

VodafoneThree

everyone connected

Sustainability and Social Impact Report 2026





Foreword

Nicki Lyons, Corporate Affairs and Sustainability Officer, VodafoneThree

The Vodafone and Three merger may have been finalised in June 2025, but the work to get to that point started years before. As a result, we've had a lot of time to think about what we want VodafoneThree to stand for, as well as why, when and how we want to show up.

While our mission as a company is to build the UK's best network, our purpose – to connect every community – is the human part of what we do: the connective tissue that holds our organisation together. Building the UK's best network will not be delivered by infrastructure alone, but by the brilliance, dedication and diversity of our people.

How we deliver on this purpose will ultimately define who we are as a brand. Are we simply another company you buy from because we offer some of what you want? Or are we a prominent, useful addition to

your life that is helping to move you, and the nation, forward?

To be the latter, it's important that our approach to purpose starts with a clear understanding of the environment that we operate in.

Today, connectivity is fundamental for participating in modern society.

As of 2025, the UK lagged behind all 27 EU countries for 5G download speeds, causing millions to potentially lose out on the benefits of a truly world-leading mobile network.¹

It's a situation that has left many with anger – or, even worse, apathy – towards the UK telecoms industry.

Over time, experiences like this eat away at the relationship between people and technology – a relationship that our business, and many others in the UK, are built upon.

That's why we believe this relationship needs a reset.

Fundamentally, technology holds an amazing ability to bring people closer together. It's created access in a way that we very much take for granted today.

And, in the process, it's massively transformed our lives. However, these opportunities come with potential obstacles attached.

Access to connectivity is one. Technology has advanced at such a pace that having a device and being connected is now a basic requirement for participating in society. Fortunately, a bigger, better network can help ensure nobody is left behind.

Safety and security is another. The UK needs greater online protection for its young people, vulnerable communities, businesses and Critical National Infrastructure. Technologies must therefore be designed with safety and security in mind, no matter the user's age or circumstance.

Environmental impact is the third. Network advancements are helping to change people's lives for the better, but the applications they power can often be energy intensive. Thankfully, by reusing materials, extending lifecycles and investing in renewables, we can strike a balance between innovation and impact.

That's not to say VodafoneThree has all the answers – far from it. What we do have, however, is the drive to build a more resilient network that can make being safe, secure and sustainable a simpler task for every single person in the UK.

And tracking that journey starts here.

VodafoneThree's inaugural Sustainability and Social Impact Report is an opportunity to share progress on the actions we're taking, and how we plan to build on that work over the coming years.

Across the next 46 pages, we will: set out these actions in full; show why they will improve the nation's connectivity; and explain how, collectively, this can help tackle some of the most pressing social and environmental challenges facing the UK.

Just as importantly, however, we will also show where we, and the industry at large, may still have work to do. After all, reporting isn't about vanity, it's about accountability – whether that's for equal connectivity, safety and security or environmental impact.

And helping us deliver all of this is our new everyone connected sustainability and social impact strategy.

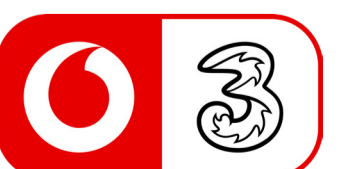
While the name may feel familiar, the following pages will show how this marks a whole new chapter for VodafoneThree and the UK telecoms industry more widely, as we work to connect every community by building the UK's best network.



Nicki Lyons
Corporate Affairs and Sustainability
Officer, VodafoneThree

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INTRODUCTION



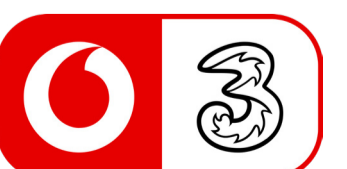
Building the UK's best network

VodafoneThree is the UK's largest mobile network operator serving the fixed and mobile market. Since forming in June 2025, following the merger of Vodafone UK and Three UK, our mission has been to connect every community by building the UK's best network.

We aim to achieve this through an £11 billion investment commitment, making it one of the largest, privately funded infrastructure programmes in the UK. By reaching 99% 5G Standalone (5G SA) population coverage by 2030, and 99.96% by 2034, we'll bring faster, more reliable connections to cities, towns and rural areas.

These network improvements will keep communities connected, even amid the most challenging of weather events or global situations. They will provide businesses with the platform they need to innovate. And they will help Critical National Infrastructure remain secure in the face of increasingly sophisticated cyber threats.

All in service of transforming the nation's relationship with connectivity, and the technology it enables.



Bringing together the best of both

Though we're a relatively new company – and this is our first time reporting on our sustainability and social impact strategy – we're not starting from scratch. By bringing together Vodafone and Three, we're building on the legacies of two established businesses, both of which have a strong track record of delivering a positive impact in digital inclusion, online safety and environmental action.

Because this is year one, the following pages will chart some of that historical progress made by Vodafone and Three respectively over the years, as it provides useful context for where we're coming from as a new entity. Following this, we'll then reiterate where our focus lies, as VodafoneThree, moving forward.

We've made this choice because it's important to us that we don't lose sight of all the work achieved by Vodafone and Three prior to June 2025. After all, while we can't expect to trade off the successes of either Vodafone or Three, we can build on past achievements – and learn from any missteps.

By being open about our limitations, as well as our accomplishments, we can begin to identify where our actions are either being beneficial or may need to change. From there, we can decide to repeat or recalibrate, in pursuit of: a reduced environmental footprint; an improved customer experience; and a more positive social impact.



everyone connected

Introducing everyone connected

Our new **everyone connected** sustainability and social impact strategy will help us roll out the network in a sustainable, safe and secure manner, by focusing on three distinct areas.

Made for everyone

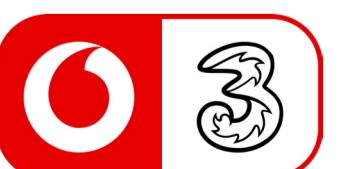
Unlocking digital access and confidence

Made to be safe

Safe and secure digital experiences

Made to last

Extended device lifecycles



Made for everyone

Unlocking digital access and confidence

everyone
connected

Inclusive access, confident users, resilient communities

When people are excluded from the online world, we're not only depriving individuals of their digital dignity, but depriving the UK of its economic potential. All at a time when the nation is becoming increasingly dependent on data, devices and skills.

With almost two thirds (61%) of Brits now saying being online is a fundamental right, rather than a luxury, these are the minimum standards that people expect from their digital experience today.²

VodafoneThree's role in this is to help turn digital access into digital agency. By providing both reliable, quality connectivity and the skills that communities need to take advantage of it, we'll protect vulnerable customers and promote community resilience.

Made to be safe

Safe and secure digital experiences

everyone
connected

Safe and secure digital experiences, healthy online habits

Between young individuals exploring the online world for the first time, older generations developing new digital skills, families trying to set healthy digital habits and marginalised communities searching for fair access, the UK deserves a safer online system.

A transparent system that prioritises safe, secure digital experiences without limiting opportunity. One that invests in people as much as it does in technology.

By contributing to this 'network of care', VodafoneThree will guide users on cyber, fraud and online safety, leaning on innovations that can empower, rather than endanger.

Made to last

Extended device lifecycles

everyone
connected

Extended device lifecycles, network resilience, renewable energy investment

It's no longer enough for companies to simply reduce their environmental impact. Today, they must make active choices to help strengthen nature's nervous system.

For VodafoneThree, that means designing a responsible network that can support resilient communities and ecosystems, connecting people with the technology they need to make their own climate-friendly choices.

In doing so, we're striving to reduce our carbon footprint, deliver the most energy efficient network possible, and provide our customers with more sustainable solutions.

Our 2025-26 impact

Since officially launching VodafoneThree in June 2025, we've already made good progress in line with these three pillars.

The following actions have helped us support VodafoneThree's wider strategy of becoming the number one telecoms company in the UK for customers, network and people.

* London's Best Mobile Network: Based on the NET CHECK Benchmark measurement report of mobile networks in Greater London. Tested with latest commercially available equipment on four mobile networks, in March/April 2026.

Vodafone has been named

London's Best Network

by NET CHECK* for the 3rd year running.

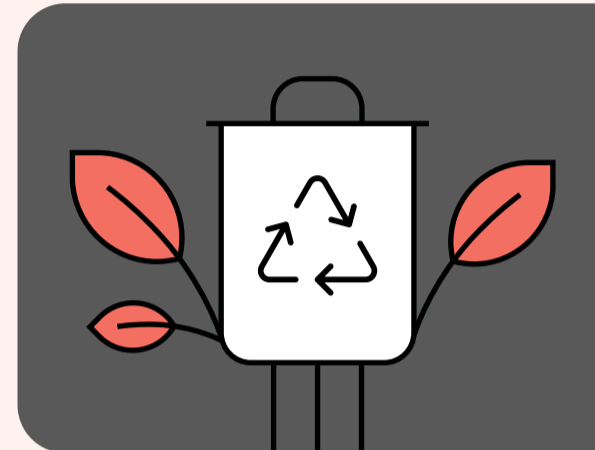


Achieved Vodafone's everyone. connected programme reaching its target of helping 4 million people and businesses cross the digital divide (including support for 1 million SMEs through business.connected), as well as Three's £1 million fundraising milestone for charity partner, Samaritans.

Continued to roll out our 5G Standalone coverage, which will reach 99% of the population by 2030 and

99.96%

by 2034.

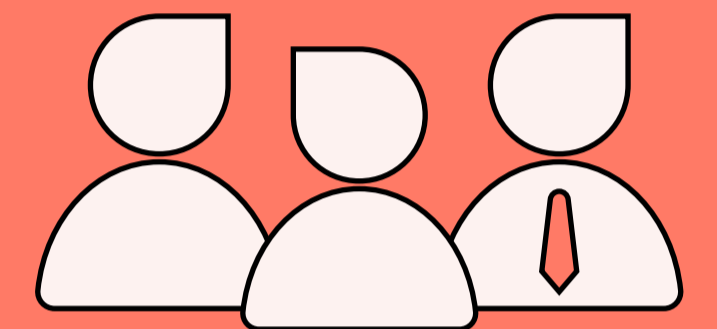


We remained on track to reduce emissions from our operations to net zero by 2027, with a further plan to achieve net zero emissions across our full value chain by 2040.

More than

7 million

Three and SMARTY customers across the UK saw their 4G speeds boosted by an average of 20%, and up to 40% in some areas, thanks to the integration of combined spectrum.

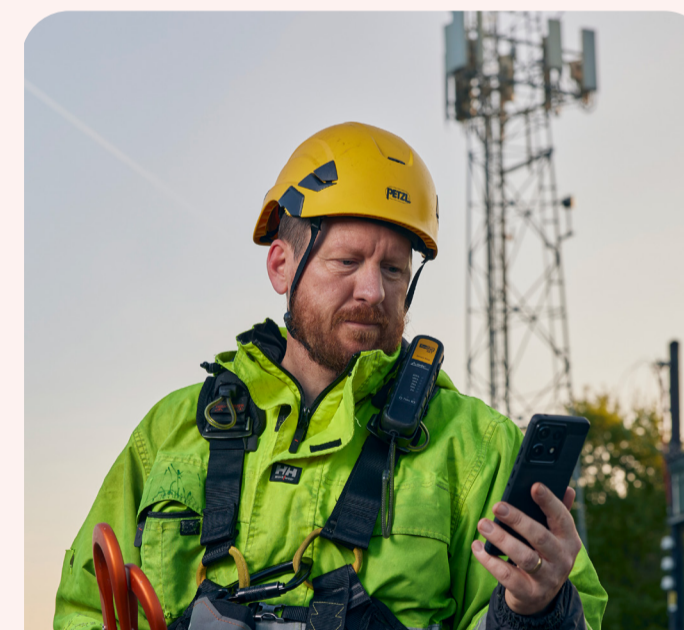


Discovery – our expert team of on-the-ground digital skills trainers – was recognised for 'Commitment to the Community' at The Better Society Awards and for 'Digital Skills, Community Improvement' at the Connected Britain Awards.

50 million people,

around 71% of the UK population, can now access VodafoneThree's fastest 5G speeds, thanks to the sharing of combined spectrum. With more C-band spectrum than any other UK operator, VodafoneThree is able to deploy the technology at scale, meaning the network delivers what matters most to customers: increased capacity with faster speeds, over a wider area.

Launched our new retail repair service, 'Fix & Go by Vodafone', offering consumers on any network an affordable and reliable way to get their handset fixed in store by Vodafone repair specialists.



Removed more than 16,500km² of not spots (areas where either Vodafone or Three's network had limited or no coverage) – equivalent to an area 10 times the size of London.

Deployed 'Multi Operator Core Network' (MOCN) technology on more than

10,000

sites nationwide, enabling Vodafone and Three customers to connect to the best available coverage, at no extra cost.

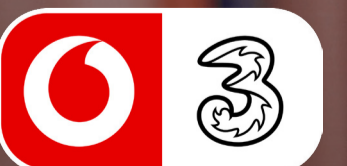


Retained our strong position in online safety through: propositions like Secure Net; partnerships with organisations like the NSPCC; and digital literacy initiatives, such as those delivered on the ground by Discovery, which supported 84,906 people in 2025.



