



**GENDER  
PAY  
REPORT  
2017**

# DIVERSITY & INCLUSION AT UNILEVER



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

**THAT'S WHY, AS  
A COMPANY, WE HAVE  
A GLOBAL COMMITMENT  
TO EMPOWER WOMEN.**



**BY 2020**  
WE AIM TO EMPOWER  
**5 MILLION**  
**WOMEN**  
ACROSS OUR VALUE CHAIN

Learn more about the Unilever Sustainable Living Plan [here](#)

“Diversity and inclusion at Unilever is about embracing differences, creating possibilities and progressing together to build a sustainable business. My vision for Unilever is to create an inclusive environment that allows all of our people to thrive and perform at their very best, irrespective of their gender or background.”

**Leena Nair, Chief Human Resources Officer**

# 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.

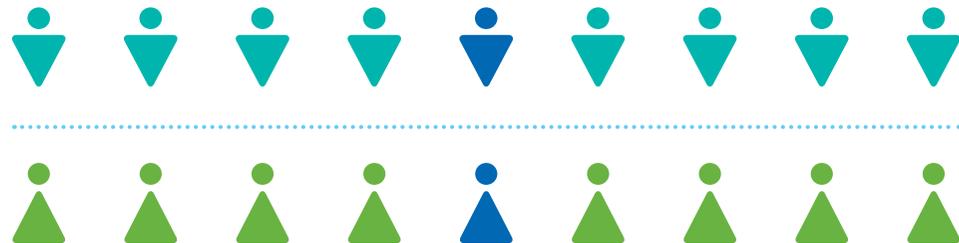
## THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

'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](#).



## 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 RESULTS

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 UK workforce, our gender pay gap analysis shows the following:

## GENDER PAY GAP



The **mean pay** for men is **2.9% higher** than that of women



The **median pay** for women is **2.6% higher** than that of men

## GENDER BONUS PAY GAP



The **mean bonus pay** for men is **27.9% higher** than that of women



The **median bonus pay** for women is **35.1% higher** than that of men

Bonus amounts tend to increase with seniority. The mean bonus gap is therefore influenced by a higher proportion of men in more senior roles. On the other hand, the median bonus gap is influenced by the larger proportion of men in non-managerial factory roles, where bonus payments typically make up a smaller part of overall remuneration.

\*A negative number indicates that women on average earn more than men.  
 \*\*as quoted by the Office for National Statistics.  
 This data represents our April 2017 results



IN UNILEVER'S UK POPULATION, THE MEDIAN HOURLY PAY FOR WOMEN IS **2.6% MORE THAN MEN**



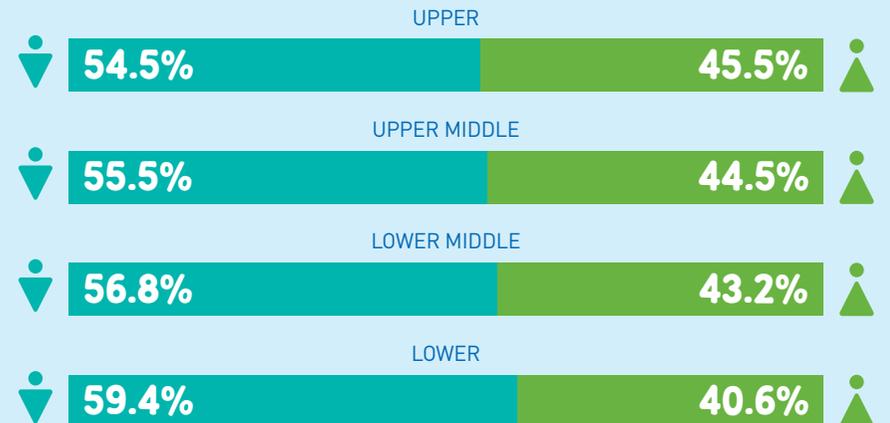
IN COMPARISON, THE NATIONAL MEDIAN HOURLY PAY SHOWS THAT WOMEN EARN **18.4% LESS THAN MEN\*\***

## PROPORTION OF MEN AND WOMEN PAID A BONUS



## 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.





# 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.

In Unilever UK Ltd, the median pay for men is 1.3% less than that for women. This reflects the fact that 70% of those working in manufacturing roles in Unilever UK Ltd are men. Within the smaller female population, we see proportionally more women in managerial roles, which means that women on average earn more than men.

