

# UK gender pay report 2024





# Equity, diversity and inclusion at Unilever in the UK



"At Unilever in the UK we are committed to fostering an inclusive and equitable workplace where every employee, regardless of their gender or background, feels valued and free to fulfil their potential. We recognise that closing the gender pay gap is essential for ensuring the long-term success of our business."

Throughout 2024 we continued to make progress towards our goal of building a company that reflects the diversity of the communities we serve and provides a supportive and empowering place for women to work and build their careers."

**Marc Woodward**

*Head of Unilever UK*

"At Unilever, we are dedicated to creating an environment where women can thrive and develop their careers."

We continue to take proactive steps to ensure Unilever remains one of the best places to work in the UK. In 2024 we launched a return-to-work parental coaching programme, supporting those who have taken a period of family leave to transition back to work. Meanwhile, our Carers Network continues to grow annually, acknowledging the important role our care population take on within the workplace as well as with their loved ones.

These initiatives reflect our ongoing dedication to fostering a workplace where everyone can thrive and bring their authentic self to work"

**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.

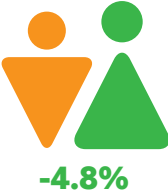
## Pay

### MEAN PAY



The **mean pay for women** is 0.1% higher than that of men

### MEDIAN PAY

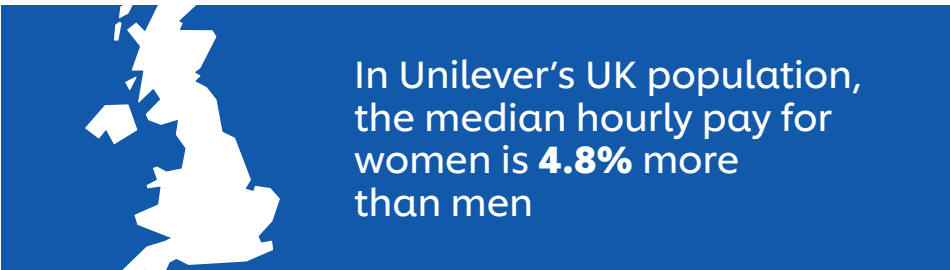


The **median pay for women** is 4.8% higher than that of men

## Proportion of men and women paid bonus pay



\*This analysis uses our pay and bonus data between April 2023 and April 2024. 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.



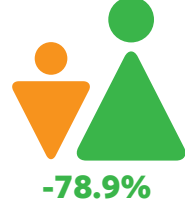
## Bonus Pay

### MEAN BONUS PAY



The **mean bonus pay for men** is 15.7% higher than that of women

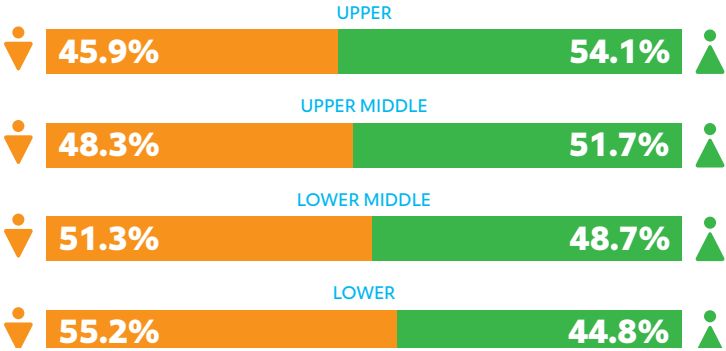
### MEDIAN BONUS PAY



The **median bonus pay for women** is 78.9% 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.





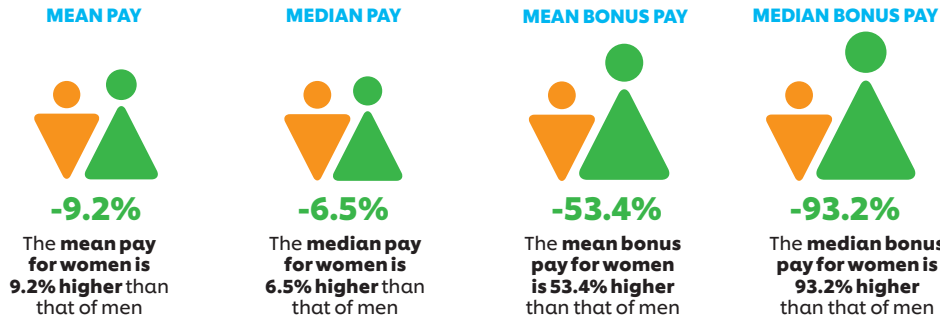
# Breaking down our results

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.

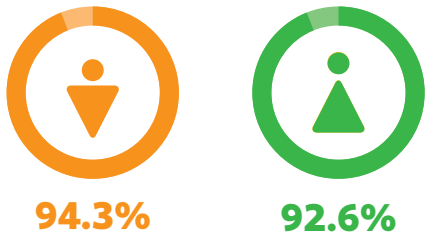
## Unilever UK Limited

Representing our UK specific operations, including our factories.