Made for everyone

**UNLOCKING
DIGITAL ACCESS
AND CONFIDENCE**



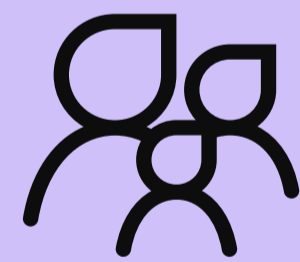
The issue

We live in a disparate digital world

Across the UK, being connected shapes how people live, work and stay in touch. Yet millions of people and small businesses are still being left behind. This is the reality of the digital divide – a widening gap between those who can fully take part in the digital world, and those who can't.

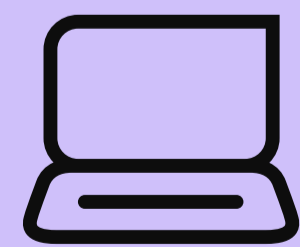
For many, this isn't a choice, but the result of affordability challenges, limited skills, unreliable connections or a lack of confidence. And when people are left offline, their individual vulnerabilities are exposed – whether that's a single parent cut off from essential services or an older adult left increasingly isolated in a world that has moved on without them.

But the impact goes far beyond single individuals. It leaves small businesses unable to accept online payments or reach new customers, while marginalised communities become further underserved by a lack of equal access. Over time, this inequality can eat away at community resilience, creating a widening gap between the 'haves' and the 'have nots'.



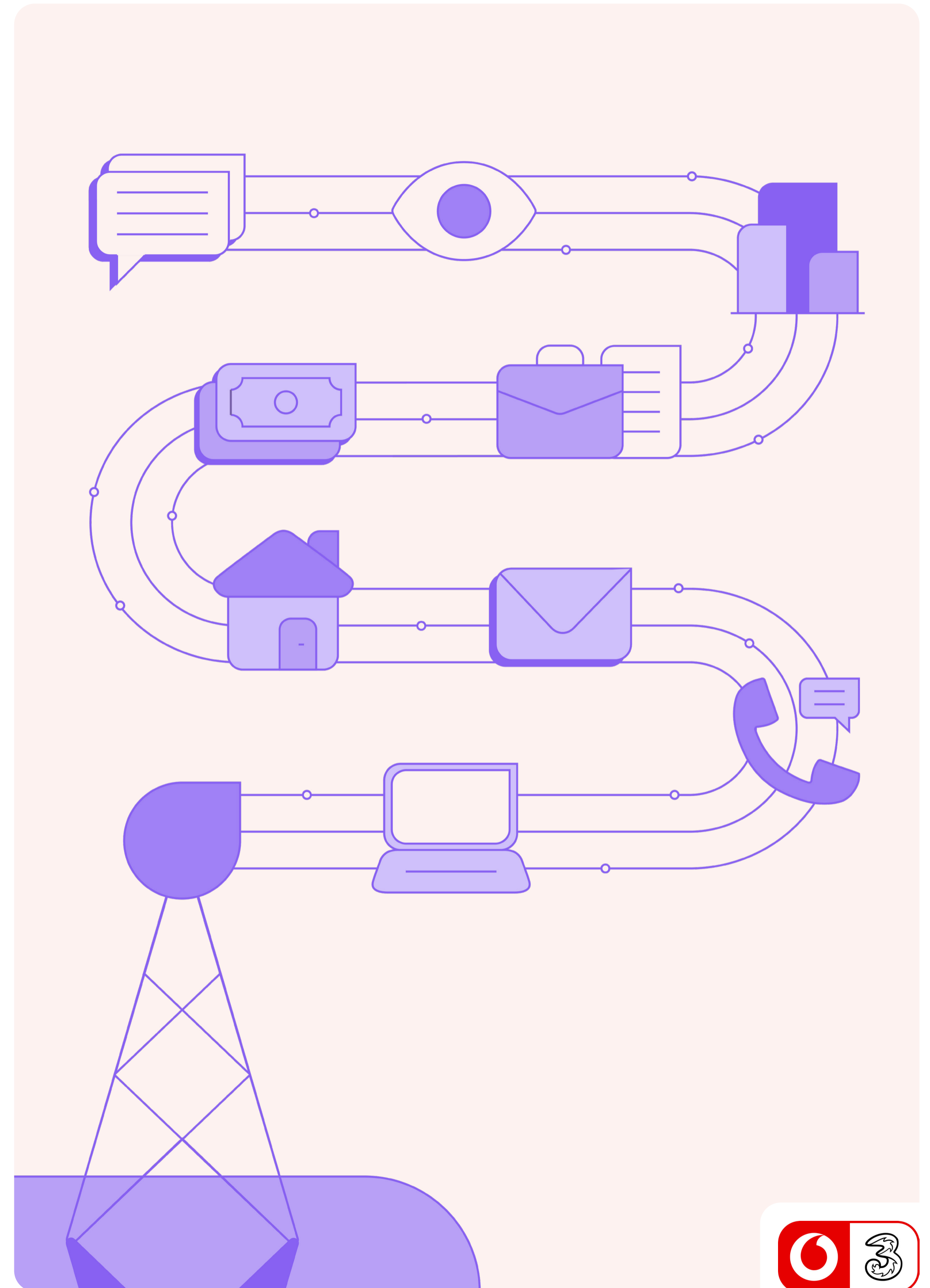
3.7m

families now sit below the minimum digital living standard³



68%

believe that keeping pace with technology is vital for advancing in the modern world⁴





Section 2
Made for everyone

Our approach

Being online is not a luxury, it's an essential

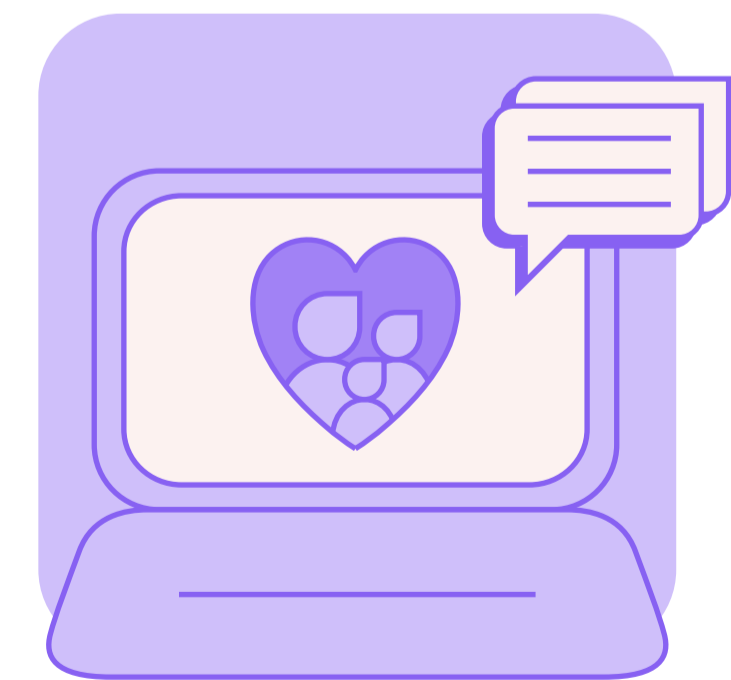
Digital inclusion is about ensuring everyone has access to the tools, skills and support needed to participate in the digital world – regardless of income, age, location or ability.

Thanks to reliable connectivity, affordable tariffs, hands-on skills and community programmes, Vodafone and Three have been helping people get online, then stay there, for years.

Take Vodafone's everyone.connected initiative, for example. Having launched in 2021, it's since met its target of helping more than 4 million people and businesses cross the digital divide.

“The data, devices and skills support I've had has given me a new lease of life and a sense of freedom. Now, I'm living life on my own terms.”

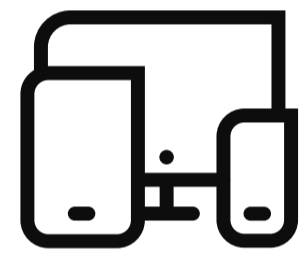
- Julie, recipient of free Vodafone SIM



Digital participation

Donating connectivity and technology

Whether it's families facing data poverty or sole traders struggling to get online, our programmes are letting people access the full benefits of the digital world.



20,000

devices donated and 30,000+ recycled through the Great British Tech Appeal since 2021



16,000+

phones donated through Three's Reconnected initiative since 2017



4m+

crossed the digital divide since 2021 thanks to Vodafone's everyone. connected programme

Affordable and accessible tariffs

Without connectivity, it's harder to find work, access support or manage everyday life. To break this cycle, we provide social tariffs to make getting online accessible for those who can't always afford it.

Vodafone Essentials Broadband

A 12-month broadband plan from £20 a month for all existing and new customers.

VOXI For Now

Unlimited 5G-ready data for the first six months* plus unlimited calls and texts, with no contract, at £10 a month.

SMARTY

Unlimited data, UK calls and texts, 5G at no extra cost and EU Roaming (up to 12GB) on a flexible one-month plan, for £12 a month.

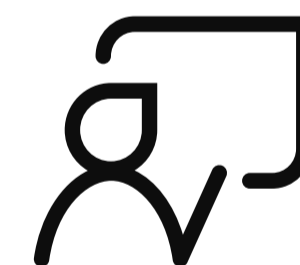
Upskilling businesses and communities

Access alone isn't enough, however. Even with a device and connectivity, many people and businesses lack the skills or confidence to make the most of being online, which is why our initiatives help support greater digital participation.



1m+

SMEs supported through business.connected



1.7m+

SMEs upskilled through V-Hub



1.3m+

people supported by Discovery technology workshops

* After six months, the tariff reverts to the standard £10 per month 20GB plan and continues to include Unlimited Social Media.



Case study

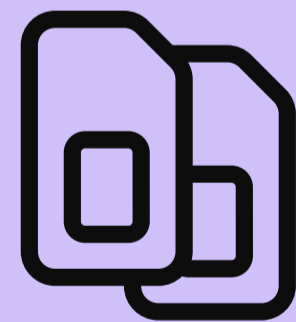
Behind every statistic is a story that proves why the UK needs our undivided connection.

Connecting people during crises, with the British Red Cross

Whether due to conflict, catastrophe or climate-related crises, displacement has almost doubled globally across the last decade.⁵ When people are forced to leave their home, access to a mobile phone is not a luxury, but essential for survival, safety and hope.

Distributed by the **British Red Cross**, Vodafone's free SIM cards come loaded with six months of data, alongside free calls and texts, to help refugees safely navigate complex systems for the first time. This includes one family forced to rebuild their lives in England

after fleeing conflict, arriving in the UK with no bank account and only their essential documents.



In 2025 alone,

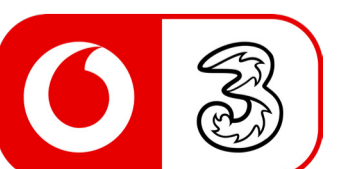
5,261

SIM cards were distributed to refugees and vulnerable individuals affected by crises across the UK

“The SIM card supported the family with tasks including school placements, benefit applications and registering with a GP – all of which require a UK mobile number. With Vodafone’s help, the family were able to access crucial services in the UK.”

- British Red Cross support worker

Photo © Claudia Janke / British Red Cross Society





“We are incredibly grateful to the staff at VodafoneThree for the time, energy and compassion they bring through their volunteering programme. Their support makes a real difference to our work and the people we serve.”

- Fran Chamings, Foodbank Director, West Berks Foodbank

Section 2 Made for everyone

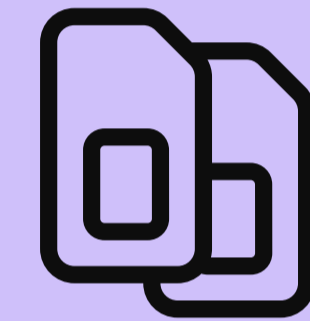
Case study

Delivering data, with Trussell



With the cost-of-living crisis having stretched UK household budgets further than ever, connectivity – in the form of a mobile phone and internet connection – can often take a backseat. In fact, one in seven people referred to food banks do not have access to the internet, and fewer than half have WiFi at home.⁶

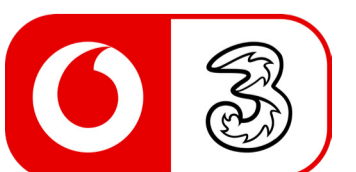
That’s why we’re proud of our award-winning partnership with anti-poverty charity Trussell and its community of more than 1,400 food bank centres across the UK. And it’s why we’re excited to see what we can achieve with them in the future.



Vodafone has distributed more than

270,000

free SIM cards through the partnership since 2021, supporting approximately 180,000 people in the process



Case study

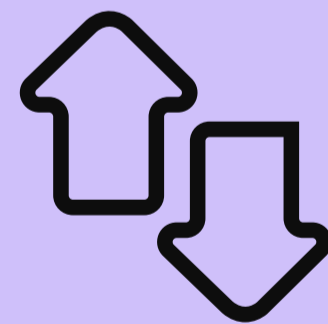
Breaking down barriers, with Good Things Foundation



By working with **Good Things Foundation** and their community partners in the National Digital Inclusion Network, both Vodafone and Three have helped unlock access to jobs, healthcare, companionship and more. Through platforms like **Learn My Way** – a free online platform that builds users’ confidence by improving their basic digital skills – as well as initiatives such as the National Databank and National Device Bank, we’ve managed to help individuals across the UK.

People like Sakina who, thanks to digital skills training, devices and a SIM card, has built the foundation she needed to interact confidently with the

online world, allowing her to connect with digital services and support her children’s education. VodafoneThree plans to build on these joint legacies by continuing our partnership with Good Things Foundation, providing skills, connectivity and devices to the most vulnerable in society.



