

# UK Gender Pay Report 2021



Unilever

# Equity, diversity and inclusion at Unilever in the UK



"Everyone at Unilever is committed to making our company more equitable, diverse and inclusive in every way. Overall, the data tells us that we are moving in the right direction, and it's good to see continued improvement in the number of women in middle-management and more senior roles, but we know we still need to do more to see this progress and momentum in our most senior positions and teams. Ensuring women at Unilever have the right opportunities to thrive and progress at every stage of their careers is critical to our success."

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

"Over the past year Unity, our UK & Ireland gender balance network, has continued to grow and bring together some of our most passionate people to promote equity for all genders across our business. We've also worked hard to ensure our policies are as inclusive and accessible as possible and looked at what more we can do to develop and grow our female talent and leaders. Our focus now is to continue to challenge ourselves on what we can do better and to keep driving forward this important agenda so that women are fully supported and represented at all levels of the business."

**Emily Pittman**  
*Emily Pittman, Executive Sponsor of our Unilever UK & Ireland 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.**

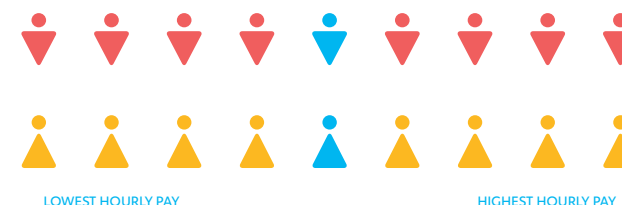
## Mean Pay Gap

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 and all the men in a company in order of hourly pay, the median pay gap is the difference between the hourly pay rate for the woman in the middle of the data compared to that of the man in the middle of the data.



# Unilever in the UK

Unilever in the UK is made up of various legal entities, with two main employers: Unilever UK limited and Unilever UK Central Resources Limited. We are required to report data separately for these two entities on the government website, which we have included on the next page.

We've also chosen to share data looking at the combination of these two entities and our integrated companies in the UK\*, as this provides a more transparent and representative picture of our UK employment landscape. The results of this overall gender pay analysis are set out below.

## Pay

### MEAN PAY



2.3%

The mean pay for men is 2.3% higher than that of women

### MEDIAN PAY



-3.8%

The median pay for women is 3.8% higher than that of men

## Bonus Pay

### MEAN BONUS PAY



21.7%

The mean bonus pay for men is 21.7% higher than that of women

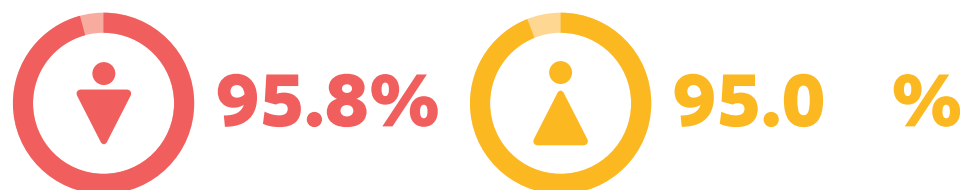
### MEDIAN BONUS PAY



-24.0%

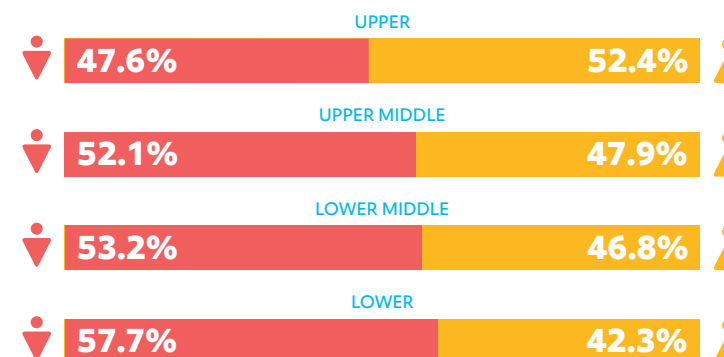
The median bonus pay for women is 24.0% higher than that of men

## Proportion of men and women paid bonus pay



## 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 analysis uses our pay and bonus data between April 2020 and April 2021

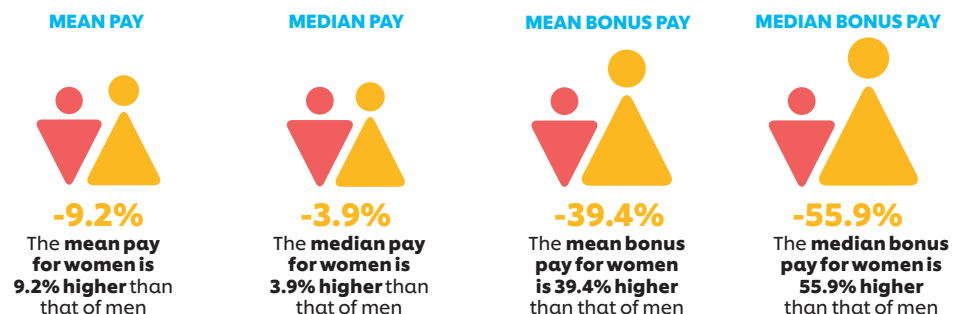
# Breaking down our results

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.

