



Gender Pay Gap Report 2020





Chief Executive Foreword

At Vodafone, diversity and inclusion are core to who we are, reinforcing our ambition to be a company whose global workforce reflects the customers we serve and the broader societies within which we operate. Our strong history of being pioneers in policies relating to domestic violence and abuse, flexible working, maternity and parental leave are key enablers to our long-term ambition to be recognised as the world's best employer for women by 2025.

Our goal for women to hold 40% of our management and leadership roles by 2030 is already reflected at Board level, demonstrating our senior commitment towards this ambition. Globally, women hold over 31% of our management and leadership roles.

In the UK, women constitute 36% of our c.15,000 strong workforce and this year our mean gender pay gap was calculated as 12.0% (a slight increase from our 2019 figure of 10.9% but below our 2018 figure of 16.1%). Our median gender pay gap was calculated as 16.8% (a decrease from our 2019 figure of 19.1%). Both metrics show that the average hourly pay for female employees continues

to be lower than the average hourly pay for male employees. This is primarily a consequence of more men than women holding senior or specialist, and therefore higher-paid, roles.

The nature of the statutory calculation means the gap will fluctuate year on year, influenced by changes in our business structure, company performance and the percentage of men and women at all levels and positions. With our commitment to embed an inclusive culture, we continue our work to reduce the gap and have made good progress since the publication of the first report in 2017.

To meet our ambition to become the world's best employer for women we have a number of programmes in place. These include global parental leave, which supports families to share caring responsibilities in the home, flexible working policies, our Domestic Violence and Abuse policy, and our ReConnect programme.

Targets regarding women in management have also been embedded as part of broader Environmental, Social, and Governance (ESG) measures in our Long Term Incentive Plans for 2020 for our Executive Committee and Senior Leadership Team. Our

transparent reward policies and processes are underpinned by our Fair Pay Principles. Further details of our Fair Pay Principles and our reward policies and processes can be found on our UK Gender Pay Gap webpage.

We also recognise that gender imbalance across organisations reflects the ongoing challenge of the under-representation of women working in Science, Technology, Engineering and Mathematics (STEM) sectors. We continue to support female students to recognise the range of STEM-related options available to them such as with our #Codelikeagirl initiative which has reached over 3,500 female students since 2017.

We are proud to be recognised by the 2020 Bloomberg Gender-Equality Index and the Refinitiv Diversity and Inclusion Index as one of the top companies globally leading the way towards more equal, inclusive workplaces.

While we have made progress, we are committed to doing more. You can learn more about our initiatives, case studies, and key statistics 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

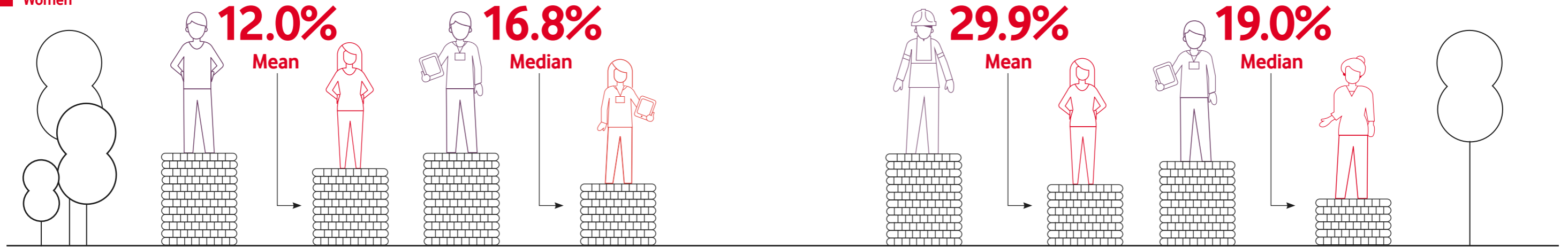
Vodafone's gender pay gap is primarily a consequence of more men than women holding senior or specialist, and therefore higher-paid, roles.