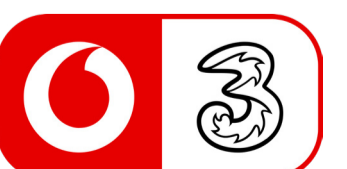
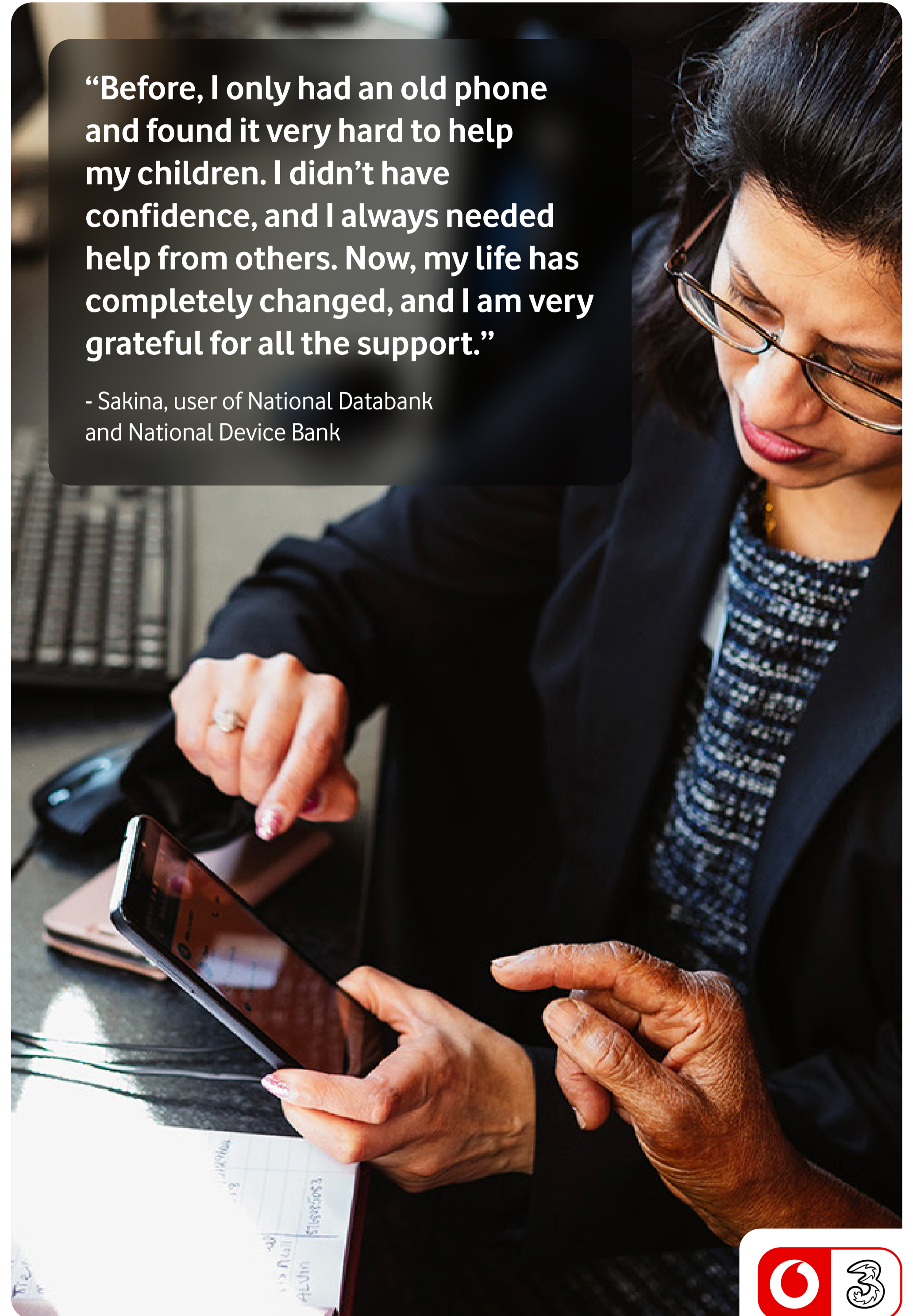
Since 2022, Vodafone and Three have collectively donated

57M GB

of data to Good Things Foundation’s National Databank

“Before, I only had an old phone and found it very hard to help my children. I didn’t have confidence, and I always needed help from others. Now, my life has completely changed, and I am very grateful for all the support.”

- Sakina, user of National Databank and National Device Bank



What comes next?

Made for everyone: From access to participation

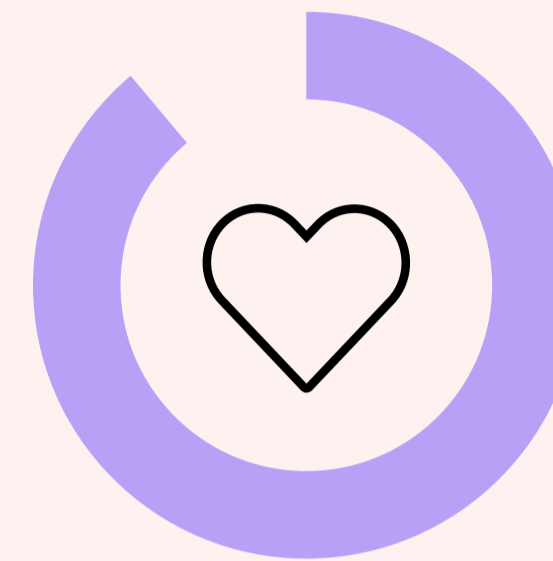
Despite recent progress in this space, we need to ensure standards don't slip. The latest figures from Good Things Foundation show that: 3.7 million families sit below the minimum digital living standard; 7.9 million individuals lack basic digital skills; and 1.6 million UK adults do not have a smartphone, tablet or laptop.⁷

Our products and services are for everyone, so we must ensure we can support each customer as the individual they are. To do so, we will shift from a national model that has historically prioritised access – by providing devices and data – to a more community-led programme, which actively

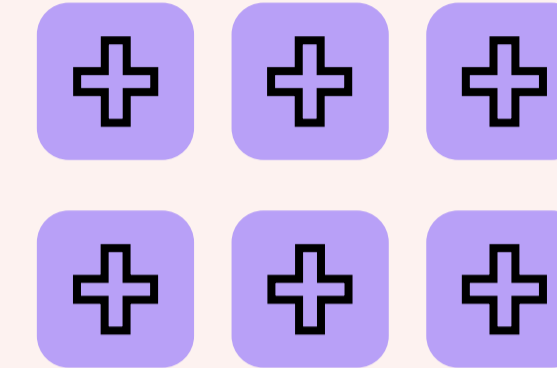
encourages greater participation in today's increasingly digital society. We call this our **'Made for everyone'** pillar.

We'll use national data to identify the areas that most need support, so we can provide targeted interventions on a more local level. We will scale Discovery's on-the-ground training, letting us directly strengthen the digital resilience of more communities throughout the UK. And we will lean on the expert support of our charity partners, renewing our longstanding partnerships with Trussell and Good Things Foundation under the VodafoneThree banner.

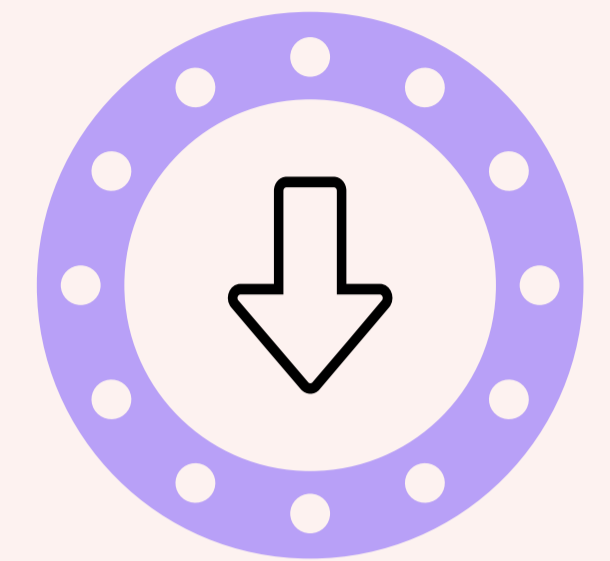
Part of this work will continue to revolve around our donation of free SIMs which, since June 2025, have continued to have a positive impact on those who receive them:



89%
of respondents feel their
life has improved



Use of online welfare
and government services
increased by
6.8x



Feelings of loneliness
decreased by
12x⁸

Disclaimer: (1) Due to the survey sample size being 998 and the total charities.connected beneficiary population size being 587,490, quantified impacts are within a 5% margin of error (based on an industry standard sample size formula). (2) It is assumed that the change between the "before SIM" scenario and the "after SIM" scenario is fully attributable to beneficiaries now having access to a SIM. There is potential that awareness increased due to other reasons. (3) The methodology and approach to quantify the potential impacts of charities.connected was developed with a consultancy in the field.

While we still have plenty of areas to address, VodafoneThree is committed to closing this divide even further, helping people to build healthy digital habits in the process.

Three actions we're taking:

1

Shifting from a national to a localised delivery of digital inclusion initiatives

2

Using data to provide targeted, tailored interventions in the most deprived parts of the nation

3

Being founding members of The Connection Project and having a role in the Department for Science, Innovation and Technology's (DSIT) Digital Inclusion Action Committee to support greater digital participation



Made to be safe

SAFE AND SECURE DIGITAL EXPERIENCES



The issue

Online safety has offline consequences

The benefits of being online are broad. But being connected should never leave people unprotected. As technologies become more sophisticated, however, so too do the tactics used by fraudsters. With every click, vulnerable communities, businesses and Critical National Infrastructure are put at risk.

To ensure that everyone has access to these benefits, without being left exposed to the potential harms in play, industries that rely on this digital world have a responsibility to make it safer and more secure for all of society.

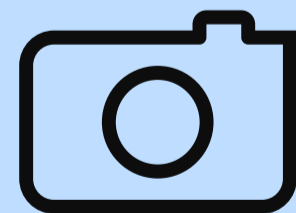
This starts with children, whose digital wellbeing relies on online experiences that are safe by design. As children become adults, priorities start shifting from safety to security,

because we all need our personal data and privacy protected online. Finally, the businesses that form our nation's backbone are also reliant on secure networks for their own – and the UK's – success.



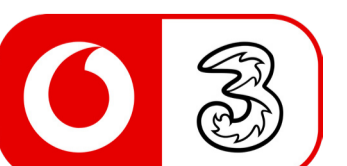
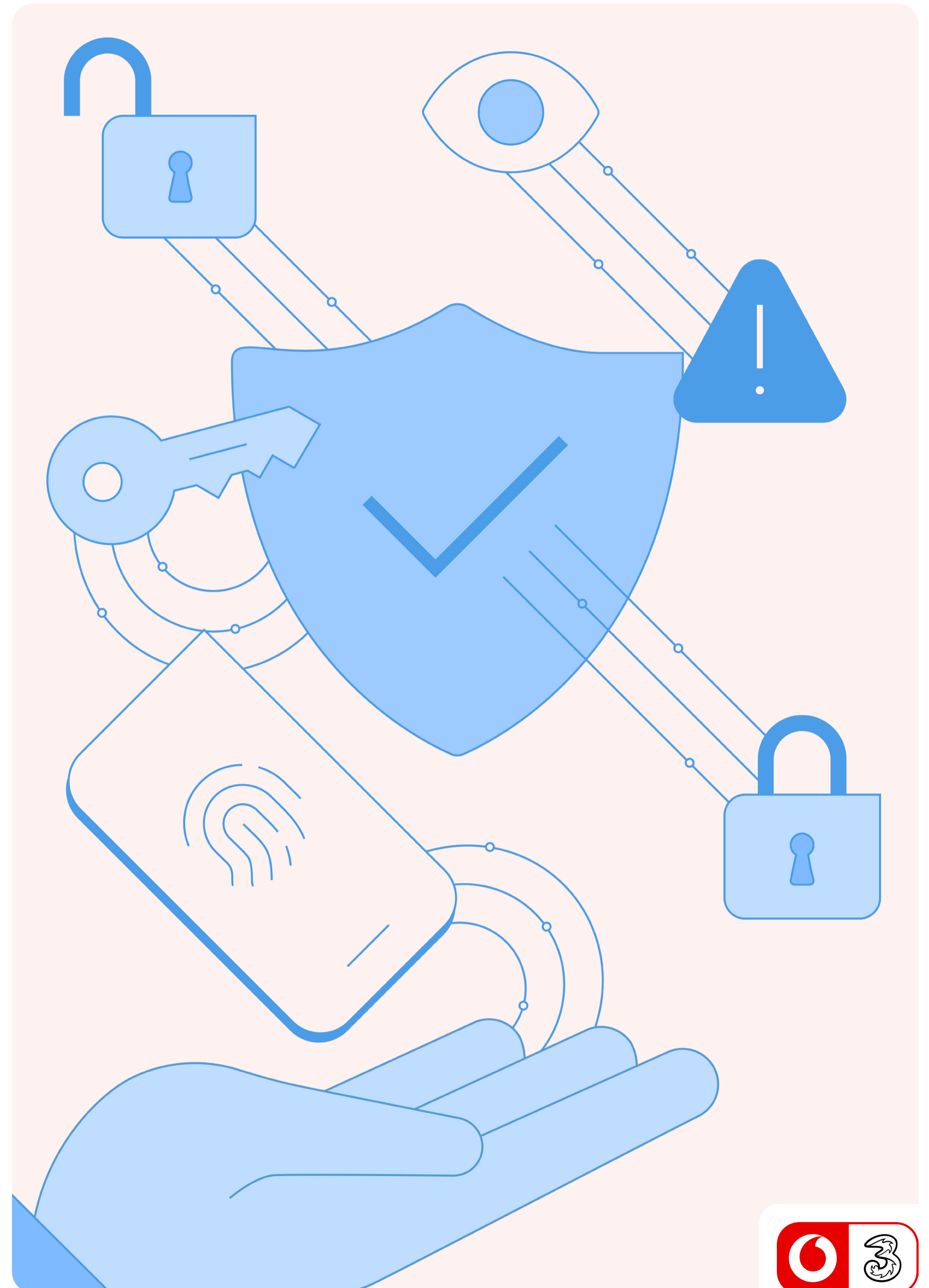
1 in 10

UK businesses would be unlikely to survive a major cyber attack⁹



1 in 5

secondary school-aged children have felt pressured to share an explicit image of themselves¹⁰



Our approach

Connect and protect

Our priority is to support all customers so they can navigate today's internet safely, whether that's by creating more secure digital experiences or encouraging healthier online habits.

