

# Gender Pay Gap Report 2019







## Chief Executive Foreword

At Vodafone we seek to be a company whose global workforce reflects the customers we serve and the broader societies within which we operate. We believe our strong commitment to diversity is a source of strength. Our long-term ambition is to become an employer with such a strong track record of attracting, retaining, and developing talented women that, by 2025, we will be widely recognised as the world's best employer for women.

Achieving this ambition requires sustained effort and clear targets. Evidence suggests we are on the right path – women now hold over 30% of our management and leadership roles, an accomplishment which was achieved ahead of our 2020 goal.

We have subsequently set a new global goal for women to hold 40% of our management and leadership roles by 2030. This is already reflected at Board level, demonstrating our senior commitment towards this ambition. At an Executive Committee level, there have been three appointments since I became Chief Executive, two of which are females.

At Vodafone, women constitute 35% of our 16,000 strong UK workforce and this year our gender pay gap was calculated as 10.9% (a decrease from our 2018 figure of 16.1%). This means that the average hourly pay for female employees in 2019 was lower than the average hourly pay for male employees. This is primarily a consequence of more men

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than women holding senior or specialist, and therefore higher -paid, roles.

We are aware that the nature of the statutory calculation means the gap will fluctuate year on year, influenced by changes in our business structure and the percentage of men and women at all levels and positions. Notwithstanding this, through our commitment to embed diversity into our culture, we aim to reduce the gap over time.

We have a number of programmes and initiatives in place to meet our ambition to become the world's best employer for women. These include global parental leave and flexible working policies, our ReConnect returner programme and an internal Women in Technology network. All of these initiatives aim to support the retention of women in our business and enable progression into more senior roles. We are also continually working to help our managers recognise unconscious bias in decision making, and tracking fair pay globally across all of our local markets to ensure we advance towards our goals and ambitions. Full details of our Fair Pay Principles can be found [here](#).

We also recognise that gender imbalance across organisations reflects both external and internal factors, such as the under-representation of women working in STEM industries. To ensure we play a meaningful role in changing this, we run mentoring and work experience programmes to inspire young female students to recognise the range of STEM-related options available to them. This includes the #Codelikeagirl initiative, through which we have reached over 3,500 female students in

the last 3 years. Vodafone believes that attracting girls to this area at a young age is critical in empowering their future choices.

We have made significant progress over the last five years with the 2019 Bloomberg Gender-Equality Index recognising Vodafone as one of the top companies globally in leading the way towards more equal, inclusive workplaces, particularly focusing on our employer policies, company products and community engagement activities.

We are proud of the progress we are making but recognise there is more to be done. To stay up to date with our action in this area please do take the time to read about our initiatives, case studies, and key statistics which can be found on our dedicated [UK Gender Pay Gap webpage](#)



