlie Bracken** (M, 1966, British)

Appointed as from 31-12-2016 until 31-12-2020, reappointed until 31-12-2022

Executive Vice President & Chief Financial Officer Liberty Global

**Carmen Velthuis** (F, 1974, Dutch)

Appointed as from 31-12-2019 until 31-12-2023

Finance Director Europe Cluster Vodafone Group

**Bettina Karsch** (F, 1970, German)

Appointed as from 31-12-2021 until 31-12-2025

EU Cluster HR Director Vodafone Group



**Huub Willems** (M, 1944, Dutch)

Appointed as from 31-12-2016 until 31-12-2020, reappointed until 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)

Appointed as from 22-05-2017 until 22-05-2021, reappointed until 22-05-2023

Supervisory Board member DSM and Supervisory Board member Arcadis

John Otty stepped down as Supervisory Board member on 31 December 2021.

The Supervisory Board has two committees (composition on 31 December 2021):

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

# Risk management

As a large company, we continually run risks. The skill lies in knowing which risks could affect our strategy and then in taking the right measures in order to manage those risks. That is the way we protect our customers, employees, shareholders and our own reputation.

Each of our business units has its own 'Risk Champion', who is responsible for recognising and identifying the relevant risks in that unit. We report to the Risk & Compliance Committee two times a year. Every year, our Privacy, Risk & Compliance team analyses and identifies the most important risks, safeguards the quality of the control process and coordinates the deployment of measures. Each risk has an owner, who is responsible for the measures being taken to control that risk.

Below you will find – in random order – the most important themes that posed risks to us in 2021, including the measures we took to control those risks.

## Greatest risks

The most important risks in 2021, in random order, were:

### **Technological failure**

The risk that a failure occurs in critical parts of our networks, systems or platforms. This would mean that we could no longer supply some of our fixed or mobile services and would result in reduced customer satisfaction, reputational damage and/or fines from regulatory authorities.

#### *Control measures:*

We have a very low tolerance for network, IT and platform disruptions that could have major consequences for our customers. Recovery objectives and control measures have been determined for critical assets in order to limit the impact of service interruptions. We continuously monitor all networks, systems and platforms for (possible) technical failures and take immediate action to limit the consequences of such failures for our customers. In the event of incidents, we carry out *root cause analyses* in order to fully understand how we can solve the underlying problems.

### **Cyberattacks**

The risk of a cyberattack, both inside and outside the organisation. An attack of that type can, among other things, cause data breaches and network failures. Cyber threats can lead to major consequences for our customers, finances and reputation.

#### *Control measures:*

We actively identify all risks and threats. We design control measures and apply them in all business units. In this way, we can prevent most attacks, immediately detect incidents and react quickly to limit the damage. In order to be well prepared, we regularly rehearse simulations of a cyber crisis together with senior management.

### **Market disruption**

The risk of disruptive competition from telecom providers (major acceleration in the building of networks) offering a possibly improved customer proposition. This would give rise to a risk that VodafoneZiggo were no longer able to compete with other technological service providers.

#### *Control measures:*

This risk is difficult to control due to the many external factors. It is therefore important that we keep a close eye on market developments and respond to developments. That means, among other things, that we need to continue innovating and that we must continue to offer distinctive products, services and content (sports, films, series and TV programmes).

#### **Not being able to fulfil customer expectations**

The risk that we are unable to fulfil our customers' expectations by means of our products, services and total customer experience, due, for example, to errors in our systems or products, or due to an unpleasant experience with our customer service. Negative experiences such as these can result in customers switching providers.

#### *Control measures:*

We carry out all kinds of projects that contribute to a positive customer experience, such as projects to further improve our products and services. We continuously monitor shifts in the customer experience and try to tailor our projects and internal processes to those insights.

#### **Regulatory burden**

The risk that the regulatory landscape changes due, among other things, to case law and new legislation. This is a well-known risk. There is increasing pressure from complex national and international legislation and regulations. This pressure has a major impact on our organisation and strategy and can also put us at a disadvantage compared to our competition.

#### *Control measures:*

The Regulatory Affairs team closely follows the latest developments in the field of legislation and regulations within our industry, and holds regular consultations with the government and other stakeholders on this.

#### **Not complying with legislations and regulations**

The risk that we fail to comply with legislation and regulations in the markets in which we are active (e.g. GDPR, anti-bribery, competition law, consumer law, consumer credit regulations) or with internal standards, policy and guidelines.

#### *Control measures:*

As an organisation, we strive to comply with all legislation and regulations on a daily basis. For example, we have a Code of Conduct and a framework of risks, policy and control measures. We steer the organisation, both proactively and reactively, in order to remain within the parameters laid down by law. We achieve this, for example, by means of various compliance programmes, supplemented with all kinds of training courses and awareness-raising activities. We also carry out frequent monitoring, review and audit activities in order to ensure compliance with legislation and regulations. In all of these areas, we are accountable to the Risk & Compliance Committee.

#### **Data integrity/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. The result of this may be that we do not make the proper progress in our digital transformation, for which data quality is very important. This may lead to a negative impact on our customers and may hinder the achievement of our commercial and strategic objectives.

#### *Control measures:*

We have also appointed a Data Officer, who will bear ultimate responsibility for data quality and for the implementation of our improvement plans. We have made good progress within our initiatives to improve data quality and data management, both in terms of getting our data to the right quality level, as well as ensuring – by means of policies and measures – that we maintain that quality.

#### **Company & IT transformation**

VodafoneZiggo has many and complex IT systems. We are constantly searching for efficient ways to build and/or migrate those IT systems. Due to their complexity, however, there is always a chance that something may go wrong and that it will have major consequences for our customers, revenues, costs, synergy objectives and reputation.

#### *Control measures:*

The risk owner and management regularly discuss the progress of the programmes and the status of the risks. Where necessary, we adjust them and difficult decisions are taken in a risk-oriented way.

#### **Watchlist 2022**

In 2022, we will conduct further research into three new risk areas. These are: employees/integrity risk, outsourcing risk and ESG guidelines (Environmental, Social and Governance). We will chart what, for us, are the most important risks in that regard and what control measures are needed.