Child online safety

Building on 16 years of work in children's online safety, VodafoneThree continues to serve families at every stage of their digital journey, and especially when children are first introduced to mobile technology.



Vodafone and the NSPCC have created various resources, such as **The Decision Toolkit** to help parents make decisions on phone ownership, as well as the **TRUST toolkit** to foster safe, confident digital habits at home.



Three UK's **partnership with Internet Matters** has given our employees the knowledge and confidence to help families navigate online risks.



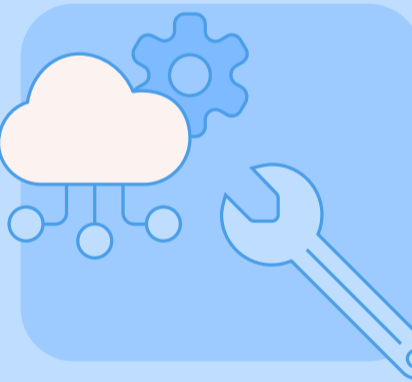
Since launching in 2014, Discovery has empowered 53,000 students and teachers through its safer internet workshops.

Online security

We block an average of 1.7m fraudulent calls per day and blocked 139+ million fraudulent SMS on the network in 2025.



Our dedicated fraud team identifies and blocks potentially fraudulent content or calls, while monitoring trends so that, as scammers' tactics change, so do ours.



We have led the charge on the development of industry-wide APIs such as the CAMARA Project (led by Vodafone Group) and Scam Signal, supporting sectors like banking in tackling fraud.



We are: an active contributor to the Government's Fraud Strategy and Lord Hanson's Telecommunications Fraud Charter; members of Stop Scams UK and the Internet Watch Foundation; and supporters of the Home Office's ban on SIM farms, their 'Stop! Think Fraud' initiative, and Cifas.



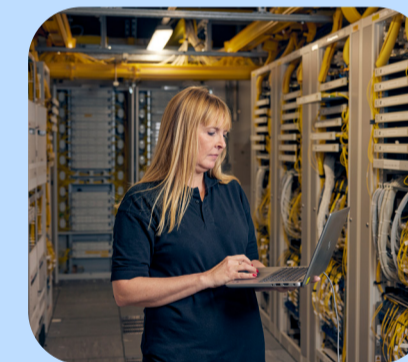
We offer innovative products to protect consumers and businesses, such as **Secure Net**, which provides protection against online threats like viruses, phishing and malicious websites.

Business cybersecurity

With more than three decades of cybersecurity expertise, Vodafone Business delivers solutions and support for organisations of all sizes, leaving them better equipped to protect their business' future.



Vodafone Business empowers businesses by connecting and securing their data, networks and cloud environments against breaches and cyber threats.



Alongside Enterprise Nation, **business.connected** has helped 1 million SMEs since launching in 2021, through the provision of free training that matches their specific needs – from marketing to cybersecurity.



Vodafone Business is a corporate member of the UK Cyber Security Council, helping VodafoneThree to shape the future of cybersecurity.

Case study

Online safety starts with children – but it must not end there.

A lesson in online safety

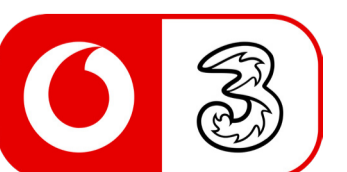
For nearly a decade, **Discovery** has proudly partnered with the London Borough of Islington, turning a shared vision of bringing technology to the classroom into a borough-wide movement across 45 schools. By working directly with school leadership teams, computing leads and classroom teachers, we've developed tailored sessions and digital experiences for each school.

From interactive assemblies to age-specific workshops, we help turn elements of the national curriculum into opportunities for digital adoption, letting pupils use iPads to create multimedia projects, code simple applications or explore creative storytelling through technology. Meanwhile, our borough-wide Safer Internet and Anti-Bullying programmes help remove the stigma associated with modern, digital environments.



“Our iPad skills have been massively enhanced by working in partnership with Three. Every time they visit, our school community develops its digital literacy skills and they [the pupils] love the opportunity to be creative.”

- Becky Bond, Year 6 teacher and computing lead, Maidenhead



“Initiatives like this play a vital role in helping parents and carers with these conversations, and supporting families to navigate challenges together.”

- Barry Laker, Childline Service Head, NSPCC



Section 3 Made to be safe

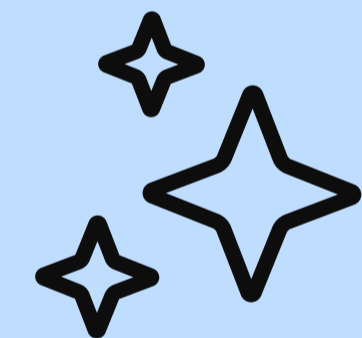
Case study

Artificial intelligence, real conversations

With research revealing that conversational chatbots are the AI tools used most by those aged 11–16, VodafoneThree launched a new kind of ‘Breakfast Club’. Supported by child psychologist Dr. Elly Hanson, the Safer Internet Day campaign used cereal boxes to show what makes up an AI chatbot and, importantly, the ‘ingredients’ it is free from – such as empathy, challenge or accountability.

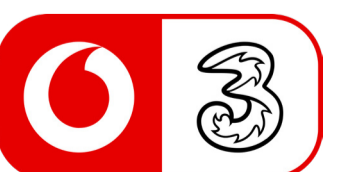
The campaign outlined how AI chatbot design is shaping children’s digital wellbeing and impacting social development, emphasising the importance of using AI as a tool, rather

than a substitute for real connection. It also fed into VodafoneThree’s call for regulators and government to prioritise safety-by-design measures and clearer protections for children’s development, especially when it comes to emerging technologies.



29%

of teachers have observed declines in students’ independent thinking or problem-solving skills since the advent of AI chatbots¹¹



Case study

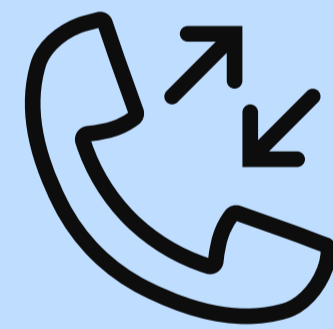
Providing a lifeline, with Samaritans

SAMARITANS

Every 10 seconds, Samaritans answers a call for help. Staffed by volunteers, the confidential helpline is available for those in crisis 24/7, every day of the year. Since 2021, Three has helped the charity raise both awareness and funds, while using its technology, retail stores and expertise to connect more than 1 million people to emotional support.

The partnership has helped fundraise more than £1 million through employee-led efforts and the backing of Samaritans initiatives like Brew Monday and Dawn Walk, which raised more than £125,000 during World Mental Health Day 2025. Over the years, Three has also leaned on its

sponsorship of Chelsea F.C. and its standing in the football world to support Samaritans, enlisting the likes of Peter Crouch and Vinnie Jones to join the cause, encouraging fans struggling with their mental health to #TalkMoreThanFootball.



The £1 million+ raised for Samaritans is the equivalent of helping volunteers answer

100,000+

calls for help.

“It’s so important in that moment, in that crisis, to have someone who will just sit with you. Samaritans can’t physically hold your hand, but they do hold you. It makes you feel like you’re not alone.”

- Charlotte, caller to Samaritans



What comes next?

Made to be safe: Safety and security at every stage

At VodafoneThree, our job doesn't end once we get people online. We also have a role to play in helping to keep them safe once there. To deliver on this, we are making online safety and security a priority for people of all ages, and businesses of all sizes, helping adults protect their online assets and create healthy digital habits.

After all, communities sit at the heart of UK society. We are a nation of neighbours, workers and volunteers, whom VodafoneThree wants to empower by providing reliable, resilient connectivity. To do so, we'll meet people at every stage of life, flexing our support and services as their digital needs evolve. We call this our **'Made to be safe'** pillar.

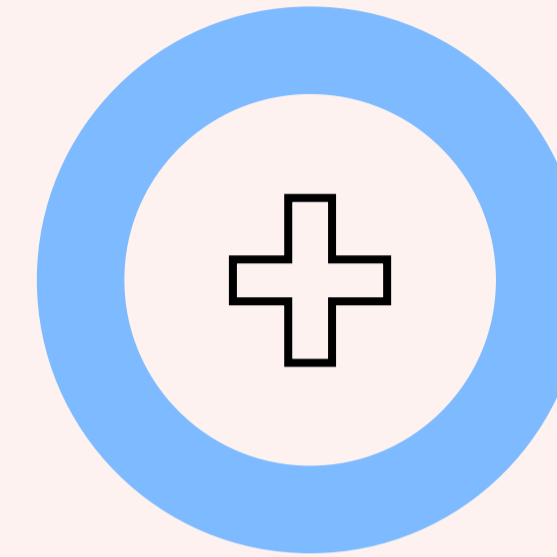
This may involve supporting families as children start to navigate the online world, helping adults protect their online data and manage new responsibilities, or enabling businesses to secure their company's future. Regardless of the audience, VodafoneThree's role is to ensure everyone can enjoy the opportunities that being online offers, while minimising the risks that it can raise.

All of which might spark small changes, like teaching older citizens how to log on to their online accounts or preventing a small business from falling victim to cyber-attacks. But it can also contribute to big changes too, such as supporting greater digital sovereignty for the nation's critical infrastructure or contributing to regulatory changes that will protect future generations.

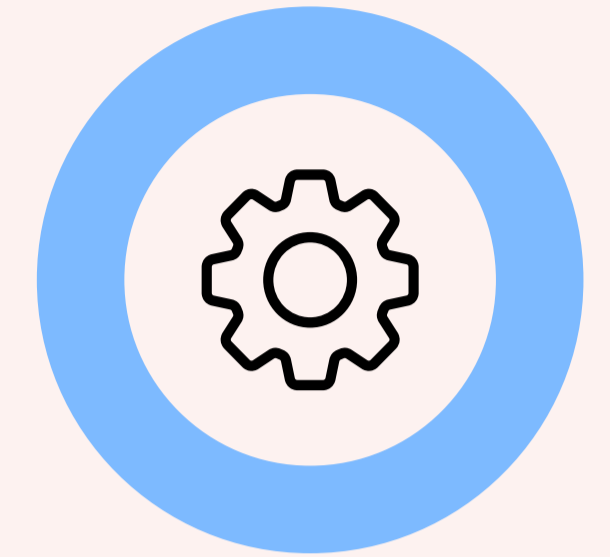
Together, Vodafone and Three have provided strong foundations when it comes to online safety and security, making VodafoneThree well placed to campaign for, and help introduce:



Stronger safety-by-design principles for digital platforms



Healthier digital habits across all customer sales journeys



More effective, community-led online safety training

Three actions we're taking:

1

Scaling the online safety training led by Discovery across more UK communities

2

Introducing more targeted online safety messaging and resources throughout our customer sales journeys

