CII Awards for Excellence for Women In STEM – Application Questionnaire & Responses

1	a	What is the total number of board members in your company?	Nine
	b	What is the total number of women board members in your company.	Two
	c	What is the total number of women in STEM board members in your company.	One
2	A	What is the total number of employees at the CXO level in your company?	252
	B	What is the total number of women in STEM employees at CXO level in your company.	97

3	a	What is the total number of employees in your company for each of the last three years – 2022,2023 &2024	March 2022 - 6872 March 2023 - 6826 March 2024 – 6745
	b	What is the total number of women in STEM employees in your company for each of the last three years – 2022, 2023 & 2024	**Total Number of Women in STEM** 2022 - 931 2023 - 1069 2024 - 1054
	c	Do you have any Sections highlighting board diversity and STEM representation in your annual reports?	https://www.hul.co.in/files/integrated-annual-report-2024-25.pdf#page=121 https://www.hul.co.in/files/integrated-annual-report-2024-25.pdf#page=49 https://www.hul.co.in/files/integrated-annual-report-2024-25.pdf#page=54

Question 4: Does your company have specific policies or dedicated initiatives for women in STEM employees, including provisions such as flexible working hours, remote work options, childcare support, or other inclusivity programs? If so, please provide details.

HUL's broader employee policies are inclusive and supportive of all employees, including those in technical and scientific functions, the subset of which is Women in STEM roles.

- **Flexible Work Model**: HUL follows a hybrid working arrangement along with flexible timings, allowing employees to work from home up to two days per week. Remote working arrangements are considered on a case-to-case basis, ensuring they align with the nature of the role and do not compromise expected outcomes.

- **Childcare Support**: Select offices and factory locations are equipped with fully operational crèches, providing on-site childcare facilities to support working parents.

- **Maternity Benefits**: The organization adheres to comprehensive maternity leave policy laid by the law. These benefits are also extended to adoptive mothers and commissioning mothers (in cases of surrogacy), ensuring inclusive support for various family-building journeys. Male employees are also eligible for a paternity leave upto 4 weeks.

- **Safe Commute Provisions**: In exceptional cases where women employees are required to work beyond 8:00 or 8:30 PM (depending on location-specific guidelines), safe vehicle drop facilities are provided to ensure their security.

- **U Work**: A type of employment contract that offers employees a high degree of Flexibility to dip-in-and-out of work with the Security of being employed with HUL and receiving rewards & benefits. It involves working on assignments and then usually taking a break before starting another assignment, so that the employee is doing the things that matter most to them.

- **Career Break Policy**: Employee with minimum 2 years employment with HUL can avail career break for reasons such as Childcare Responsibilities, Adoption, Eldercare Responsibilities/Personal Family Commitments, Professional Development/Higher Education, joining spouse/partner at the place of their posting, Pursuing a personal reason like hobby, travel etc. The break is for a minimum of3 months and a maximum of 2 years.

- **HUL Pathways:** An initiative designed to empower diverse leaders across industries in niche roles and professions that have been traditionally under-represented, including STEM. Season 1 of the initiative focused on Women in Supply Chain and brought together around 20 mid-senior professionals from leading companies. The event served as a platform for women to not only gain industry insights but also to discuss career development, resilience, and mentorship. (https://www.hul.co.in/news/2024/hul-pathways-nurturing-diverse-talent-one-step-at-a-time/)

- **Women Leaders ERG**: In the year 2025, HUL launched an Employee Resource Group (ERG) with over 350 women across the organization to unite, uplift and unleash the true potential of women leaders at HUL.

These initiatives reflect HUL's commitment to fostering an inclusive, safe, and supportive work environment for all employees, including those contributing to STEM fields.

Question 5: What is the overall percentage of women in STEM hired compared to the total number of employees hired in your company over the past three years – 2022, 2023 & 2024

% of Women in STEM Hired for the last 3 years compared to total number of hirings

- 2022 - 17%
- 2023 - 15%
- 2024 - 19%

Question 6: Hiring initiatives to achieve 50-50 gender balance

- HUL has been consistent in its efforts to become a gender-balanced organisation across all functions and has made significant strides in moving the needle on gender representation, including representation of women in STEM roles.
- Over the years, we have transitioned from focussing on representation to fostering true equity and belonging across all facets of our workforce.
- With an ambition to achieve women representation from the Boardroom to the shop floor, today we have 42% representation in managerial positions. In certain teams such as India R&D with its team of more than

750 employees spanning across R&D sites in India (Mumbai and Bangalore) has achieved an impressive milestone, with women scientists and technologists now accounting for over 50% of all management jobs.

