



Maximising potential of gender equality in industrial R&D

Unilever's R&D Diversity Journey

Isabelle Esser, Vice President R&D Savoury
November 2011



Diversity commitment

Determining the business case for change



“The biggest emerging market in the world isn’t a country; it’s women.”

- Andrea Jung, Chairman and CEO of Avon Product

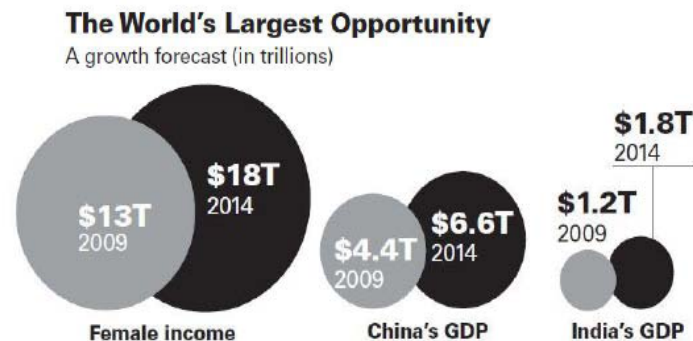
Forget China, India and the internet: economic growth is driven by women

- *The Economist*

83% of all consumer purchase decisions are made by women

- *Why Women Mean Business, 2009*

The Female Economy



The largest opportunity today is to make products that will appeal to women who make majority of the buying decision of our products.

Diversity commitment

Determining the business case for change



Business Performance

- The 25 Fortune 500 firms with the best record of promoting women to high positions are up to 69% more profitable.¹
- Companies with gender balanced teams at the top grow faster and make more profit²
- Fortune 500 companies with 3 or more women on the Board gain a significant performance advantage over those with the fewest. Namely: + 73% return on sales, + 83% return on equity, + 112% return on invested capital.⁶

Market Diversity

- Consumer and markets become more and more diverse.³
- In Unilever women make 75% of the purchases of our products
- Women buy 75% of the over the counter drugs, 66% of computer purchases are the responsibility of women, women make up 63% of online shoppers
- Women are expected to own 60% of all personal wealth by 2025

Workforce Demographics

- Globally 65% of University graduates are women
- In 15 of the EU countries, women represent 50% or more of all graduates.⁷
- In Europe, young adults (25-39) and adult population (40-54) will decrease by 25%/19%. War for talents increases.⁸

Capability & Engagement

- Productivity increases by 43% for engaged employees. People who are more able to be themselves are more motivated.⁵
- Leading companies maximise access to best talent through job flexibility.⁶

**Our workforce must reflect that 50% of talent base worldwide are women.
Diversity brings creativity and productivity**

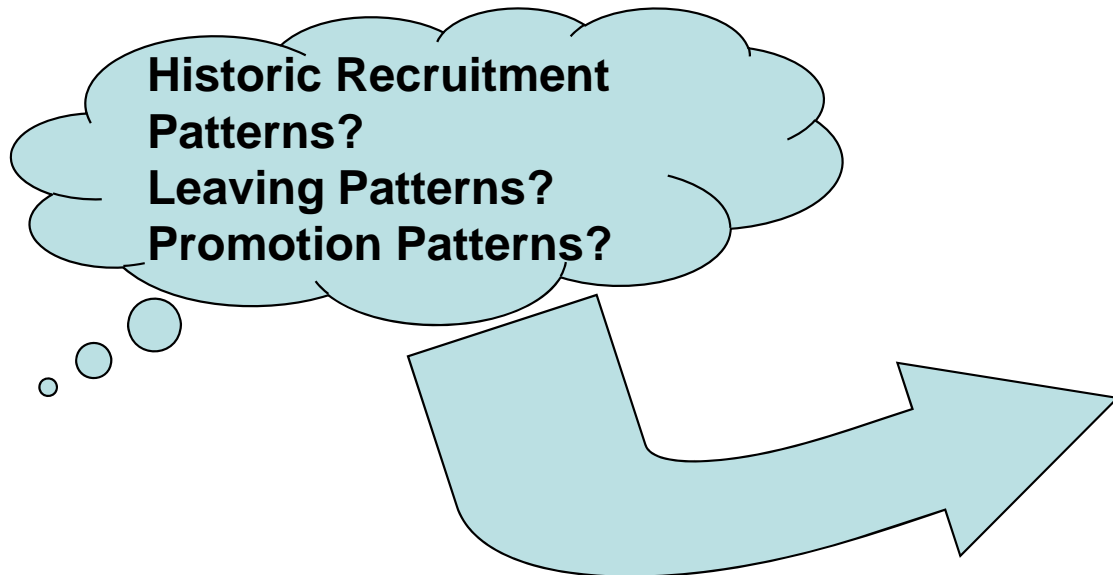
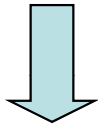
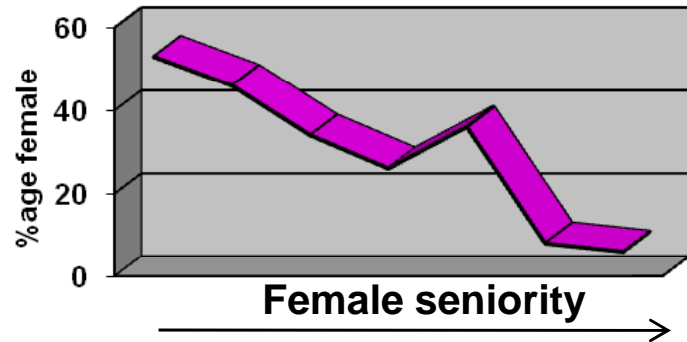
Unilever R&D Women's representation