3

Making online safety support available for all retail stores to use



Made to last

EXTENDED DEVICE LIFECYCLES



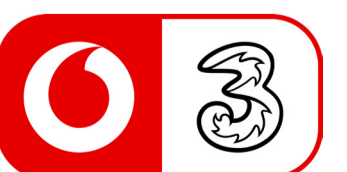
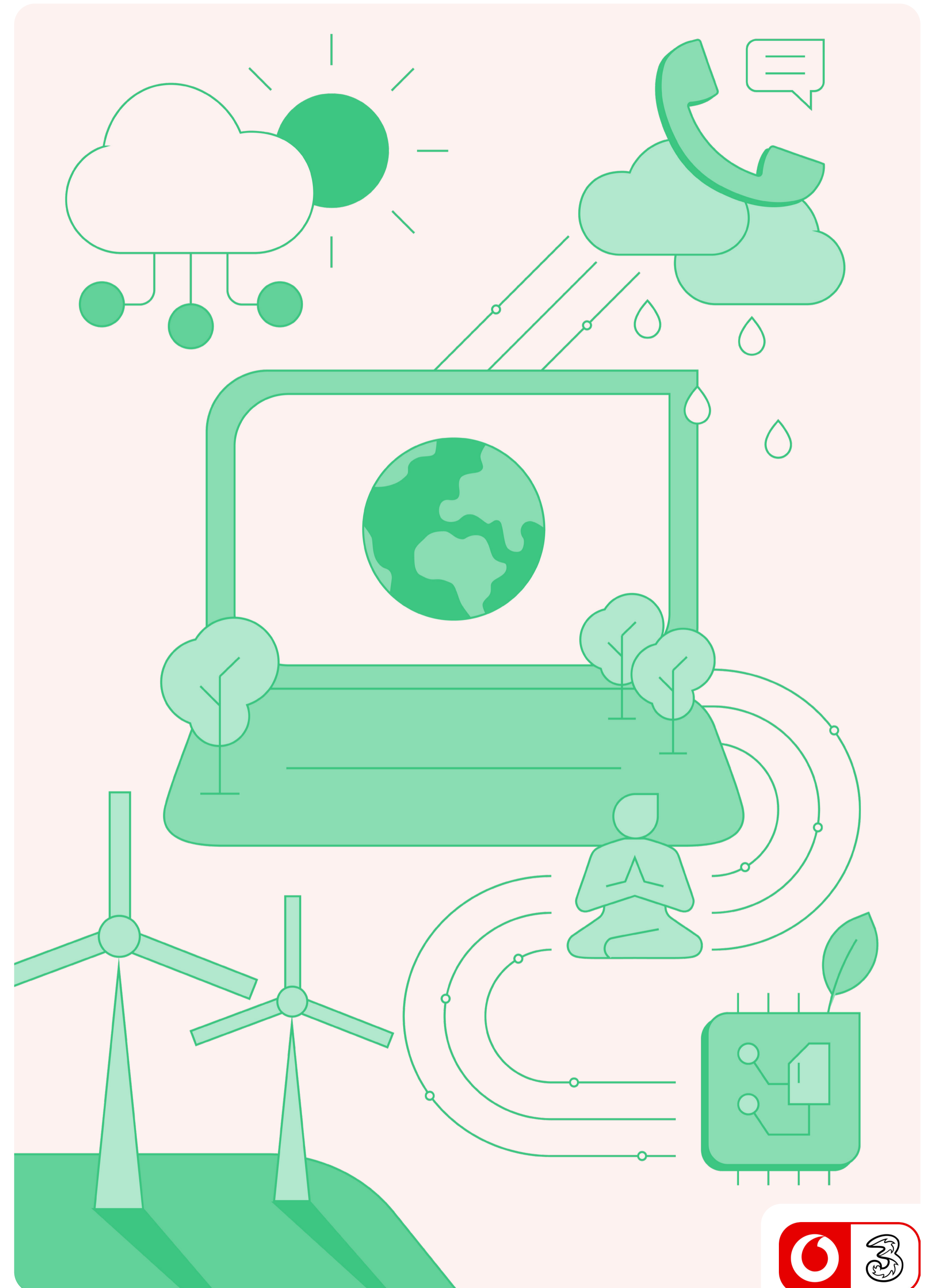
The issue

Inclusive connection is energy intensive

To meet the growing demand for connectivity in an era of 5G and AI, telcos must expand both coverage and capacity. But doing so relies on extensive infrastructure, from masts and data centres to devices and supply chains – each of which contributes to the sector’s environmental footprint.

The key conundrum remains: how to balance the benefits that high performing networks and devices can bring, with the energy intensity and material demand needed to build and maintain them? All while protecting operations and supply chains from extreme weather events or unexpected shocks.

The answer lies in building networks that consider their own role in the environmental ecosystem, alongside devices that can stand the test of time. Through improved energy efficiency, extended lifecycles and reduced greenhouse gas emissions, the telecoms sector can ensure it makes the right kind of impact – both for its customers and the environment.





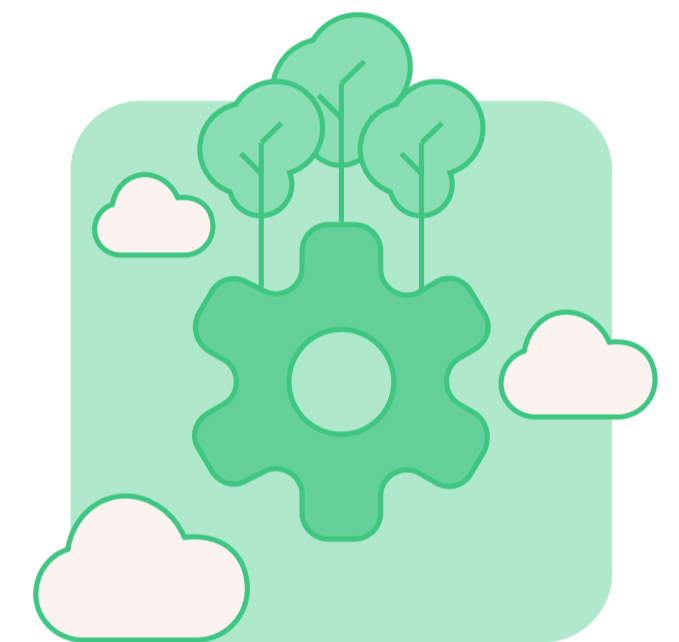
Our approach

A resilient, renewable, responsible network

While decarbonisation is a necessity for the climate, it's also the right business choice for VodafoneThree, and the nation more broadly.

Reducing our environmental footprint will help strengthen our operations. Which is why, despite the complexities of bringing two large organisations together, we have maintained our shared aims of achieving net zero across our operations (Scope 1 and 2) by 2027, and across our full value chain (Scope 3) by 2040.

While we remain on track to achieve the former, integrating two supply chains has placed short-term pressures on Scope 3 emissions. Nevertheless, we are taking steps to address this, ensuring our progress on emissions reductions keeps pace with the growth and evolution of our network.



Made to last

Following the merger of Vodafone UK with Three UK on 31 May 2025, we have undertaken a rebaselining exercise to align methodologies and present a consistent, combined view of emissions across VodafoneThree.

Our Scope 1 emissions

Direct emissions from our own operations

VodafoneThree’s Scope 1 emissions mainly come from the fuel and gases used to operate and maintain our network. This includes:

- Fuel used in company vehicles and engineering fleets
- Backup generators supporting network resilience
- Refrigerants used in cooling and fire suppression systems at network sites and data centres

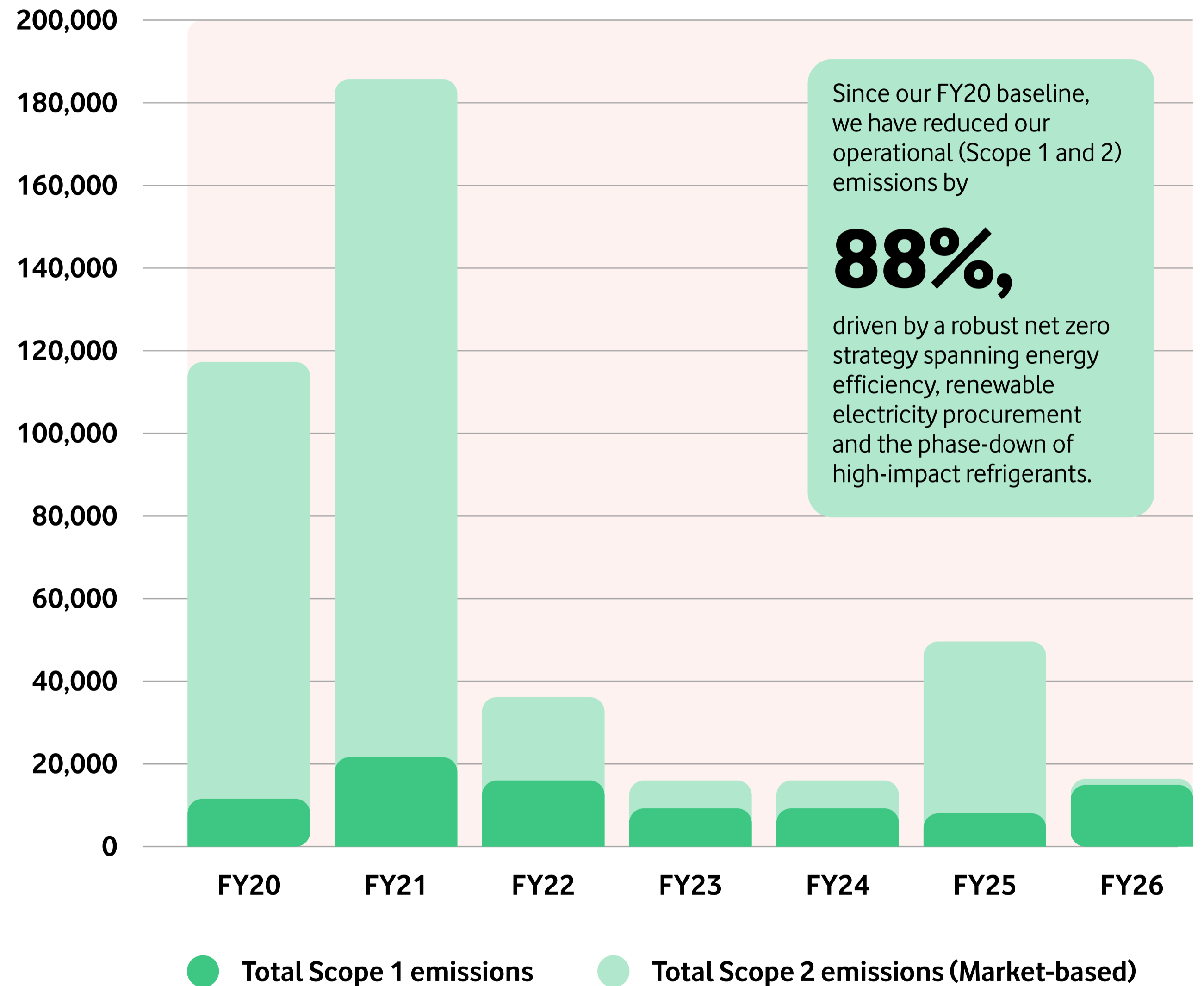
Our Scope 2 emissions

Emissions from the electricity we use to power our network

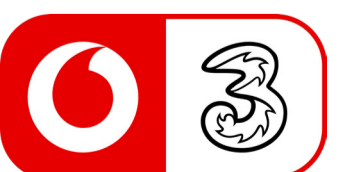
We operate one of the UK’s largest digital networks, so electricity use is a fundamental part of being able to deliver connectivity at scale. Our Scope 2 emissions are the largest source of our operational emissions, driven by:

- Mobile and fixed access networks
- Core network infrastructure
- Data centres, offices and retail sites

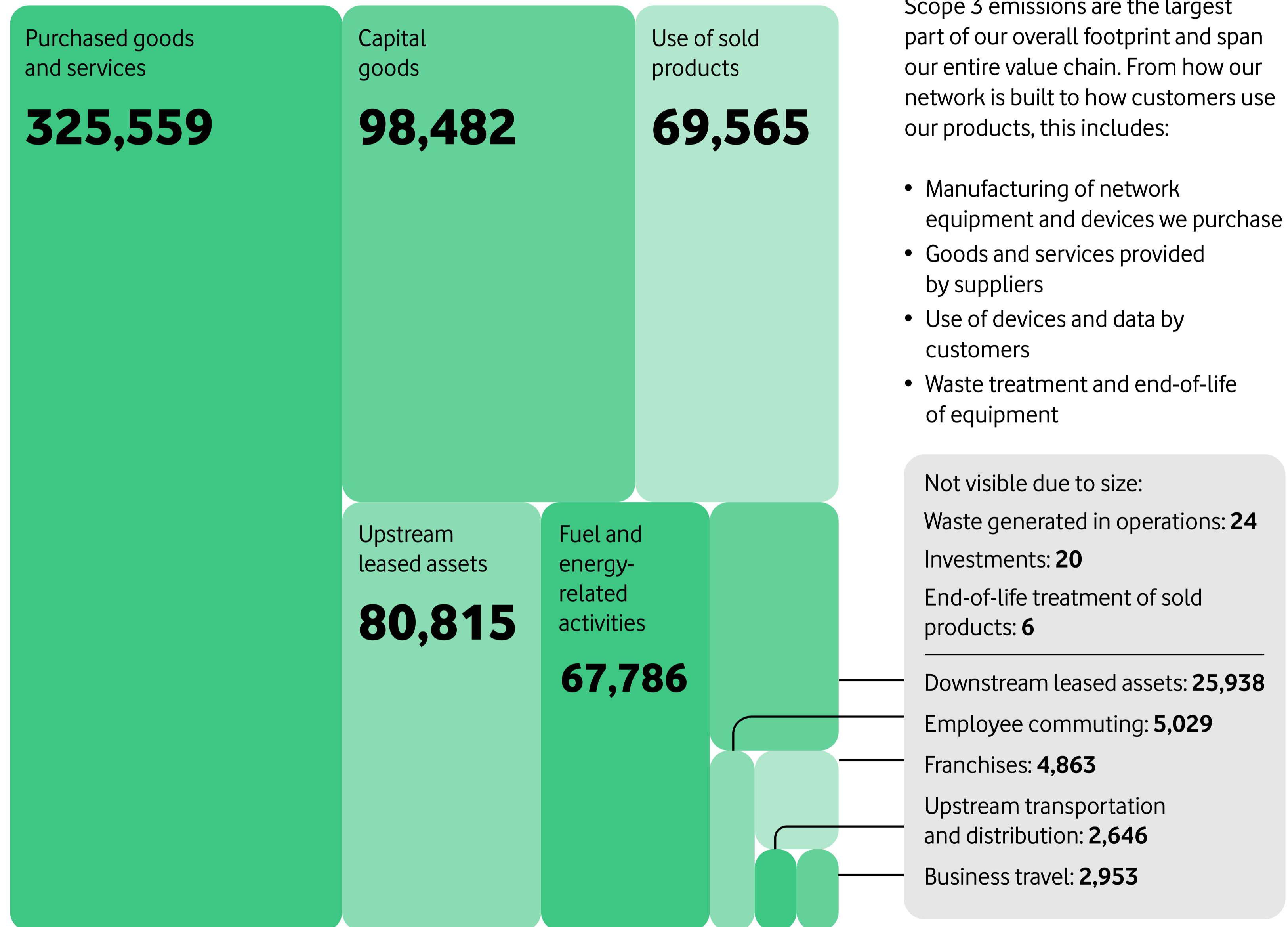
VodafoneThree Operational Emissions (tCO₂e)



