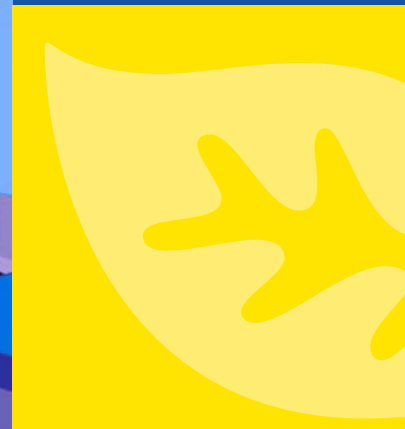


UK Gender Pay Report 2023



Unilever

Equity, diversity and inclusion at Unilever in the UK



“Unilever is committed to building a workplace where everyone – regardless of their background – feels able to bring their authentic professional self to work. To this end we strive to create a company that reflects the diversity of the communities we serve and provides a supportive and empowering working environment. In the last year we have continued to make progress towards this goal, and we are excited by the opportunities this progress is presenting to our business.

We have reduced the gender pay gap in some important areas and we continue to work towards gender pay equality across all areas and levels of our business. This progress has been delivered as we pioneer new flexible ways of working, providing opportunities for our employees to progress and flourish in their careers. Through doing this we will ensure that women at Unilever have the opportunity to thrive and progress at every stage of their careers.”

Richard Sharp

Head of Unilever UK and Head of HR for Unilever UK & Ireland

“Our 2023 Gender Pay report shows that Unilever continues to build a workplace that is inclusive and accessible, enabling the women who work here to excel and grow in their careers.

We have sought to redress the gender balance in areas where men have traditionally held more roles than women, such as within Research and Development (R&D). Today 52% of people in our global R&D teams are women and 55% are in managerial roles. Elsewhere, we offer enhanced support for women and parents, providing access to fertility treatment, pregnancy loss support and menopause support.

In 2024 we plan to build on this progress, increasing the proportion of women in senior roles across our business and support all of our employees to reach their full potential.”

Katherine Simpson

Executive sponsor of our 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. 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 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.



In Unilever's UK population, the median hourly pay for women is **4.7%** more than men

Pay

MEAN PAY



The **mean pay for women is 0.8% higher** than that of men

MEDIAN PAY



The **median pay for women is 4.7% higher** than that of men

Bonus Pay

MEAN BONUS PAY



The **mean bonus pay for men is 17.2% higher** than that of women

MEDIAN BONUS PAY



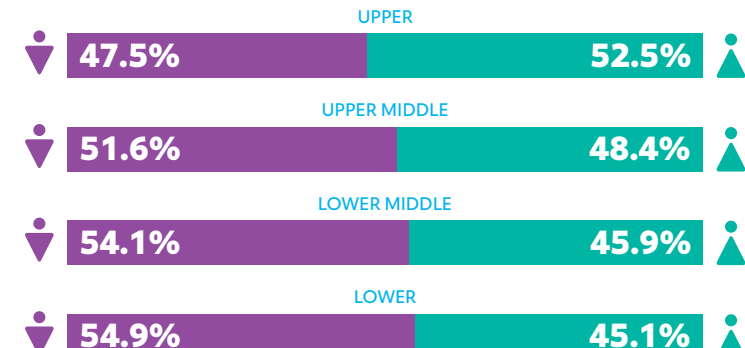
The **median bonus pay for women is 61.8% higher** than that of men

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 2022 and April 2023. 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

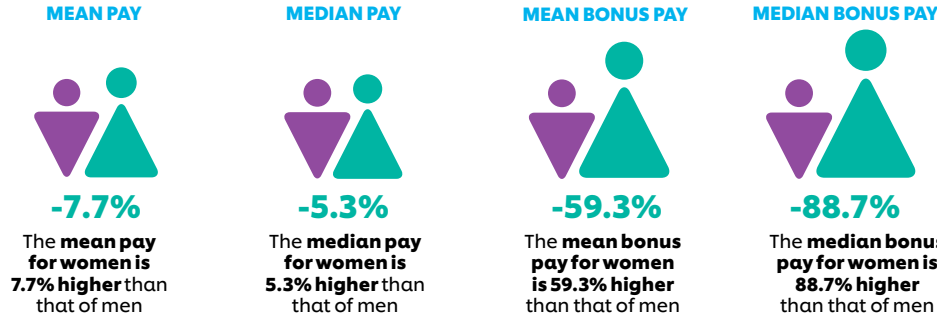
Breaking down our results

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.

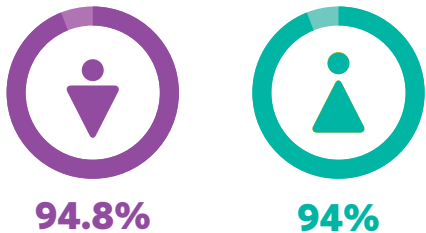
Unilever UK Limited

Representing our UK specific operations, including our factories.

