

Board of directors and Group management

Directors and senior management

Our business is managed by our Board of directors ('the Board'). Biographical details of the directors and senior management as at 21 May 2013 are as follows (with further information available at vodafone.com/investor):



Gerard Kleisterlee
Chairman

Age: 66

Tenure: 2 years

Nationality: Dutch

Skills and experience:

- Deep knowledge of consumer electronics, technology, healthcare and lifestyle sectors
- Wealth of experience operating in developed and emerging markets
- Koninklijke Philips Electronics N.V. – President/Chief Executive Officer and Chairman of Board of Management (2001–2011)
- Career with Philips spanning over 30 years

Other current appointments:

- Daimler AG – Supervisory Board member
- Dell – Board member
- Royal Dutch Shell – Non-executive director and Audit Committee member

Board Committees:

- Nominations and Governance (Chairman)



Vittorio Colao
Chief Executive – Executive director

Age: 51

Tenure: 6 years

Nationality: Italian

Skills and experience:

- Over 20 years experience working in the telecoms sector
- Vodafone Group Plc – Chief Executive Europe (2006–2008)
- RCS MediaGroup – Chief Executive (2004–2006)
- Vodafone Group Plc – Regional Chief Executive Officer, Southern Europe (role later expanded to include Middle East and Africa regions) (2001–2004)
- Omnitel Pronto Italia S.p.A. (became Vodafone Italy) – appointed Chief Executive in 1999 (1996–2004)
- McKinsey & Company (1986–1996)

Other current appointments:

- Bocconi University, Italy – International Advisory Board member
- European Round Table of Industrialists – Steering Committee member
- McKinsey & Company – Advisory Board member
- Oxford Martin School – Advisory Council member

Board Committees:

- None



Andy Halford
Chief Financial Officer – Executive director

Age: 54

Tenure: 7 years

Nationality: British

Skills and experience:

- Extensive experience as a finance director of UK, US and multinational companies
- The Hundred Group of Finance Directors – Chairman (2010–2012)
- Verizon Wireless partnership – Chief Financial Officer (2002–2005)
- Vodafone Group Plc – Financial Director for Northern Europe, Middle East and Africa region (2001–2002)
- Vodafone Limited (UK operating company) – Financial Director (1999–2001)
- East Midlands Electricity Plc – Group Finance Director (1993–1998)

Other current appointments:

- Marks & Spencer Group plc – Non-executive director
- Verizon Wireless partnership – Board of Representatives member

Board Committees:

- None



Stephen Pusey
Chief Technology Officer – Executive director

Age: 51

Tenure: 3 years

Nationality: British

Skills and experience:

- Wealth of international experience across wireline and wireless industries
- Extensive understanding of business applications and solutions
- Nortel Networks Corporation – various positions over period of 23 years, including Executive Vice President and President of EMEA region (2001–2005)
- British Telecom (1977–1982)

Other current appointments:

- Verizon Wireless partnership – Board of Representatives member

Board Committees:

- None



Renee James
Non-executive director

Age: 48

Tenure: 2 years

Nationality: American

Skills and experience:

- Deep knowledge of the high-tech sector
- Wide ranging experience of international management
- Intel Corporation – Executive Vice President and General Manager of the Software and Services Group (2012–2013)
- Intel Corporation – Senior Vice President (2010–2012)
- Intel Corporation – Vice President (2005–2010)
- Intel Software and Services Group – General Manager (2005–2010)
- Intel's Microsoft Program Office – Vice President and General Manager (2000–2005)
- Intel Online Services (Intel's datacenter business) – Director and Chief Operating Officer (1998–2000)

Other current appointments:

- Intel Corporation – President
- Software subsidiaries of Intel Corporation: Havok Inc., Wind River Systems Inc. and McAfee, Inc. – Chairman
- VMware Inc – Independent director on Board of directors and Audit Committee member

Board Committees:

- Remuneration



Alan Jebson
Non-executive director

Age: 63

Tenure: 6 years

Nationality: British

Skills and experience:

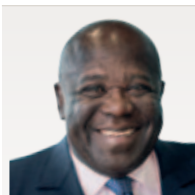
- Senior leader in international business
- Knowledge of international IT systems
- MacDonald, Dettwiler and Associates (Canada) – Non-executive director (2006–2012)
- HSBC Holdings plc – Group Chief Operating Officer (2003–2006); Group Chief Information Officer (1997–2003)
- Saudi British Bank – Senior Manager, Planning and Operations (1984–1987)
- HSBC Holdings plc – Head of IT Audit (1978–1984)