Key

- Men
- Women

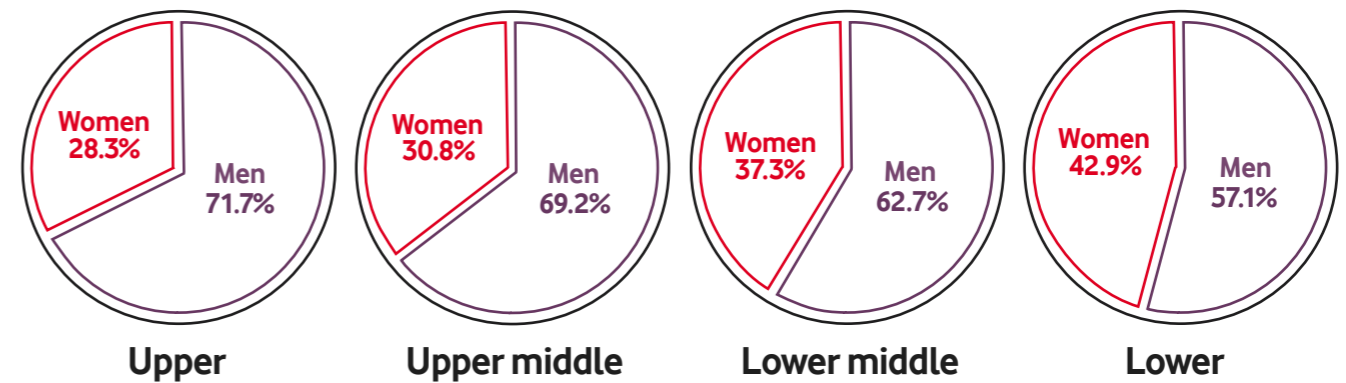
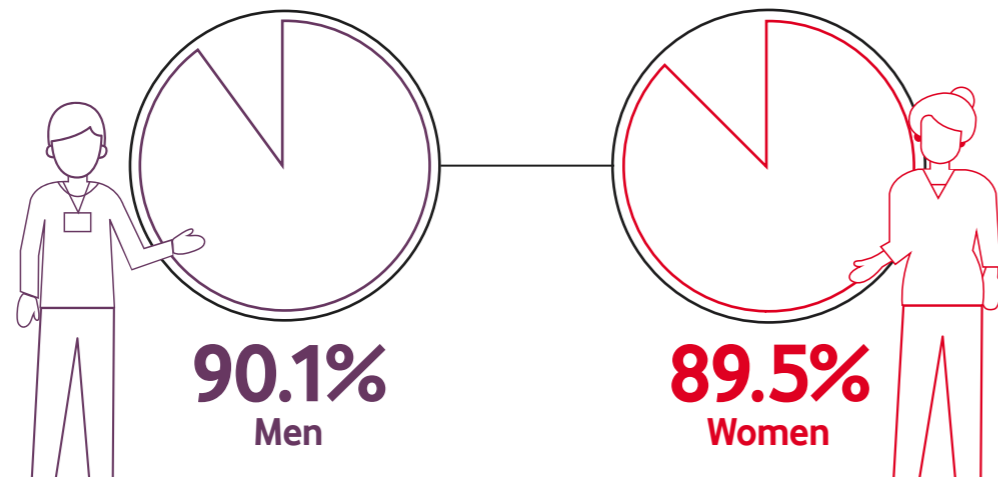
2020 Mean and Median Hourly Pay Gap