## Statutory declaration

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Nick Read**

Group Chief Executive Officer, Vodafone Group Plc



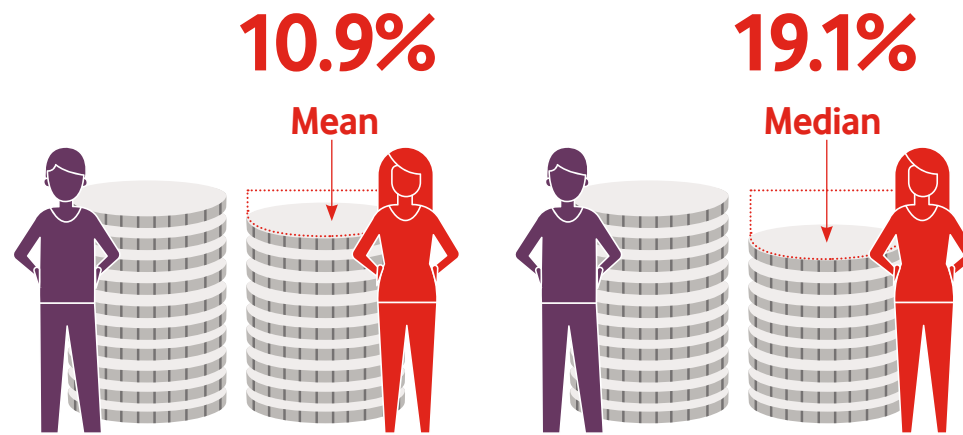


# Vodafone's UK Gender Pay Gap

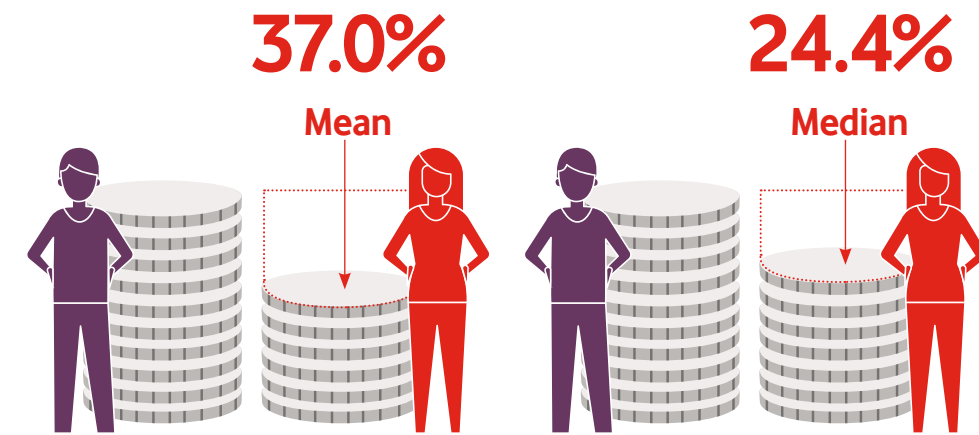
Vodafone's gender pay gap is primarily a consequence of more men than women holding senior or specialist, and therefore higher-paid, roles.

