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Welcome to our 2023 Annual Report

We have adopted a digital-first approach to our reporting reflecting how we operate as a business. Whilst the Annual Report continues to be a core part of our reporting suite, we use a simplified format and include links to interactive online content, such as videos. We also provide summaries at the start of each key section (denoted by an  in the contents to the left).

We continue to publish a separate report that summarises our progress towards meeting the recommendations of the Task Force on Climate-related Financial Disclosures ('TCFD'), as well as a comprehensive addendum that includes data on Environmental, Social and Governance ('ESG') topics. This year, we have also published a separate cyber security factsheet which provides detail on our approach to managing cyber risk, as well as how we help our customers protect themselves.




ESG reporting

We also report against a number of voluntary reporting frameworks to help our stakeholders understand our sustainable business performance. Disclosures prepared in accordance with the Global Reporting Initiative ('GRI') and Sustainability Accounting Standards Board ('SASB') guidance can be found in our ESG Addendum and on investors.vodafone.com respectively.

	Corporate website vodafone.com		Investor Relations website investors.vodafone.com
	FY23 TCFD report investors.vodafone.com/tcfd		ESG Addendum investors.vodafone.com/esgaddendum
	Cyber security factsheet investors.vodafone.com/cyber		FY23 SASB disclosures investors.vodafone.com/sasb
	A-Z of ESG disclosures investors.vodafone.com/esga-z		ESG ratings investors.vodafone.com/esg-ratings

References

Our Annual Report has been designed to aid navigation. We have cross-referenced relevant material and included navigation icons that are 'clickable' when using the digital version of the Annual Report. Online content can be accessed by clicking links on the digital version, copying the website address into an internet browser, or scanning the QR code on a mobile device.

	Read more page reference		Click to see related content online		Click or scan to watch related video content online
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Watch our video content

Our performance



FY23 strategy update:
Margherita Della Valle,
Chief Executive



FY23 financial results:
Margherita Della Valle,
Chief Executive



Vodafone Business



Digital Services &
Experiences



Vodafone
Technology



Social Contract

Purpose pillars



Digital inclusion



Net zero



Data privacy



Cyber security



Human rights



Responsible
taxation

Our governance



Jean-François
van Boxmeer,
Chair, on cyber security



David Nish,
Chair of the Audit
and Risk Committee



Amparo Moraleda,
Chair of the
ESG Committee



Valerie Gooding, Senior Independent
Director, Workforce Engagement Lead
and Chair of the Remuneration Committee



Deborah Kerr,
Non-Executive Director



Stephen Carter,
Non-Executive Director



Delphine Ernotte Cunci,
Non-Executive Director



Simon Segars,
Non-Executive Director

This document is the Group's UK Annual Report and is not the Group's Annual Report on Form 20-F that will be filed separately with the US SEC at a later date.

This report contains references to Vodafone's website, and other supporting disclosures located thereon such as videos, our ESG Addendum, our TCFD report, and our cyber security factsheet, amongst others. These references are for readers' convenience only and information included on Vodafone's website is not incorporated in, and does not form part of, this Annual Report.