Other current appointments:

- Experian plc – Non-executive director

Board Committees:

- Audit and Risk



Samuel Jonah
Non-executive director

Age: 63

Tenure: 4 years

Nationality: Ghanaian

Skills and experience:

- Widespread experience of business in Africa, particularly South Africa and Ghana
- Standard Bank of South Africa – Non executive Director (2006–2012)
- Advisor to the former Presidents of Ghana (2001–2009) and South Africa (1999–2008)
- Awarded a Lifetime Award by the Commonwealth Business Council and African Business Magazine (2006)
- Awarded the Companion of the Order of the Star (Ghana's highest national award) (2006)
- Honorary Knighthood awarded (2003)
- AngloGold Ashanti Ltd – Executive President (2002–2005)
- Lonmin Plc. – Director (1992–2004)
- Ashanti Goldfields Co Ltd – Chief Executive Officer (1986–2002)
- Advisory Council of the President of the African Development Bank – Member (1990–1992)

Other current appointments:

- Advisor to the Presidents of Togo and Nigeria
- Imara Energy Corp. – Chairman
- Iron Mineral Beneficiation Services – Non-executive Deputy Chairman
- Jonah Capital (Pty) Limited – Executive Chairman
- Range Resources Limited – Non-executive Chairman
- Metropolitan Insurance Company Limited – Chairman
- The Investment Climate Facility – Trustee/Member of Trustee Board

Board Committees:

- Remuneration



Omid Kordestani
Non-executive director

Age: 49

Tenure: <1 year

Nationality: American

Skills and experience:

- Innovator in the technology industry
- Commercial leader
- Google – Senior Vice President Sales and Business Development (1999–2009)
- Netscape Communications – Vice President of Business Development (1997–1999)
- Netscape Communications – Director of OEM Sales (1995–1997)
- The 3DO Company – Director of Product Management (1993–1995)
- GO Corporation – Director of Business Development (1991–1993)
- Hewlett-Packard – Product Marketing Manager (1984–1989)

Other current appointments:

- Google – Senior Advisor to the Office of CEO/Founders

Board Committees:

- None



Nick Land
Non-executive director

Age: 65

Tenure: 6 years

Nationality: British

Skills and experience:

- Financial expert with extensive international experience
- Retired from Ernst & Young in 2006 after a career spanning 36 years
- Ernst & Young – Chairman (1995–2006); Managing Partner of North European, Middle East, India and Africa region (1999–2006)

Other current appointments:

- Alliance Boots GmbH – Non-executive director
- Alsbright plc – Advisory Board member
- Ashmore Group plc – Non-executive director
- BBA Aviation plc – Non-executive director
- Farnham Castle – Chairman of the Board of Trustees
- Financial Reporting Council – Non-executive director
- SNR Denton UK LLP – Board advisor
- The National Gallery – Member of Finance and Audit Committees
- The Vodafone Foundation – Chairman of the Board of Trustees

Board Committees:

- Audit and Risk (Chairman)



Anne Lauvergeon
Non-executive director

Age: 53

Tenure: 7 years

Nationality: French

Skills and experience:

- Wealth of international business knowledge
- GDF SUEZ – Non-executive director (2000–2012)
- AREVA group – Chief Executive Officer (2001–2011)
- Areva NC (formerly Cogema) – Chairman and Chief Executive Officer (1999–2011)
- Alcatel – Senior Executive Vice President; Executive Committee member (1997–1999)
- Lazard Frères & Cie – Partner (1995–1997)
- French Presidency – Deputy Chief of Staff (1991–1995); Advisor for Economic International Affairs (1990)

Other current appointments:

- A.L.P.SAS – Chief Executive Officer
- American Express Company – Non-executive director
- EADS N.V. – Non-executive director
- Efficiency Capital – Partner
- Total S.A. – Non-executive director

Board Committees:

- Audit and Risk



Luc Vandeveld
Senior Independent Director

Age: 62

Tenure: 9 years

Nationality: Belgian

Skills and experience:

- Financial, management and marketing skills in international business
- Societe Generale – Director (2006–2012)
- Carrefour S.A. – Chairman (2005–2007)
- Marks and Spencer Group plc – Chairman (2000–2004)
- Promodès/Carrefour – Chief Executive Officer (1995–2000)
- Kraft General Foods (1971–1995)

Other current appointments:

- Change Capital Partners LLP – Founder and Chairman

Board Committees:

- Nominations and Governance
- Remuneration (Chairman)



Anthony Watson CBE
Non-executive director

Age: 68

Tenure: 7 years

Nationality: British

Skills and experience:

- Extensive experience in investment and asset management
- Queen's University, Belfast – Honorary degree of Doctor of Science (Economics) (2012)
- Awarded a CBE for his services to the economic redevelopment of Northern Ireland (2009)
- Norges Bank Investment Management – Advisory Board member (2007–2012)
- Marks and Spencer Pension Trust – Chairman (2005–2010)
- Financial Reporting Council – Member (2004–2007)
- Strategic Investment Board in Northern Ireland – Chairman (2003–2010)
- Hermes Pensions Management Ltd – Chief Executive (2002–2006); Chief Investment Officer (1998–2002)
- Asian Infrastructure Fund – Chairman (1999–2010)
- AMP Asset Management plc – Managing Director (1995–1998)
- Citicorp Investment Management – Chief International Investment Officer (1991–1998)

Other current appointments:

- Hammerson plc – Senior Independent Director
- Lloyds Banking Group plc – Non-executive director
- The Shareholder Executive – Board member
- Witan Investment Trust – Senior Independent Director

Board Committees:

- Audit and Risk
- Nominations and Governance



Philip Yea
Non-executive director

Age: 58

Tenure: 7 years

Nationality: British

Skills and experience:

- Private equity investor with experience of business and financial turnaround
- 3i Group plc – Chief Executive (2005–2009)
- HBOS plc – Non-executive director (2001–2004)
- Manchester United plc – Non-executive director (2000–2004)
- Investcorp – Managing Director (1999–2004)
- Guinness PLC – Finance Director, becoming Finance Director of Diageo plc upon merger of Guinness and Grand Metropolitan PLC in 1997 (1993–1999)

Other current appointments:

- Advisor to HRH Duke of York
- Bridges Ventures LLP – Advisory Board member
- British Heart Foundation – Chairman of the Trustees
- PricewaterhouseCoopers – Advisory Board member in the UK
- The Francis Crick Institute – Independent director and trustee on the Board

Board Committees:

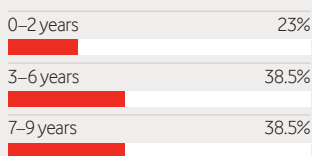
- Nominations and Governance
- Remuneration

Copies of the service agreements of the executive directors and letters of appointment of the non-executive directors are available for inspection at our registered office.

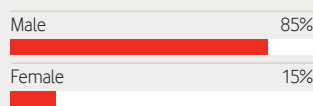
Board diversity

Your Board has due regard for the benefits of diversity in its membership, including gender, and strives to maintain the right balance. It comprises individuals with deep knowledge and experience in core and diverse business sectors within local, international and global markets bringing a wide range of perspectives to the business. Further information on our board diversity policy may be found in the Nominations and Governance Committee report on page 60.

Tenure



Male/female



Executive/non-executive



Geographic representation



Executive Committee

Chaired by Vittorio Colao, this Committee focuses on our strategy, financial structure and planning, financial and competitive performance, succession planning, organisational development and Group-wide policies. The Executive Committee includes the executive directors, details of whom are shown on page 52, and the senior managers who are listed below. Further information on the Executive Committee can be found on page 64.

Senior management

Members of the Executive Committee who are not also executive directors are regarded as senior managers of the Company.