# Appendices



# Explanation of stakeholder interaction and materiality

## Recipe for an Impact Report

Topics that are relevant to us and our stakeholders. We will report on those in this Impact Report. In order to determine what those topics should be, we consult a large number of sources. We assess the expectations of our internal and external stakeholders, review our strategic pillars and examine the social developments that may affect our organisation.

In order to do this, we make use of external surveys, media and political scans, issue analyses, individual interviews and Heartbeat: our employee satisfaction survey. We also look at the GRI guidelines, our reputation surveys, business risks, trend analyses, market developments and factors that have an effect on trust and reputation. All these sources produce what we consider to be the most material topics. Together, they form the basis for our Impact Report.

In 2021, we asked our internal and external stakeholders to prioritise the material topics. As our list of stakeholders shows, a total of 215 stakeholders contributed to this analysis. Our Senior Leadership Team (SLT) and Senior Management Team (SMT) subsequently approved the findings, as a result of which they bear responsibility for actions and achievements with regard to these material topics. Our progress and our policy with regard to the material topics is evaluated each year, based on the results we have achieved. If this gives us reason to modify our approach or our policy, we will include this in the relevant chapters of our report.

## What are our material topics?

Below you will find – in alphabetical order – the material topics that will be discussed in this Impact Report:

**Circular economy:** Working on an economy in which used products are given a new lease of life, raw materials are recycled and products are used longer.

**Data security of our customers:** Protecting customers, consumers and companies against (cyber)crime.

**Digital inclusion for everyone:** Ensuring that the whole of the Netherlands can join us in the digital society, in a responsible way, by helping people to learn digital skills.

**Diversity and an inclusive culture:** A diverse and inclusive working environment that is a reflection of society and is a place where everyone feels at home and safe.

**Electromagnetic radiation:** Providing transparency and communicating openly about the possible health effects of electromagnetic radiation.

**Energy consumption and CO<sub>2</sub> emissions:** Actively reducing energy consumption and the CO<sub>2</sub> emissions as a result of the business activities of VodafoneZiggo.

**Ethical working:** Working in a responsible, fair and ethical manner.

**Financial performance:** Striving to achieve a healthy and robust financial performance in order to be able to keep creating value for all our stakeholders in the long term.

**Governance and legislation and regulations:** Responsible and effective governance in the long term and complying with legislation and regulations.

**Innovative products and services:** Offering innovative products and services that connect people, help them move forward and enable them to participate in society.

**Privacy of our customers:** Protecting our customers' personal data (and handling it in a responsible way).

**Putting the customer first:** Putting customers first by listening to them and improving and developing existing and new products and services.

**Reliable and future-proof network:** Working on a reliable, innovative and future-proof network that is available to everyone.

**Responsible and ethical chain management:** Working on a fair, ethical and responsible purchasing and sales chain.

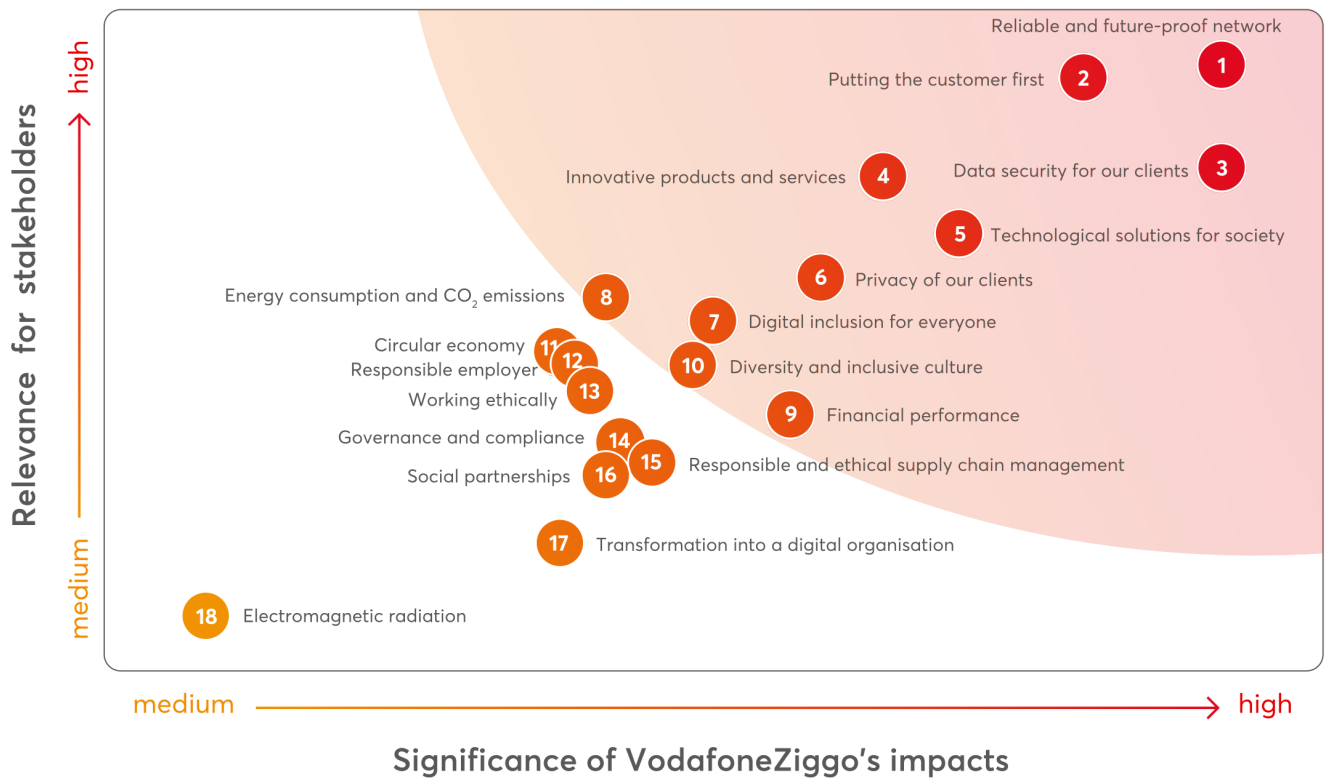
**Responsible employer:** Supporting employees with their personal development by means of training courses, individual guidance and attractive terms and conditions of employment.