For further information please see Vodafone Group’s ESG Addendum Methodology 2026 (investors.vodafone.com/esgmethodology)



VodafoneThree Scope 3 Emissions (tCO₂e)



Scope 3 emissions are the largest part of our overall footprint and span our entire value chain. From how our network is built to how customers use our products, this includes:

- Manufacturing of network equipment and devices we purchase
- Goods and services provided by suppliers
- Use of devices and data by customers
- Waste treatment and end-of-life of equipment

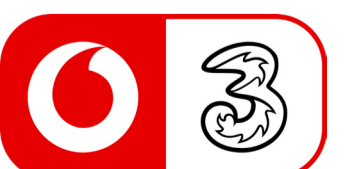
Not visible due to size:

Waste generated in operations: **24**
 Investments: **20**
 End-of-life treatment of sold products: **6**

Downstream leased assets: **25,938**
 Employee commuting: **5,029**
 Franchises: **4,863**
 Upstream transportation and distribution: **2,646**
 Business travel: **2,953**

As a newly merged entity, integrating two distinct supply chains has limited our ability to clearly isolate year-on-year Scope 3 performance. Our current footprint is also still partly modelled using spend-based data, which can obscure underlying trends.

To address this we are working closely with strategic suppliers to transition towards the use of activity-based data and Product Carbon Footprints for key categories. In turn, this will improve our ability to target key carbon hotspots within our value chain.



Our other key priorities

Energy efficiency and renewables investment

A lower-impact network relies on us using energy as efficiently as possible. After all, the most sustainable energy is that which we don't use in the first place. Maximising energy efficiency therefore sits at the heart of our environmental approach.



We have reduced energy consumption by nearly

25%

over the past nine years at Vodafone – the equivalent of powering nearly 100,000 homes.



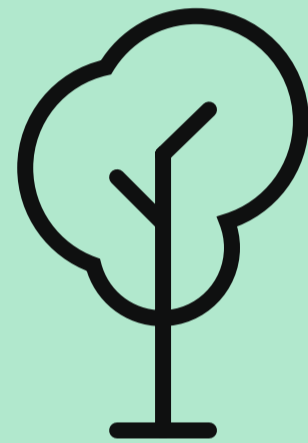
We have invested more than

£100m

in UK-based renewable energy and decarbonisation initiatives over the past decade.

We are ready to invest more, though we need the right market conditions to do so.

Climate adaptation



The cost of climate adaptation in the UK is already estimated to be between

£5-10 billion

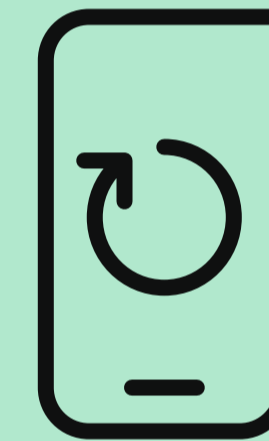
per year, with rising costs from winter storms and flash floods directly affecting our ability to maintain reliable, nationwide coverage.¹²

To ensure the resilience of our network infrastructure, we work directly with the Environment Agency and British Geological Survey to overlay our network rollout plans with climate-related risks.

This lets us identify the mitigations needed to maintain consistent network coverage, including additional measures for vulnerable consumers and communities.

Device circularity

As the UK's largest mobile network operator, we have a huge opportunity to help address the UK's growing e-waste challenge.

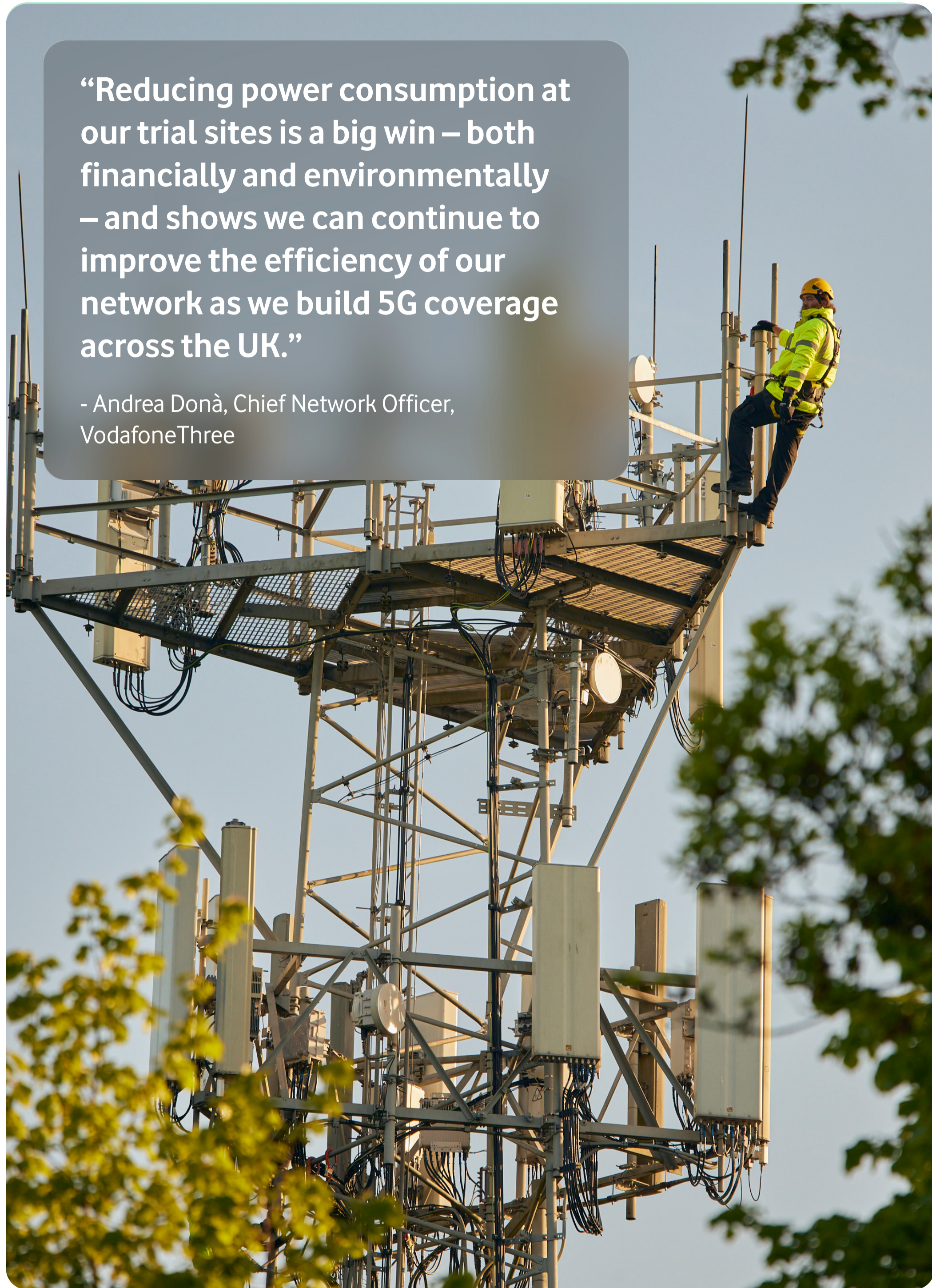


61%

of Brits say they would willing buy a refurbished device. However, whilst rapidly growing, refurbished devices currently represent a minor part of our total handset sales.

To capitalise on this opportunity, we need to meet customer demands with a supply of high quality devices that can help stimulate the transition to a more circular device economy.

This is why we are continuing to evolve our approach to trade-in and reverse logistics, while helping customers extend the lifecycles of their devices through the UK's only Lifetime Service Promise on Vodafone and our in-store 'Fix & Go by Vodafone' service.



“Reducing power consumption at our trial sites is a big win – both financially and environmentally – and shows we can continue to improve the efficiency of our network as we build 5G coverage across the UK.”

- Andrea Donà, Chief Network Officer, VodafoneThree

Section 4 Made to last

Case study

We’re connecting communities with technology that can help turn data into decisions.

Improving 5G energy efficiency, with Ericsson



Vodafone UK and Ericsson achieved a significant milestone in their network sustainability efforts by successfully reducing daily power consumption of 5G Radio Units by up to 33% at select sites across London. As part of the trial, Vodafone implemented three key use cases:

5G Deep Sleep: AI-powered predictive algorithms that allow radios to enter an ultra-low energy hibernation state, saving up to 70% energy consumption during low traffic hours.

4G Cell Sleep Mode Orchestration: Creates a behavioural model of network cells to optimise sleep parameters, automatically balancing energy savings and performance.

Radio Power Efficiency Map: Creates a visual map of all network cells, using machine learning to identify and rank underperforming sites for targeted improvements.

Through the combination of AI and machine-learning solutions, both companies delivered significant energy efficiency benefits without impacting user experience.



Case study

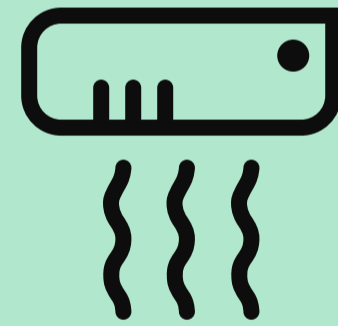
Reliable data and responsible decisions, with Breathe London



Clean air is crucial for wellbeing but, without local, reliable data, communities and decision-makers can struggle to protect the health of local residents. To reverse this trend, VodafoneThree supports **Breathe London**, a large-scale air quality monitoring programme, by enabling the connectivity and infrastructure needed to host sensors across the capital.

Thanks to experts like Global Action Plan and Airly, alongside schools, NHS Trusts and Local Authorities, Breathe London is helping to turn everyday locations into sources of air quality data. As a result, the programme makes air quality both

visible and understandable – giving schools, hospitals, Local Authorities and communities the data they need to inform decisions that can reduce pollution exposure.



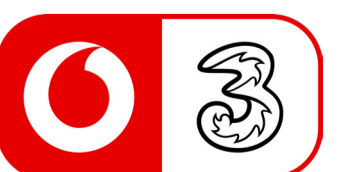
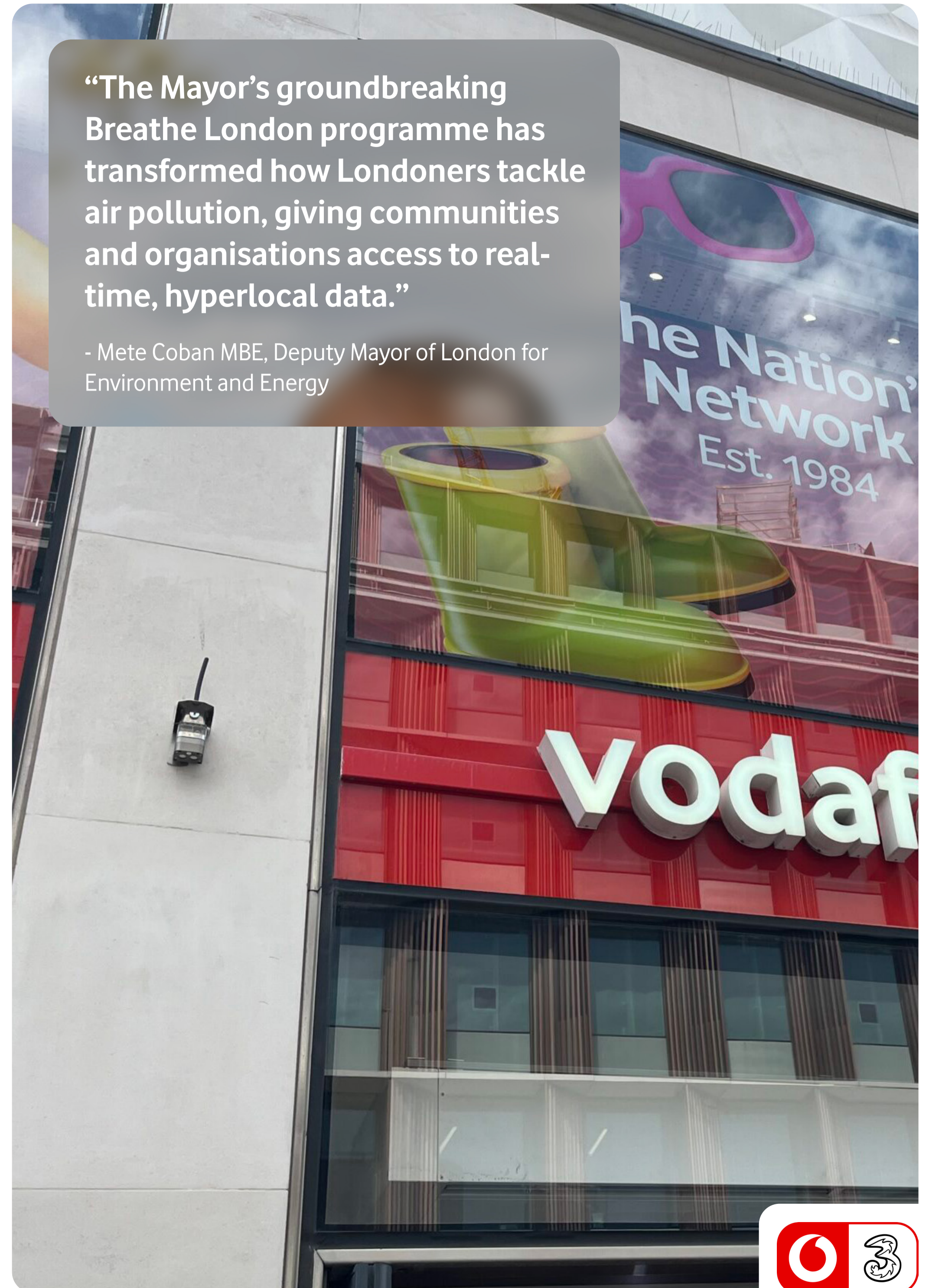
Breathe London has put

146

live sensors into the field across 32 London boroughs and the City of London

“The Mayor’s groundbreaking Breathe London programme has transformed how Londoners tackle air pollution, giving communities and organisations access to real-time, hyperlocal data.”

