



# Unilever

## UK gender pay report 2025



Unilever

# Equity, diversity & inclusion at Unilever in the UK



"At Unilever, our commitment to inclusion means creating a workplace where every employee, regardless of gender or background, feels valued and able to reach their full potential.

In 2025 we continued to make meaningful progress in closing the gender pay gap. We remain focused on providing a workplace where everyone feels supported, empowered, and able to build their careers, reinforcing our enduring commitment to helping talent thrive."

**Marc Woodward**  
*Head of Unilever UK*

"Unilever is committed to being a business where women can progress and build their careers with confidence.

We are proud that our policies support our people no matter what life stage they are at. This year, for example, we were delighted to be included in the 2025 Top 30 Employers for Working Families, reflecting our flexible working culture and our commitment to parents and carers across the business. Along with the other initiatives outlined in this report, this demonstrates our determination to create an inclusive workplace for all."

**Katherine Simpson**  
*Executive sponsor of Unilever UK & Ireland Gender Network  
and Commercial and Strategy Director, Unilever UK*



# 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.

## 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 have 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



-3.7%

The mean pay for women is 3.7% higher than that of men

MEDIAN PAY



-8.5%

The median pay for women is 8.5% higher than that of men

### Proportion of men and women paid bonus pay



95.6%



96.5%

\*This analysis uses our pay and bonus data between April 2024 and April 2025. 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 Unilever's UK population, the median hourly pay for women is 8.5% more than men

### Bonus Pay

MEAN BONUS PAY



8.6%

The mean bonus pay for men is 8.6% higher than that of women

MEDIAN BONUS PAY

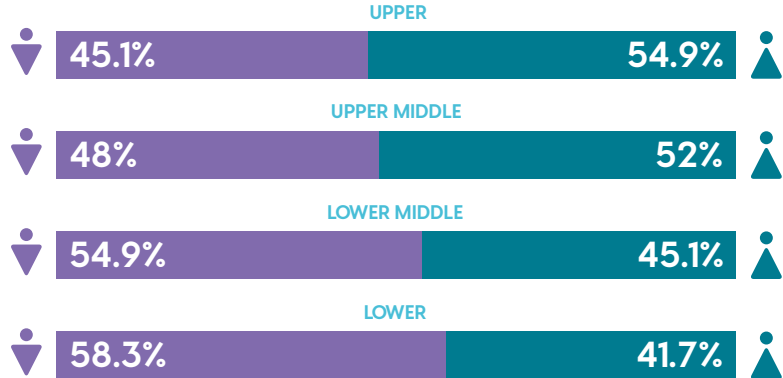


-55.1%

The median bonus pay for women is 55.1% higher than that of men

### 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.



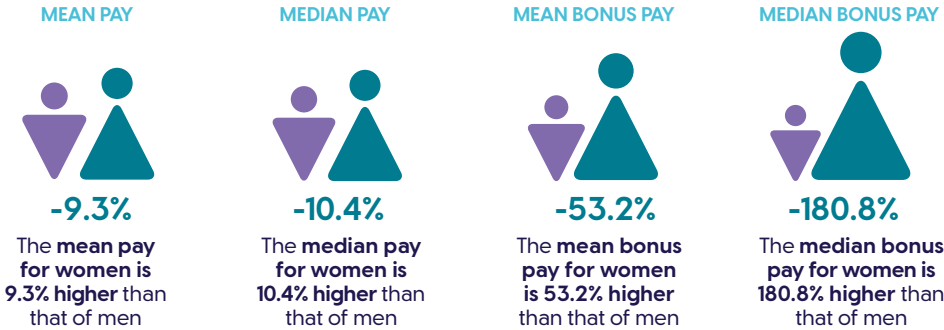
# Breaking down our results

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.

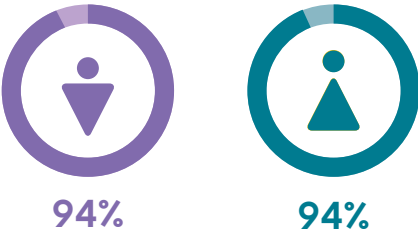
## Unilever UK Limited

Representing our UK specific operations, including our factories.

