

# UK Gender Pay Report 2020



Unilever

# Equity, diversity and inclusion at Unilever in the UK



“Progressing gender equality is absolutely key to a strong business and a healthy society. Every day we learn and think about where we need to speak up and do more, as well as taking action to build these values into our workplace, and to drive wider industry action and societal change.

Equity, diversity and inclusion are at the heart of the decisions we make to create a great workplace and great brands. This is something we want Unilever to be famous for as we believe that inclusive and equitable growth is the best way to achieve long term value for our business and communities.”

**Sebastian Munden**  
*General Manager, Unilever UK & Ireland*

“As a champion of gender equality in the UK and Ireland, I’m passionate about creating the opportunity for women to succeed and be heard – not just in the workplace but throughout society too. It’s great that the UK achieved gender equality at managerial level a few years ago, but there’s still more we can do to create better gender balance in our most senior positions and teams.

“We will use our employee networks in the UK and Ireland to drive forward this agenda, and ensure that we have world leading policies and programmes that boost women up and create a more equal and inclusive world.”

**Emily Pittman**  
*Champion for Unilever UK & Ireland’s Gender Network  
and General Manager, Unilever Ireland*



# What is the Gender Pay Gap?

The Gender Pay Gap is the difference in pay between men and women explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.

## The Gender Pay Gap is different from equal pay

'Equal Pay' is about a man and a woman receiving equal pay for the same or similar job. Along with equal pay, Unilever is committed to fostering a transparent and fair working environment, rewarding employees based on their performance. This is part of our global Framework for Fair Compensation.

## Understanding our Data



Following the convention set out by the UK Government, a negative number indicates that women on average earn more than men.

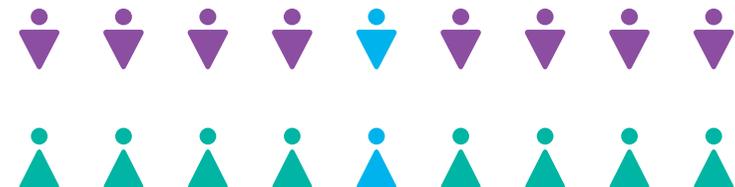
## Mean Pay Gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.



## Median Pay Gap

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.



# Unilever in the UK

Unilever in the UK is made up of various entities, with two main employers: Unilever UK limited and Unilever UK Central Resources Limited.

Looking at the combination of these employees in the UK\*, the results of our gender pay analysis are set out below.

In Unilever's UK population, the median hourly pay for women is **2.4%** more than men

## Pay

### MEAN PAY



3.6%

The **mean pay for men is 3.6% higher** than that of women

### MEDIAN PAY



-2.4%

The **median pay for women is 2.4% higher** than that of men

## Bonus Pay

### MEAN BONUS PAY



25.2%

The **mean bonus pay for men is 25.2% higher** than that of women

### MEDIAN BONUS PAY



-38.3%

The **median bonus pay for women is 38.3% higher** than that of men

## Proportion of men and women paid bonus pay



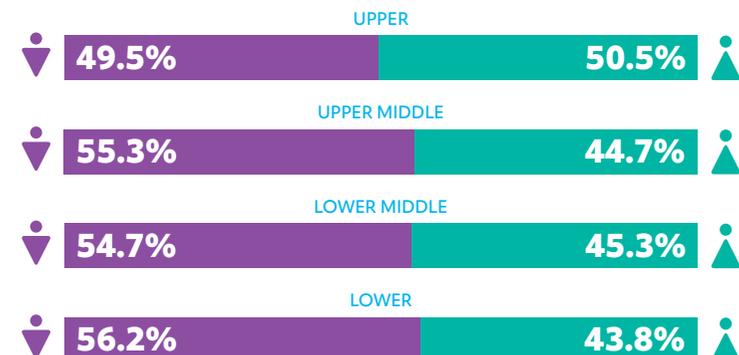
96.1%



94.2%

## Population by Pay quartiles

Quartiles represent the pay rates from the lowest to the highest for our UK employees split into four equal sized groups, with the percentage of men and women in each quartile.