**Social partnerships:** We are collaborating with (and supporting) organisations that focus on promoting digital and social inclusion.

**Technological solutions for society:** Offering products and services that contribute to a society that is safer, more efficient, healthier, more digital and cleaner.

**Transforming into a digital organisation:** Working on an agile, flexible organisation that is prepared for the digital future.

## Materiality Matrix 2021



## Who are our stakeholders?

From individuals to companies, and from institutions to the government. VodafoneZiggo makes communication possible for society as a whole. We view anyone who is affected by our actions, or has an influence on us, as our stakeholder. As one of the largest telecommunications providers in the Netherlands, we have an important function in society. That is why we stay in constant contact with our stakeholders. We want to know what's going on in the world and what role they envision for VodafoneZiggo in that regard. Their insights serve as valuable input for our strategic choices. In the stakeholder table below, we provide insight into the dialogues that we held with our stakeholders in 2021, the frequency of those discussions and the topics that came to the fore. You can also read how we responded to this as an organisation.

Stakeholder group	How we enter into discussion	Topics and issues 2021	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. Vodafone & Ziggo Community (ongoing);	1. Improved customer experience and customer loyalty; 2. Improved customer journeys; 3. Connectivity: constantly connected any time and anywhere with our fixed and mobile network; 4. Improved Wi-Fi coverage; 5. Content; 6. Improved viewing experience 7. Digital transformation;	1. Investment in digital infrastructure; 2. Further roll-out of our GigaNet (5G on mobile and DOCSIS 3.1 in our fixed network); 3. Internet of Things solutions 4. SmartWifi modem update and launch of SmartWifi pods for optimisation of the Wi-Fi network;	1. Data security of our customers; 2. Putting the customer first; 3. Digital inclusion for everyone; 4. Electromagnetic radiation; 5. Social partnerships; 6. Privacy of our customers; 7. Technological solutions for society
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; 3. Digital transformation; 4. A safe and COVID-19-safe working environment for all employees; 5. Leadership based on our leadership profile; 6. Maximising internal mobility with continuous support for personal development; 7. Focus on future skills and capabilities, rationalisation and standardisation; 8. A future-proof organisational structure with scope for diversity, equity and inclusivity;	1. We have developed a blueprint for hybrid working both during and after the coronavirus crisis; 2. Create a safe and digital working environment, with a focus on the psychological and mental wellbeing of our employees; 3. Continually invest and develop our employees by means of an extensive digital learning platform; 4. Active Diversity, Equity and Inclusion policy;	1. Diversity and an inclusive culture; 2. Transforming into a digital organisation; 3. A responsible employer

Government (including politics, ministries and regulators)	<ol style="list-style-type: none"> <li>1. Regular consultation with the Board of Directors and all other levels within the organisation on a variety of topics (ongoing);</li> <li>2. Contact with relevant parties and organisations at various times, both within and outside the legislative process, about matters that affect VodafoneZiggo (whenever relevant);</li> <li>3. Contribute by actively participating in consultations in various areas (such as on the topic of rules regarding an investment obligation in Dutch content) (occasionally);</li> <li>4. Organising working visits and information sessions with professional stakeholders to engage in dialogue on material topics of importance (occasionally);</li> <li>5. Contributing to roundtable discussions and expert sessions (occasionally);</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase in the usage of our networks as a result of the coronavirus;</li> <li>2. Digital inclusion;</li> <li>3. Hybrid working;</li> <li>4. The security and integrity of our networks;</li> <li>5. Green and digital transitions;</li> <li>6. Preventing non-compliance;</li> <li>7. Cybersecurity;</li> <li>8. Roll-out of fixed and mobile networks;</li> </ol>	<ol style="list-style-type: none"> <li>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;</li> <li>2. Where possible, we will continue to share our constructive insights with stakeholders within government;</li> </ol>	<ol style="list-style-type: none"> <li>1. Circular economy;</li> <li>2. Data security of our customers;</li> <li>3. Digital inclusion for everyone;</li> <li>4. Electromagnetic radiation;</li> <li>5. Energy consumption and CO<sub>2</sub> emissions;</li> <li>6. Ethical working;</li> <li>7. Governance and legislation and regulations;</li> <li>8. Innovative products and services;</li> <li>9. Privacy of our customers;</li> </ol>
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Industry (including sector-specific and trade organisations)	<ol style="list-style-type: none"> <li>1. Regular contact via sector organisations (for example NLdigital, VNO-NCW, Monet) (ongoing)</li> <li>2. Participation in platform discussions (occasionally);</li> </ol>	<ol style="list-style-type: none"> <li>1. Interoperability;</li> <li>2. Digital inclusion;</li> <li>3. Digital wellbeing;</li> </ol>	<ol style="list-style-type: none"> <li>1. We are continuing to collaborate constructively with the sectoral and trade organisations to coordinate issues associated with interoperability, etc.;</li> <li>2. Where necessary, we will pull together as a telecommunications sector with regard to policy changes affecting the telecommunications sector;</li> <li>3. We work closely with the ACM in the area of compliance, incidents and potentially differing conceptions about the interpretation of the law;</li> <li>4. We collaborate with local government to identify the best way in which to roll out our networks in their territory;</li> </ol>	<ol style="list-style-type: none"> <li>1. Circular economy;</li> <li>2. Data security of our customers;</li> <li>3. Digital inclusion for everyone;</li> <li>4. Electromagnetic radiation;</li> <li>5. Energy consumption and CO<sub>2</sub> emissions;</li> <li>6. Ethical working;</li> <li>7. Governance and legislation and regulations;</li> <li>8. Innovative products and services;</li> <li>9. Privacy of our customers;</li> </ol>
Society	<ol style="list-style-type: none"> <li>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 Alliantie Digitaal Samenleven (Digital Society Alliance), which sets out to enable people to participate in the (digital) society (occasionally);</li> <li>2. We organise events in collaboration with external partners (occasionally);</li> <li>3. Partner of a wide range of social organisations (e.g. Netwerk mediawijsheid (Media Literacy Network), ECP, JHINC and VHTO) (ongoing);</li> </ol>	<ol style="list-style-type: none"> <li>1. Digital inclusion;</li> <li>2. Green and digital transitions;</li> </ol>	<ol style="list-style-type: none"> <li>1. We have developed and shared a blueprint for hybrid working both during and after the coronavirus crisis;</li> <li>2. By means of our People Plant Progress programme, we are focusing on improving society in areas such as digital inclusion, digital wellbeing and CO<sub>2</sub> reduction.</li> </ol>	<ol style="list-style-type: none"> <li>1. Circular economy;</li> <li>2. Data security of our customers;</li> <li>3. Digital inclusion for everyone;</li> <li>4. Electromagnetic radiation;</li> <li>5. Energy consumption and CO<sub>2</sub> emissions;</li> <li>6. Ethical working;</li> <li>7. Governance and legislation and regulations;</li> <li>8. Innovative products and services;</li> <li>9. Privacy of our customers;</li> </ol>