### GENDER PAY AND BONUS GAPS

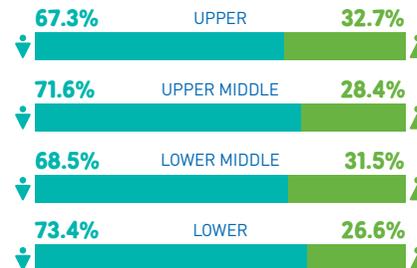


A negative number indicates that women on average earn more than men.

### PROPORTION OF MEN AND WOMEN PAID A BONUS



### POPULATION BY PAY QUARTILES



## UNILEVER UK CENTRAL RESOURCES LTD

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

In Unilever UK CR Ltd, the median pay for men is 14.9% more than that for women, compared to the national average which is 18.4%. In this population there are proportionally more men in senior positions, which means that men on average earn more than women.

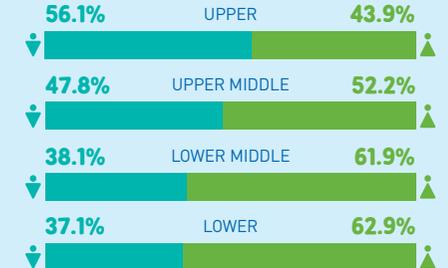
### PAY AND BONUS



### PROPORTION OF MEN AND WOMEN PAID A BONUS



### POPULATION BY PAY QUARTILES



# OUR PLANS

# 50.7%

**WOMEN REPRESENT 50.7% OF ALL MANAGEMENT POSITIONS IN THE UK BUSINESS, UP FROM 41.8% IN 2010.**

**Driving gender balance at all levels of our business is a key priority for Unilever**

Our business in the UK is broadly balanced, reflecting the progress of our commitment to diversity and inclusion. Women now account for **50.7% of all management positions in the UK business, up from 41.8% in 2010**. Still, as our overall results and breakdown show, there is more work to be done to ensure more equal representation throughout the business, particularly at more senior levels.

We are committed to bringing about this change across the business and have set out to enhance our programmes at all career stages. This includes increasing awareness of our initiatives amongst our employees. Making sure equality is at the heart of our organisational culture is a key part of our 2018 action plan.

## PROGRESSION

### WHAT ARE WE ALREADY DOING?

- Mentoring, training and learning programmes, including unconscious bias and awareness
- Gender balance actions across all of our functions globally

### THE FUTURE:

- Purpose-driven, development-focused career conversations alongside succession plans

## OUR CULTURE

### WHAT ARE WE ALREADY DOING?

- Agile and flexible working policies
- Leading maternity, paternity and shared-parental leave policies

See our [website](#) for more details

### THE FUTURE:

- Further improve our inclusive culture through increased communication and take up, by men and women, of our policies and benefits

## RECRUITMENT

### WHAT ARE WE ALREADY DOING?

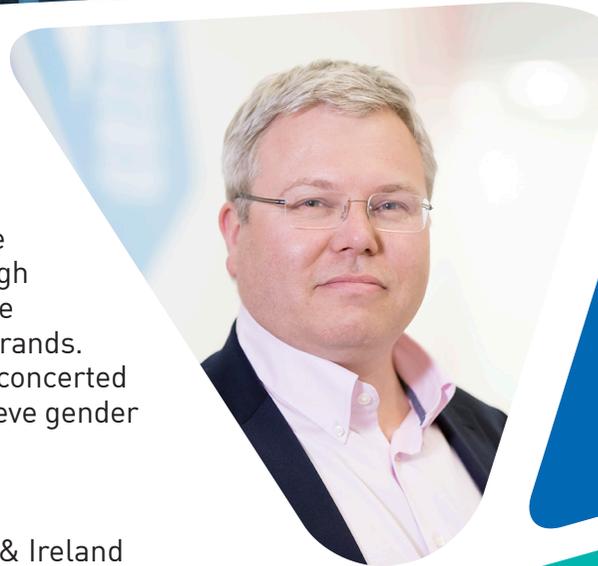
- Monitoring and driving gender balance progress within functions and through the business
- Targeted action plans for hot spot areas

### THE FUTURE:

- Ensure inclusive recruitment, end to end, further exploring the use of tools such as digital, unconscious bias and language in attraction & selection
- Boost investment in apprentice and graduate outreach, with a focus on Science, Technology, Engineering and Mathematics (STEM)



“We are really proud of our record on gender diversity but we know there is more to do. We are determined to use our scale to make a real difference, whether it be through our recruitment practices, progressive employee policies or purpose driven brands. It is only by approaching diversity with concerted and continuous action that we can achieve gender balance in our business and beyond.”



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



**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

