

We are determined to set ourselves ambitious and achievable objectives and targets to help us improve our performance across the broad field of corporate responsibility. We believe it is important to publish these targets so that our success in meeting them can more easily be judged both internally and externally.

The following is a selection of some of the objectives and targets we have set out in the pages of this report.

## Targets and objectives

Category	Objective	Target	Timeline
Strategy	Raise awareness amongst employees throughout mmO <sub>2</sub> that corporate responsibility is fundamental to our success as a company.	Internal information campaign.	July 03
Customers	Continue to strengthen the high performance culture we have created in the Company so that we can meet the needs of our customers and deliver excellent service to them, wherever they are.	Implementation of customer centricity strategy.	March 04
External verification	Continue to open ourselves up to external scrutiny so that our performance can be properly judged and benchmarked and areas for improvement clearly highlighted.	Broaden the scope of our internal and external audits to cover a wider range of corporate responsibility issues.	March 04
Risk Management	Continue to develop our approach to managing social, environmental and ethical risks and remain actively involved in the development of good corporate governance.	Develop a wider corporate responsibility scope for our operational risk reviews that form part of our insurance programme.	March 04
External dialogue	Extend our programme of external dialogue firstly in the UK, and then on the Isle of Man, in Ireland and in Germany.	Research current stakeholder engagement and develop procedures for increased consultation.	March 04
Supply chain	Continue to work collaboratively with industry to implement our ethical purchasing policy.	Ongoing	Ongoing
Health research	Continue to apply strict criteria to the research we support into the safety of mobile phones, insisting it is rigorous and independent.	Ongoing	Ongoing
Workplace	We will address weaknesses identified in recent assessments of our approach to diversity and human rights.	Develop a detailed action plan.	August 03
Community	Measure the impact of our work in the community to ensure our investment is delivering benefits to society and to the Company.	Instigate specific research to cover all of our major community investment projects.	March 04
Business Principles	Continue to encourage confidential reporting by staff 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.	November 03
Environmental Management	To ensure that we have a consistent approach to managing environmental aspects across all of the O <sub>2</sub> operating businesses. This will be verified by external evaluation.	All O <sub>2</sub> operating businesses will have achieved assessment and certification to the international environmental standard ISO14001.	December 04
Fuel storage	Ensure that all of our stored fuel has suitable secondary protection to ensure that there is no danger of environmental pollution.	Achieve zero litres spillage/leakage of diesel oil from oil tanks for our fixed installations. Achieve zero enforcement actions by the environmental agencies.	March 04

Category	Objective	Target	Timeline
Waste	Carry out a review of the waste management arrangements in each operating business to ensure that resources are not wasted and wherever reasonably practicable identify ways in which we can minimise waste or increase the amount of waste re-used and/or recycled. All remaining waste will be disposed of in a responsible manner.	To increase the amount of our office waste that is recycled by 10%.	March 05
Recycling	Roll out the Fonebak scheme for redundant mobile handset equipment in each of our operating businesses and instigate initiatives to encourage the different stakeholders to hand in their redundant kit.	To increase the number of redundant handsets recovered for recycling by 100% over the first year's stated figure.	March 04
Re-use	Explore opportunities for end-of-life base station equipment.	Instigate a project to look at how we will deal with the end of re-usable life for base station equipment.	March 04
Supply chain (environment)	Explore opportunities for managing of our computing waste, in terms of hardware.	Research various opportunities for the handling of computing waste.	March 04
	To ensure that our suppliers where appropriate have good environmental credentials supported by a robust environmental management system.	We will develop an environmental questionnaire targeted at our suppliers on a risk-based approach and we will have sent the questionnaire to at least 20 of our suppliers and have analysed the responses.	March 04
Energy	To consider ways in which we can substantially reduce the amount of energy used in our buildings, switching centres and on our network, through focused initiatives and campaigns. We will also increase the proportion of energy we use from renewable and sustainable sources.	To increase the proportion of the total energy that we use supplied from renewable sources (green energy) to at least 10%.	March 08
Integrated environment and health and safety	To reduce the number of business miles travelled by car by our employees, thereby reducing the fuel consumption and CO <sub>2</sub> emissions and reducing the health and safety risk of driving for our employees. We will analyse the data on our high mileage drivers and assess their needs in terms of the objectives of their job, introducing communications solutions as an alternative to travel wherever feasible. We will carry out a feasibility study on options for green travel and develop an implementation plan.	To increase the overall number of audio/video/web conferences by 10%, with evidence of a proportionate reduction in mileage against the 2002/03 data.	March 05
Health and safety	To ensure that we have a consistent approach to managing health and safety across all of the O <sub>2</sub> operating businesses and that the significant hazards associated with our undertakings are identified, assessed and wherever possible eliminated, reduced or the subject of management controls.	To reduce the number of days of sick absence arising from work-related injury or illness by 10%.	March 05
	To engender a culture within the Company that demonstrates a zero tolerance of injury or ill health arising from the work activity.	Achieve zero enforcement actions by the health and safety enforcement agencies.	March 05