Investors community	<p>1. We collaborate on different levels (from the Board of Directors to operational management) with our parent companies and (foreign) colleagues (ongoing);</p> <p>2. Publication of financial results and informing parties such as the media and analysts about them (quarterly);</p> <p>3. Attending conferences several times a year, where analysts can speak with our senior management (2 to 3 times a year);</p> <p>4. Every year, we organise an office day, on which our senior management provide a business and strategy update to various stakeholders (every 2 to 3 years);</p> <p>5. Responding to (basic) questions from analysts/the media about VodafoneZiggo and responding to requests to the CFO (ongoing);</p>	<p>1. Market developments;</p> <p>2. Economic developments;</p> <p>3. Position of competitors;</p> <p>4. Roll-out of (new) networks, such as DOCSIS 3.1 and 5G;</p> <p>5. Sustainable bonds;</p> <p>6. Regulation (risks);</p>	<p>1. Clarifying our strategy, GigaNet and financial expectations to the outside world;</p> <p>2. Sustainable bond loans issued to a total value of €2.1 billion;</p> <p>3. Linking climate ambitions directly to our financing strategy;</p>	<p>1. Reliable and future-proof network;</p> <p>2. Circular economy;</p> <p>3. Putting the customer first;</p> <p>4. Digital inclusion for everyone;</p> <p>5. Energy consumption and CO<sub>2</sub> emissions;</p> <p>6. Ethical working;</p> <p>7. Financial performance;</p> <p>8. Governance and legislation and regulations;</p> <p>9. Innovative products and services;</p> <p>10. Social partnerships;</p> <p>11. Privacy of our customers;</p> <p>12. Transforming into a digital organisation</p>
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Suppliers	<ol style="list-style-type: none"> <li>1. Performance promo planning calls (fortnightly);</li> <li>2. Evaluation meetings (on a quarterly basis);</li> <li>3. Meeting at Board level (a few times a year)</li> <li>4. Board meetings (1 to 2 a year);</li> </ol>	<ol style="list-style-type: none"> <li>1. 5G;</li> <li>2. Demand and supply changes due to the coronavirus;</li> <li>3. The impact of the coronavirus on security of delivery within the supply chain;</li> <li>4. Portfolio changes as a result of the coronavirus;</li> <li>5. The shift from physical sales to digital sales as a result of the coronavirus;</li> <li>6. Working on the sustainable improvement of our entire organisation, operation and chain;</li> </ol>	<ol style="list-style-type: none"> <li>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;</li> <li>2. Together with our suppliers, we are implementing sustainable solutions that result in cost reductions, along with reductions in energy and material usage.</li> <li>3. Partnership with EcoVadis to carry out supplier audits This an evaluation of how well has incorporated the principles of CSR within its operations and management system. The evaluation forms part of our tendering procedure. The application criteria are subdivided into four themes: environment, work and human rights (Employee Safety &amp; Health, Working Conditions, Social Dialogue, Child Labour, Forced Labour and Human Trafficking, Diversity, Discrimination and External Stakeholders, Human Rights, Ethics &amp; Sustainable Purchasing).</li> </ol>	<ol style="list-style-type: none"> <li>1. Circular economy;</li> <li>2. Data security of our customers;</li> <li>3. Putting the customer first;</li> <li>4. Electromagnetic radiation;</li> <li>5. Ethical working;</li> <li>6. Governance and legislation and regulations;</li> <li>7. Privacy of our customers;</li> </ol>
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# Connectivity table

Strategic pillar	Material topic	Indicator	Objective	Result 2021	Result 2020	Contribution to SDG
Technology for society	Reliable and future-proof network	Availability of fixed network (%)	99.9% (target 2021)	99.9%	99.9%	SDG 9
		Availability of mobile network (%)	-	99.9%	99.8%	SDG 11
	Innovative products and services	Number of new IoT solutions (#) – new indicator	-	55	N/A	N/A
	Technological solutions for society	Number of participants in Dreamlab – spread across 17 countries (#) – new indicator	-	2 million		N/A
Equal opportunities in a digital society	Digital inclusion for everyone	The number of children who took part in the Online Masters programme (#)	140,000 (target 2021)	139,809	119,249	SDG 4
		The number of senior citizens who took part in the Welcome Online programme (#) – new indicator	3,200 (target 2021)	3,200	2,494	
	Transforming into a digital organisation	NPS digital customer journey mobile customers (#)	-	16.0	13.8	
	Social partnerships	Number of employees who registered for Step up for good (#)	500	589	85	
A diverse and inclusive culture	A responsible employer	E-NPS employees (engagement) - new indicator	-	77	76	SDG 5
	Diversity and an inclusive culture	Total number of persons at a distance to the labour market employed (#)	100 (target 2021)	70	70	SDG 10
Everything for a healthy environment	Energy consumption and CO <sub>2</sub> emissions	CO <sub>2</sub> emissions (in kg)	240,708,585 (target 2025)	341,723,004	336,855,763	SDG 7
	Circular economy	Returned Ziggo equipment (%) - new indicator	-	80,0%	1,620,732	SDG 12
Sustainable purchasing of services and products	Responsible and ethical chain management	Total expenditure paid to suppliers who have completed the EcoVadis assessment (in €)	€ 900 million (target 2021)	€ 850 million	N/A	SDG 8
		Top 250 suppliers in EcoVadis (%)	70.0% (target 2021)	78.0%	21.2%	