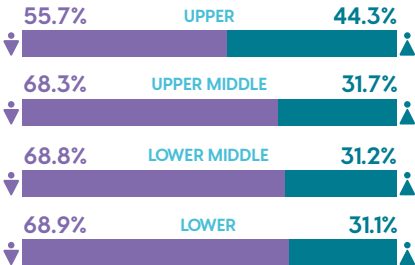
### Pay and Bonus Pay



### Proportion of men and women paid bonus pay



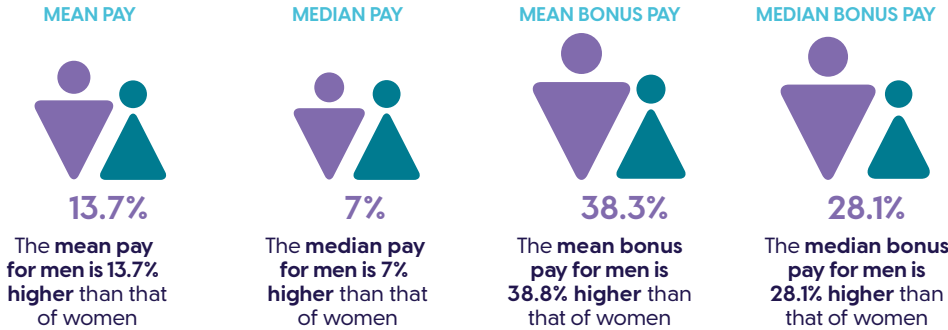
### Population by pay quartiles



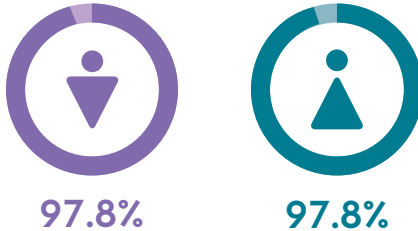
## Unilever UK Central Resources Limited

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

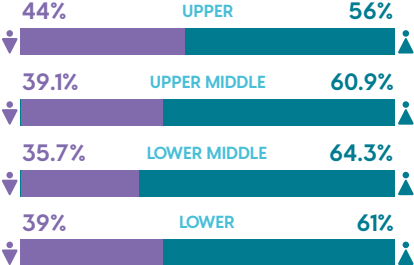
### Pay and Bonus Pay



### Proportion of men and women paid bonus pay



### Population by pay quartiles



# Looking at our data

## Total data for Unilever in the UK

In this report, we outline our UK gender pay gap data for the ninth year. Here a positive pay gap indicates that men are paid more whilst a negative pay gap indicates women are paid more. At the same time, a positive percentage figure reveals that typically or overall, female employees have lower pay or bonuses than male employees.

**In 2025 we found that our mean gender pay gap moved from -0.1% to -3.7%, while our median pay gap moved from -4.8% to -8.5%.**

These findings are a product of both how the different averages are calculated, as well as the shape of our workforce. Mean figures show the average across our workforce as a whole and therefore are more directly impacted by compensation awarded to our highest earners in the UK, a greater proportion of whom are currently male. Median figures represent the midpoint of our workforce and so are higher for women, reflecting the fact that we have more women than men in managerial roles in the UK.

The increase in female representation within our middle management positions is an important factor driving the trends we have seen around gender pay in recent years. The way in which the gender pay gap has improved is also the product of our longer-term gender policies and strategies about which we provide further details in this report.

## Data for our entity organisations

Unilever UK Limited captures all our operations in the UK, including our manufacturing and logistics facilities. Within this part of our business **64.8%** of our workforce are men, and here it is the case that men continue

to fulfil a higher proportion of manufacturing roles. Among our female employees, a higher proportion can be found in managerial roles, meaning that women earn more on average than men.

Unilever Central Resources Limited represents Unilever's global operations based in the UK, which includes our global head office in London and our global research labs in Port Sunlight, Colworth and Leeds.

Unilever in the UK continues to work towards gender balance across every level of our business and has achieved this across our managerial roles, however more of our senior leadership roles continue to be held by men. This distribution of our senior management roles means that men's salaries will be higher on average than those of women. This is also echoed in bonus payments, where bonuses are linked to pay, with a bonus being a larger proportion of total reward for more senior leaders.

## Our reports

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

The Magnum Ice Cream Company demerged from Unilever in December 2025. This report covers the period April 2024 to April 2025.

