The CII website (submission of responses to the questions) currently does not support adding descriptions for certain questions. Therefore, this document is being provided as a reference. Kindly use it to interpret the corresponding questions and refer to the answers available on the website alongside the explanations included here.

Question 3C. Do you have any Sections highlighting board diversity and STEM representation in your annual reports?

Response: The Annual Report is a large file of 27 MB and unfortunately cannot be compressed under 2MB. Hence attaching the link below and adding snips of sections that represents board diversity and gender diversity

Annual Reports | Unilever (Kindly click on 'Annual Reports 2024 – 25' to access the latest HUL Annual Reports)

The table below highlights the core areas of expertise/skills/competencies of the Board members. However, absence of mention of a skill/expertise/competency against a member's name does not necessarily indicate that the member does not possess that competency or skill.

Sr. No.	Name of Directors	Leadership Expertise	Crafting Business Strategies	Understanding of Emerging Markets and Consumer Insights	Financial Expertise and Risk Management	Experience of overseeing large and complex business operations requiring proven administrative & managerial skills	Cyber Security, Digital/ Information Technology & Data Governance	Corporate Governance and Legal Framework	Purposeful Business & Sustainability/ ESG	People & Talent Development
1.	Nitin Paranjpe	●	●	●	●	●		●	●	●
2.	Rohit Jawa	●	●	●	●	●	●	●	●	●
3.	Ritesh Tiwari	●	●	●	●		●	●	●	●
4.	Biddappa Ponnappa Bittianda	●	●	●		●		●	●	●
5.	Leo Puri	●	●	●	●	●	●	●	●	●
6.	Ashu Suyash	●	●		●	●		●	●	●
7.	Ranjay Gulati		●	●				●	●	●
8.	Neelam Dhawan	●	●	●		●	●	●	●	●
9.	Tarun Bajaj	●	●	●	●	●		●	●	●

Board Members and their skills on Page 239 of Integrated Annual Report 2024 -25





A note on inclusivity and women representation across levels on Page 94 and 104 respectively of Integrated Annual Report 2024 – 25

Question 9: What is the percentage of women in STEM roles who have rejoined the organization after a career break compared to the total number of women in STEM employees – 2022,2023 & 2024

Response: Please note that the numbers mentioned in the response is to be read as follows:

- 2020 – 22%
- 2021 – 22%
- 2022 – 20%

As the maximum permissible tenure for a Career Break under the policy is two years, we are reporting data for the years 2020, 2021, and 2022. Data for 2023 and 2024 cannot be reported at this time, as the return window for these breaks is still open.

Question 11: What percentage of the total white papers, theses, and articles published by employees in the company were authored or co-authored by women in STEM?

Response: Currently, HUL does not centrally track the percentage of white papers, theses, or articles authored or co-authored by its employees including women in STEM roles. This information is not maintained at an organizational level, as publication activities are often driven by individual initiatives and collaborations across diverse teams and disciplines.

However, there is a strong culture of sharing research contributions/publications through various internal communication forums, such as team meetings, knowledge-sharing sessions, newsletters, and cross functional collaboration forums.

Question 13: How many training sessions has your organization conducted in the last three years specifically for women in STEM employees, focusing on mentorship, professional development, technical training, executive programs, or skill development? Please provide details on the types of programs offered.

Response: Our learning programs are thoughtfully structured across various organizational levels—Executives, Early Managers, Leaders, and Senior Leaders, of which Women in STEM are a subset of. These programs focus on cultivating leadership capabilities, fostering professional and personal growth, accelerating talent development, nurturing a growth mindset, and offering advanced learning opportunities such as the Executive General Management Program.

Delivered as targeted interventions annually, participation is based on a selection considering multiple performance and potential indicators.

A few learning Programs to mention:

- **Leadership Coaching** – 1:1 coaching for leadership development, to enable to build good reputation as a leader right from the start.
- **Senior Executive Leadership Program** – An in-person intervention focussing on three key aspects – Transforming the Business, Transforming the Self and Transforming the organization.
- **Transition Lab** – A personalised and exclusive experience for new leaders for navigating the role ahead and enhance leadership impact.
- **Science of Selection** – To enable talent capabilities among the leaders across functions, the program delivers learning on the science of selecting candidates for roles, new assessment methodologies and dealing with unconscious bias.
- **Advanced P&L for Senior Leaders** – A blended intervention enabling participants to read P&L statements, driving ROI for better decisions and understanding investment choices.
- **iStart Immersive Induction** – Specially designed for lateral hires, provided participants with insights, tools and skills to accelerate journey to the heart of Unilever's business and culture.
- **Unilever Future Leaders Program** - A flagship initiative aimed at providing an accelerated learning environment to management trainees & help them get future ready through an immersive experience across our business verticals.
- **The Essential Negotiator** – An experiential and transformational learning journey to control the negotiation agenda, question effectively, influencing the profitability of the deal for maximum benefit.
- **Executive General Management Program** – A four-week residential program in collaboration with select IIMs to introduce participants to contemporary business models, advanced business strategies and develop core business competencies.
- **Getting Future Ready** – A face to face program to stay ahead of the curve and upskill the organization on practices of the future.
- **Impact for Growth –** This is a unique, participant-first leadership programme for Senior Managers that helps individuals explore how their mindset influences behaviour, offering insights, tips, and reflective discussions to deepen self-awareness and personal growth.
- **Leading Teams with Impact -** This programme equips Managers with the mindsets, tools, and skills to manage talent and performance effectively, make better decisions,

and collaborate confidently across teams. It also connects them to key processes and responsibilities as Unilever Line Managers.

Furthermore, functional teams lead multiple upskilling initiatives throughout the year, focused on delivering specialized knowledge in key subject areas.

Supply Chain

- **Engineering Workshop** - This workshop intends to enhance the understanding and knowledge of the Engineering fundamentals.
- **Brilliant Basics & ManEx Workshop** - Understanding Brilliant Basics of Manufacturing Excellence.
- **Frontline Leadership Development Program (FLDP)** - Building Capability in Employee Relations to effectively to manage teams
- **Data Visualization** - Enabling data driven decision making for frontline SC executives
- **IT-OT Workshop -** This program intends to address the problems where OEM involvement is heavily deployed in IT -OT (Information Technology – Operational Technology) space and aims to build the capability in so that the IT-OT problems are strictly solved internally.

Research & Development

- **Foundational Technical Sessions** – In person sessions for the eligible employees on Rheology, Analytical Chromatography of Small Molecules, Spectroscopy and Understanding Foaming in sewage fed surface water bodies
- **Impactful Communications** – A comprehensive session on the Foundation of Confident Communication.

In addition to the structured learning programs mentioned above, employees also have access to a wide range of self-directed online learning resources. Platforms such as LinkedIn Learning, Degreed, and Udemy are available to support continuous development in key business skills.

Question 14. What percentage of women in STEM employees have been sponsored by the company for higher education, leadership programs, or technical training programs in the last three years, compared to the total number of women in STEM employees in the organization? (2022)

Note: Please note that the data is unavailable for the year 2022. The numbers are reported for the years 2023 and 2024