	Privacy of our customers	Staff who have completed privacy e-learning (%)	100.0% (target 2021)	100.0%	100.0%
	Data security of our customers	% of data breaches that we reported to the Dutch DPA (following investigation and a consideration of the type/scope) – new indicator	-	60.0%	70.0%
Other	Putting the customer first	NPS of combined services Vodafone – consumer (#)	-	15	27
		NPS of combined services Ziggo – consumer (#)	-	12	7
	Ethical working	Speak out reports (#)	-	7	6
	Financial performance	Operating result (€) – new indicator	-	€ 1.915 billion	€ 1.877 billion
	Governance and legislation and regulations;	Percentage of women in top management (%)	32.0% (target 2021)	30.0%	29.0%



# Our social partnerships

## In the spotlight

### **ALLIANTIE DIGITAAL SAMENLEVEN (DIGITAL SOCIETY ALLIANCE)/ NUMBER FIVE FOUNDATION**

A public-private partnership the aim of which is to increase digital skills in the Netherlands. It 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 Five Foundation. The alliance has four working groups: family, senior citizens, young adults and people in work. We are active in the working group for families and senior citizens.

### **NATIONAL FOUNDATION FOR THE ELDERLY (NATIONAAL OUDERENFONDS)**

This Foundation focuses on combating loneliness by providing activities that enable senior citizens to come together and keep in touch with one another. Our partnership with the Foundation focuses on our Welcome Online programme for senior citizens. The Foundation actively promotes this programme among 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 the lockdown.

### **VHTO**

VHTO is a national expertise centre for gender diversity in the fields of science, technology and ICT. Every year, we organise a Girls' Day together, during which about 150 to 200 girls follow various workshops at the offices of VodafoneZiggo in order to learn about our technical field of work. In 2021, this event took place online due to the coronavirus crisis.

### **DUTCH MEDIA LITERACY NETWORK (NETWERK MEDIAWIJSHEID)**

The mission of the Dutch Media Literacy Network is to foster a society in which everyone is – or is on their way to becoming – media literate. The Network supports us with the development and distribution of 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. The shared ambition is to increase digital knowledge and skills, as well as to reduce the shortage of IT talents in the labour market.

### **ECP | PLATFORM FOR THE INFORMATION SOCIETY (PLATFORM VOOR DE INFORMATIE SAMENLEVING)**

An independent and neutral platform to exchange information about how to create a responsible digital society. ECP is a public-private partnership between the government, science, the business sector, educational and social organisations. As a member of ECP, we are active in the Digiskills programme. ECP was involved in the development of our programmes in the area of digital skills.

## ONLINE CHILD ABUSE EXPERTISE CENTRE (*EXPERTISEBUREAU ONLINE KINDERMISBRUIK*)

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

## 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.

## COALITIE ANDERS REIZEN

Fifty large companies work together in the *Anders Reizen* (Travel Differently) coalition on a shared ambition: halving CO<sub>2</sub> emissions from business travel by 2030 (compared to 2016). This concerns travelling to and from work and all trips for work, including air travel. We have laid down this promise in a 'sustainable mobility pledge', which every member signs.

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
	C-Talent	Dedicated to our 'Sign Language Coffee Bar' and work sessions about sign language
	EnergieQ Sterk Sociaal	Recruitment
	Normaalste Zaak	Networking and information
	PSO Netherlands	Quality mark <i>Prestatieladder Socialer Ondernemen</i> (Performance Ladder More Social Entrepreneurship, PSO)
Gender equality	Edwin v/d Sar Foundation	Events and talent development
	Talent to the Top	Workshop sessions, training courses, events and monitoring of progression
	W.I.C.T. Europe	Events, workshop sessions and coaching
LGBTI+	Women Inc	Training
	Pride Utrecht	Principal sponsor of Pride Utrecht
	Business Pride Amsterdam	Networking and events
Culture	Corporate Queer	Training courses, events, workshop sessions and 'sparring' partner
	Refugee Talent Hub	Events, 'Meet & Greet', 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

# Other partnerships

## OUR PARTNERSHIPS FOR DIGITAL INCLUSION

- EDG Media
- Nederlands Instituut voor Beeld en Geluid (Netherlands Institute for Sound and Vision)
- Kennisnet
- The Dutch Institute for the Classification of Audiovisual Media (NICAM)
- ASML
- Samsung
- Dutch Ministry of Education, Culture and Science
- Trimbos Institute
- Netherlands Youth Institute
- Mira Media
- Sterk Techniekonderwijs
- Koninklijke Bibliotheek (National Library of the Netherlands)
- Stichting Digisterker
- Stichting Leergeld
- Stichting FutureNL
- Gelijke Kansen Alliantie (Equal Opportunities Alliance) – Dutch Ministry of Education, Culture and Science
- TechGrounds
- NEMO
- Dutch Ministry of the Interior and Kingdom Relations
- Antoni van Leeuwenhoek Foundation
- Tel mee met Taal (Count on Skills)
- Co-Teach

## OUR PARTNERSHIPS FOR DIVERSITY AND INCLUSION

- *Onbeperkt aan de slag* (organisation supporting people with occupational impairment)
- CTalents
- EnergieQ Sterk Sociaal
- De Normaalste Zaak
- PSO Netherlands
- Edwin v/d Sar Foundation
- WICT Europe
- Pride Utrecht
- Business Pride Amsterdam
- Corporate Queer
- Refugee Talent Hub
- Young Digitals
- Diversity at Work

## OUR PARTNERSHIPS FOR SUSTAINABILITY

- Science Based Targets initiative
- Closing the Loop
- NOWA

- Fairphone
- Sustainalize
- Duurzaamheid.nl
- MVO Nederland
- NLdigital – Milieubeleidsgroep (Environmental Policy Group)
- Plastic Soup Foundation