2020 Mean and Median Gender Bonus Gap



Percentage of employees receiving a bonus

Proportion of employees in each pay band, by quartile

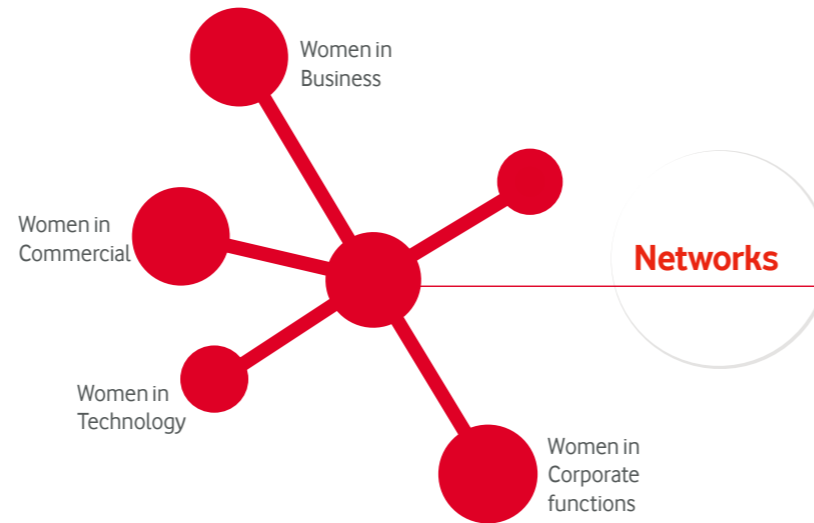
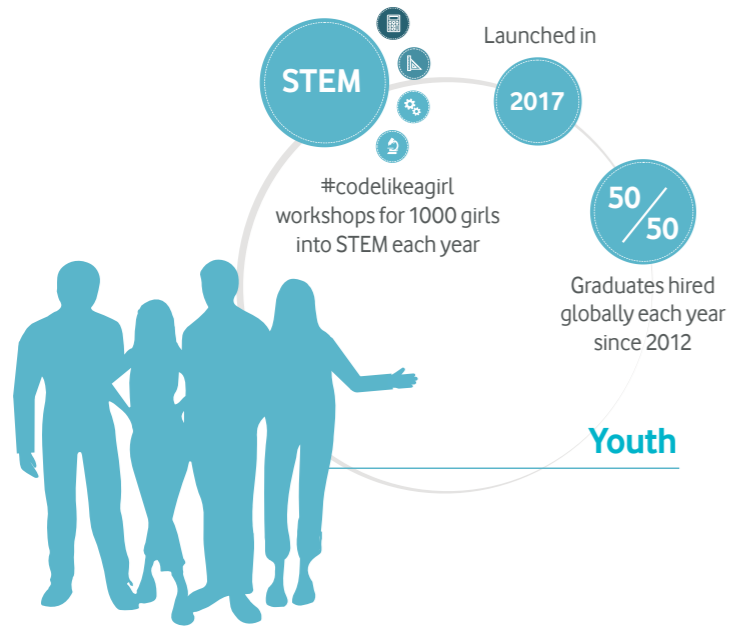


Note: Data for each of our individual entities can be found on page 4

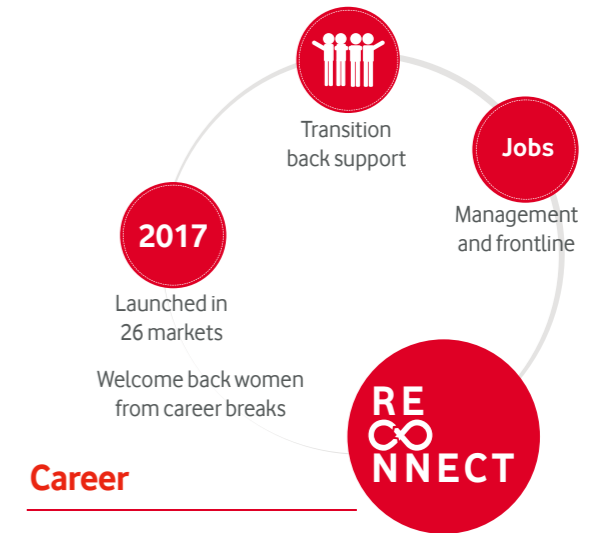
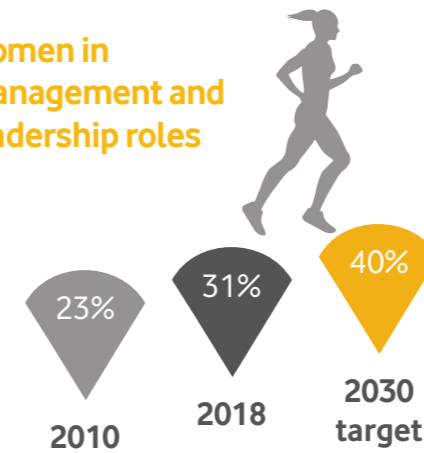


Our Global Programmes

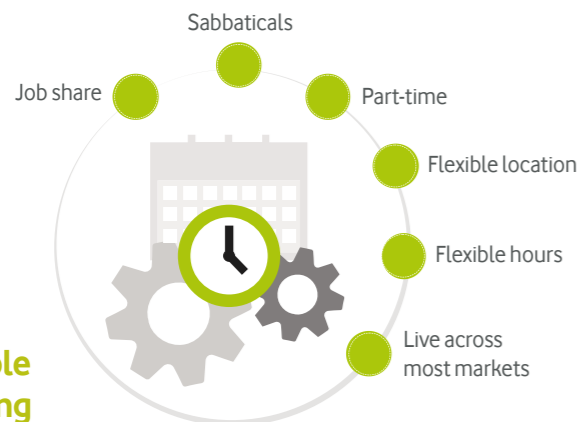
By 2025 become the world's best employer for women



