Gender Pay Gap Report 2020

vodafone
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
- **Mean**
  - Men: 12.0%
  - Women: 16.8%
- **Median**
  - Men: Median
  - Women: Median

2020 Mean and Median Gender Bonus Gap
- **Mean**
  - Men: 29.9%
  - Women: 19.0%
- **Median**
  - Men: Median
  - Women: Median

Percentage of employees receiving a bonus
- **Men**: 90.1%
- **Women**: 89.5%

Proportion of employees in each pay band, by quartile
- **Upper**
  - Men: 71.7%
  - Women: 28.3%
- **Upper middle**
  - Men: 69.2%
  - Women: 30.8%
- **Lower middle**
  - Men: 62.7%
  - Women: 37.3%
- **Lower**
  - Men: 57.1%
  - Women: 42.9%

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

#codelikeagirl workshops for 1000 girls into STEM each year

Launched in 2017

50% of Graduates hired globally each year since 2012

Women in Business

Women in Technology

Women in Commerce

2010 2018 2030 target

23% 31% 40%

Women in management and leadership roles

By 2025 become the world’s best employer for women

Youth

Transition back support

Welcome back women from career breaks

Management and front line

Jobs

2017

Launched in 26 markets

Career

Networks

Women in Corporate functions

40%

2030 target

23% 2010

31% 2018

Unconscious bias

Debiasing the recruitment process

Challenge 4 Change Workshop

Withstander Programme

Domestic Violence and Abuse

Apps Against Abuse

HR and Manager training - Recognise Respond Refer

Domestic Violence and Abuse support policy

Safe paid leave

Flexible working options

Sabbaticals

Job share

Part-time

Flexible location

Flexible hours

Live across most markets

Family

Global maternity policy

Global parental leave policy

16 Weeks paid

10

Safe paid leave

Domestic Violence and Abuse support policy

Unconscious bias

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Domestic Violence and Abuse support policy

Safe paid leave
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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**Statutory Disclosure and Methodology**

Vodafone’s gender pay gap metrics by entity

### Mean and median hourly pay gap

<table>
<thead>
<tr>
<th></th>
<th>Vodafone UK^ %</th>
<th>VSSL* %</th>
<th>VGEL %</th>
<th>VSSL %</th>
<th>Combined dataset 2020 %</th>
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<th>Combined dataset 2017%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean Hourly Pay Gap</strong></td>
<td>12.8</td>
<td>9.7</td>
<td>17.5</td>
<td>170</td>
<td>12.0</td>
<td>10.9</td>
<td>16.1</td>
<td>16.9</td>
</tr>
<tr>
<td><strong>Median Hourly Pay Gap</strong></td>
<td>19.2</td>
<td>7.4</td>
<td>17.1</td>
<td>5.3</td>
<td>16.8</td>
<td>19.1</td>
<td>21.8</td>
<td>24.5</td>
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</tbody>
</table>

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

<table>
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<tr>
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<th>Combined dataset 2017%</th>
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</thead>
<tbody>
<tr>
<td>Upper Men</td>
<td>74.6</td>
<td>68.4</td>
<td>74.3</td>
<td>80.0</td>
<td>71.7</td>
<td>72.0</td>
<td>72.2</td>
<td>73.9</td>
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<tr>
<td>Upper women</td>
<td>25.4</td>
<td>31.6</td>
<td>25.7</td>
<td>20.0</td>
<td>28.3</td>
<td>28.0</td>
<td>27.8</td>
<td>26.1</td>
</tr>
<tr>
<td>Upper Middle Men</td>
<td>69.2</td>
<td>69.3</td>
<td>76.0</td>
<td>57.1</td>
<td>69.2</td>
<td>69.8</td>
<td>71.1</td>
<td>72.3</td>
</tr>
<tr>
<td>Upper Middle women</td>
<td>30.8</td>
<td>30.7</td>
<td>24.0</td>
<td>42.9</td>
<td>30.8</td>
<td>30.2</td>
<td>28.9</td>
<td>27.7</td>
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<tr>
<td>Lower Middle Men</td>
<td>61.1</td>
<td>62.3</td>
<td>75.0</td>
<td>62.7</td>
<td>61.2</td>
<td>60.2</td>
<td>59.8</td>
<td>62.6</td>
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<tr>
<td>Lower Middle women</td>
<td>38.9</td>
<td>37.7</td>
<td>25.0</td>
<td>37.5</td>
<td>38.8</td>
<td>39.8</td>
<td>37.4</td>
<td>37.4</td>
</tr>
<tr>
<td>Lower Men</td>
<td>56.0</td>
<td>60.0</td>
<td>56.7</td>
<td>47.6</td>
<td>57.1</td>
<td>59.3</td>
<td>58.9</td>
<td>56.1</td>
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<tr>
<td>Lower women</td>
<td>44.0</td>
<td>40.0</td>
<td>43.3</td>
<td>52.4</td>
<td>42.9</td>
<td>40.7</td>
<td>41.1</td>
<td>43.9</td>
</tr>
</tbody>
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### Mean and median bonus pay gap

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<tr>
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<td>28.2</td>
<td>30.7</td>
<td>30.6</td>
<td>42.7</td>
<td>29.9</td>
<td>31.0</td>
<td>43.2</td>
<td>41.5</td>
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<tr>
<td><strong>Median Bonus Pay Gap</strong></td>
<td>17.9</td>
<td>9.6</td>
<td>16.6</td>
<td>12.9</td>
<td>19.0</td>
<td>24.4</td>
<td>17.0</td>
<td>22.4</td>
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</table>

### Percentage of employees receiving a bonus

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<th>Combined dataset 2017%</th>
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</thead>
<tbody>
<tr>
<td><strong>Men</strong></td>
<td>90.0</td>
<td>88.4</td>
<td>95.3</td>
<td>94.5</td>
<td>90.1</td>
<td>87.9</td>
<td>88.8</td>
<td>89.9</td>
</tr>
<tr>
<td><strong>Women</strong></td>
<td>89.8</td>
<td>87.4</td>
<td>94.2</td>
<td>90.9</td>
<td>89.5</td>
<td>85.8</td>
<td>87.8</td>
<td>89.0</td>
</tr>
</tbody>
</table>

^ The legal entity name of Vodafone UK is Vodafone Limited  * Includes Vodafone Group Plc
Visit our dedicated Gender Pay Gap webpage.