# Environmental impact

Scope	Location	Category	Activity	Import	Unit	2021		2020		kg CO <sub>2</sub> /per unit	Emissions (kg of CO <sub>2</sub> )
						Import	Emissions (kg of CO <sub>2</sub> )	Import	Emissions (kg of CO <sub>2</sub> )		
Scope 1	Data centre & infrastructure	Fuels and heat	Natural gas	45,252	m3	1.884	85,255	41,764	m3	1.88	78,683
Scope 1	Offices	Fuels and heat	Natural gas	70,822	m3	1.884	133,429	214,911	m3	1.88	404,892
Scope 1	Shops	Fuels and heat	Natural gas	208,026	m3	1.884	391,921	304,882	m3	1.88	574,398
Scope 1	Fixed network	Fuels and heat	Natural gas	754.5	m3	1.884	1,421	-	m3	1.88	-
Scope 1	Mobile network	Fuels and heat	Diesel (NL)	147,835	litres	3.23	477,507	161,185	litres	3.23	520,628
Scope 1	Fixed network	Fuels and heat	Diesel (NL)	16,771	litres	3.23	54,170	226	litres	3.23	730
Scope 1		Coolants	Quantity leaked – R134A	0	kg	2860	-	-	kg	2,860.00	-
Scope 1		Coolants	Quantity leaked – R32	0	kg	675	-	-	kg	675.00	34
Scope 1		Coolants	Quantity leaked – R407C	0	kg	5322	-	40	kg	5,322.00	212,880
Scope 1		Coolants	Quantity leaked – R410A	0.85	kg	1924	1,635	8	kg	2,088.00	17,435
Scope 1		Business travel	Diesel (NL)	1,382,805	litres	3.262	4,510,710	1,688,024	litres	3.23	5,452,318
Scope 1		Business travel	Petrol (E95) (NL)	717,681	litres	2.74	1,966,446	629,337	litres	2.74	1,724,383
Scope 1		Business travel	Fuel consumption – lease – CNG (NL)	0	litres	2.728	-	65	litres	2.73	177
		<i>Gold Standard</i>	<i>Compensation – Scope 1</i>				<i>7,622,495</i>				<i>8,986,558</i>
<b>Scope 1 total</b>							<b>0</b>				<b>0</b>



						2021	2020					
Scope	Location	Category	Activity	Import	Unit	kg CO <sub>2</sub> /per unit	Emissions (kg of CO <sub>2</sub> )	Import	Unit	kg CO <sub>2</sub> /per unit	Emissions (kg of CO <sub>2</sub> )	
Scope 2		Fuels and heat	District heating	13,212	GJ	36	475235.64	15,207	GJ	35.97	546995.79	
Scope 2		Business travel	Electricity (unknown)	521,874	kWh	0.475	247890.15	236,452	kWh	0.475	112314.7	
Scope 2	Data centre & infrastructure	Electricity	Grey electricity	79,378,250	kWh	0	0	107,998,016	kWh	0	0	
Scope 2	Offices	Electricity	Grey electricity	74,624,356	kWh	0	0	72,375,179	kWh	0	0	
Scope 2	Network – Mobile network	Electricity	Grey electricity	111,654,669	kWh	0	0	111,892,046	kWh	0	0	
Scope 2	Network – Fixed network	Electricity	Grey electricity	2,738,396	kWh	0	0	3,014,840	kWh	0	0	
Scope 2	Shops	Electricity	Grey electricity	13,389,624	kWh	0	0	14,935,537	kWh	0	0	
		Purchasing of Guarantees of Origin	Electricity				281,785,295				310,215,618	
		<i>Purchasing of Gold Standard certificates</i>	<i>Compensation – Scope 2</i>				<i>723,126</i>				<i>659,310</i>	
Scope 2 total							0				0	

Scope	Location	Category	Activity	Import	Unit	2021	Emissions (kg of CO <sub>2</sub> )	Import	Unit	2020	Emissions (kg of CO <sub>2</sub> )
						kg CO <sub>2</sub> /per unit				kg CO <sub>2</sub> /per unit	
Scope 3.1		Purchased goods and services	Fixed				17,121,019				18,022,125
Scope 3.1		Purchased goods and services	Mobile				21,409,000				21,708,292
Scope 3.2		Capital goods		-			-	-		-	-
		Fuel- and energy-related activities not included in Scope 1 and 2		-			-	-		-	-
Scope 3.3		Upstream transportation and distribution		-			-	-		-	-
Scope 3.4		Residual and waste products	Business waste	372,561	kg		-	1,620,732	kg	-	-
Scope 3.6		Business travel	Public transport	-	km		-	-	km	-	-
Scope 3.6		Business travel	Regional flights <700 km	22,888	km	0.2	4,578	13,346	km	0.30	3,964
			European flights 700–2,500 km	202,217	km	0.147	29,726	92,909	km	0.20	18,582
			Intercontinental flights > 2,500 km	1,381	km	0.297	410	216,616	km	0.15	31,843
Scope 3.6		Business travel									
Scope 3.7		Travel between home and work	Own car, unknown fuel	8,373,595	km	0.195	1,632,851	11,672,190	km	0.20	2,276,077
Scope 3.7		Travel between home and work	Petrol-powered scooter	101,712	km	0.048	4,882	147,639	km	0.05	7,087
Scope 3.7		Travel between home and work	Standard bike (non-electric)	489,866	km	0	-	699,324	km	-	-
Scope 3.7		Travel between home and work	Public transport	607,680	km	0.036	21,876	843,517	km	0.04	30,367
Scope 3.7		Travel between home and work	Average train	11,744,281	km	0.006	70,466	15,528,530	km	0.01	93,171
Scope 3.8		Upstream leased assets					1,184,174				1,406,341
		Downstream transportation and distribution	Number of mobile packages dispatched within the Netherlands	882,803	Number	0.374	330,168	695,271	Number	0.37	260,031