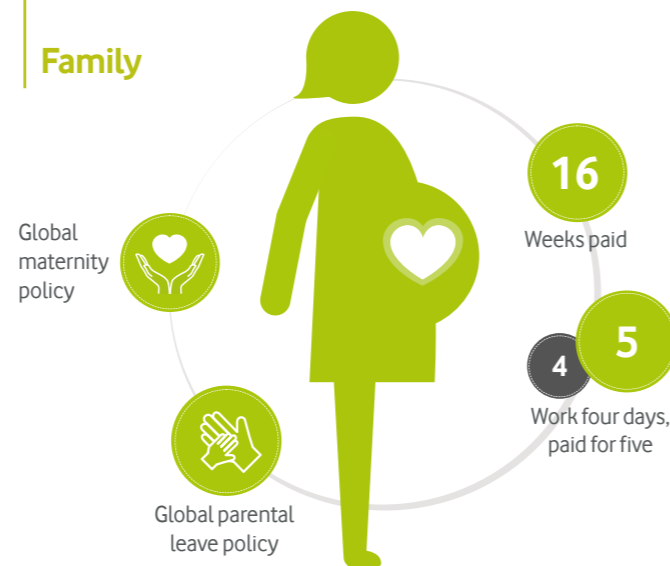
Women in management and leadership roles



Flexible working options

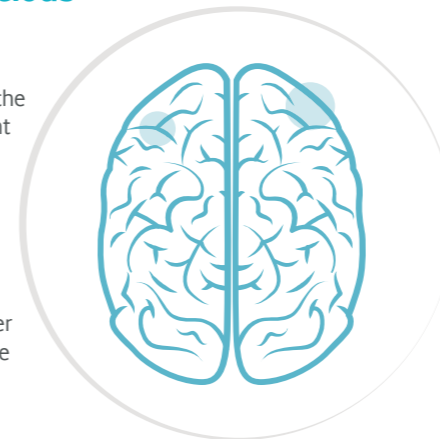


Family



Unconscious bias

- Debiasing the recruitment process
- Challenge 4 Change Workshop
- Withstander Programme



Domestic Violence and Abuse





Statutory Disclosure and Methodology

Vodafone's gender pay gap metrics by entity

Mean and median hourly pay gap

	Vodafone UK [^] %	VGSL* %	VGEL %	VSSL %	Combined dataset 2020 %	Combined dataset 2019%	Combined dataset 2018%	Combined dataset 2017%
<u>Mean Hourly Pay Gap</u>	12.8	9.7	17.5	17.0	12.0	10.9	16.1	16.9
<u>Median Hourly Pay Gap</u>	19.2	7.4	17.1	5.3	16.8	19.1	21.8	24.3

Proportion of employees in each pay band, by quartile

	Vodafone UK [^] %		VGSL* %		VGEL %		VSSL %		Combined dataset 2020 %		Combined dataset 2019%		Combined dataset 2018%		Combined dataset 2017%	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
<u>Upper</u>	74.6	25.4	68.4	31.6	74.3	25.7	80.0	20.0	71.7	28.3	72.0	28.0	72.2	27.8	73.9	26.1
<u>Upper Middle</u>	69.2	30.8	69.3	30.7	76.0	24.0	57.1	42.9	69.2	30.8	69.8	30.2	71.1	28.9	72.3	27.7
<u>Lower Middle</u>	61.1	38.9	59.5	40.5	62.3	37.7	75.0	25.0	62.7	37.3	61.2	38.8	60.2	39.8	62.6	37.4
<u>Lower</u>	56.0	44.0	60.0	40.0	56.7	43.3	47.6	52.4	57.1	42.9	59.3	40.7	58.9	41.1	56.1	43.9

Mean and median bonus pay gap

	Vodafone UK [^] %	VGSL* %	VGEL %	VSSL %	Combined dataset 2020 %	Combined dataset 2019%	Combined dataset 2018%	Combined dataset 2017%
<u>Mean Bonus Pay Gap</u>	28.2	30.7	30.6	42.7	29.9	37.0	43.2	41.5
<u>Median Bonus Pay Gap</u>	17.9	9.6	16.6	12.9	19.0	24.4	17.0	22.4

Percentage of employees receiving a bonus

	Vodafone UK [^] %	VGSL* %	VGEL %	VSSL %	Combined dataset 2020 %	Combined dataset 2019%	Combined dataset 2018%	Combined dataset 2017%
<u>Men</u>	90.0	88.4	95.3	94.3	90.1	87.9	88.8	89.9
<u>Women</u>	89.8	87.4	94.2	90.9	89.5	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.

