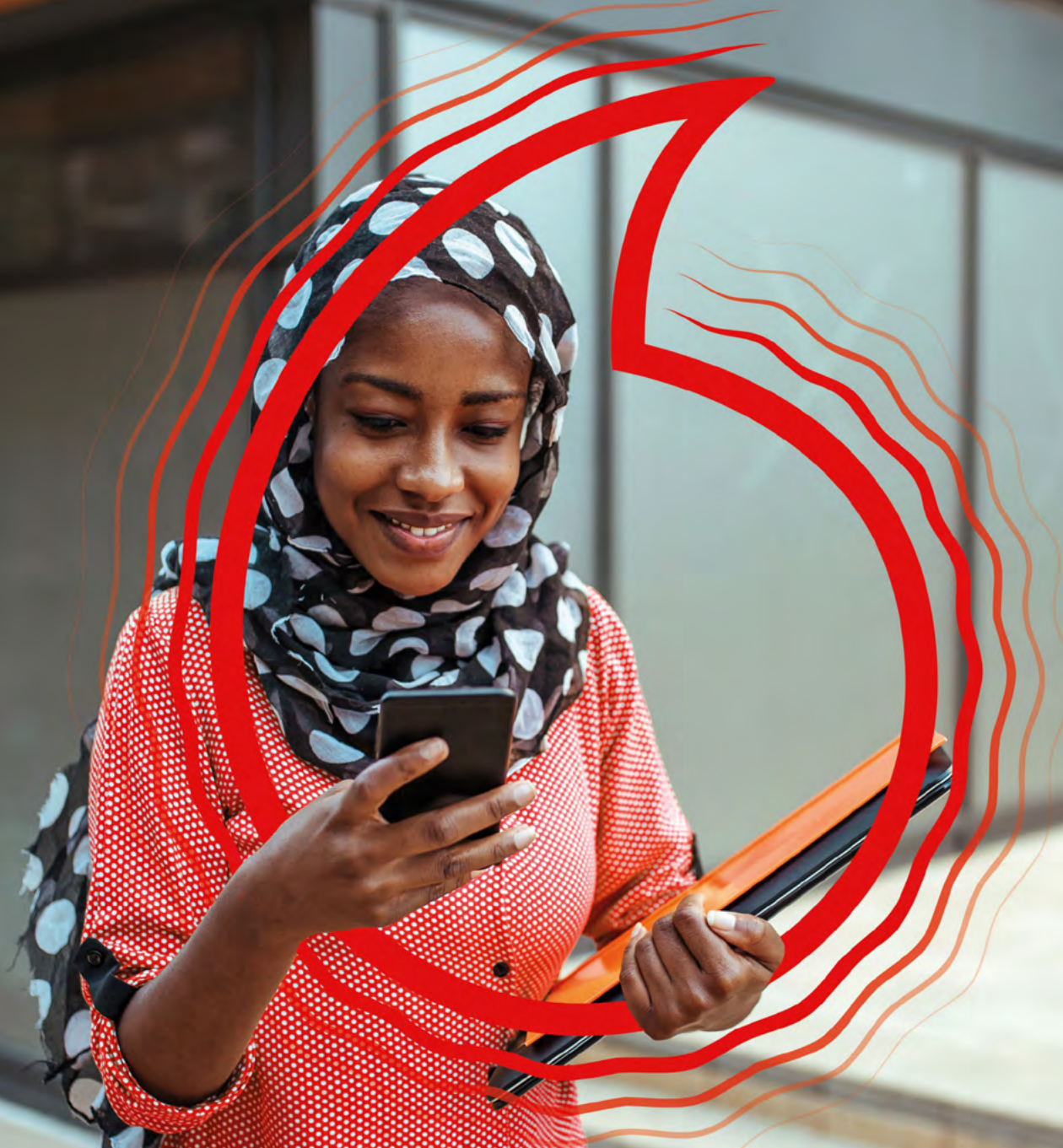


UK Pay Gap Report 2024



Empowering People

At Vodafone, our purpose is to connect for a better future and through our connectivity and technology we aspire to empower people. We are committed to having a workforce representative of the customers we serve and creating a place where everyone can grow, thrive and truly belong. To demonstrate our commitment to an equitable workplace, this year, for the first time, we are voluntarily reporting our Ethnicity Pay Gap alongside our Gender Pay Gap.

We published our first gender pay gap report in 2017, and since then we have increased the representation of women in senior management roles to over 35%. As a result of our actions to progress gender equality, our 2024 mean and median UK hourly gender pay gaps are at 9% and 11.5% respectively and have decreased by 7.9% and 12.8% since we first reported.

