



REWARD STRATEGY FOR A GLOBAL BUSINESS

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GLOBAL HEAD OF REWARD
UNILEVER



REWARD

A teal starburst graphic with seven points, containing the word 'REWARD' in white capital letters. The background of the slide features a large teal abstract shape on the left and a circular inset showing a blurred image of people walking in a modern building.

OUTLINE OF THE SESSION



**What does a Global Reward Strategy
For a Global Business look like?**



REWARD

BUSINESS DRIVERS



- Focus
- Standardisation
- Simplification
- Fewer Resources



GLOBAL REWARD STRATEGY

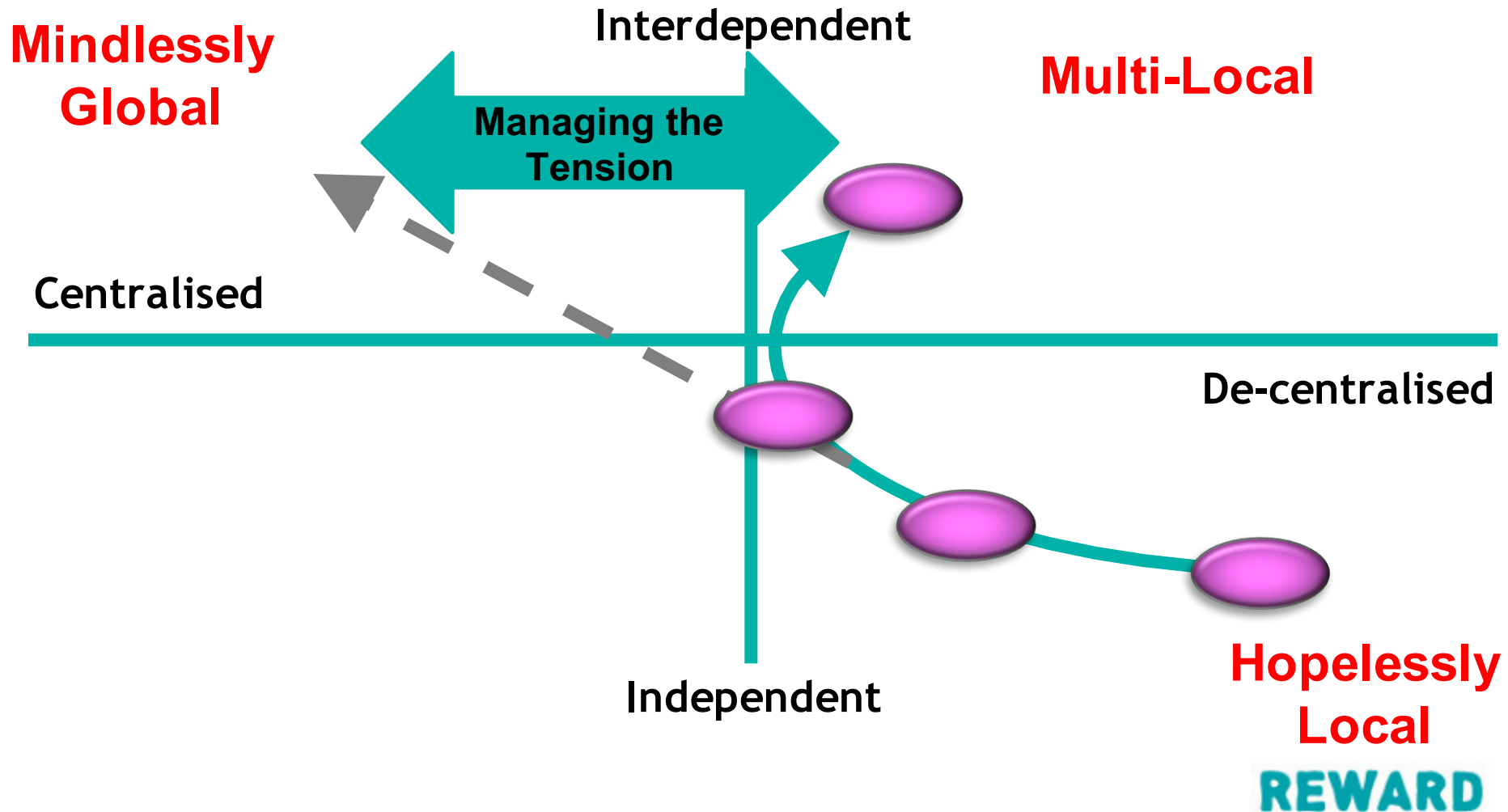


- Consistency
- Data
- Automation

**“Do more with less
by doing things differently”**



GLOBAL - LOCAL MANAGING THE TENSION



UNILEVER'S FRAMEWORK FOR FAIR COMPENSATION



- Fair & Liveable Compensation
- Market Based Compensation
- No Discrimination
- Performance Focused
- Open and Explainable

