Gender Pay Gap Report 2021
At Vodafone, it is important to us that our global workforce reflects the customers we serve and the societies within which we operate.

Our long-term ambition is to become widely recognised as the world's best employer for women and we want women to thrive in their careers throughout Vodafone. Our goal is that by 2030, 40% of management and leadership roles will be held by women. In 2021, we stand at 31.5%.

In the UK, women constitute 36% of our c.14,500 strong workforce. This year our mean gender pay gap was calculated as 9.6% (a decrease from our 2020 figure of 12.0%). Our median gender pay gap was calculated as 12.4% (a decrease from our 2020 figure of 16.8%). Both metrics show that the average hourly pay for female employees is 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.

We regularly review our progress and focus on those areas where we need to do better. We have introduced global policies and programmes this year to ensure we are creating an inclusive culture. In addition to our global parental leave, our ReConnect returner programme and our Global Domestic Violence policy, we have introduced hybrid working supporting a blend of office and remote working with flexible working. Our withstander training programme has launched, supporting employees in building skills to challenge inappropriate behaviour.

We have also introduced menopause support, including training and an employee network to address the stigma of hormonal and life changes highlighted by our global menopause research as a barrier to thriving in the workplace. All of these initiatives aim to support the retention of women in our business as well as enable progression into more senior roles. We also continually support all our leaders to recognise unconscious bias in decision making and build inclusion as a core part of leadership development.

We recognise that gender imbalance across organisations reflects both external and internal factors, such as the under-representation of women working in Science, Technology, Engineering and Mathematics (STEM) industries. Vodafone offers mentoring and work experience programmes to inspire female students to explore the range of STEM-related career options available.

Vodafone has made significant progress over the last five years with the 2022 Bloomberg Gender-Equality Index recognising Vodafone as one of the top companies globally in leading the way towards more equal, inclusive workplaces. We are proud of the progress we are making but recognise there is more to be done. You can find out 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.

2021 Mean and Median Hourly Pay Gap

- **Mean**
  - Men: 9.6%
  - Women: 21.2%

- **Median**
  - Men: 12.4%
  - Women: 26.3%

2021 Mean and Median Bonus Pay Gap

- **Mean**
  - Men: 26.3%
  - Women: 21.2%

- **Median**
  - Men: 21.2%
  - Women: 12.4%

Proportion of employees in each pay band, by quartile

- **Upper**
  - Men: 70.5%
  - Women: 29.5%

- **Upper middle**
  - Men: 67.1%
  - Women: 32.9%

- **Lower middle**
  - Men: 63.1%
  - Women: 36.9%

- **Lower**
  - Men: 59.0%
  - Women: 41.0%

Percentage of employees receiving a bonus

- Men: 91.8%
- Women: 92.1%

Note: Data for each of our individual entities can be found on page 4.
**Our Global Programmes**

### YOUTH
- #codelikeagirl workshops for 1000 girls into STEM each year

### FAMILY
- 50/50 gender representation globally each year since 2012
- Global maternity policy
- Global parental leave policy

### MENOPAUSE
- 16 Weeks paid
- Work four days, paid for five
- 2010 to 2018 to 2030 Target
- WITHSTANDER
- Menopause e-learning
- Menopause Toolkit
- Global Support Program

### NETWORKS
- Women in Business, Commercial, Technology, and Corporate functions

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

### DOMESTIC VIOLENCE & ABUSE
- Apps Against Abuse
- Domestic Violence and Abuse support policy

### CAREER
- 2017 launched in 26 markets
- Welcome back women
- Transition back support
- Management and frontline

### WOMEN
- In management and leadership roles
- 2010, 2018, 2030 Target

### HYBRID
- Working options available across markets
- Job share
- Sabbaticals
- Part-time
- Remote hiring
- Remote working
- Flexible location
- Flexible hours
### Mean and median hourly pay gap

<table>
<thead>
<tr>
<th>Entity</th>
<th>Men</th>
<th>Women</th>
<th>Men</th>
<th>Women</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vodafone UK* %</td>
<td>9.2</td>
<td>8.9</td>
<td>18.0</td>
<td>10.0</td>
<td>9.6</td>
<td>12.4</td>
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<tr>
<td>Mean Hourly Pay Gap</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Median Hourly Pay Gap</td>
<td>16.1</td>
<td>6.2</td>
<td>17.0</td>
<td>9.8</td>
<td>12.4</td>
<td>16.8</td>
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</table>

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

<table>
<thead>
<tr>
<th>Pay Band</th>
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<th>Women</th>
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<th>Women</th>
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</thead>
<tbody>
<tr>
<td>Upper</td>
<td>72.3</td>
<td>27.7</td>
<td>67.9</td>
<td>32.1</td>
<td>71.1</td>
<td>22.9</td>
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<tr>
<td>Upper Middle</td>
<td>68.4</td>
<td>31.6</td>
<td>68.4</td>
<td>30.6</td>
<td>71.2</td>
<td>27.9</td>
</tr>
<tr>
<td>Lower Middle</td>
<td>59.0</td>
<td>41.0</td>
<td>60.7</td>
<td>39.3</td>
<td>60.7</td>
<td>39.3</td>
</tr>
<tr>
<td>Lower</td>
<td>60.1</td>
<td>39.9</td>
<td>59.7</td>
<td>40.3</td>
<td>58.1</td>
<td>41.9</td>
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### Mean and median bonus pay gap

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</thead>
<tbody>
<tr>
<td>Combined dataset 2021 %</td>
<td>2020%</td>
<td>2019%</td>
<td>2018%</td>
<td>2017%</td>
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<td>Women</td>
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<tr>
<td>Combined dataset from previous years</td>
<td>2020%</td>
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### Percentage of employees receiving a bonus

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<td>Women</td>
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* The legal entity name of Vodafone UK is Vodafone Limited. * Includes Vodafone Group Plc.
Visit our dedicated Gender Pay Gap webpage.