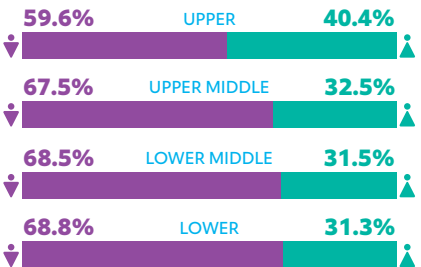
Pay and Bonus Pay



Proportion of men and women paid bonus pay



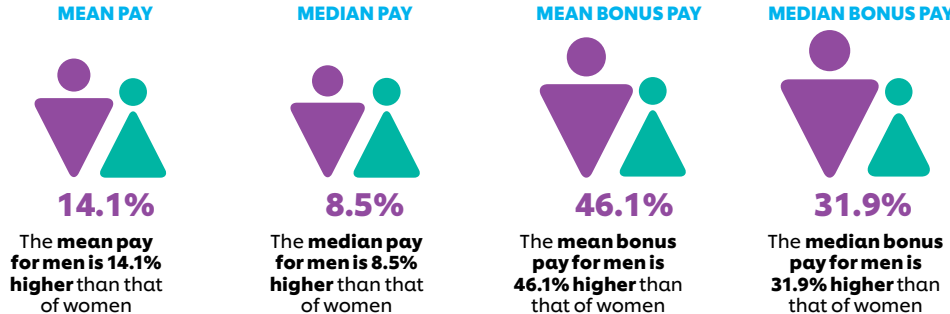
Population by pay quartiles



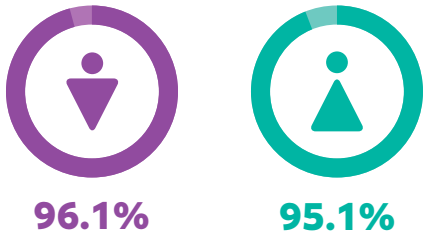
Unilever UK Central Resources Limited

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

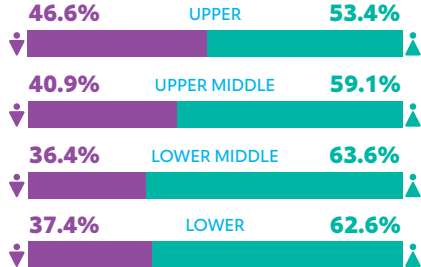
Pay and Bonus Pay



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 sixth 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 2023 we found that our mean gender pay gap decreased from 1.3% to -0.8%, while our median pay gap moved from -5% to -4.7%.

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 66.1% of our workforce are men, where men continue to fulfil a high 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, 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 global 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 our 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 harmful social norms and stereotypes can contribute to persistent gender pay gaps. Challenging and changing those norms is a vital part of our plans for the future, 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 global senior management level where women are still under-represented.

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, our employee experience and culture and in our approach to retention, development and promotion. We are 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 2023*, women represented

57% of Unilever's
management positions
in the UK

53% of our
UK & Ireland Business
Leadership Team

15% of our
Global Unilever Leadership
Executive Team



*At the time of the reporting period ending 31 December 2023

Culture

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

- Senior female representation continues to increase, thanks to gender balanced succession planning. We continue to support our senior women with bespoke development plans, mentoring and career coaches.
- Our actions to support and foster the potential of employees with families has been recognized externally, with Unilever being awarded Best for Family Support by WM People Top Employers Awards 2023.
- We have continued to pioneer flexible ways of working through our U-work scheme, which has allowed many of our female employees to enjoy the freedom and flexibility associated with contract roles with the security and benefits typically linked to permanent roles.
- 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 care needs with their career wishes



Yasmine Maggs, Shopper Marketing Executive:

Unilever UK's Carers Network has lifted the lid and shone a spotlight on the unseen role many of us perform supporting our loved ones alongside our work roles. The Network has enabled me to connect with others in a similar position and the forum has been invaluable in providing practical advice from setting up powers of attorney and enabled technology, to managing stress and emotional wellbeing. The Carers Network has made me feel less alone and it is comforting to know there is support and understanding from within the business.



Recruitment

We want to attract and hire the very best candidates, regardless of their gender or socioeconomic background and through doing this we hope to build a business where diversity is embedded across our workforce. With this aim in mind, we have undertaken the following activities:

- We actively work to create a balanced 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 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, 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 training 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 include 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 employee's 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, and between these they are free to do other things that are important to them.
- In 2023 we 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.



Jeni Canning, People Partner Manager:

Unilever's Enhanced Family Leave Pay allowed us to complete our little family and truly maximise the time with our new baby girl. It enabled me to take the full year off work without feeling pressure to return before I was ready. It enabled me to keep her older brother in nursery for a few days each week to allow for 1:1 bonding time with the baby. It meant we could still afford to do enjoyable activities for my eldest so he did not feel pushed out by the arrival of his baby sister, and it meant we could afford to go on our first mini holiday as a family of four before I returned to work.

Progression

As part of our Unilever Compass goals, we are committed to accelerate diverse representation at all levels of leadership. To help achieve this we offer our employees opportunities to learn and develop new skills that can support their career progression.

- A coaching programme, run online by specialist coaches, is available to our senior women leaders to support their careers and progression plans.
- 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.



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

Head of Unilever UK and Head of HR for Unilever UK & Ireland (on behalf of Unilever UK Limited and Unilever UK Central Resources Limited)