

People performance



	2021	2020	2019	2018
Workforce				
Total number of employees as at 31 December ^(d)	148 044	148 949	149 867	154 848
Workforce composition and gender balance^{*(a)}				
Total workforce (total and %)				
Female	52,925 (36%)	51,967 (35%)	53,469 (36%)	53,465 (35%)
Male	95,087 (64%)	96,982 (65%)	96,398 (64%)	101,383 (65%)
Unspecified	32 (0.02%)	-	-	-
Non-management (total and %)				
Female	44,168 (34%)	44,311 (33%)	44,323 (33%)	46,103 (33%)
Male	86,976 (66%)	89,392 (67%)	89,499 (67%)	93,752 (67%)
Unspecified	25 (0.02%)	-	-	-
Management (total and %)				
Female	8,733 (52%)	7,636 (50%)	7,620 (51%)	7,336 (49%)
Male	8,047 (48%)	7,525 (50%)	7,408 (49%)	7,552 (51%)
Unspecified	7 (0.04%)	-	-	-
Senior management (reporting to ULE) (total and %)				
Female	20 (27%)	16 (22%)	15 (20%)	17 (21%)
Male	55 (73%)	56 (78%)	59 (80%)	64 (79%)
Unspecified	0 (0.0%)	-	-	-
Unilever Leadership Executive (ULE) (total and %)				
Female	4 (31%)	4 (31%)	4 (33%)	4 (36%)
Male	9 (69%)	9 (69%)	8 (67%)	7 (64%)

Unspecified	0 (0.0%)	-	-	-
Board (total and % of Board)				
Female	6 (46%)	5 (42%)	5 (38%)	5 (38%)
Male	7 (54%)	7 (58%)	8 (62%)	8 (62%)
Unspecified	0 (0.0%)	-	-	-
Employee engagement				
Employee Engagement Index (based on annual employee survey) (%) ^(b)	82%	83%	77%	74%
New starter and exit rates^{*(a)(c)}				
New starters (total and % of workforce)	21,018 (17%)	-	-	-
Female	9,246 (22%)	-	-	-
Male	11,765 (14%)	-	-	-
Unspecified	7 (0.03%)	-	-	-
Leavers (total and % of workforce)	20,402 (16%)	-	-	-
Female	7,824 (19%)	-	-	-
Male	12,572 (15%)	-	-	-
Unspecified	6 (0.03%)	-	-	-

Footnotes

Reporting period 1 January - 31 December annually. Figures cover total Unilever workforce unless otherwise stated.

*World Economic forum (WEF) IBC metric.

^(a) In 2021 we expanded our reporting to include those who are not identified as male or female in our systems.

^(b) We measure employee engagement using the mean score of favourable responses to the following questions in our annual employee engagement survey: "Overall I'm extremely satisfied with Unilever as a place to work", "I'm proud to say that I work for Unilever", "I'd gladly refer a friend or family member to Unilever for employment" and "I'm not seriously considering leaving Unilever".

^(c) We measure entry ('new starters') and exit rates ('leavers') using average headcount data for all employees, male, female and unspecified for the reporting year. This data set excludes employees of entities acquired for which the HR systems are not yet integrated and employees working on tea estates, who are recorded on separate HR systems. They represent 16% of total Unilever workforce

^(d) The Unilever Board are excluded from the total workforce population.

A dash indicates information not reported.