- Additionally, through several transformational programs, such as 'Samavesh' and 'Ahilya', we strive to enhance women's representation in our factories and salesforce, respectively. We have over 1,600 women as shopfloor employees across our manufacturing locations and have onboarded over 1,500 women in sales.

- **Project Samavesh - Building Inclusive Factory Ecosystems**

Creating a safe, inclusive, and growth-oriented environment for women in factories.

Key Actions

1. Policy Advocacy & Community Engagement
    - Advocacy at Government level by obtaining exemption to employ women in all three shifts.
    - Engagement with local communities, technical institutes, and families to build trust and support.
2. Inclusive Onboarding & Development
    - Blended learning program tailored for women.
    - Coaching and mentorship from factory leadership.
3. Infrastructure & Safety Enhancements
    - Custom facilities: separate locker rooms, washrooms, sanitary vending machines, creche access.
    - Safety systems: GPS-enabled transport, CCTV, women security staff, panic buttons, and self-defence training.
    - Workplace engineering solutions to ease heavy and strenuous operations.
4. Culture of Inclusion
    - Gender sensitisation workshops and real-time feedback sessions.
    - Active participation of women in factory committees and focus groups.

- **Women in STEM Fellowship**

- HUL announced the Women in STEM Fellowship (WISF) to promote the representation of women in STEM in the Year 2023. Now in its third successful year, the fellowship continues to empower and support aspiring women in STEM.
- Fellowship program in partnership with India's top educational institutes (IISc, IIT-M, NCBS) for Masters/PhD students, supporting 15 research scholars across institutes.
- Funded through HUL's CSR Program, it is benchmarked against the highly prestigious PMRF (Prime Minister's Research Fellowship)

Objectives

- Help seed research activities in multiple areas in alignment with Sustainable Development Goals as well as create an ecosystem of skilled academicians and researchers in the fields that will propel these areas for the future
- Create a workforce of women who are well trained to address various challenges that will be faced across industry sectors.

Program Details

- Financial support in the form of monthly stipend covering the entire five-year duration of the PhD program and a grant for travelling/attending conferences, laptop and other research equipment.
- Opportunity to interact with HUL and R&D leadership Team during the period of their Fellowship via the mentoring program.
- Exclusive access to visit our R&D Campus, interact with eminent scientists and learn about specific technologies

➢ **Policies & practices enabling Gender Balance and Inclusion**

- **Flexible Work Model**: HUL follows a hybrid working arrangement along with flexible timings, allowing employees to work from home up to two days per week. Remote working arrangements are considered on a case-to-case basis, ensuring they align with the nature of the role and do not compromise expected outcomes.
- **Purposeful and Enriching jobs:** Unilever provides a space to live one's purpose, touch people's lives and drive impact for the business and to boldly innovate for people and planet
- **Strong leadership support and role modelling:** Leaders across the business groups- actively invest in the development of employees and challenge them to stretch themselves.
- **Childcare Support:** Select offices and factory locations are equipped with fully operational crèches, providing on-site childcare facilities to support working parents.
- **U Work:** A new type of employment contract that offers employees a high degree of Flexibility to dip-in-and-out of work with the Security of being employed with HUL and receiving rewards & benefits. It involves working on assignments and then usually taking a break before starting another assignment, so that the employee is doing the things that matter most to them.
- **Career Break Policy:** Employees with minimum 2 years employment with HUL can avail career break for reasons such as Childcare Responsibilities, Adoption, Eldercare Responsibilities/Personal Family Commitments, Professional Development/Higher Education, joining spouse/partner at the place of their posting, Pursuing a personal reason like hobby, travel etc. The break is for a minimum of3 months and a maximum of 2 years.

