

Board of directors and Group management

Who are the 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 20 May 2014 are as follows (with further information available at vodafone.com/board):



Gerard Kleisterlee
Chairman

Age: 67

Tenure: 3 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
- Gerard has also held non-executive director positions at Daimler AG (2009–2014) and Dell Inc. (2010–2013)

Other current appointments:

- Royal Dutch Shell – Non-executive director and member of the Audit Committee
- IBEX Global Solutions plc – Non-executive director

Board Committees:

- Nominations and Governance (Chairman)



Vittorio Colao
Chief Executive –
Executive director

Age: 52

Tenure: 7 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 – International Advisory Board member
- Oxford Martin School – Advisory Council member

Board Committees:

- None



Nick Read
Chief Financial
Officer –
Executive director

Age: 49

Tenure: <1 year

Nationality: British

Skills and experience:

- Extensive experience in senior finance roles both at Vodafone and other multinational companies
- Vodafone Group Plc – Chief Executive, Africa, Middle East and Asia Pacific (2008–2013)
- 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 – senior global finance positions (1989–1999)

Other current appointments:

- None

Board Committees:

- None



Stephen Pusey
Chief Technology
Officer –
Executive director

Age: 52

Tenure: 4 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:

- None

Board Committees:

- None



Valerie Gooding CBE
Non-executive
director

Age: 64

Tenure: <1 year

Nationality: British

Skills and experience:

- Wealth of international business experience obtained at companies with high levels of customer service
- BUPA – Chief Executive Officer (1998–2008)
- British Airways – various positions held over a period of 23 years, including director for Asia-Pacific
- Non-executive director of the BBC (2008–2011), J Sainsbury plc (2007–2011), Standard Chartered (2005–2013), Compass Group plc (2000–2006), BAA plc (1998–2004) and Cable & Wireless Communications (1997–2000)
- Valerie was also a Board member of the Confederation of British Industry and the Association of British Insurers

Other current appointments:

- Premier Farnell plc – Non-executive Chairman
- TUI Travel PLC – Non-executive director
- English National Ballet – Trustee
- Historic Royal Palaces – Trustee

Board Committees:

- None



Renee James
Non-executive
director

Age: 49

Tenure: 3 years

Nationality: American

Skills and experience:

- Deep knowledge of the high-tech sector
- Wide ranging experience of international management
- Intel Corporation – President (2013–present)
- 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 datacentre business) – Director and Chief Operating Officer (1998–2000)

Other current appointments:

- Software subsidiaries of Intel Corporation: Havok Inc., Wind River Systems Inc. and McAfee, Inc. – Chairman

Board Committees:

- Remuneration



Alan Jebson
Non-executive
director

Age: 64

Tenure: 7 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: 64

Tenure: 5 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) and honorary Knighthood (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 – Member of Trustee Board

Board Committees:

- Remuneration



Omid Kordestani
Non-executive
director

Age: 50

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: 66

Tenure: 7 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
- Ashmore Group plc – Senior Independent Director
- BBA Aviation plc – Senior Independent Director
- Farnham Castle – Chairman of the Board of Trustees
- Financial Reporting Council – Non-executive director
- The Vodafone Foundation – Chairman of the Board of Trustees
- Nick is also an advisor to Alsbridge plc, Dentons UKMEA LLP and Silicon Valley Bank, London

Board Committees:

- Audit and Risk (Chairman)



Anne Lauvergeon
Non-executive
director

Age: 54

Tenure: 8 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:

- ALP S.A. – Chief Executive Officer
- American Express Company – Non-executive director
- EADS N.V. – Non-executive director
- Efficiency Capital – Partner
- Total S.A. – Non-executive director
- Rio Tinto plc – Non-executive director

Board Committees:

- Audit and Risk



Luc Vandeveld
Senior
Independent
Director

Age: 63

Tenure: 10 years

Nationality: Belgian

Skills and experience:

- Financial, management and marketing skills in international business
- Société Générale – 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: 69

Tenure: 8 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 (2006–2011)
- 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:

- Senior Independent Director of Hammerson plc, Witan Investment Trust plc and Lloyds Banking Group plc
- Norges Bank Investment Management – Corporate Governance Advisory Board member

Board Committees:

- Audit and Risk
- Nominations and Governance



Philip Yea
Non-executive
director

Age: 59

Tenure: 8 years

Nationality: British

Skills and experience:

- Private equity investor with experience of business and financial turnaround
- 3i Group plc – Chief Executive (2004–2009)
- 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:

- Aberdeen Asian Smaller Companies Investment Trust PLC – Non-executive director
- bwin.party digital entertainment plc – Non-executive director and Chairman designate
- British Heart Foundation – Chairman of the Trustees
- The Francis Crick Institute – Independent director of Trustee 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 58.

Tenure

0–2 years	21%
3–6 years	29%
7–10 years	50%

Male/female

Male	79%
Female	21%

Executive/non-executive

Executive	21%
Non-executive	79%

Geographic representation

American	Belgian	British	Dutch
French	Ghanaian	Italian	

Board of directors and Group management (continued)

Who is on the 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 50, and the senior managers who are listed below. Further information on the Executive Committee can be found on page 65.

From left to right:

Serpil Timuray; Nick Jeffery; Warren Finegold; Matthew Kirk; Nick Read; Stephen Pusey; Paolo Bertoluzzo; Vittorio Colao; Philipp Humm; Ronald Schellekens; Rosemary Martin.



Senior management

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

Paolo Bertoluzzo
Group Chief
Commercial and
Operations Officer

Age: 48

Tenure: 1 year

Nationality: Italian

Career history:

- Vodafone Group Plc – Chief Executive Officer, Southern Europe (2012–2013)
- Vodafone Italy – Chief Executive Officer (2008–2013); Chief Operating Officer (2007); Chief Commercial Officer (2006); Consumer Division Director (2005)
- Vodacom – Board member (2010–2012)
- Omnitel Pronto Italia S.p.A. (became Vodafone Italy) – various senior roles including Strategy & Business Development Director and Commercial Director (1999–2005)
- Bain & Company – Manager (1995–1999)
- Monitor Company – Consultant (1991–1994)

Warren Finegold
Group Strategy
and Business
Development
Director

Age: 57

Tenure: 8 years

Nationality: British

Career history:

- 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)

Philipp Humm
Regional CEO
Europe

Age: 54

Tenure: 1 year

Nationality: German

Career history:

- Vodafone Group Plc – Chief Executive Officer, Northern and Central Europe (2012–2013)
- 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 & Company (1986–1992)

Nick Jeffery
Group Enterprise
Director

Age: 46

Tenure: 1 year

Nationality: British

Career history:

- Cable & Wireless Worldwide – Chief Executive (2012–2013)
- Vodafone Global Enterprise – Chief Executive (2006–2012)
- Vodafone Group Plc – Marketing Director (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)



Matthew Kirk
Group External
Affairs Director

Age: 53

Tenure: 5 years

Nationality: British

Career history:

- 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

Rosemary Martin
Group General
Counsel and
Company Secretary

Age: 54

Tenure: 4 years

Nationality: British

Career history:

- 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)

Ronald Schellekens
Group Human
Resources Director

Age: 50

Tenure: 5 years

Nationality: Dutch

Career history:

- 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)

Serpil Timuray
Regional CEO,
Africa, Middle East
and Asia Pacific

Age: 44

Tenure: <1 year

Nationality: Turkish

Career history:

- Vodafone Turkey – Chief Executive Officer (2009–2013)
- Danone Turkey – Chief Executive Officer (2002–2008)
- Danone Turkey – Executive Committee Member and Marketing and Sales Director (1999–2002)
- Proctor & Gamble Turkey – several marketing positions ultimately becoming Executive Committee Member (1991–1999)