In 2022, we committed to increasing ethnic diversity in senior management roles. In the UK, 16.5% of colleagues are from an ethnically diverse background, with Black leaders making up 2% of senior management roles. Our 2024 UK mean ethnicity hourly pay gap is 5.3% and the median is 0.0%. This is based on a 64% ethnicity data disclosure rate for our UK colleagues. Improving this disclosure rate is key to better understanding our ethnicity pay gap and we continue to encourage our people to share their diversity data.

Whilst we are making progress, there is more to do and we remain committed to addressing diverse representation at all levels of our business, and through our actions to reducing the gaps. You can find more details on how we aim to achieve this and further details on our pay gap calculations in this report.

Women hold over

35%

of our management
and leadership roles



Statutory Declaration

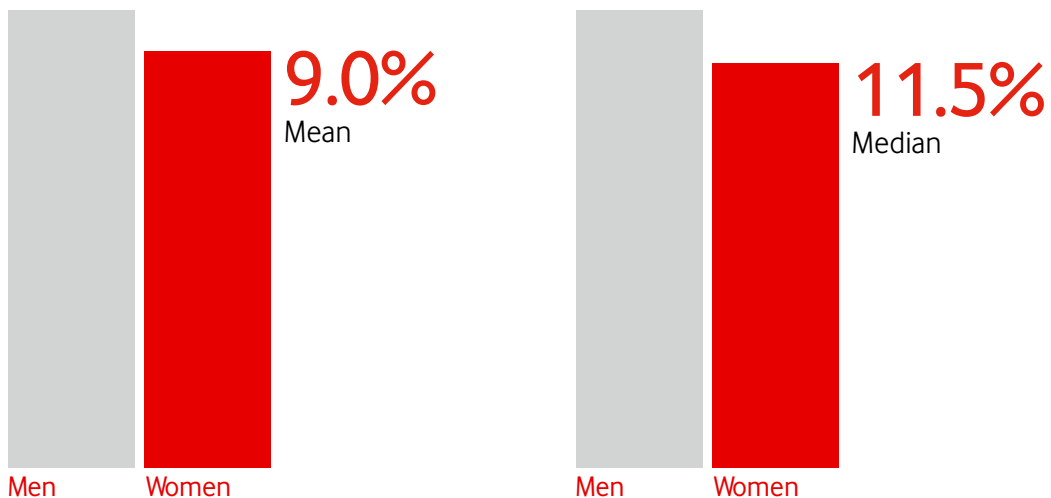
I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Margherita Della Valle
Group Chief Executive Officer