Question 7: What is the overall percentage of women in STEM who have been promoted compared to the total number of promotions in your company over the last three years – 2022, 2023 & 2024

Women in STEM Promotions as a % of overall Promotions

- 2022 - 11%
- 2023 - 19%
- 2024 - 10%

%WIS Promotions as a % of overall STEM Promotions

- 2022 - 31%
- 2023 - 38%
- 2024 - 31%

Question 8: What is the overall percentage of women in STEM roles who have left the organization compared to the total attrition in the company over the past three years – 2022, 2023 & 2024

Women in STEM Attrition

- 2022 – 9%
- 2023 - 10%
- 2024 - 11%

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

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.

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

Question 10: Does your company actively measure and track the recruitment and retention of women in STEM positions? If so, please provide details on the metrics, tools, and strategies used.

We actively track Gender Balance percentage by function and work levels, a subset of which in STEM roles. Over the years, the approach has progressed from prioritizing representation to strategically fostering true equity and belonging across all facets of our workforce.

Strategies for recruitment and retention of women in STEM positions include:

- **Early Talent Engagement** - Engaging early with STEM talent and building a pipeline through India's premier scientific institutions aids in recruitment.
- **Investment in Talent Development** - Organising Future Fit workshops and Career Clinics for employees across work levels. Future Fit Workshops focus on holistic development plan and provide framework/checkpoint for career development while career clinics takes employees through career journeys of various leaders at Unilever.
- **Leveraging New Employment Models** – Open2U and U-Work models of employment offers Flexibility with Security. This provides access to different talent pools with diverse skills and experiences at speed.
- **Ringfencing Key Talent** – Proactive measures such as Customised Development, Career Clarity, Proactive Engagement and Holistic Rewards in place to retain key talent
- **Building Line Manager Capabilities**: Empowering Line Managers to become Talent Catalysts by positioning 'Talent Development' as a core leadership capability, thereby driving greater team effectiveness
- **Flexible Work Model**: HUL follows a hybrid working arrangement along with flexible timings, allowing employees to work from home up to two days per week. Remote working arrangements are considered on a case-to-case basis, ensuring they align with the nature of the role and do not compromise expected outcomes.

- **U Work**: A type of employment contract that offers employees a high degree of Flexibility to dip-in-and-out of work with the Security of being employed with HUL and receiving rewards & benefits. It involves working on assignments and then usually taking a break before starting another assignment, so that the employee is doing the things that matter most to them.
- **Career Break Policy**: Employee with minimum 2 years employment with HUL can avail career break for reasons such as Childcare Responsibilities, Adoption, Eldercare Responsibilities/Personal Family Commitments, Professional Development/Higher Education, joining spouse/partner at the place of their posting, Pursuing a personal reason like hobby, travel etc. The break is for a minimum of3 months and a maximum of 2 years.
- **HUL Pathways**: An initiative designed to empower diverse leaders across industries in niche roles and professions that have been traditionally under-represented, including STEM. Season 1 of the initiative focused on Women in Supply Chain and brought together around 20 mid-senior professionals from leading companies. The event served as a platform for women to not only gain industry insights but also to discuss career development, resilience, and mentorship.
- **Women Leaders ERG**: In the year 2025, HUL launched an Employee Resource Group (ERG) with over 350 women across the organization to unite, uplift and unleash the true potential of women leaders at HUL.
- **Leadership Development Programs** – The Central Learning team initiates a variety of leadership and skill development programs throughout the year, aimed at equipping employees with essential capabilities such as leadership, soft skills, effective team management, and a broader understanding of their roles. These programs also emphasize decision-making aligned with organizational goals and are supported by ongoing coaching and mentorship from senior leaders
- **Mental Health & Well-Being:** All employees in Unilever have access to tools and resources aimed at promoting Health and Well-Being such as Counselling, Connecting with MHCs (Mental Health Champions), who are trained colleagues who provide confidential safe space to talk and signpost to further help, psychological safety tools and other such resources

Our retention philosophy is no different from our talent philosophy of providing careers and development by enabling talent to build breadth and depth in their journey, with lucrative growth opportunities across industrial science, business areas and product categories.

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?

