

# Gender Pay Gap Report 2021







# Chief Executive Foreword

**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**

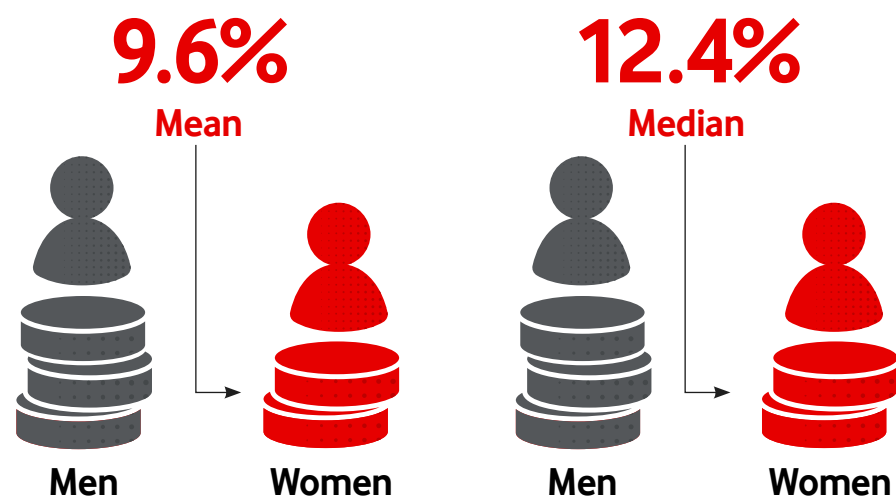
Group Chief Executive Officer,  
Vodafone Group PLC