\*This includes Unilever UK Limited, Unilever UK Central Resources and members of Unilever's executive team based in the UK. This analysis uses our pay and bonus data between April 2019 and April 2020

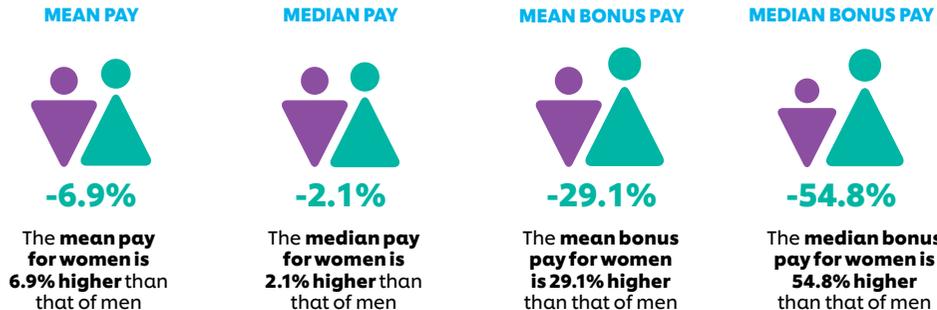
# Breaking down our results

We have two main employing entities in the UK, which we are required to report separately on the government website. Their individual results are set out below.

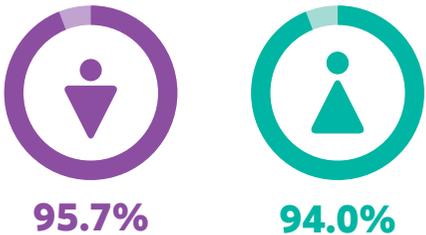
## Unilever UK Limited

Representing our UK specific operations, including our factories.

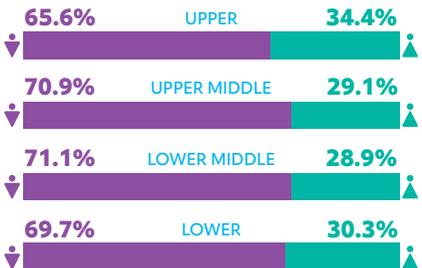
### Pay and Bonus Pay



### Proportion of men and women paid bonus pay



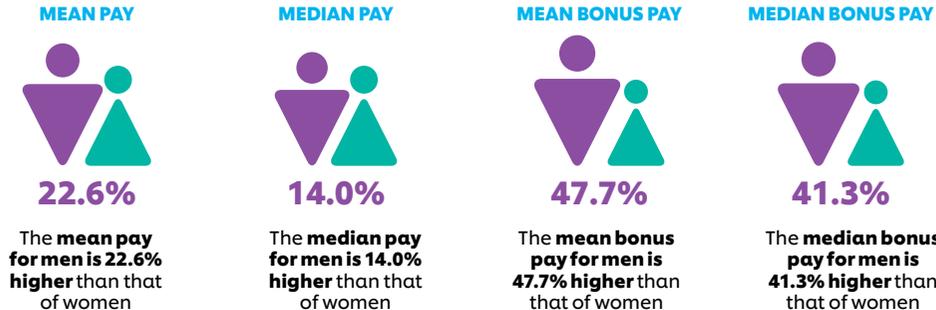
### Population by pay quartiles



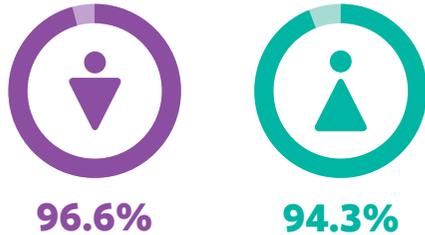
## Unilever UK Central Resources Limited

Representing our global functions based in the UK, which are mostly office based.

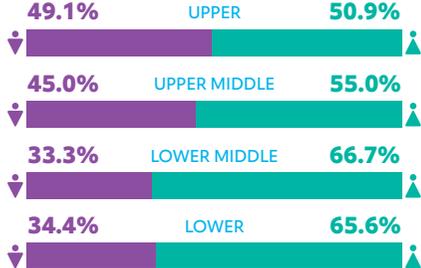
### Pay and Bonus Pay



### Proportion of men and women paid bonus pay



### Population by pay quartiles



# Looking at our data

## Total data for Unilever in the UK

When looking at our “Unilever in the UK” data, our median pay figures are in favour of women whilst our mean pay figures are in favour of men. This reflects both how the different averages are calculated, and the shape of our workforce.

Mean figures represent the average across our whole workforce, so are particularly impacted by the highest earners in the UK business – generally senior management roles, more of which are currently held by men.

Median figures represent the midpoint of our workforce and so are higher for women, reflecting the fact that more of our manufacturing roles are held by men, with more women in managerial roles in this area of the business.