Scope 3.9	Downstream transportation and distribution	Number of TV/internet packages dispatched within the Netherlands	2,904,418	Number	0.374	1,086,252	2,250,000	Number	0.37	841,500
Scope 3.10	Processing of sold products									-
Scope 3.11	Use of sold products					326,350,107				304,186,248
Scope 3.12	End-of-life treatment of sold products					27,416				32,560
Scope 3.13	Downstream leased assets									-
Scope 3.14	Franchises									-
Scope 3.15	Investments									0
<b>Total for scope 3</b>						<b>369,272,926</b>				<b>348,918,187</b>
<b>Total for scopes 1 &amp; 2</b>						<b>8,290,028</b>				<b>9,645,868</b>
<b>Total for scopes 1, 2 &amp; 3*</b>						<b>377,562,954</b>				<b>358,564,055</b>

\* We are continuously improving the way we collect, calculate and report on our CO<sub>2</sub> emissions. Based on the latest insight we have further refined our CO<sub>2</sub> calculation methodology for scope 3. We have recalculated our CO<sub>2</sub> emissions related to the use of our media boxes and modems at our customers from 2018 to 2021. Furthermore, we also added smartwifi-pods to our scope 3 reporting.

Waste network (in kg)	Result 2021	Result 2020
Disposal of total telecomms equipment waste	10,482	264,826
Recycling of total telecomms equipment	166,830	227,267
Reuse of total telecomms equipment waste	42,529	3,264
Total disposal of hazardous waste	600	35,149
Disposal of batteries classed as hazardous or special waste	568	21,759
Disposal of Asbestos	-	-
Total recycling of waste classed as hazardous or special	13,773	8,848
Recycling of batteries classed as hazardous or special waste	11,500	14,143
Total reuse of waste classed as hazardous or special waste	2,130	-
Reuse of batteries that have been classed as hazardous or special waste	2,130	3,264

# GRI table

## GRI Content Index – Core

### GRI Code

### GRI 102: GENERAL INDICATORS 2016

#### 1. Organisation profile

		Reference	Explanation
102-1	Name of the organisation	We are VodafoneZiggo: About VodafoneZiggo	VodafoneZiggo does not offer any products or services that are prohibited in certain markets.
102-2	Primary brands, products and/or services	We are VodafoneZiggo: 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	We are VodafoneZiggo: About VodafoneZiggo	
102-5	Ownership structure and legal form	Organisational structure	
102-6	Sales markets	We are VodafoneZiggo: About VodafoneZiggo We are VodafoneZiggo: About VodafoneZiggo	
102-7	Scope of the reporting organisation	Successful and robust	
102-8	Composition of workforce	Homepage – people Fair and ethical work: A fair value chain	
102-9	Description of the organisation's supply chain	The impact of purchasing	
102-10	Significant changes for the organisation and the chain		In 2021, no significant changes occurred within the organisation and the chain.
102-11	Explanation regarding the application of the precautionary principle by the reporting organisation	Risk management Biggest risks Risk matrix	
	Externally developed economic, environmentally-related and social charters; principles endorsed by the organisation	Fair and ethical work The impact of purchasing	
102-12	Memberships of associations (such as sectoral associations)		
102-13	and national and international interest groups	Our social partnerships	

#### 2. Strategy

102-14	Declaration from the highest-ranking party within the organisation with the authority to make decisions	Foreword to the Impact Report	
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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.	Fair and ethical work	
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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 interaction and materiality	97% of our employees are subject to a CLA
102-41	Employees subject to a collective labour agreement		
102-42	Basic principles for the assessment and selection of stakeholders	Explanation of stakeholder interaction and materiality	
102-43	The manner in which stakeholders are engaged	Explanation of stakeholder interaction and materiality	
102-44	The most important topics and issues that came to the fore from the consultation with the stakeholders	Explanation of stakeholder interaction and materiality	
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	About this Impact Report	
102-51	Date of the most recent previous report		22 April 2021
102-52	Reporting cycle		Annual
102-53	Contact person for questions concerning the report or its contents	About this Impact Report	pers@vodafoneziggo.com
102-54	Claims concerning reporting in accordance with the GRI Standards	Foreword to the Impact Report	
102-55	GRI Content Index	About this Impact Report	
102-56	Policy regarding assurance	GRI table	
		About this Impact Report	

2. Material topics reported by VodafoneZiggo in accordance with GRI		Reference	Explanation
<b>Financial performance (GRI 201: Economic performance)</b>			
201	DMA	Successful and robust What are our material topics? About this Impact Report	
201-1	Direct economic contribution	Successful and robust Connectivity table	
<b>Ethical working (GRI 205: Anti-corruption)</b>			
205	DMA	Fair and ethical work What are our material topics? About this Impact Report	
205-2	Communication and training courses concerning anti-corruption policy and guidelines	Fair and ethical work Connectivity table	
<b>Circular economy (GRI 301: Materials)</b>			
301	DMA	Everything for a healthy environment Together with our customers, we are becoming circular What are our material topics? About this Impact Report	
301-1	Used materials by weight or volume	Together with our customers, we are becoming circular Connectivity table	
<b>Energy consumption and CO<sub>2</sub> emissions (GRI 305: Emissions)</b>			
305	DMA	Everything for a strong network: Together for sustainability Everything for a healthy environment Our Products and Services We inspire and activate our employees Our ecological footprint What are our material topics? About this Impact Report	
305-1	Direct greenhouse gas emissions (scope 1) by weight	Everything for a strong network: Together for sustainability Everything for a healthy environment Our ecological footprint	