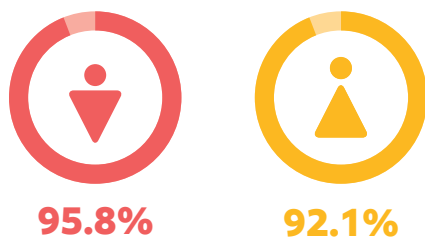
## Unilever UK Limited

Representing our UK specific operations, including our factories.

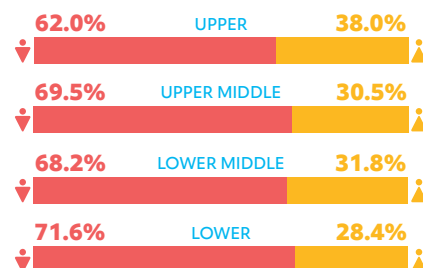
### Pay and Bonus Pay



### Proportion of men and women paid bonus pay



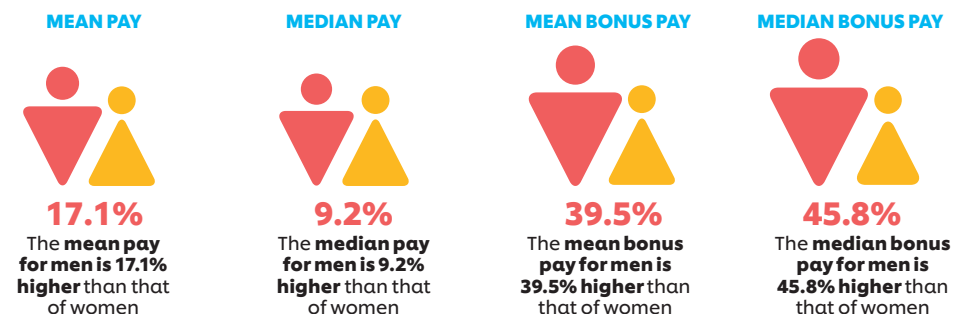
### Population by pay quartiles



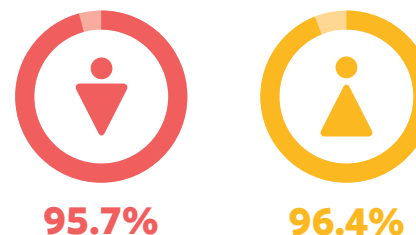
## Unilever UK Central Resources Limited

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

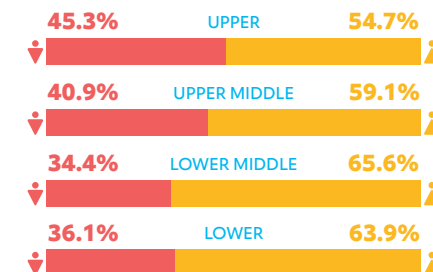
### Pay and Bonus Pay



### 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.

Our overall Unilever UK data this year shows that our mean pay moved from 3.6% to 2.3% and our overall median pay moved from -2.4% to -3.8%. The main factor contributing to this is an increase in female representation in our middle management roles. Other contributing factors are a combination of our longer-term gender policies and strategies which you can read more about on the following pages.

## Data for our entity organisations

Unilever UK Limited represents our UK specific operations, including our factories. In Unilever UK Limited, 68% 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 and bonus is a larger proportion of total reward for more senior leaders.

## Our reports

Like many large businesses, re-organisation and employees moving between our reporting entities is expected within the normal course of our business any given year, which may impact our year-on-year data.

## 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. People who join our business after 1st October are not eligible for the year-end bonus paid in March.

In our bonus pay data, 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 32.6% in favour of men and a median bonus pay of 25.0% in favour of women. We will keep this approach under review to ensure full and transparent reporting.



# Our Progress

We know that harmful social norms and stereotypes can contribute to persistent gender pay gaps. Challenging and changing those norms is a vital part of our **Unilever Compass** strategy, which includes gender as a critical component in our goals on culture and leadership.

Some of our longest-running programmes have focused on leadership and gender balance, enabling us to achieve gender balance at management level in the UK in 2017. However, there is more to do to, particularly at senior management level where women are still under-represented.

