

GENDER PAY REPORT

2018



DIVERSITY & INCLUSION AT UNILEVER

“ We're proud of the progress we have made to achieve better gender balance at Unilever. We know that becoming truly diverse and providing equal opportunities at all career stages is the only way to build a sustainable business able to thrive. Over the last year we have taken positive steps, including targeting programmes in parts of our business where we know we have some challenges. Of course there is always more work to be done and we remain absolutely committed to driving positive change.”



Sebastian Munden,

General Manager,
UK & Ireland



Becoming a truly diverse and inclusive company is not only the right thing to do, it is crucial to helping us to grow, attract talent and engage the shoppers who buy our products. We believe that having an inclusive workforce, which reflects society, is critical to our long term success.

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](#).



 MEN  WOMEN **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 (which we review in more detail on the next page). Looking at our total workforce in the UK, our gender pay gap analysis shows the following:

GENDER PAY GAP



The **mean pay** for men is **5.8% higher** than that of women



The **median pay** for women is **3.3% higher** than that of men

GENDER BONUS PAY GAP



The **mean bonus pay** for men is **36.8% higher** than that of women



The **median bonus pay** for women is **53.5% higher** than that of men

OUR REPORTING

Across all our data, our pay median figures are in favour of women whilst our pay mean 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 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 the higher paid managerial roles in this area of the business.

IN UNILEVER'S UK POPULATION, THE MEDIAN HOURLY PAY FOR WOMEN IS 3.3% MORE THAN MEN

IN COMPARISON, THE NATIONAL MEDIAN HOURLY PAY SHOWS THAT WOMEN EARN 17.9% LESS THAN MEN*

PROPORTION OF MEN AND WOMEN PAID A BONUS



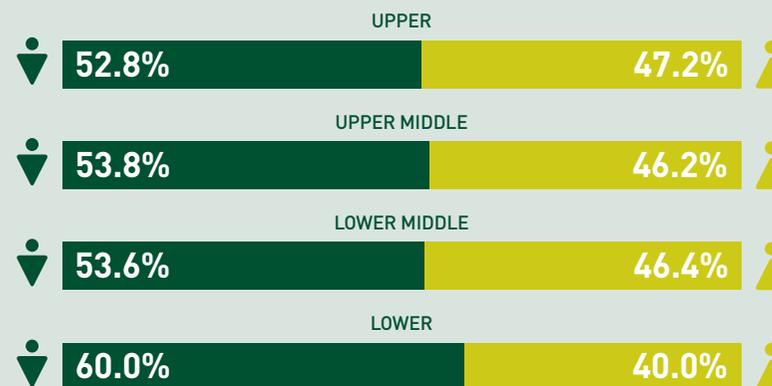
94.9%



92.7%

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.



*Office for National Statistics 2018 estimated gender pay gap. This data represents our April 2018 results.

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.

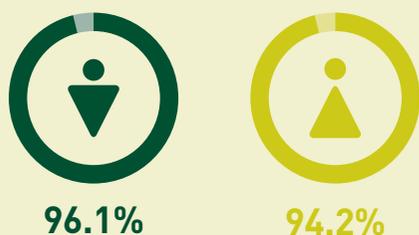
UNILEVER UK LTD

Representing our UK specific operations, including our factories.

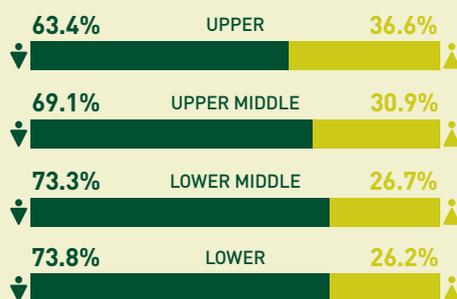
PAY AND BONUS



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



OUR REPORTING

Our bonus 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

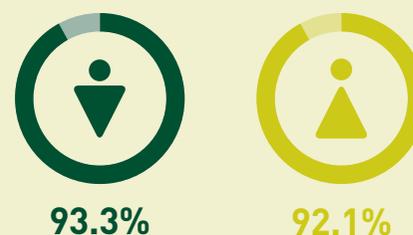
UNILEVER UK CENTRAL RESOURCES LTD

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

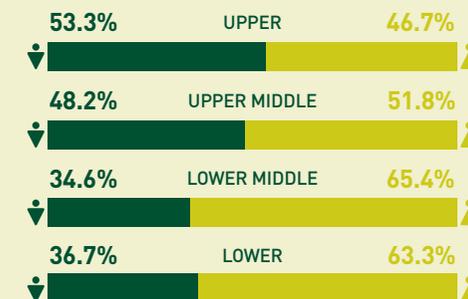
PAY AND BONUS



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



plans would result in an overall UK mean bonus gap of 40.8% in favour of men (slightly up from 36.8%) and an unchanged median bonus gap of 53.5% in favour of women. We will keep this approach under review as we move towards a more coinvestment-based reward model in coming years to ensure full and transparent reporting.

PROGRESS AND PLANS

For a business committed to having a positive social impact alongside sustainable growth, building a gender-balanced workforce is essential – so we're pleased to see continuing overall progress in our gender pay gap figures for 2018.

However, there is always more to be done. Our ambition is to achieve a fully inclusive workplace in which all our employees can thrive and we continue to pilot new initiatives and aim to innovate across all areas of our business to achieve this.

More information on our progress towards creating an inclusive workplace can be found on our website's [Diversity & Inclusion](#) pages.



WOMEN REPRESENT 51.1% OF ALL MANAGEMENT POSITIONS IN THE UK BUSINESS



OVER THE LAST YEAR, THE PROPORTION OF WOMEN HAS INCREASED ACROSS THE MAJORITY OF LEVELS OF OUR BUSINESS



RECRUITMENT

We want to make fully diverse talent pools the norm and embed diversity into Unilever's workforce.



In areas of our business where men have traditionally held more roles than women, we're introducing programmes to help improve balance in these areas.



We are boosting our investment in early careers, with a particular focus on encouraging more girls to consider careers in Science, Technology, Engineering and Mathematics (STEM).



Through a number of initiatives and programmes we ensure we're checking for and avoiding bias when spotting and recruiting new talent.



OUR CULTURE

We are committed to building a culture where everyone feels included and we do this by involving our employees and understanding their feedback.



We are proud of our history of pioneering many agile and flexible working practices. We are introducing more job share opportunities and reviewing other ways we can be as flexible as possible.



Alongside our leading edge maternity policies, we are very proud to have introduced improved paternity leave this year. We're committed to providing continued improvements to our maternity, paternity and shared parental leave policies to support the needs of all our employees and their families.



'#UNSTEREOTYPE The Workplace' is our programme which aims to create a workplace where every employee feels free to bring their true selves into the workplace, creating a culture free of stereotyping and bias.



PROGRESSION

We provide access to learning and development for all, ensuring that women are given fair and equal opportunities to progress.



We tackle the challenge of unconscious bias upfront with direct mentoring and training.



We partner leading academic institutions to give advanced leadership training to some of our senior female executives.



Our learning and development portal is accessible for all our employees, creating an environment where investment in progression is available to all and allows people to make time for training when it suits them best.



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)