<p>Paolo Bertoluzzo Chief Executive Officer, Southern Europe</p> <p>Age: 47 Tenure: <1 year Nationality: Italian</p>	<p>Career history:</p> <ul style="list-style-type: none"> → Vodafone Italy – Chief Executive Officer (2008–present); Chief Commercial Officer (2007); Chief Operating Officer (2006); Head of the Consumer Division (2005) → Vodacom – Board member (2010–2012) → Omnitel Pronto Italia S.p.A. (became Vodafone Italy) – various senior roles including Strategy Planning Director (1999–2005) → Bain & Company – Manager (1995–1999) → Monitor Company – Consultant (1991–1994) 	<p>Warren Finegold Group Strategy and Business Development Director</p> <p>Age: 56 Tenure: 7 years Nationality: British</p>	<p>Career history:</p> <ul style="list-style-type: none"> → UBS Investment Bank – Managing Director and Head of its Technology team in Europe (1995–2006) → Goldman Sachs International – Executive Director, holding positions in New York and London (1985–1995) → Hill Samuel & Co. Limited – Corporate Finance Executive (1981–1985)
<p>Philipp Humm Chief Executive Officer, Northern and Central Europe</p> <p>Age: 53 Tenure: <1 year Nationality: German</p>	<p>Career history:</p> <ul style="list-style-type: none"> → T-Mobile USA – President and Chief Executive Officer (2010–2012) → T-Mobile International – Chief Regional Officer Europe; Executive Committee member (2009–2010) → T-Mobile Germany – Chief Executive Officer; Chief Sales Officer (2005–2008) → Entrepreneur (2002–2005) → Amazon – Managing Director, Germany and France; Vice President Europe (2000–2002) → Tengelmann (German grocery retailer) – Executive Board member; Chief Executive Officer of Plus (food-discounter) (1992–1999) → McKinsey (1986–1992) 	<p>Nick Jeffery Group Enterprise Director</p> <p>Age: 45 Tenure: <1 year Nationality: British</p>	<p>Career history:</p> <ul style="list-style-type: none"> → Cable & Wireless Worldwide – Chief Executive (2012–2013) → Vodafone Global Enterprise – Chief Executive (2006–2012) → Vodafone Group Plc – Marketing Director for business (2004–2006) → Ciena – Senior Vice President (2003–2004) → Microfone – Founder (2002–2003) → Cable & Wireless plc (Mercury Communications) – led UK and international markets' business units (1991–2002)
<p>Matthew Kirk Group External Affairs Director</p> <p>Age: 52 Tenure: 4 years Nationality: British</p>	<p>Career history:</p> <ul style="list-style-type: none"> → Vodafone Group Plc – Group Director of External Relationships (2006–2009) → British Ambassador to Finland (2002–2006) → Member of the British Diplomatic Service for more than 20 years 	<p>Morten Lundal Group Chief Commercial Officer</p> <p>Age: 48 Tenure: 4 years Nationality: Norwegian</p>	<p>Career history:</p> <ul style="list-style-type: none"> → Vodafone Group Plc – Chief Executive Officer of the Central Europe and Africa region (2008–2010) → Telenor (Nordic mobile operator) – Chief Executive Officer of DiGi Telecommunications (Telenor's Malaysian subsidiary) (2004–2008); various senior positions at Telenor, including Chief Executive Officer for the Internet Division and Telenor Business Solutions; Executive Vice President for Corporate Strategy (1997–2004)
<p>Rosemary Martin Group General Counsel and Company Secretary</p> <p>Age: 53 Tenure: 3 years Nationality: British</p>	<p>Career history:</p> <ul style="list-style-type: none"> → Practical Law Group – Chief Executive Officer (2008) → Reuters Group Plc – Group General Counsel and Company Secretary (2003–2008), Company Secretary (1999–2003), Deputy Company Secretary (1997–1999) → Mayer, Brown, Rowe & Maw – Partner (1990–1997) 	<p>Nick Read Chief Executive Officer, Africa, Middle East and Asia Pacific region</p> <p>Age: 48 Tenure: 4 years Nationality: British</p>	<p>Career history:</p> <ul style="list-style-type: none"> → Vodafone Limited (UK operating company) – various senior roles, including Chief Financial Officer, Chief Commercial Officer and Chief Executive Officer (2002–2008) → United Business Media plc – Chief Financial Officer of subsidiary Miller Freeman Worldwide plc (1999–2001) → Federal Express Worldwide Inc. – senior global finance positions (1989–1999)
<p>Ronald Schellekens Group Human Resources Director</p> <p>Age: 49 Tenure: 4 years Nationality: Dutch</p>	<p>Career history:</p> <ul style="list-style-type: none"> → Royal Dutch Shell Plc – HR Executive Vice President for global downstream business (2003–2008) → PepsiCo – various international senior human resources roles in England, South Africa, Switzerland and Spain (1994–2003) → AT&T Network Systems – human resources roles in the Netherlands and Poland (1986–1994) 		