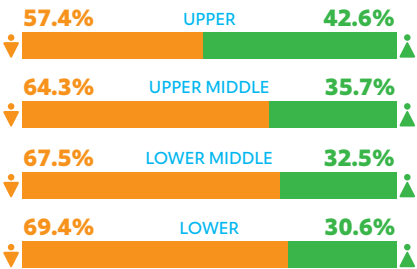
### Pay and Bonus Pay



### Proportion of men and women paid bonus pay



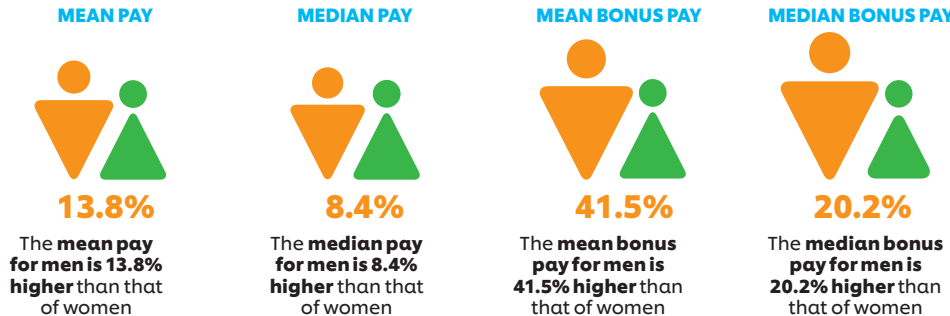
### Population by pay quartiles



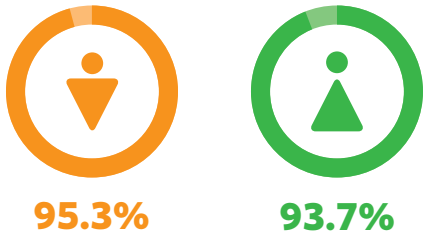
## Unilever UK Central Resources Limited

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

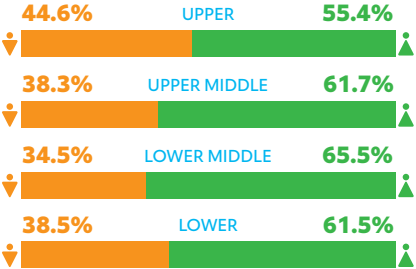
### Pay and Bonus Pay



### 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 eighth 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 2024 we found that our mean gender pay gap moved from -0.8% to -0.1%, while our median pay gap moved from -4.7% to -4.8%.

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 63.9% 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 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.

## 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. 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.

Some of our longest-running programmes have focused on leadership and gender balance, enabling us to have maintained gender balance at management level in the UK since 2017.

Through our Equity, Diversity and Inclusion strategy, of which gender is one element, we are removing barriers and bias, and working to achieve equity in our policies and practices. We are also 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 2024\*, women represented

**57.5%** of Unilever's  
management positions  
in the UK

**54%** of our  
UK & Ireland Business  
Leadership Team

**33.3%** of our  
Global Unilever Leadership  
Executive Team



\*At the time of the reporting period ending 31 December 2024



# Our Plans

## Culture

**Unilever's ambition is to cultivate an inclusive workplace where everyone has a voice and can succeed. We have introduced several initiatives to help us achieve this in the UK:**

- Our actions to support and foster the potential of employees with families has been recognised externally, with Unilever being awarded Best for Family Support by WM People Top Employers Awards in 2023.
- We have continued to pioneer flexible ways of working through our U-work scheme, which enables 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 has grown steadily in numbers throughout the year and continues to develop a community of individuals with similar care commitments who can feel supported and encouraged to balance their caring obligations with their career.



## Recruitment

**We want to attract and hire the very best candidates from all backgrounds, and through doing this we hope to build a business where diversity and inclusivity is embedded across our UK workforce. With this aim in mind, we make sure that:**

- We actively work to create a thorough shortlist of candidates for our hiring managers to review before making a final decision.
- We conduct regular unconscious bias training for our hiring managers which includes recruitment best practices.
- We ensure our recruitment content is reviewed to allow for the creation of more accessible adverts, job descriptions and recruitment materials.
- We work with female hires in areas of the business where women are underrepresented, creating narratives around their career paths that can be used to attract more women to these roles.

## Policies

**We are developing inclusive policies which provide meaningful support to our employees in the UK, providing them with the flexibility to achieve the work-life balance that works best for them.**

- We were the first FMCG company to be Menopause Friendly accredited, having extended our Bupa medical provision to include menopause support and trained our Time To Talk team so they can act as Menopause allies.
- Our Fertility Policy includes support for the challenges and time off required to manage a fertility process, as well as extending 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 in our U-Work schemes working on varying assignments, between which they are free to do other things that are important to them.
- We recently revised our Domestic Violence Policy so that it can provide employees with increased financial support, as well as increased time off and access to a dedicated Independent Domestic Violence Advisor for one-to-one support.



## Progression

**We are committed to creating opportunities for all our employees in the UK to actively develop their careers. To help achieve this we offer our employees opportunities to learn and develop new skills that can support their career progression.**

- Our employees have access to over 50 centrally funded formal training courses that aim to develop participants' leadership and technical skills anchored in a vast range of topics.
- Our employees can also receive support through a £200 annual budget to fund learning outside of work.
- In 2024 we launched a return-to-work parental coaching programme, offering employees who have taken a period of family leave the opportunity to work with a coach 121 on their transition back to work. This focuses on a breadth of areas such as identifying career aspirations as well as support and guidance on navigating the practical challenges of returning to work such as managing childcare.
- Our Carers Network has continued to grow. Alongside our Carers Leave Policy, we offer practical support such as legal seminars on how to obtain the power of attorney, 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.





## 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 teal background. The signature is stylized and appears to read 'M. Woodward'.

**Marc Woodward**  
Head of Unilever UK