Men  
Women

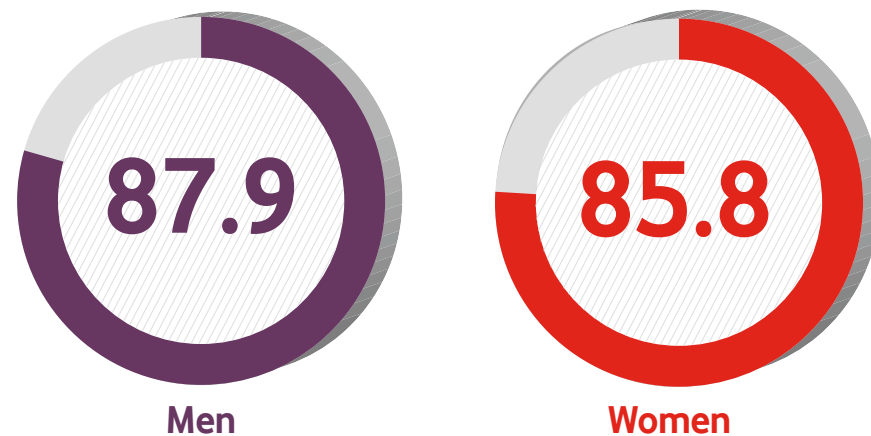
2019 Mean and median gender pay gap



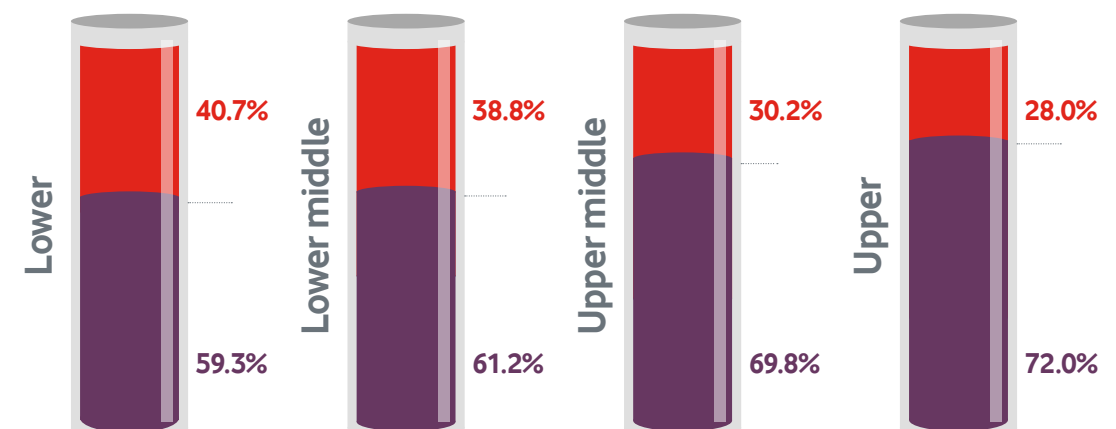
2019 Mean and median gender bonus gap



Percentage of employees receiving a bonus



Proportion of employees in each pay band, by quartile



Note: Data for each of our individual entities can be found on page 4

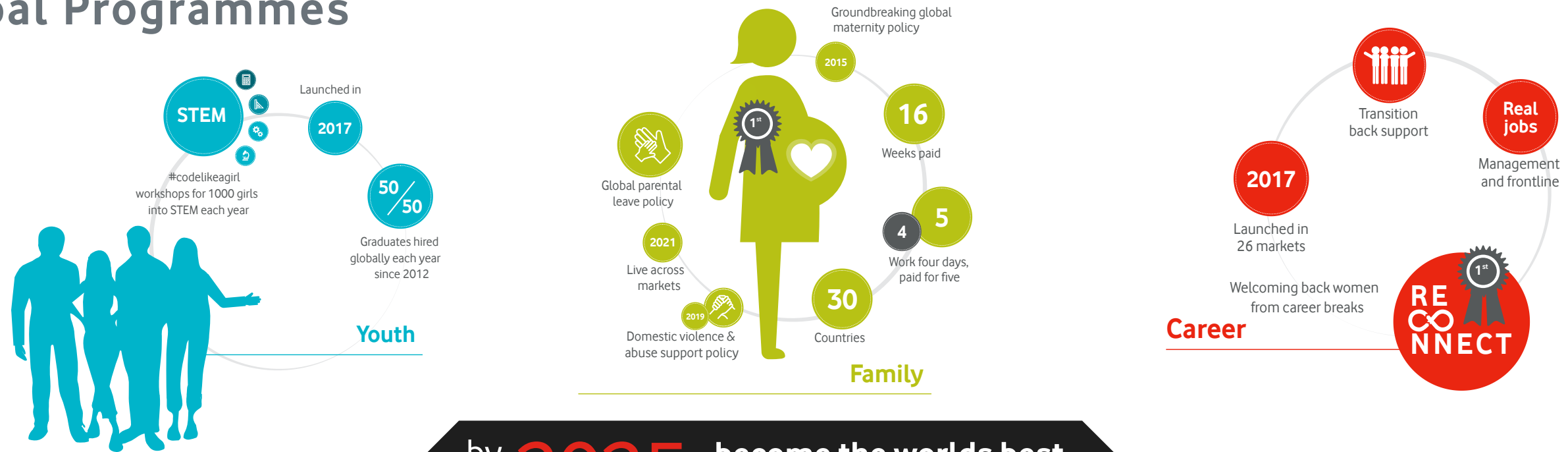






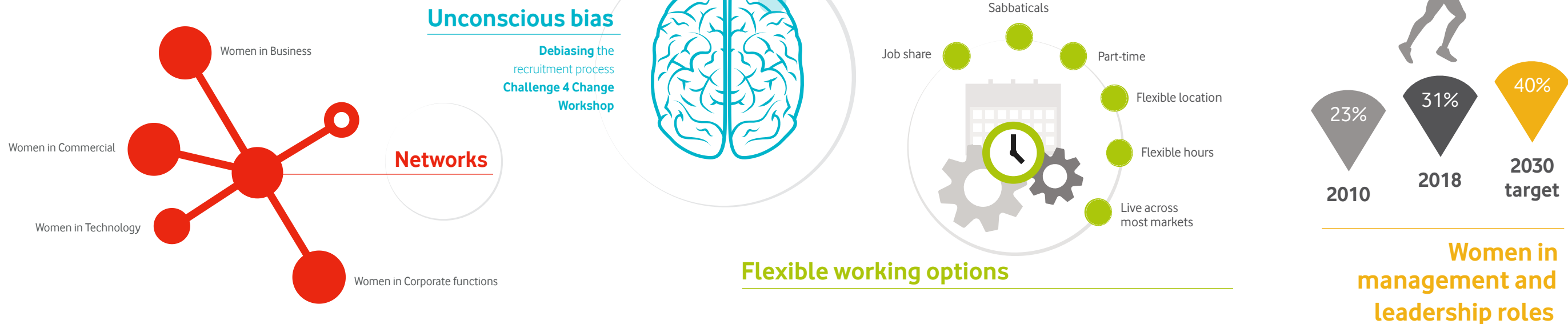
## Our Global Programmes

At Vodafone we support women at different life stages



by **2025** become the worlds best employer for women

We help women progress





# Statutory Disclosure and Methodology

## Vodafone's gender pay gap metrics by entity

### Mean and median gender pay gap

	Vodafone UK^ %	VGSL* %	VGEL %	VSSL %	Combined dataset 2019 %	Combined dataset 2018%	Combined dataset 2017%
<u>Mean hourly pay gap</u>	13.8	6.0	14.8	12.9	10.9	16.1	16.9
<u>Median hourly pay gap</u>	19.2	8.2	15.0	1.2	19.1	21.8	24.3

### Mean and median gender bonus gap

	Vodafone UK^ %		VGSL* %		VGEL %		VSSL %		Combined dataset 2019 %		Combined dataset 2018%		Combined dataset 2017%	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<u>Upper</u>	74.7	25.3	69.9	30.2	74.8	25.2	75.0	25.0	72.0	28.0	72.2	27.8	73.9	26.1
<u>Upper middle</u>	68.6	31.4	71.7	28.3	78.0	22.0	50.0	50.0	69.8	30.2	71.1	28.9	72.3	27.7
<u>Lower middle</u>	60.5	39.5	61.0	39.0	63.3	36.7	75.0	25.0	61.2	38.8	60.2	39.8	62.6	37.4
<u>Lower</u>	58.1	41.9	55.7	44.3	61.1	38.9	45.0	55.0	59.3	40.7	58.9	41.1	56.1	43.9