## Our bonus pay figures

Our bonus pay figures include both annual cash bonuses and vesting share awards made under our primary longterm share incentive plan. Those who join Unilever after 1st October are not eligible for the year-end bonus paid in March.



# Our Progress

We know that there are a range of issues that can contribute to persistent gender pay gaps. Challenging and changing stereotypes and creating an environment where everyone can thrive continues to be one of our key priorities.

Long-standing programmes focused on inclusive leadership have enabled us to sustain gender balance at management level in the UK since 2017.

Through our Inclusion strategy, of which gender is one element, we are working to create opportunity for all through our policies and practices, ensuring that leadership accountability and day-to-day support help employees excel in their roles and feel able to contribute fully.



In 2025\*, women represented

57%

of Unilever's management positions in the UK

42%

of our UK & Ireland Business Leadership Team

33%

of our Global Unilever Leadership Executive Team

\*At the time of the reporting period ending 31 December 2025

# Our Plans

## Culture

Unilever's ambition is to cultivate an inclusive workplace where everyone has a voice and can succeed. In the UK:

- Our actions to support and foster the potential of employees with families has been recognised externally, with Unilever UK named a Top 30 Employer for Working Families in 2025, thanks to our strong flexible working culture, and our commitment to supporting parents and carers across the business.
- Our U-Work scheme remains a pioneering example of flexible ways of working, enabling employees to enjoy the freedom and flexibility associated with contract roles with the security and benefits typically linked to permanent roles. This scheme is open to both current and former employees regardless of gender.
- Our Carers Network continues to grow year on year, providing a supportive community for colleagues with caring responsibilities, and helping them navigate the balance between their care commitments and professional growth.

## Recruitment

We want to attract and hire the very best candidates from all backgrounds, and in doing so continue to build a UK workforce where inclusivity is firmly embedded. With this aim, we ensure that:

- We work proactively to ensure our hiring managers receive a thorough shortlist of candidates before making a final decision
- We provide unconscious bias training for our hiring managers, covering best practice approaches to inclusive and effective recruitment.
- We review recruitment content to ensure our adverts, job descriptions and recruitment materials are as accessible and inclusive as possible.



## Policies

We work to develop inclusive policies which offer meaningful support to our employees in the UK and provide them with the flexibility to achieve the work-life balance that works best for them.

- We became the first FMCG company to be Menopause Friendly accredited, having extended our Bupa medical provision to include menopause support.
- Our Fertility Policy includes support for the challenges and time off required to manage a fertility process, and extends our Bupa cover to support for all assisted conceptions, including surrogacy.
- Our Pregnancy Loss Policy seeks to sensitively address this difficult experience, and encourages open dialogue with managers around employees' needs and the support services available to them.
- We continue to offer an increasing range of ways for employees to work flexibly, with a balance of male and female employees participating in our U-Work scheme. This enables colleagues to work on varying assignments, between which they are free to do other things that are important to them.
- Our Domestic Violence Policy provides employees with financial support, time off, and access to a dedicated Independent Domestic Violence Advisor for one-to-one support.
- Our Neonatal Leave Policy provides both parents up to 12 weeks' leave at full pay if their baby spends time in neonatal care.

## Progression

We are committed to creating opportunities for all our employees in the UK to actively develop their careers. To support this, we offer a range of learning and development opportunities that support skill building and future career progression.

- Our employees have access to many centrally funded virtual instructor-led training courses, supporting the development of leadership and technical skills across an extensive range of subject areas. To compliment these live sessions, all employees also have access to over 24,000 online courses and certifications through LinkedIn Learning.
- Our employees can also access a £200 annual learning budget, enabling them to pursue development opportunities outside of work.
- Our return-to-work parental coaching programme offers employees who have taken a period of family leave the opportunity to work one-to-one with a coach on their transition back to work. This support covers a wide range of areas, from exploring career aspirations to navigating practical challenges such as managing childcare.
- Our Carers Network has grown steadily. Alongside our Carers Leave Policy, we offer practical support such as legal seminars on how to obtain the power of attorney, and through access to an external provider who can help carers find suitable in-home, residential or respite care provision local to their loved ones and appropriate for their needs at pre-agreed rates.





# Unilever

## 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.

A handwritten signature in white ink on a blue background, appearing to read 'M. Woodward'.

**Marc Woodward**  
Head of Unilever UK