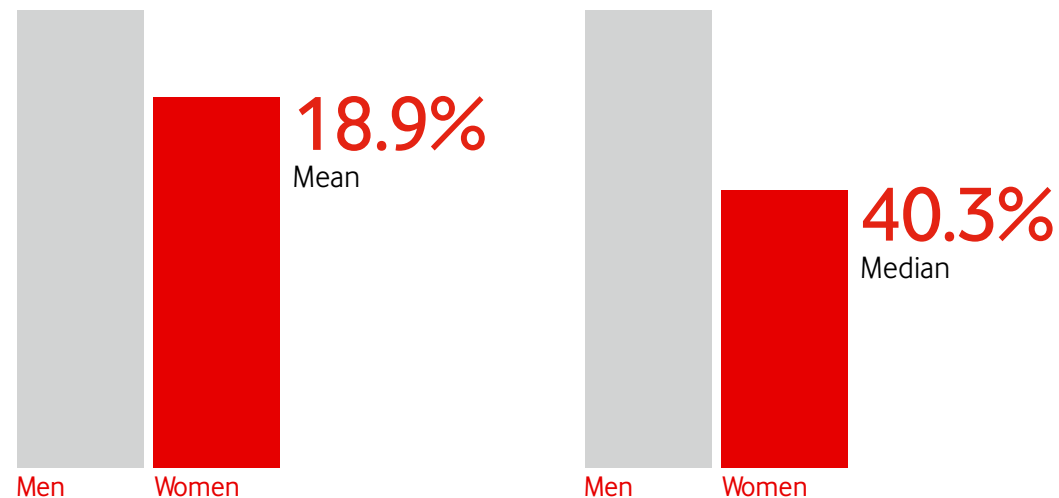
Vodafone's UK Gender Pay Gap

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

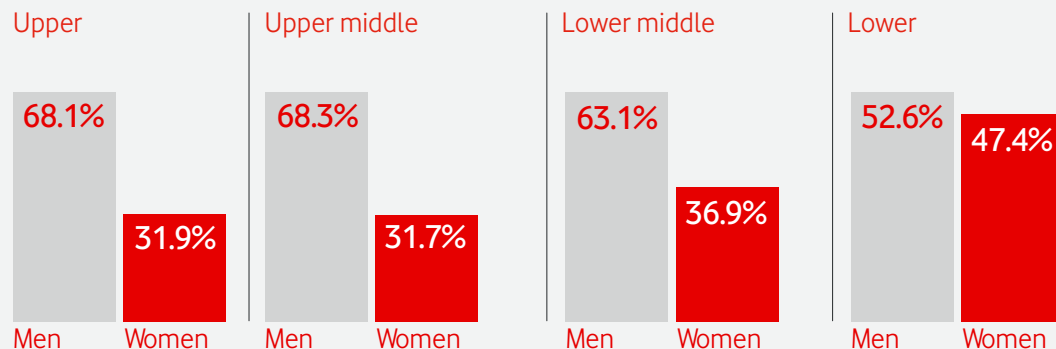
2024 Mean and Median Hourly Pay Gap



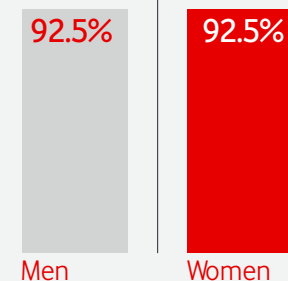
2024 Mean and Median Bonus Pay Gap



Proportion of employees in each pay band, by quartile



Percentage of employees receiving a bonus



Closing the Gender Pay Gap

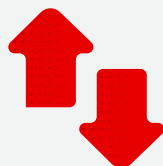
We are committed to workplace equality and creating a place for all our colleagues to thrive throughout their careers. Since our first publication of our gender pay gap in 2017, we have made progress on closing the gender pay gap and recognise that we still have much more to do. Here is how we are supporting gender equity in Vodafone.

Representing the customers we serve

We are committed to increasing representation of women in senior leadership roles. Currently 35.5% of our senior leadership roles are occupied by women with an aim to reach 40% by 2030. To enable this we ensure that our recruitment processes are fair and equitable by reducing bias throughout the process. We do this by training hiring managers and leveraging technology to remove bias. For example identifying characteristics are removed from CVs prior to hiring manager review. Our talent acquisition policy aims for 50/50 appointments including our Early Careers Programmes where we have achieved a 50/50 gender split since 2012 for graduates.

50/50

gender split hiring since
2012 for our graduates



Career development

As we increase the diversity of our talent pools, we are equally focused on providing support for them to grow and belong at Vodafone throughout their career. Through our Grow with Vodafone programme we offer coaching opportunities, leadership development and mentoring programmes as well as access to resources for self-directed learning and skills and career development. We offer enhanced Parental and Maternity leave policies, carers leave, flexible and hybrid working, support survivors of domestic abuse and support women experiencing menopause. Investing in the future talent is also important which is why globally we host #codelikeagirl workshops.

Allyship & Belonging

Ensuring all our colleagues have a strong sense of belonging is part of creating an inclusive culture at Vodafone. Our employee networks are an inclusive and vibrant community who are active all year long. They promote equality, belonging, psychological safety and raise awareness through their activities and celebrations of events such as International Women's Day. Our networks also recognise the importance of intersectionality and regularly collaborate with our other networks, such as the Black Professional Network, our LGBT+ and VodAbility networks.

Research has shown that 1 in 3 workers are impacted by domestic violence and abuse which is why we provide support to survivors of domestic violence and abuse through our Policy, toolkit, Vodafone Foundation's Bright Sky app and our Allies Against Abuse programme. This programme equips our colleagues to recognise signs of abuse, respond by providing confidential support and refer and signpost survivors to the appropriate professional services. We have 250 active Allies Against Abuse across our markets.



Closing the Ethnicity Pay Gap

We are committed to ensuring an inclusive workplace that reflects the society we support and the customers we serve, where people of all ethnicities and cultures are represented and have the best opportunities to thrive. Here is what we are doing to make progress:

Vodafone's UK Ethnicity Pay Gap (%)

5.3%

Mean Hourly Pay Gap

0.0%

Median Hourly Pay Gap



Representing the customers we serve

In 2022 we shared our aim to increase the ethnic diversity of our global senior leadership to 25% by 2030. Based on self-declaration, currently 21.8% of Vodafone's global senior leadership team are from ethnically diverse backgrounds. In the UK we aim for 20% of our senior management to come from an ethnically diverse background, with 4% of those to be Black, by 2025. Currently 16.5% of our UK senior management team come from an ethnically diverse background, 2% being Black.

To enable progress we provide support for our talent to grow at Vodafone throughout their career through our Grow with Vodafone programme and ensuring that our recruitment processes are fair and equitable. We run specific recruitment campaigns to showcase opportunities at Vodafone, upskilled our recruiters and hiring managers on inclusive hiring and partnered with external organisations such as Black Young Professionals to attract talent.