### Percentage of employees receiving a bonus

	Vodafone UK^ %	VGSL* %	VGEL %	VSSL %	Combined dataset 2019 %	Combined dataset 2018%	Combined dataset 2017%
<u>Mean hourly pay gap</u>	33.5	40.7	39.7	25.0	37.0	43.2	41.5
<u>Median hourly pay gap</u>	25.2	11.2	27.7	26.2	24.4	17.0	22.4

### Proportion of employees in each pay band, by quartile

	Vodafone UK^ %	VGSL* %	VGEL %	VSSL %	Combined dataset 2019 %	Combined dataset 2018%	Combined dataset 2017%
<u>Mean hourly pay gap</u>	89.0	83.6	90.2	84.0	87.9	88.8	89.9
<u>Median hourly pay gap</u>	87.0	81.4	89.7	85.3	85.8	87.8	89.0

^ The legal entity name of Vodafone UK is Vodafone Limited \* Includes Vodafone Group Plc

Vodafone has five legal entities in the UK, comprised of our UK local operating company and our UK-based employees in Vodafone Group. We follow the methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ('the legislation') and ACAS Managing Gender Pay Gap Reporting Guide.

We believe it is appropriate to provide a consolidated summary of all individuals employed on a UK employment contract with Vodafone paid through Vodafone UK payroll and therefore have also included Vodafone Sales and Services Limited (VSSL) and Vodafone Group Plc on this basis, despite not meeting the reporting threshold criteria.

The statutory figures for the in-scope legal entities (according to the relevant regulation) – Vodafone UK (or Vodafone Limited), Vodafone Group Services Limited (including Vodafone Group Plc) and Vodafone Global Enterprise Limited can be found here and individually on the **government website**, as required by legislation.



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