305-2	Indirect greenhouse gas emissions from energy (scope 2) by weight	<a href="#">Connectivity table</a> <a href="#">Environmental impact</a> <a href="#">Everything for a strong network: Together for sustainability</a> <a href="#">Everything for a healthy environment</a> <a href="#">Our ecological footprint</a> <a href="#">Connectivity table</a> <a href="#">Environmental impact</a>
<b>Governance and legislation and regulations (GRI 405: Diversity and equity)</b>		
405	DMA	<a href="#">Organisational structure: Management Board &amp; Board of Directors</a> <a href="#">A place for everyone, whatever their talent</a> <a href="#">Our partnerships for diversity and inclusion</a> <a href="#">Other partnerships</a> <a href="#">What are our material topics?</a> <a href="#">About this Impact Report</a> <a href="#">Composition of the Board of Directors</a> <a href="#">A place for everyone, whatever their talent</a> <a href="#">Connectivity table</a>
405-1	Diversity at management and employee level	
<b>Reliable and future-proof network</b>		
103-1/2/3	DMA	<a href="#">Everything for a strong network</a> <a href="#">What are our material topics?</a> <a href="#">About this Impact Report</a>
VZ 1	Availability of fixed network	<a href="#">Everything for a strong network</a> <a href="#">Connectivity table</a>
VZ 2	Availability of mobile network	<a href="#">Everything for a strong network</a> <a href="#">Connectivity table</a>
<b>Data security of our customers</b>		
103-1/2/3	DMA	<a href="#">Security – high ambitions and robust measures</a> <a href="#">What are our material topics?</a> <a href="#">About this Impact Report</a>
VZ 3	Customer service staff who have taken part in e-learning on data breaches	<a href="#">Security – high ambitions and robust measures</a> <a href="#">Connectivity table</a>
<b>Putting the customer first</b>		
103-1/2/3	DMA	<a href="#">Our customers always come first</a> <a href="#">What are our material topics?</a> <a href="#">About this Impact Report</a>
VZ 4	NPS of combined services Vodafone – consumer	<a href="#">Our customers always come first</a>

VZ 5	NPS of combined services Ziggo – consumer	Connectivity table Our customers always come first Connectivity table
<b>Digitale inclusie voor iedereen</b>		
103-1/2/3	DMA	Making sure that young and old are included in the digital society Our partnerships for digital inclusion What are our material topics? About this Impact Report
VZ 6	The number of children who took part in the Online Masters programme	Making sure that young and old are included in the digital society Connectivity table
VZ 7	The number of senior citizens who took part in the Welcome Online programme	Making sure that young and old are included in the digital society Connectivity table
<b>Diversity and an inclusive culture</b>		
103-1/2/3	DMA	A place for everyone, whatever their talent What are our material topics? About this Impact Report
VZ 8	Number of persons at a distance from the labour market employed	A place for everyone, whatever their talent Connectivity table
<b>Innovative products and services</b>		
103-1/2/3	DMA	Innovative products and services What are our material topics? About this Impact Report
VZ 10	Number of IoT connections – VodafoneZiggo	Innovative products and services Connectivity table
<b>Social partnerships</b>		
103-1/2/3	DMA	Making sure that young and old are included in the digital society Joining forces with our social partners Inspiring colleagues to take part Step up for good Our social partnerships What are our material topics? About this Impact Report
VZ 11	Number of employees who registered for Step up for good	Step up for good Connectivity table

### Privacy of our customers

103-1/2/3	DMA	This is how we protect our customers' privacy What are our material topics? About this Impact Report
VZ 12	Staff who have completed privacy e-learning	This is how we protect our customers' privacy Connectivity table

### Technological solutions for society

103-1/2/3	DMA	Technological solutions for society What are our material topics? About this Impact Report
VZ 13	Number of participants in Dreamlab – spread across 17 countries	Technological solutions for society Connectivity table

### Transforming into a digital organisation

103-1/2/3	DMA	From becoming digital to being digital What are our material topics? About this Impact Report
VZ 14	NPS digital customer journey mobile customers	From becoming digital to being digital Connectivity table

### Responsible and ethical chain management

103-1/2/3	DMA	Fair and ethical work: A fair value chain The impact of purchasing What are our material topics? About this Impact Report
VZ 15	Total expenditure paid to suppliers who have completed the EcoVadis assessment	The impact of purchasing Connectivity table
VZ 16	Top 250 suppliers in EcoVadis	The impact of purchasing Connectivity table

### A responsible employer

103-1/2/3	DMA	An employer that makes you feel at home What are our material topics? About this Impact Report
VZ 17	E-NPS employees (engagement)	An employer that makes you feel at home Connectivity table

# About this Impact Report

What were the most important developments, achievements and themes for VodafoneZiggo in 2021? With this Impact Report, we will provide our stakeholders with insight into that question. And we will account for the results. We will sketch an honest picture of the past year, in which we will not only highlight things that went well, but also discuss points for improvement and the challenges that still lie before us. The most up-to-date information about the latest developments, projects and programmes can be found on our corporate website [www.vodafoneziggo.nl](https://www.vodafoneziggo.nl)

## Design and content

This year, we are reporting once again in line with the Core options of the Global Reporting Initiative Standards, or GRI Standards. This is the most complete and generally accepted guideline for sustainability reporting in the world. We are reporting in line with the General Disclosures 2016 and have included, where possible, specific GRI indicators for each of our material topics. The reporting criteria for our achievements with regard to our environmental impact are internally applied criteria, based on the definitions of the Greenhouse Gas Protocol.

All of the data reported are taken from our internal measurements, calculations, measurements provided by third parties or 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. This also applies to any changes that have been made to the definitions or to our calculation method in comparison to the years that form the subject of previous reports. 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 with regard to our impact within the chain. In the event that any acquisitions or divestments have taken place, 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 structure of this Impact Report is based upon a series of material topics. The contents of the report were established as a result of the efforts of members of the management team with responsibility for the strategy, activities and performance within these 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 composition, 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. for the year ending 31 December 2021, prepared in accordance with US GAAP and were audited by KPMG Accountants N.V. on 11 March 2022.



# Our ambition

Every year, we strive to achieve an even more transparent and more complete Impact Report, in which we focus on themes to which our stakeholders attach the greatest importance. However well we may succeed in doing so, we will continue to monitor this by means of materiality analyses. In order to clarify exactly what influence we are having on the world around us, we will continue to commission impact studies on a regular basis in the coming years. In addition, we will comply with the new guidelines in the field of reporting, such as the Corporate Sustainability Reporting Directive (CSRD), which will be compulsory for us from the financial year 2023 onwards, and the revised GRI Universal Standards 2021.

If you have any questions about this report or about VodafoneZiggo, please send an e-mail to [pers@vodafoneziggo.com](mailto:pers@vodafoneziggo.com).

# Colophon

## Website creation

F19 Digital Reporting

## Design

Marco van Buren

## Text editing

Schrijf-Schrijf

## Content support

Sustainalize