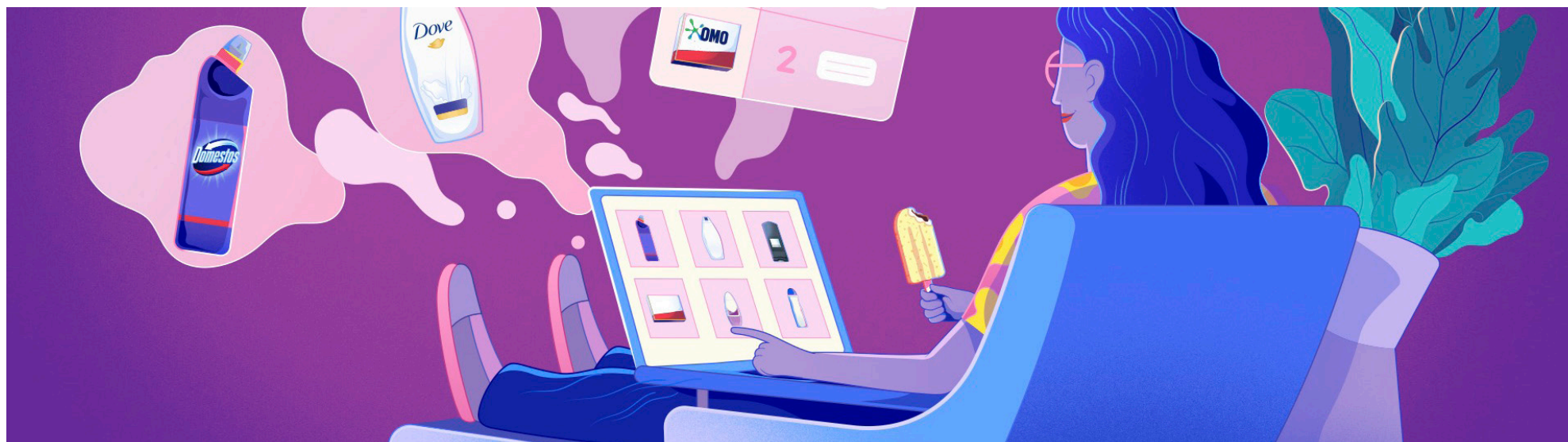
Through our Equity, Diversity and Inclusion strategy, of which gender is one element, we're removing barriers and bias and working to achieve equity in our policies and practices, our employee experience and culture and in our approach to retention, development and promotion. We're establishing leadership accountability to drive change, supporting employees to excel in their roles and aiming to achieve a workforce that is fundamentally representative of the communities we operate in.

## In 2021\*, 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



\*At the time of the reporting period ending 31 December 2021



# Our Plans



## 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.
- In 2021 our employee-led Unity network was formed, aimed at promoting equity & equality for all genders and challenging harmful stereotypes. Activities to date include training events and raising awareness of our family friendly policies such as flexible working.
- We have several groups in place to maintain momentum towards our gender equity commitments such as the Women In Tech network that supports 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.
- In 2021 we launched our carers network, providing a support network for anyone who has caring responsibilities.



## David Tregidgo, Global HR Director:

*Being able to make time for the things that matter most, such as family, is important. When my wife and I were expecting our third child we decided to split shared parental leave and so my wife went back to work after 4 months, and I then had the next 8 months off with our baby. I've also chosen for the second time in my career to work part time for a while, working four days a week, so that I can have more time with my daughter before she starts school. Having such a broad range of paternity and flexible working options available has given me the opportunity to support my family. I feel very lucky that working at Unilever we have these options and are supported to make the most of them.*



## Recruitment

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

- All hiring managers receive unconscious bias training before they begin the recruitment process. We monitor and track our gender balance as part of our hiring process and are working hard to achieve even representation across all our functions.
- Our job descriptions go through a gender decoder to ensure the language is gender neutral and inclusive.
- We aim for our early careers programmes to be gender balanced to help us to maintain female representation in senior work levels. In 2021 our Unilever Future Leaders Programme (UFLP), our fast-track to Leadership programme, had 53% female representation.



## Policies

**Our policies are designed to create an inclusive and supportive environment for people at all life stages and to allow flexibility so employees can create a work-life balance which works for them.**

- 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.
- Last year we launched our new Fertility Policy, which includes support for the challenges and time off required to manage a fertility process, as well as extending our Bupa cover to include support for all assisted conceptions, including surrogacy.
- We are working to improve understanding and support for those impacted by the menopause, including new menopause support resources.



### Jane Maciver, VP R&D Strategy, Portfolio and Operations:

*I knew that I wanted to progress into a more senior role but was keen to do so with the flexibility to invest in myself alongside my career. The opportunity to job-share has been a huge benefit in terms of my health and wellbeing. Sharing my VP R&D role with Shelagh gives us both the opportunity to benefit and enjoy the challenge of fulfilling a VP role with the support of each other, whilst having the space, time and capacity to invest in our personal purpose outside of the working environment.*



### Alix Morley, Customer Business Manager & UK Customer Sustainability Lead:

*I joined Unilever's Graduate Customer Development scheme over seven years ago. Unilever really invests time in connecting and supporting people beyond their job title. Since joining I've had access to training and development, some focused specifically on my role and some that is helping me to develop my broader skills and confidence, and I have an external mentor which Unilever has also supported. I love that I get to work with incredible people who support and inspire me every day and that I'm always encouraged to be curious, ask questions and speak up.*



## Progression

**As part of our Unilever Compass goals, 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. Our Gender Appointment Ratios is an internal measure looking at gender representation for people hired by our senior leaders which aims to improve awareness of and address any unconscious bias in our senior appointments.
- A coaching programme, run online by specialist INSEAD coaches, is available to our senior women leaders to support their careers and progression plans.
- Our learning and development portal is accessible to all our employees, allowing 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 the 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)