- Mete Coban MBE, Deputy Mayor of London for Environment and Energy



“Created to soothe a nation post-war, our National Parks continue to act as a ‘natural health service’ – supporting our wellbeing daily. Yet, there are still barriers stopping some people spending time in nature. That’s why partnerships with organisations like VodafoneThree are critical to provide new tools and ideas that open up our National Parks to everyone.”

- Catherine Mealing-Jones, CEO, Bannau Brycheiniog National Park and National Parks Partnerships Board Member

North York Moors - Credit: Paul Kent

Section 4
Made to last

Case study

Connectivity meets conservation, with UK National Parks



With nature under increasing pressure from climate change and biodiversity loss, VodafoneThree and UK National Parks are working together to combine connectivity and data with conservation expertise. The three-year partnership seeks to modernise conservation efforts while enhancing public engagement with nature, so park authorities can plan for long-term climate resilience.

VodafoneThree is funding AI-powered habitat mapping across all 15 UK National Park Authorities, allowing for real-time environmental monitoring, better decision-making and more targeted conservation efforts. Alongside connectivity measures,

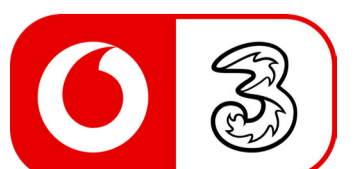
we also support UK National Parks through employee volunteering and practical nature-based solutions – from hedgerow planting to dry-stone walling.



82%
of people want to spend more time in nature



But less than,
1 in 10
are able to do so daily¹³



What comes next?

Made to last: Making connectivity a force for good

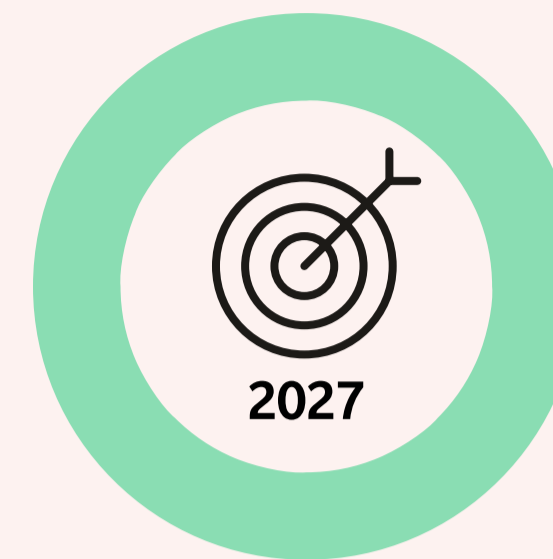
As technology becomes more embedded in daily life, its impact – both positive and negative – is increasingly visible. To help meet the opportunity this presents with the responsibility it demands, corporate sustainability efforts must move beyond simply tracking activity or limiting harm.

Instead, companies that are serious about supporting the environment should be helping to actively strengthen nature’s nervous system, by focusing on how to create a more resilient society. For us, that means connecting communities with the technology they need to support their own decisions, in a safe, secure and sustainable way. We call this our **‘Made to Last’** pillar.

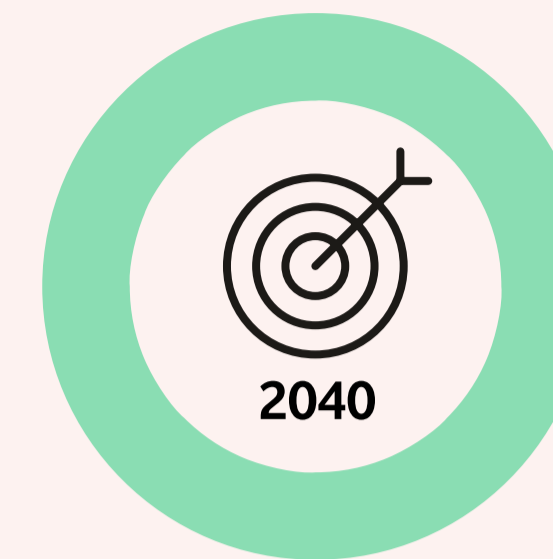
Our network underpins everyday life across the UK. But with consumers and businesses increasingly expecting 24/7 connectivity, running a resilient, always-on network is extremely – and unavoidably – energy-intensive. So, as we continue moving towards our net zero targets of operational emissions by 2027 and full value chain emissions by 2040, we will remain transparent about our progress.

Finally, beyond our core activity to reduce VodafoneThree’s environmental footprint, there are a number of ways we are using connectivity, infrastructure and expertise to ensure we are making the right kind of environmental impact.

We have maintained our shared aims of achieving:



Achieve net zero on Scope 1 emissions by 2027



Achieve net zero on Scope 3 emissions by 2040

Three actions we are taking:

1

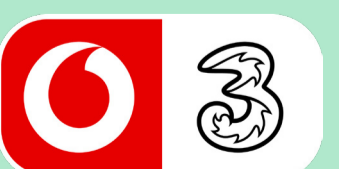
Increasing the number of device transactions involving a trade-in, refurbished device sale or device lease

2

Improving the measurement of AI’s energy and water impact within our operations

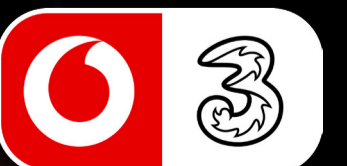
3

Working with others to identify widescale solutions that can improve the telecoms sector’s climate resilience





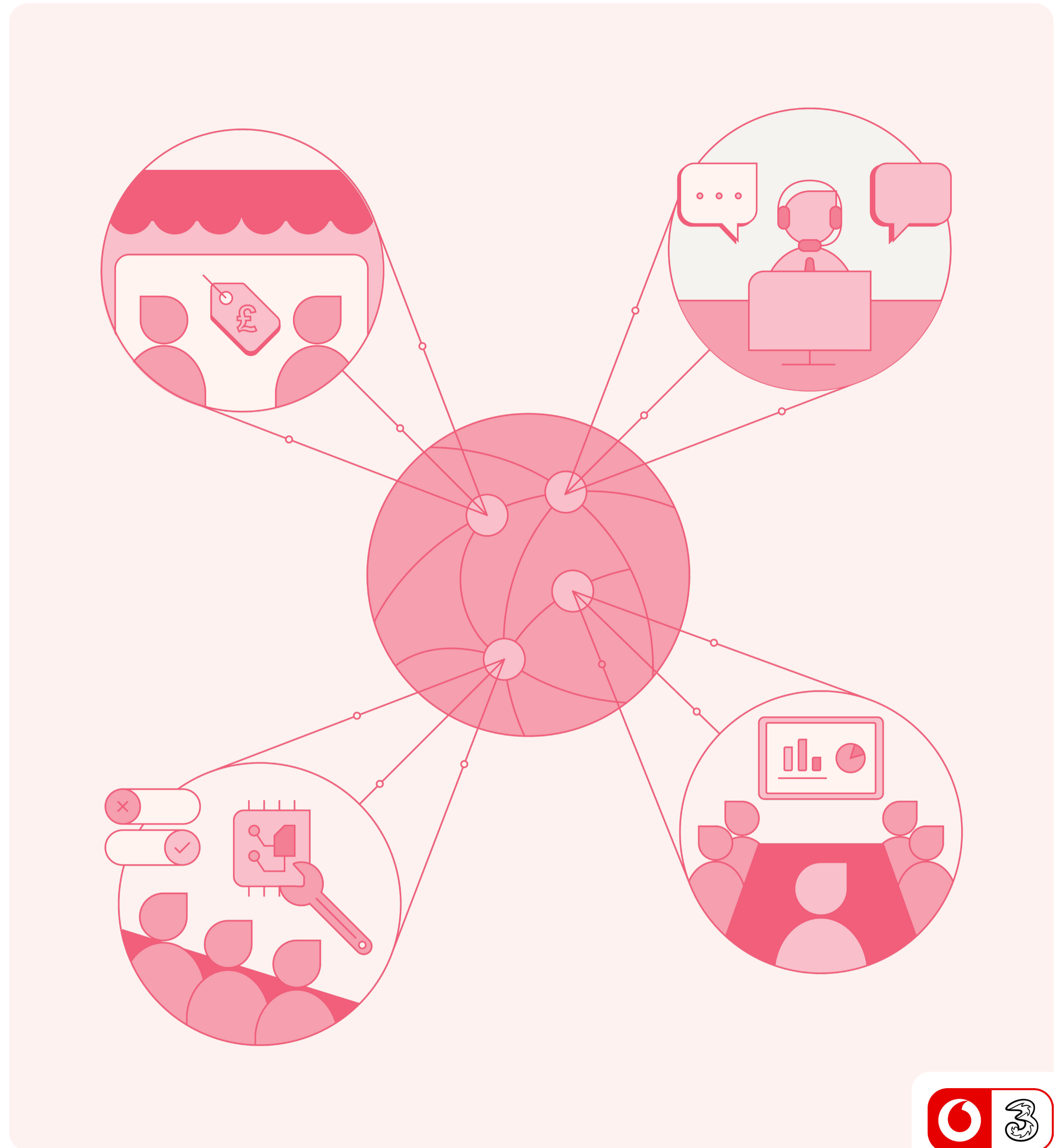
OUR PEOPLE



To build the UK's best network, we need brilliant people

Beyond the masts, cables and data that make the telecoms industry tick lies something far more valuable: the retail advisers that greet you in your local high-street store, the engineers that spend long hours fine-tuning equipment, and the thousands of support staff keeping things running in offices up and down the nation. It's these people that, collectively, will allow VodafoneThree to make good on its promise of connecting every community.

To help them make this happen, we're bringing together the best of both Vodafone and Three, creating an environment where everyone feels respected, valued, safe and supported at every life stage and with their commitments outside of work.



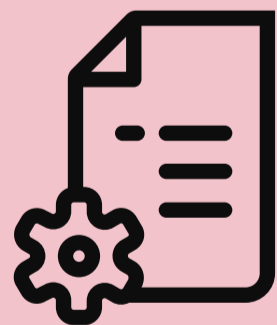
Talent and development

Apprenticeships

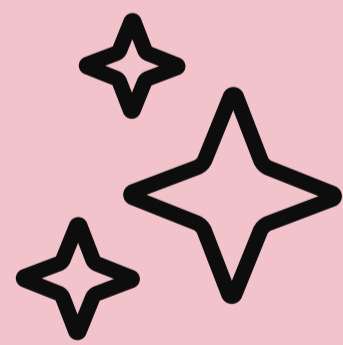
VodafoneThree launched its first ever apprenticeship programme as a newly formed organisation in February 2026, representing a doubling of Vodafone’s intake alone across the previous year.

From sixth form and college leavers to career changers, or simply those looking to grow their skills, successful applicants benefit from hands-on experience and tailored learning as they work towards their individual qualifications.

With Level 3 to Level 6 courses available, applicants have the choice of twelve different streams, covering pathways across engineering, AI, data, tech and business. Eight of these represent new introductions on previous Vodafone or Three apprenticeship programmes, such as:



Level 4 Project Management, where learners manage projects that directly support our network ambitions.



Level 6 AI and Machine Learning, which places apprentices at the forefront of AI transformation within the network space.

Graduate programme

The newly launched VodafoneThree Graduate Future Leaders Programme helps accelerate ambitious talent from day one, combining hands-on experience with real responsibility and fast-track development. Through dedicated pathways in Commercial and Technology, it’s a powerful launchpad for graduates ready to shape the future of the telecoms industry, with the first cohort being welcomed in September 2026.

Job creation

Through our £11 billion network investment plan, we are creating 13,000 new engineering roles, primarily outside of London and the South East. This commitment is also creating new roles in our frontline teams; we have brought 400 customer contact roles back to the UK, based in Belfast and Sheffield, through our partners Concentrix, and continue to invest in our specialist care across the UK, including our Stoke Centre of Excellence. Our retail transformation will also see 4,500 jobs supported.