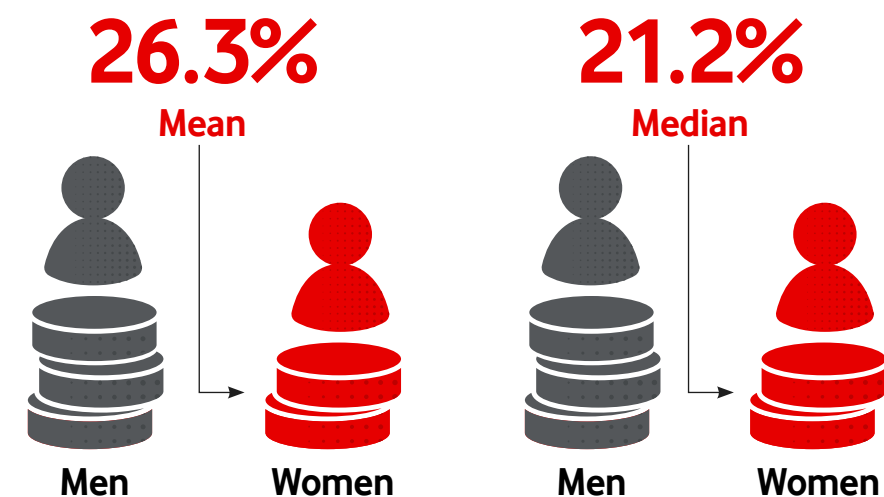
# Vodafone's UK Gender Pay Gap

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

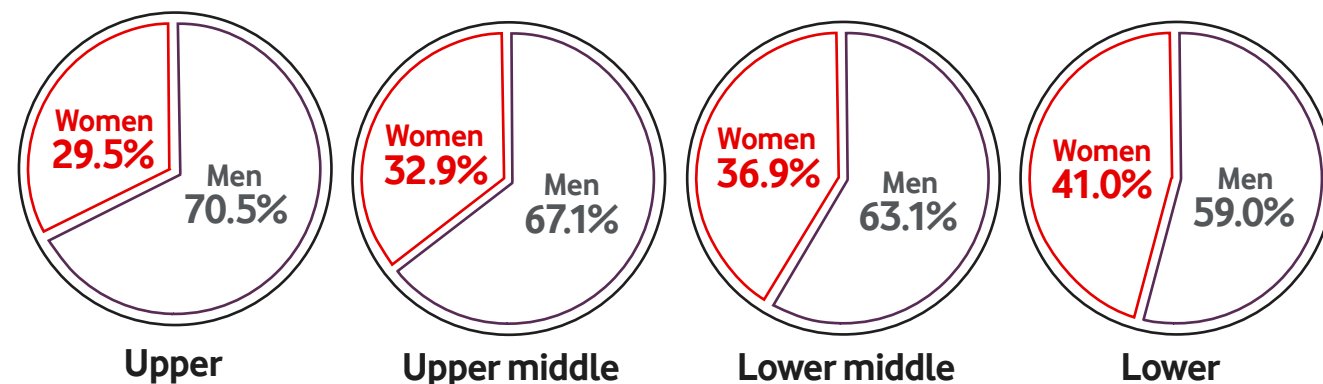
2021 Mean and Median Hourly Pay Gap



2021 Mean and Median Bonus Pay Gap



Proportion of employees in each pay band, by quartile



Percentage of employees receiving a bonus



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

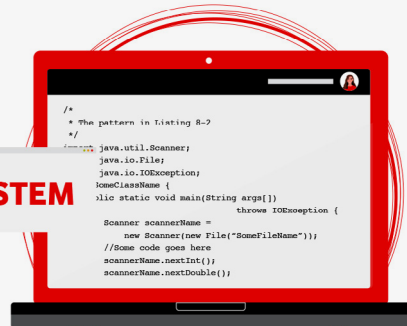


# Our Global Programmes

## YOUTH

#code like a girl  
workshops for  
1000 girls into  
STEM each year

STEM



Launched in 2017

50/50

Graduates hired  
globally each  
year since 2012

## FAMILY

Global  
maternity  
policy

Global  
parental  
leave policy



16 Weeks paid

Work four days,  
paid for five

## MENOPAUSE

Global Network

Impact at work  
research

Menopause  
e-learning

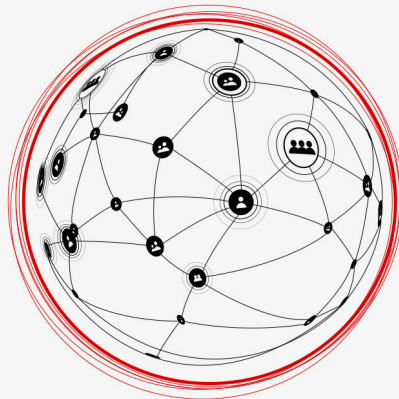
Menopause  
Toolkit

Global Support  
Program

## NETWORKS

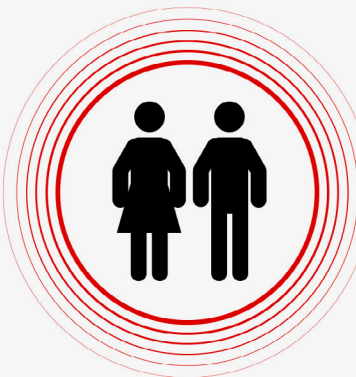
Women in

- Business
- Commercial
- Technology
- Corporate functions



## WITHSTANDER

Debiasing the recruitment process  
Challenge 4 Change Workshop  
Withstander Programme