Our ambition is to have representation of the global talent base

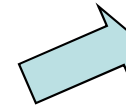
Source: internal Unilever data	2008	2010
Manager/scientist	38%	42%
Director	23%	28%
Vice President & Senior Vice President	5%	18%

What is the step change we need to make this happen?

Our gender diversity journey



**Business Case
for R&D**

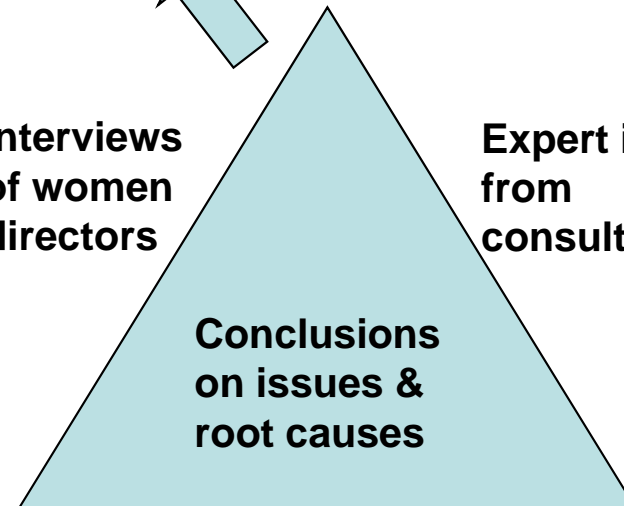


**Leadership
Team
Engagement
on Actions**



**Interviews
of women
directors**

**Expert input
from
consultant**



**Conclusions
on issues &
root causes**

Data analysis of career paths

Gender balance: Summary of findings

- 1) **Loss of women at Scientist level between Junior and Senior scientist (49% to 30%) before they reach Director level (women leave aged 30-39)**
 1. Family and social pressures - double burden_work/domestic
 2. Extreme Work pressure - jobs not engaging them as organisational culture is forcing them to be sidelined or slowing careers
 3. Career Path - Women don't have good support networks at workplace to bounce their career and work place related issues; therefore often disconnected from advancement and are faced with unnatural career codes
 4. Isolation and Lack of role model – restrained ambitions

- 2) **As long as we have low % women at senior scientist, we will have a low % at Director and hence Vice President**

- 3) **At Director level, women tend to be in less mainstream roles and so are less likely to be promoted to Senior Director and hence Vice President**

Initiatives



- Gathering & Focusing Insights
- Life Stage Career Flexibility
- Networking and Mentoring
- Leadership and Personal Development
- Strategic Communication



Gathering and Focusing Insights

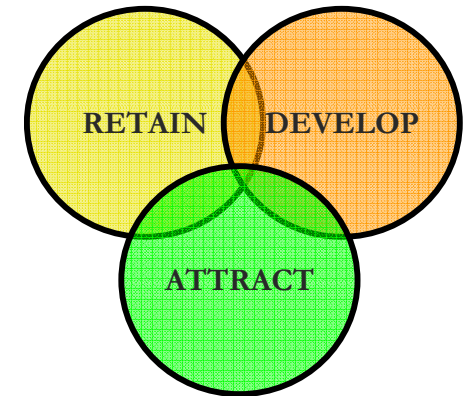


WHY:

Confirm and build existing hypotheses including exit interviews

Establish a culture baseline for measuring progress

Apply learning to specific initiatives



WHAT:

Information gathering internal and external literature

Interviews with senior women (Director +) in R&D

- How did they do it?
- Lessons learned
- Sacrifices, regrets and celebrations
- Thoughts and suggestions to drive diversity

Independently executed focus groups or interviews at junior scientist level

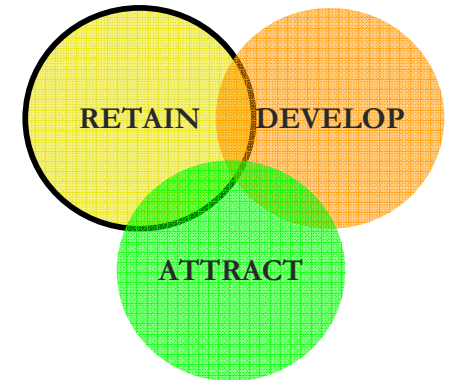
Life Stage Career Flexibility



WHY:

Life happens ... how can we keep employees engaged and motivated while dealing with different life stages?

Retain and build loyalty through developing non conventional career trajectories and flexibility in the workplace and meaningful Alternative Work Arrangement (AWA) possibilities



WHAT:

Agile and flexible working

Support for diverse needs in different cultural contexts



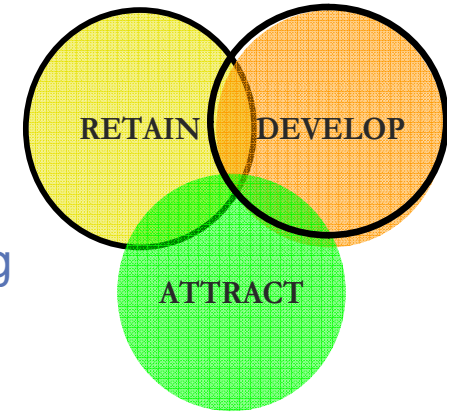
Networking and Mentoring



WHY:

Strong social networks are crucial to career success. Networks provide valuable opportunities for personal and professional growth, building relationships and interacting with role models and mentors

Networks and mentoring are crucial to connect women and fight the sense of isolation and loneliness



WHAT:

Leverage networks where they do exist and create specific networks connected by region across the R&D function

Specifically tailored leadership programme to help create such network

Establish a formalised mentoring programme as a Personal Development plan

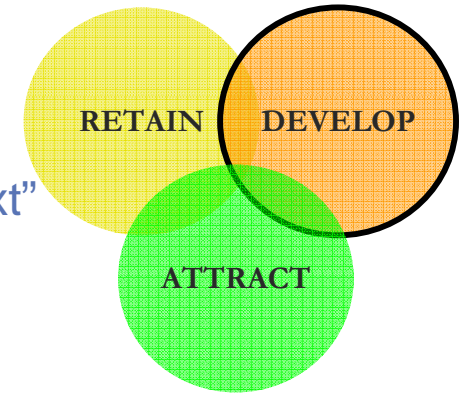
Identify different role models and widely share experience

Leadership and Personal Development



WHY:

For women, to own their future consciously, to help define their “next” step and focus their ambition.



WHAT:

Leverage existing self-assessment tools to create individual success map

Deploy the leadership program worldwide, a personal and professional development experience designed to help women

- Develop a broader vision of their leadership potential and encourage positive, aspirational thinking for professional/personal success
- Acquire practical tools for managing self and others

Structured personal development plans to increase the palette of roles considered, planning to be made with the destination role in mind

Strategic Communication



WHY:

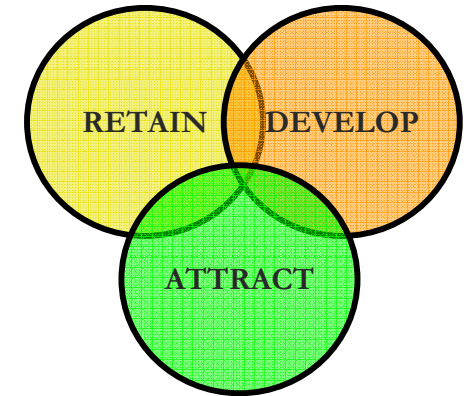
Culture Awareness to create engagement with Diversity and a Changing mindset

Communicates vision and mission

Sustains momentum and enlists support

WHAT:

All available communication tools



Summary



Unilever is committed to maximising and increasing gender diversity across all functions

In R&D

Retention of women in roles between Junior and Senior Scientist is critical

Barriers have been identified

Focused initiatives are being implemented