



BOARD DIVERSITY POLICY

Unilever has long understood the importance of diversity and inclusion. The commitment to diversity is embedded in the Code of Business Principles that set out our values and goes right through the organisation, starting with the Board.

Our vast geographical footprint with a rich fabric of countries and cultures, consumer and employee bases and stakeholder communities mean that we embrace and leverage the benefits of diversity to the full extent to live our purpose and to retain and enhance our competitive advantage. This includes differences of thought, knowledge, skill, experience, cultural and geographical background, age, ethnicity, race and gender. We aim to be as diverse as the people we serve.

This extends to our Board of Directors: the composition and quality of the Board should be in keeping with the size and geographical spread of Unilever, its portfolio, culture and status as a listed company. A diverse Board with a range of views enhances decision-making, which is beneficial to the company's long-term success in the interests of Unilever's stakeholders.

Thus, the Board of Unilever believes that Unilever Directors must be selected on merit, taking into account the basis of wide-ranging experience, backgrounds, skills, knowledge and insight with a continuing emphasis on diversity of its members. When selecting Directors, the process is based on objective criteria and there is no discrimination on any personal or physical attributes that would not speak to such person's ability to perform as a Director.

The Board supports the recommendations of the FTSE Women Leaders Review on gender diversity and the Parker Review on ethnic diversity.

Further details of the procedure to appoint directors are set out in the document "Appointment procedure for PLC directors" available at unilever.com. In addition, diversity data related to Non-Executive Directors and Directors can be found in the Report of the Nominating and Corporate Governance Committee section of the Annual Report and Accounts also available at unilever.com.

The Board supports Unilever's equity, diversity and inclusion strategy and management's efforts to ensure that the diversity of Unilever's senior management is continuously enhanced.