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**Employee engagement...** We call our way of working 'Can Do' and aim for high levels of performance. We want people to feel rewarded, stimulated, inspired and listened to. That means supporting their skills and wellbeing, and giving them information, time and energy to get the best out of life, at work and at home.

I'm always challenged  
and rewarded at work...

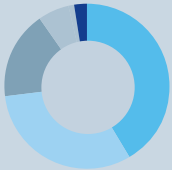
...it feels like  
I'm always at work

Gender split across O2



Male 60% Female 40%

Employee numbers across O2<sup>1</sup>



UK 12,984  
 The Czech Republic 9,276  
 Germany 4,997  
 Ireland 1,787  
 Isle of Man 322

<sup>1</sup> People in post as at 31 December 2006

## Working well together

**In 2006, we set out to be an employer of choice and to develop our reputation as ‘a great place to work’.**

During the year, our businesses in the UK, Germany and Ireland were recognised in several ‘Best Place to Work’ surveys, and we have added further awards in 2007.

We want people who work here to be proud of how we do things. Everyone is encouraged to speak up and to put customers at the heart of their actions. Our regular employee engagement survey, ‘Reflect O2’, helps us check that our business strategy is well understood and we use the findings to set new targets.

Our employee assistance programmes in the UK, Ireland and Germany offer services like counselling, legal and financial advice and stress management, but we try to go even further.

We support employees in managing their wellbeing and work-life balance. During the year, these included programmes to encourage fitness, stop smoking, improve posture at work and giving nutritional advice.

We are also focused on providing a culture where everyone feels valued, respected and included, for example by respecting religious differences and practices. We help managers to plan employees’ work around religious festivals and other personal needs.



For more information go online:  
[www.o2.com/cr2006/workplace](http://www.o2.com/cr2006/workplace)  
[www.o2.com/cr2006/equality](http://www.o2.com/cr2006/equality)  
[www.o2.com/cr2006/balance](http://www.o2.com/cr2006/balance)

89%

of O2 employees are proud to work for O2

82%

would recommend O2 to their friends and family as a great place to work

### What our employees say:

“ We need to operate in a way that growth and profit aren’t gained at the expense of the environment, employees, customers or suppliers. That also helps O2 to retain happy and motivated staff. ”

Patrick Randell  
 Technology, O2 UK

### What more can we do?

- Continue to listen to local feedback from employees so that our initiatives closely reflect their needs.
- Continue to find ways to provide greater flexibility and choice for our employees.
- Make sure we integrate Reflect O2 action plans into the way we work.
- Monitor our employee policies more closely in terms of age, gender, ethnicity and disability.

### What our assurers say:

“ **Stakeholder engagement:** We saw evidence that a range of stakeholder engagement activities had taken place through the year at various levels in the organisation. Of particular note was the work done to canvass the opinions of employees in the development of the ‘People Promise’ charter. ”

Ernst & Young

### What you can do:

- Consider how you can implement these initiatives in your own workplace.
- Tell your employer what more can be done to improve your work environment.
- Let your manager know through your development plan where your skills need improving or refreshing.



For more information go online:  
[www.o2.com/cr2006/employment](http://www.o2.com/cr2006/employment)

# Thanks a Million

To show appreciation for the hard work involved in meeting the targets of our 'Customer Promise', we launched the 'Thanks a Million' scheme. It successfully challenged our employees to work together for a net increase of one million new customers...



1 *Ann Pickering, Head of HR Customer Service Rewards and Michele Squire, New Business Manager, as our most improved pedometer user*  
2 'Real Director' John Greenhalgh



2



**First**  
in Mobile  
(Sunday Times Best Place to Work league)



**Fifth**  
best place to work

...To recognise this outstanding achievement, full-time employees received an extra £1,000 in March 2007. The scheme has been extended in 2007 with a new challenge – to remain number one in UK customer satisfaction ratings at the year-end. In 2006, all employees also received an extra day's holiday to recognise our achievements in customer satisfaction ratings.

## Independent recognition

In 2006, O2 UK was named among 30 great places to work by the Great Place to Work Institute®. In 2007, it was named one of the top employers in the UK and ranked fifth in The Sunday Times 2007 Best Big Companies to Work For league – the highest ranking ever for a mobile operator. We also received a two-star accreditation denoting an 'outstanding' company and gained first place in the 'Best for Wellbeing' category and a short-listing as 'Best for Giving Something Back'. O2's Pension Plan also won two prestigious awards in 2006: at the Professional Pensions Awards and the Pension Management Awards.

## Involving our people

In the UK in 2006 we launched 'Real Directors', an initiative that directly involves employees in high-level decisions. We selected 14 'Real Directors' from 130 applicants and they now devote around 25 per cent of their time to bringing a 'grassroots' view to the business. They have regular and direct access to the Board and special training and development opportunities.

O2 UK has a central Employee Forum and supporting forums across the business. They work closely with decision-makers to ensure our employees' feedback is fully considered on initiatives that affect employees.

## Steps for wellbeing

As part of our wellbeing services, we launched an online pedometer service to enable employees to track the number of steps they take each day: over 600 people joined the scheme in 2006. In spring 2007, we offered an online 'health coach', to help people assess their lifestyles and health, completely confidentially.

## People Strategy

In the UK, our 'People Strategy' is to make O2 a place where happier people perform at their best and are more loyal. In 2006, we launched the People Promise, which includes:

- A warm welcome.
- Part of something special.
- A great place to work.
- The opportunity to get on.
- Trusted to do a good job.
- Managing with a human touch.
- Thanks for a job well done.

To help the 'People Promise' come alive, employees make commitments through 'The Promise Bank':

“I will set time aside each month to improve my knowledge of O2 products, services and the market.”



**Victoria Hooper**  
Employee Experience Manager,  
O2 UK