

Targets and Objectives

Progress against previously set targets and objectives

GRI References: PR4 and 3.19



KEY

 ACHIEVED

 PARTLY ACHIEVED

 REVISED TARGET

 TARGET NOT ACHIEVED

	Objectives	Targets	Status
ENGAGING – Management			
Strategy	Embed management of social, environmental and ethical issues into the mainstream of the business.	Establish key performance indicators (KPIs) for each operating business within the performance management structure.	
External dialogue	Continue engagement with stakeholders to ensure continuous responsible management of our business.	Establish a system to capture and share information acquired through stakeholder dialogue.	
ACCESSING – Marketplace			
Protecting the vulnerable	Implement the Code of Practice on adult content: ensure protection of children and other vulnerable people from inappropriate content.	Implement the UK Code of Practice. Launch the Irish Code of Practice.	 
Supply chain	Continue efforts to implement ethical and environmental procurement policies.	Continue engagement with main suppliers, including the distribution of self-assessment questionnaires to smaller suppliers with a medium-to-high ethical risk profile.	
Customers	Ensure ability to meet the needs of all customers and deliver excellent service, wherever they are.	Implementation of customer-centricity strategy.	
PROTECTING – Health			
Health & environment	Act responsibly in all matters of health and safety, provide clear information about how our technology works, and manage public concern through risk communication.	Improve means of informing the public and employees about health issues, using the intranet, our external website, and by reviewing the contents of our leaflets to cover future technology applications. Ensure that clear health and safety information is available with O2's products.	
SUSTAINING – Environment and Sustainability			
Environmental management	Establish consistent approach to environmental management across the business.	All businesses certified to ISO14001 by the end of 2004 (O2 Ireland registration achieved February 2005 – target of certification still achieved).	
Contamination	All stored fuel to be secondary-protected by March 2005.	100 per cent double-skinned tanks not achieved to initial target date, but completed by March 2005.	
Waste	Work towards a more integrated and better-monitored approach to waste management to minimise waste.	Increase the proportion of office waste recycled by 10 per cent.	
Ozone-depleting gases	Minimise our negative impact on the environment and aim to become refrigerant-free in the long term.	Reduce our holdings of HCFCs by 10 per cent by 2010.	
Re-use and recycling	Explore opportunities for managing hardware computing waste.	Research various opportunities for handling computing waste. Target not achieved within initial timeline. New target was set for March 2005.	
Integrated health safety & environment	Reduce fuel consumption, CO ₂ emissions and the health and safety risk of our employees when driving.	Increase use of audio, video and web conferencing by 10 per cent, with evidence of proportionate reduction in mileage against 2002/03 data. Target not achieved, due to difficulties in data measurement. A new target has been set to replace this one.	
BALANCING – Workplace			
Equal opportunities and diversity management	Address our recruitment policies, pay reviews and equal pay monitoring to reflect an integrated approach and to establish our drive for inclusiveness. Ensure consistent approach to managing health and safety across the Group: and identify, assess and eliminate, reduce or control significant hazards associated with our undertakings. Engender a culture that demonstrates a zero tolerance of injury or ill health arising from work activity.	Develop an action plan to reflect the aspirations of the diversity steering group. Reduce number of days of sick absence from work-related injury or illness by 10 per cent by March 2005. Achieve zero enforcement actions by the health and safety enforcement agencies.	  
INVOLVING – Community			
Community investment	Community investment work to use main assets appropriately to demonstrate that mobile technology can have far-reaching and positive effects.	Measure the short-term effects of our current major community involvement projects. Increase the participation and contribution of employees through 'Can Do Giving' by 25 per cent.	 

Targets and Objectives

New targets and objectives for 2005/06 (unless otherwise stated)

KEY



NEW



ONGOING

	Objectives	Targets	Status
ENGAGING – Management			
External dialogue	Establish procedure to measure and track stakeholder engagement to ensure effective decision-making and management of key corporate responsibility issues.	Establish a process for stakeholder engagement monitoring, to be captured by our online risk management system, by March 2006.	●
Business Principles	Continue to encourage confidential reporting by employees of breaches of our code of business ethics and monitor actions taken to investigate such reports.	Further enhance our reporting system and include compliance monitoring in internal audit plans.	●
ACCESSING – Marketplace			
Protecting the vulnerable	Establish increased awareness among customers about responsible use of mobile phones.	Increase the profile of child-protection information and the capabilities of O2 stores to inform customers about the responsible use of mobile phones by March 2006.	●
Supply chain	Continue efforts to implement ethical and environmental procurement policies.	Increase awareness of policies within O2's procurement teams. Increase supplier audits of principal suppliers, and help establish a common industry code for supplier audits.	●
PROTECTING – Health			
Health research	Continue the commitment to help fund and support independent research into alleged health risks of mobile communications.	Fund independent and peer-reviewed research into alleged health effects of mobile communications. Agree contract for funding the Mobile Telecommunications and Health Research phase 2 programme with the Department Health by October 2005.	● ●
SUSTAINING – Environment and Sustainability			
Environmental management	Maintain certification to the international environmental standard ISO14001 in all operating businesses.	To be reviewed annually.	●
Environmental management	Minimise negative impact on the environment.	Zero enforcement notices by environmental agencies.	●
Air emissions	Seek to lower levels of energy use.	Reduce electricity consumption by five per cent in offices and call centres by 2007 and in our network by 2008.	●
Air emissions	Reduce transport fuel consumption and emissions.	Reduce emissions associated with business transport by five per cent by March 2006.	●
Resources	Seek to lower the levels of energy use and to encourage uptake of energy from renewable sources.	Pilot renewable energy sourcing for at least two of our sites by 2006 and continue to keep up renewable energy sourcing above 10 per cent.	●
Resources	Increase number of mobile phones and materials recycled.	Collect at least 150,000 redundant mobile handsets and ensure they are recycled by March 2006.	●
Climate change	Minimise negative impact on the environment.	Complete a study of O2's carbon emissions and establish emission targets by March 2006.	●
BALANCING – Workplace			
Health and safety management	Zero tolerance of accidents in the workplace.	Zero enforcement notices by health and safety authorities.	●
Employee engagement	We are committed to further increasing employee engagement.	Achieve Group-wide Reflect O2 target and response rate of 73 per cent.	●
Health and Wellbeing	Increase our people's awareness of general health and wellbeing.	Invest in programmes to improve health and wellbeing to help the Company as an employer of choice.	●
Disability	Increase the opportunities to enable disabled people to work at O2.	Target campaigns in relevant business units and functions to encourage applications from disabled people.	●
INVOLVING – Community			
Community investment	Measure the impact of work in the community to ensure our investment is delivering benefits to society and the Company.	Measure the impact of our community involvement by a grant monitoring process that includes third-party assessment of any significant project or a project above the value of £5,000.	●
Employee involvement	Encourage employees to take part in our community involvement activities.	Increase uptake of Can Do Giving (charitable payroll giving in the UK) to five per cent (from 4.3 per cent) by 2006. Increase Can Do Matching participation to include 150 employees and contributions to a total of £150,000.	●