Allyship & Belonging

We promote greater workplace inclusion through active allyship and anti-racism via our Withstander Training, which is mandatory for all our senior colleagues, providing them with the tools to stand up against inappropriate behaviours in the workplace. We train our colleagues in Race, Ethnicity and Cultural Heritage (REACH) Fluency through our Let's Talk About Race training to further understand the lived experiences of people who come from ethnically diverse backgrounds. We have introduced Reciprocal Mentoring where we partner colleagues from underrepresented communities with a more senior leader to understand lived experiences, connect at a human level, build trust and foster allyship to support the growth and development. We are launching our REACH allyship programme to further develop active allyship across Vodafone by encouraging colleagues to learn and actively participate in the community. We collaborate with our employee networks, supported by our Executive Sponsors, to engage with our colleagues throughout the year celebrating and recognising events such as International Day for the Elimination of Racial Discrimination and Black History Month.

Leadership Development

To support the growth of our talent, we offer the McKinsey Black, Asian and Hispanic Connected Leaders Academy. This global programme provides the opportunity for colleagues from ethnically diverse backgrounds to grow their leadership skills and potential throughout their career from leadership essentials to executive leadership training. Through our Grow with Vodafone programme we offer coaching and mentoring opportunities and skills and career development.

Partnerships

Collaboration with external partners to make progress on racial equality is critical to success and this year we partnered with Investing in Ethnicity in the UK. This partnership will help to further foster race and ethnic inclusion across Vodafone and continue our journey of allyship so our ethnically diverse colleagues can continue to thrive at Vodafone.

Statutory Disclosure and Methodology

Vodafone's gender pay gap metrics by entity

Vodafone's gender pay gap metrics by entity

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

Mean and median hourly pay gap

	Vodafone UK 2024 %						Combined dataset 2024 %	Combined data set from previous years			
	Vodafone UK^ %	VGSL* %	VGEL %	VSSL %	VIOT %	VSSUL %		2023 %	2022 %	2021 %	2020 %
Mean hourly pay gap	9.6	8.0	26.7	9.3	15.7	19.6	9.0	10.4	9.6	12.0	
Median hourly pay gap	12.4	7.5	26.0	15.1	13.6	11.9	11.5	12.2	13.2	16.8	

Proportion of employees in each pay band, by quartile

	Vodafone UK 2024 %												Combined dataset 2024 %		Combined data set from previous years							
	Vodafone UK^ %		VGSL* %		VGEL %		VSSL %		VIOT %		VSSUL %		Men	Women	2023 %	2022 %	2021 %	2020 %				
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women			Men	Women	Men	Women				
Upper	68.9	31.1	65.0	35.0	74.4	25.6	77.8	22.2	75.7	24.3	55.6	44.4	68.1	31.9	68.6	31.4	96.4	30.6	70.5	29.5	71.7	28.3
Upper Middle	67.8	32.2	69.8	30.2	62.5	37.5	80.0	20.0	73.7	26.3	63.2	36.8	68.3	31.7	69.0	31.0	67.3	32.7	67.1	32.9	69.2	30.8
Lower Middle	63.8	36.2	61.4	38.6	63.4	36.6	66.7	33.3	73.0	27.0	22.2	77.8	63.1	36.9	61.1	38.9	64.0	36.0	63.1	36.9	62.7	37.3
Lower	53.0	47.0	52.8	47.2	46.2	53.8	40.0	60.0	34.2	65.8	52.6	47.4	52.6	47.4	52.6	47.4	54.5	45.5	59.0	41.0	57.1	42.9

Mean and median bonus pay gap

	Vodafone UK 2024 %						Combined dataset 2024 %	Combined data set from previous years			
	Vodafone UK^ %	VGSL* %	VGEL %	VSSL %	VIOT %	VSSUL %		2023 %	2022 %	2021 %	2020 %
Mean Bonus Pay Gap	23.9	13.3	49.0	22.8	47.5	37.7	18.9	24.3	26.1	26.3	29.9
Median Bonus Pay Gap	15.8	11.1	53.2	65.6	15.0	50.4	40.3	26.9	17.7	21.2	19.0

Percentage of employees receiving a bonus

	Vodafone UK 2024 %						Combined dataset 2024 %	Combined data set from previous years			
	Vodafone UK^ %	VGSL* %	VGEL %	VSSL %	VIOT %	VSSUL %		2023 %	2022 %	2021 %	2020 %
Men	91.9	94.1	97.0	96.0	95.9	89.7	92.5	91.8	92.0	91.8	90.1
Women	91.6	94.7	96.8	100.0	96.4	92.1	92.5	91.5	90.7	92.1	89.5

Vodafone has six 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 Global Enterprise Limited (VGE), Vodafone Sales and Services Limited (VSSL), Vodafone IoT (VIOT), and Vodafone Shared Services UK Limited (VSSUL) 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) and Vodafone Group Services Limited (including Vodafone Group Plc) can be found here and individually on the government website, as required by legislation.