## Data for our entity organisations

Unilever UK Limited represents our UK specific operations, including our factories. In Unilever UK Limited, 70% of the workforce are men and this figure is largely driven by the fact that more of our manufacturing roles are held by men. Within the smaller female population, we see proportionally more women in managerial roles, which means that women on average earn more than men.

Unilever Central Resources Limited represents our global operations. In Unilever UK Central Resources Limited, our data reflects the fact that this population includes our global head office in London. Whilst we are striving for gender balance across every level of our business, and have gender balance across our managerial roles globally, more of our senior leadership positions are currently held by men, which means that men on average earn more than women. In turn, this impacts on difference in bonus as bonus is linked to pay.

## Our Bonus pay figures

Our bonus pay figures include both annual cash bonuses and vesting share awards made under our primary long-term share incentive plan. We do not include figures relating to equity co-investment plans, as these reflect the outcomes of voluntary investment decisions made by limited groups of staff.

Including data from our co-investment plans would result in an overall UK mean bonus pay of 27.5% in favour of men and a median bonus pay of 39.8% in favour of women. We will keep this approach under review to ensure full and transparent reporting.



# Our Progress

For a business committed to sustainable growth alongside having a positive social impact, building a gender balanced workforce is essential. We've made significant progress over many years through commitments to women, and by tackling bias and discrimination to build a fair and inclusive workplace.

In the UK we achieved gender balance in management positions in 2017. However, there is more to do to, particularly at senior management level where women are still under-represented.

Through our Equity, Diversity and Inclusion strategy, of which gender is one element, we're removing barriers and bias in recruitment and development, establishing leadership accountability for supporting employees to excel in their roles, and aiming to achieve a workforce that is fundamentally representative of the communities we operate in.



## In 2020, women represented...

**57%** of Unilever's  
management positions  
in the UK

**44%** of our UK &  
Ireland Leadership Team

**31%** of our  
Global Unilever Leadership  
Executive Team



## Recruitment

**We want to ensure we attract and hire from fully diverse candidates and ensure that diversity is embedded into our workforce.**

- Our Gender Appointment Ratio is an internal measure looking at gender representation for people hired by our senior leaders, this aims to improve awareness of and address unconscious bias in our senior appointments.
- We monitor and track our gender balance, alongside other key diversity measures, as part of our hiring process and are working hard to achieve even gender representation across all our functions.
- We continue to boost investment in our outreach programmes to encourage more diverse candidates, including young female students, to consider careers in STEM\*.

## Progression

**As part of our Unilever Compass goals announced in 2021, we've committed to accelerate diverse representation at all levels of leadership.**

- For all senior appointments, when considering succession, we insist on a balanced list of candidates as part of our efforts to improve representation at senior level.
- In 2020, to complement our existing training offer, we launched a new coaching programme run online by specialist INSEAD coaches to help women leaders progress their careers.
- Our learning and development portal is accessible to all our employees, ensuring that investment in progression is available to all and allowing people to make time for training when it suits them best.

## Culture

**We want to build an inclusive culture where everyone working at Unilever, without exception, feels valued and supported.**

- We have training available to help all our colleagues and managers understand unconscious bias and how to successfully combat gender bias within the workplace.
- We have several groups in place to maintain momentum towards our gender equity commitments, operating under the umbrella of our Gender Network. Women In Tech is our network of women and allies, supporting women to thrive in technology careers. We are also a founding member of LEAD (Leading Executives Advancing Diversity) which aims to attract, retain and advance women in the retail and consumer goods industry.
- Our wide range of 'Supporting U' family friendly policies create a culture which supports and accommodates working parents. We continue to review and enhance these policies, such as maternity, adoption, shared parental and partner leave, to ensure wider accessibility and support.
- We have updated our policies to support working parents even more by enabling them to plan a phased return to work following periods of family leave such as maternity, adoption or shared parental leave.
- This year we launched our new Fertility Policy. This includes support for the challenges and time off required to manage a fertility process, as well as extending our Bupa cover to include fertility support.
- We're committed to promoting agile and flexible working, giving employees more control and flexibility to create a tailored work balance which works for them.
- Our 'Thriving Parents' wellbeing programme was launched in 2020 to support parents through Covid 19, and this has been extended into 2021.



## Declaration

We confirm that the information and data reported are accurate and in line with UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

*Richard*

**Richard Sharp**

Vice President of  
Human Resources,  
Unilever UK and Ireland  
(on behalf of Unilever UK  
Limited and Unilever UK Central  
Resources Limited)