Fair Pay

REWARD



OUR REWARD PRINCIPLES

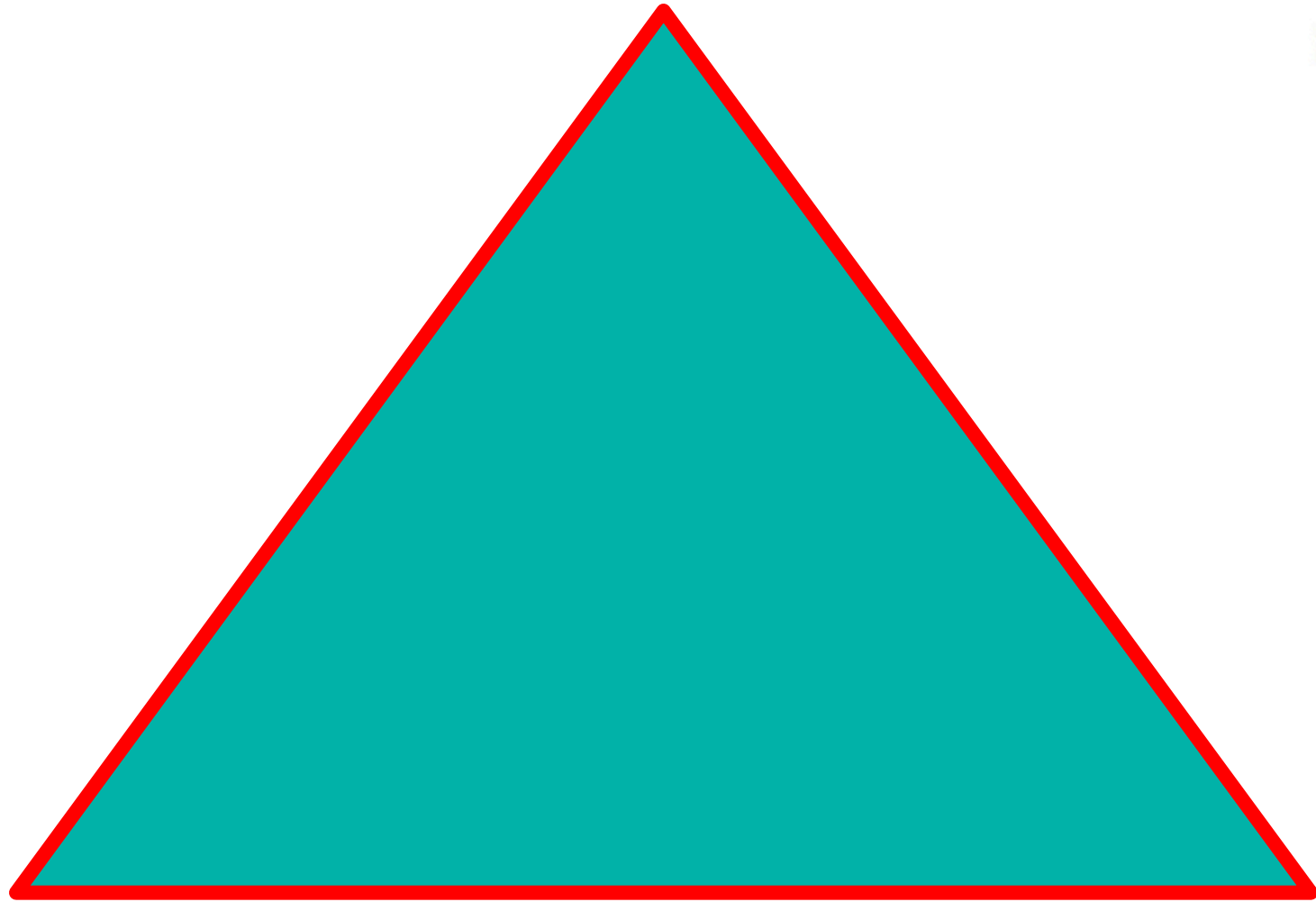


1. Fixed pay is Market based, Fair and Competitive
2. Variable pay is used to drive improved Performance
3. Exceptional individual employee contributions are Recognised
4. Employees have the opportunity to take a financial interest in Unilever through acquiring shares
5. All elements of reward will be:
Open, Fair, Consistent and Explainable

REWARD



PAY AT THE TOP AND THE BASE OF THE PYRAMID



REWARD



INCENTIVES & SHARES



- Global Bonus Plan

- Actual Bonus = Target Bonus
x Business Performance Ratio
x Personal Performance Multiplier
- Unilever Overall Business Performance is Key Driver