“As someone transitioning careers after many years in a different industry, this apprenticeship has been a transformational experience for me. It has given me the structure, support and confidence I didn’t even realise I needed – and I honestly couldn’t imagine a better place to start this new chapter.”

- Rosa Lucena, Level 6 MES Network Engineering apprentice, VodafoneThree



People policies

Annual leave

Our teams have been working hard to align our key people policies across VodafoneThree. As of 1 April 2026, VodafoneThree offers the following types of leave.

Market-leading family-related leave policies:

- Up to 39 weeks of paid maternity and adoption leave, up to 16 weeks paid leave for paternity leave, and up to 12 weeks paid leave for shared parental leave.
- All employees on above family-related leave can choose to return to work on 80% of their contracted hours and be paid 100% pay for the first six months.
- Paid neo-natal care leave, to support when a child is hospitalised shortly after birth.
- Up to 18 weeks of parental leave per child, one week of which is paid, which is available to take incrementally up until the child turns 18 years of age.

Up to 10 days paid leave for anyone undergoing fertility treatment and two days for a partner.

Time off to celebrate cultural or religious festivals of up to 1.5 days per year.

Up to 12 months unpaid time off for a sabbatical.

Compassionate leave (including Parental Bereavement and Pregnancy Loss) offering up to four weeks for each bereavement.



Employee networks

Each backed by a senior lead or Executive Sponsor, our employee-led networks help create an inclusive environment that celebrates diversity, amplifies the voices of our people, and reflects the communities and businesses we serve.

AccessABILITY: To support and raise awareness of all types of disabilities while promoting wellbeing and inclusion for all.

Vodafone and Three are both Disability Confident Employers

Black Professionals: To empower, educate and support colleagues of African and Caribbean heritage, fostering an inclusive and connected workplace.

Multiculture: To nurture an inclusive, welcoming workplace where every colleague feels valued and respected while celebrating their cultural heritage.

VodafoneThree is recognised as a #10 Top Employer for ethnic inclusion in Investing in Ethnicity's 'Maturity Matrix'

Gender Equity: To drive progress towards true gender equity where everyone, regardless of gender, feels safe, supported and able to thrive. The network includes Parents & Carers, Menopause, and Fertility Friends communities.

VodafoneThree is accredited as a Fertility Friendly employer by Fertility Matters at Work

Pride: To create a workplace where LGBTQ+ employees feel a strong sense of belonging.

VodafoneThree is recognised as a 'Trailblazer' by Stonewall's Proud Employers and as an LGBTQ+ Champion in the VERCIDA Employee Excellence Awards

Armed Forces: To create an inclusive and safe environment where Veterans, Service Leavers, Reservists and Armed Forces family members – including spouses and partners – can share experiences and access support. For employees who are Reservists, VodafoneThree will grant up to a maximum of 16 days of special paid leave for the purposes of undertaking training.

Vodafone holds a Gold Award in the UK Government's Defence Employer Recognition Scheme



Volunteering

Connecting every community starts at home, which is why we give all employees three paid days off each year for volunteering. Whether it's supporting a local foodbank, working on a digital inclusion initiative or volunteering as part of an environmental project, VodafoneThree staff have taken the opportunity to give back to their communities in our first year:

Trussell: 2025 Tesco Winter Food collection

105 volunteers

took part in the Tesco 2025 Winter Food Collection.

41 foodbanks

different UK foodbanks were supported.

1.29 million

meals' worth of long-life food items were donated to Trussell food banks.

Trussell: 2025 Dragon Boat race

300

VodafoneThree colleagues swapped laptops for lifejackets in support of Trussell

27 teams

raced to win both the physical and fundraising competitions.

£26,000+

was raised to support Trussell's vision of ending the need for food banks.

Children's charities at Christmas

350+

presents collected and wrapped for children facing hardship

5 NSPCC hubs

distributed gifts across the UK

£2,400

raised for NSPCC, Ronald McDonald House and Save the Children

“These experiences give colleagues a real sense of purpose, pride and ownership in how VodafoneThree supports local communities, and I've found facilitating these opportunities incredibly meaningful. It's a powerful reminder that employee-led volunteering doesn't just help communities in crisis – it strengthens our own culture too.”

- Anabel Voysey, Governance Coordinator, VodafoneThree





SOCIAL VALUE AND SYSTEMIC CHANGE



How VodafoneThree is driving social value

Social Value is the additional value Vodafone Business – the business-to-business arm of VodafoneThree – contributes to society, above and beyond what we are required to do as part of our contracts with customers.

This value can be localised, by supporting specific people or a certain region, or it can contribute to a cause that is important to the buyer, supplier or customer – whether that’s related to employment, education, inclusion or the environment.

At VodafoneThree, our social value themes are:

1 Inclusive employment, skills and wellbeing

2 Strong, safe and connected communities

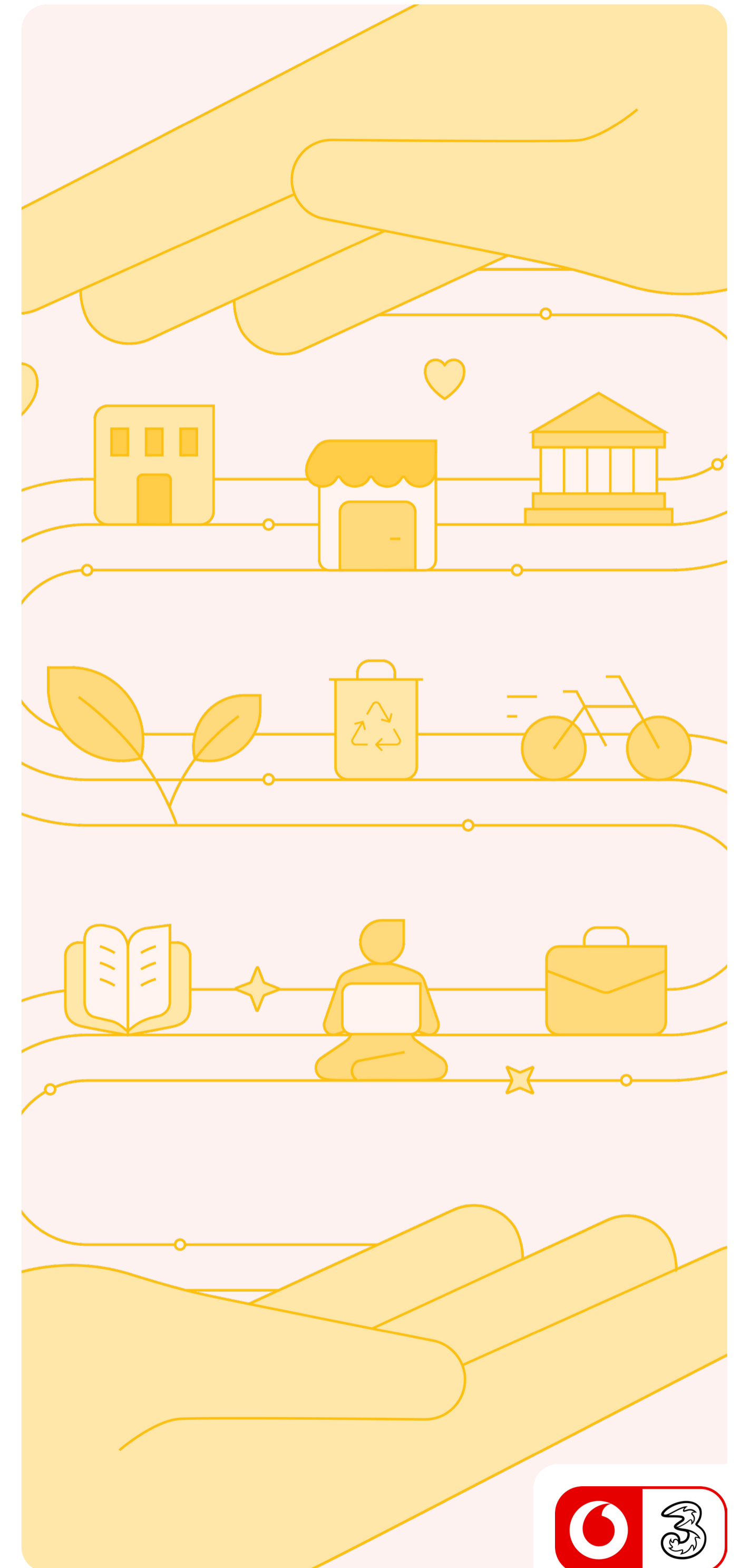
3 Sustainable environment and responsible growth

Social value in action

As part of the social value delivery for a contract with the Department for Environment, Food and Rural Affairs (Defra), Vodafone worked with Ahead Partnership to launch an Agri-Tech programme for students in the UK.

With 24 Year 10 students taking part across three days, the programme helped students learn about real-world issues like food waste and biodiversity, and how emerging technologies can help solve them. The students then worked in groups to design their own solution, before pitching the new ideas to a panel of judges.

Aimed at inspiring the next generation about the range of available roles in tech, sustainability and the green economy, the programme gave both Vodafone and Defra an organic opportunity to amplify their respective social impact. It also helped raise awareness about Vodafone’s apprenticeship opportunities.



How VodafoneThree is supporting systemic change

Across the three key areas of activity that we target as a business, we make an active effort to contribute to positive social change where possible. This is largely done through committee membership, board representation or executive advisory positions.



Made for everyone

The Connection Project

VodafoneThree is a founding partner and participating organisation of **The Connection Project**, which works to ensure everyone can take part in a digital UK society, with Corporate Affairs and Sustainability Officer, Nicki Lyons, the VodafoneThree executive sponsor and representative at advisory board discussions.

Digital Inclusion Action Committee (DIAC)

The **DIAC** is an external advisory body formed to help the UK Government contribute to greater digital inclusion. VodafoneThree's Nicki Lyons sits on the Industry Leadership and Partnership subcommittee, helping government shape the UK's national approach to digital exclusion.

Made to be safe

NSPCC Child Safety Online (CSO) Taskforce

Nicki Lyons joined the NSPCC **CSO Taskforce** in 2024, working closely with industry leaders to champion a safety-by-design approach to business, support child advocacy, and mobilise support for the organisation and its causes.

Made to last

Government Digital Sustainability Alliance (GDSA)

The **GDSA** helps improve digital sustainability outcomes for UK Government and its supply chain. Members, including Vodafone UK, provide guidance and recommendations across the circular economy, Scope 3 emissions, planetary impact, and Artificial Intelligence.

IT Reuse for Good charter

Alongside the Department for Science, Innovation and Technology (DSIT), Deloitte UK and Good Things Foundation, VodafoneThree provides businesses signed up to the **IT Reuse for Good charter** with a means of donating old devices, in support of reducing both electronic waste and barriers to digital access.

Digital Connectivity Forum (DCF)

VodafoneThree currently co-chairs the DCF's Climate & Sustainability Working Group, which brings together key industry and government stakeholders to identify common approaches that can accelerate activity to reduce our collective industry footprint.

MEASURING PERFORMANCE



Our approach to governance, performance measurement and reporting

Prior to our merger in 2025, both Vodafone and Three operated established Sustainability and Social Impact Steering Committees. These have now been brought together into a single governance structure, comprising senior and executive leaders from across VodafoneThree, with regular oversight provided to our Executive Committee and Board.

We believe that reporting should go beyond simply documenting progress – it should help drive it. A well-structured report is a tool for accountability, helping to focus action on the most material challenges facing our business, our industry, and the communities we serve.

This is our first report as VodafoneThree, marking a new chapter following the combination of two organisations with strong, yet distinct, legacies. Looking ahead, we are committed to publishing this report annually, underpinned by a clear commitment to transparency and candour – sharing both where we are making progress, and where we are still evolving.

Over the past year, we have worked quickly to integrate our data, align methodologies, and establish a new baseline across the combined business. In doing so, we have maintained key existing commitments, including our net zero targets.

At the same time, we recognise that the scale and ambition of VodafoneThree – as the UK’s largest mobile network operator – requires a change in how we define and measure impact. Rather than defaulting to high-level targets, our focus is on building a robust approach to performance measurement that can have a meaningful impact.

Nevertheless, we are confident that our efforts are focused on the most material environmental and social issues for our business and the UK. We will publish a refreshed and comprehensive set of performance metrics by the end of 2026, as this strategy becomes more embedded.





IN CLOSING



When Vodafone and Three merged in June 2025, it heralded an industry-changing milestone in UK telecoms history. One of the nation's largest privately funded infrastructure programmes would allow us to roll out the best network the UK has ever experienced.

From the removal of 16,500km² of 'not spots' to 99.96% 5G SA population coverage by 2034, this network – the Nation's Network – would bring faster, more reliable connectivity to people and businesses in every corner of the nation.

But opportunity brings responsibility.

As the UK's largest mobile provider serving fixed and mobile customers, our role goes beyond providing customers with the UK's best network; we also must make sure we build this network responsibly. Only then can we be certain that our actions are contributing to a safer, more secure and more sustainable nation.

Our first Sustainability and Social Impact Report is an attempt to start charting that process. By setting out our joint historical legacies, and outlining our future aims, we can ensure VodafoneThree makes the right kind of impact – both environmentally and socially. In turn, creating a network that is **made for everyone, made to be safe, and made to last.**

A network that keeps **everyone connected.**

Stay up to date with our progress at www.VodafoneThree.com



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