## DOMESTIC VIOLENCE & ABUSE

Apps Against  
Abuse

HR and Manager  
training- Recognise  
Respond Refer

Domestic Violence  
and Abuse support  
policy

## CAREER

Launched in  
26 markets

2017

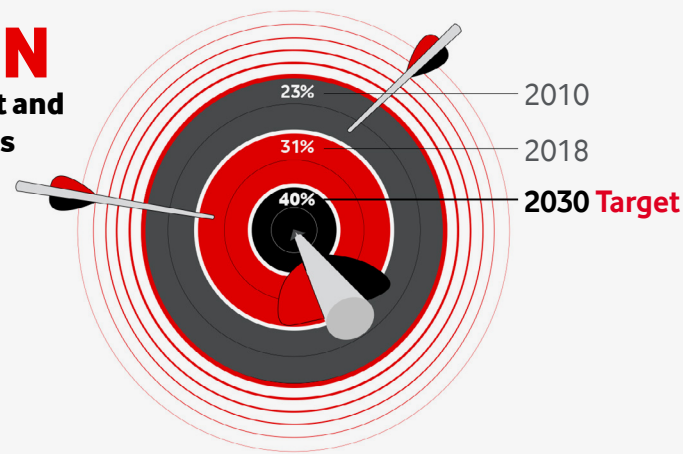
Transition  
back support

Management  
and frontline

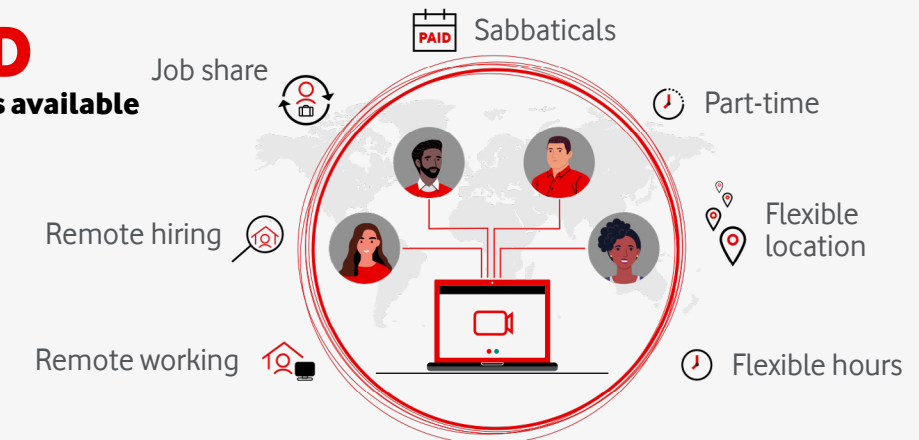
Welcome back women

RE  
CONNECT

## WOMEN in management and leadership roles



## HYBRID working options available across markets





# 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 2021 %	Combined dataset from previous years			
						2020 %	2019 %	2018 %	2017 %
<u>Mean Hourly Pay Gap</u>	9.2	8.9	18.0	10.0	9.6	12.0	10.9	16.1	16.9
<u>Median Hourly Pay Gap</u>	16.1	6.2	17.0	9.8	12.4	16.8	19.1	21.8	24.3

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

	Vodafone UK^ %		VGSL* %		VGEL %		VSSL %		Combined dataset 2021 %		Combined dataset from previous years							
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	2020 %	2019 %	2018 %	2017 %	Men	Women	Men	Women
<u>Upper</u>	72.3	27.7	67.9	32.1	77.1	22.9	69.6	30.4	70.5	29.5	71.7	28.3	72.0	28.0	72.2	27.8	73.9	26.1
<u>Upper Middle</u>	68.4	31.6	69.4	30.6	72.1	27.9	69.6	30.4	67.1	32.9	69.2	30.8	69.8	30.2	71.1	28.9	72.3	27.7
<u>Lower Middle</u>	59.0	41.0	60.7	39.3	60.7	39.3	73.9	26.1	63.1	36.9	62.7	37.3	61.2	38.8	60.2	39.8	62.6	37.4
<u>Lower</u>	60.1	39.9	59.7	40.3	58.1	41.9	43.5	56.5	59.0	41.0	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 2021 %	Combined dataset from previous years			
						2020 %	2019 %	2018 %	2017 %
<u>Mean Bonus Pay Gap</u>	24.7	27.3	39.7	19.5	26.3	29.9	37.0	43.2	41.5
<u>Median Bonus Pay Gap</u>	23.8	10.8	24.5	2.8	21.2	19.0	24.4	17.0	22.4

### Percentage of employees receiving a bonus

	Vodafone UK^ %	VGSL* %	VGEL %	VSSL %	Combined dataset 2021 %	Combined dataset from previous years			
						2020 %	2019 %	2018 %	2017 %
<u>Men</u>	92.3	90.0	94.1	91.7	91.8	90.1	87.9	88.8	89.9
<u>Women</u>	91.9	91.8	95.6	93.9	92.1	89.5	85.8	87.8	89.0

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.

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