- Performance Shares

- **SHARES** – buy 3 get 1 free



SHARES
Buy 3 get 1 free

REWARD

TECHNOLOGY DRIVES CHANGE



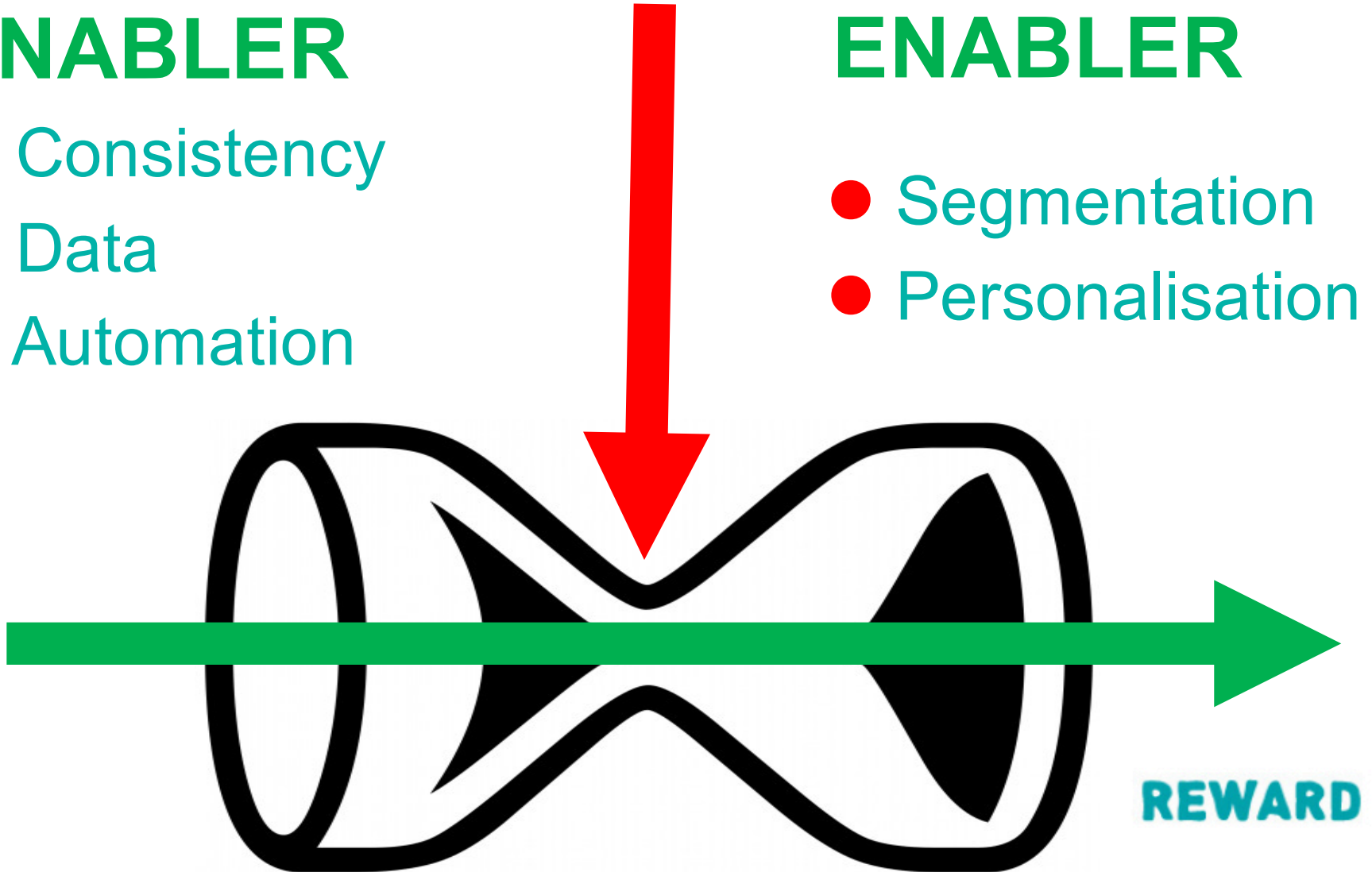
CONSTRAINT

ENABLER

- Consistency
- Data
- Automation

ENABLER

- Segmentation
- Personalisation



NEW DIRECTIONS FOR REWARD



- More benefits, less variable pay
- Reward as long term cash flows
- Lifecycle & Lifestyle alignment
- “Advances”
- Giving people what they value



THE FUTURE OF REWARD



- Pay custom tailored to fit
- Lots of flexibility
- Easy to deliver
- Easy to change



YOUR QUESTIONS



REWARD