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 12: What percentage of total IPs (filed and granted) from your organisation in the last 3 years have Women in STEM as one of the co-inventors – 2022, 2023 & 2024

% of Women in STEM as one of the co-inventors in total IPs filed

2022 - 76%

2023 - 84%

2024 - 78%

% of Women in STEM as one of the co-inventors in total IPs granted

2022 - 41%

2023 - 71%

2024 - 46%

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.

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?

The data is unavailable for the year 2022. The % of women in STEM part of learning interventions from 2023 is as below. The data exclusively based on Leadership & Mentoring Programs initiated by Central Learning Team.

- 2023 - 9%
- 2024-14%

Additionally, Women in STEM were an active part of all the upskilling interventions carried out by functional teams (Reseach & Development, Supply Chain, and IT)

Question 15: Does your organization have any special awards, recognitions, or incentive programs to celebrate and acknowledge the contributions of women in STEM employees? If so, please provide details.

HUL celebrates contributions across all functions and roles through a variety of awards and recognitions, annually at both the function-specific and organization-wide levels. These initiatives are designed to be fully inclusive, recognizing excellence regardless of gender, role, or background. While there are no awards exclusively for women in STEM, their achievements are celebrated as an integral part of our broader commitment to excellence across all domains

Question 16: What is the yearly average percentage of women in STEM employees who participate as speakers in external and internal conferences, seminars, or industry events, compared to the total number of women in STEM employees in the organization?

The yearly average percentage of women in STEM employees participating as speakers in external and internal conferences, seminars, or industry events is not centrally tracked, as these engagements are often pursued by individuals in their personal or professional capacities. However, such contributions are regularly shared and celebrated in common forums, team huddles, and other team-level interactions, fostering a culture of knowledge sharing and peer recognition.

Question 17: Does your organisation support any Women in STEM related programmes under CSR or other (e.g., scholarships, outreach programs, mentorship, infrastructure support, any other). If so, provide details.

Women In STEM Fellowship (WISF) Program - The HUL Women in STEM Fellowship was launched in the year 2023 to support women scientists from leading Indian institutes pursuing their PhDs in STEM areas aligned with the United Nations Sustainable Development Goals.

Marking a significant milestone of 50% representation of women in R&D management jobs, HUL strongly believes in its commitment to help reduce the gender disparity in STEM ecosystem. It is with this backdrop that Women in Fellowship Program was launched, with an objective of seeding research activities as well as creating an ecosystem of skilled academicians and researchers. The long-term objective is also to create a workforce of women who are well trained to address various challenges that will be faced across industry sectors.

Program Details

- Financial support in the form of monthly stipend covering the entire five-year duration of the PhD program and a grant for travelling/attending conferences, laptop and other research equipment.
- Opportunity to interact with HUL and R&D leadership Team during the period of their Fellowship via the mentoring program.
- Exclusive access to visit our R&D Campus, interact with eminent scientists and learn about specific technologies.

The Women in STEM Fellowship currently sponsors 15 Fellows across Indian Institute of Science (IISc), Indian Institute of Madras (IIT M) and National Centre for Biological Sciences (NCBS). The aim is to target to sponsor 50 students (PhD) across institutes through their education in the next 5 years, including tier 2 and 3 institutes.

Question 18: Has your organization collaborated with the government or other stakeholders to advance women in the STEM field? If so, please provide details on the initiatives and partnerships.

HUL has collaborated with India's top educational institutes for Masters/PhD students in science for its flagship Women in STEM Fellowship Program.

The partnering institutes include Indian Institute of Science (IISc), Indian Institute of Technology Madras (IIT M) and National Centre for Biological Sciences - Tata Institute of Fundamental Research (NCBS - TIFR). The program currently sponsors 15 fellows across the three institutes and targets of sponsoring 50 students in the next 5 years and expanding the reach to tier 2 and tier 3 institutions as well.

Program Details

- Financial support in the form of monthly stipend covering the entire five-year duration of the PhD program and a grant for travelling/attending conferences, laptop and other research equipment.
- Opportunity to interact with HUL and R&D leadership Team during the period of their Fellowship via the mentoring program.
- Exclusive access to visit our R&D Campus, interact with eminent scientists and learn about specific technologies.

Question 19: Do women employees get the same salaries as the male employees for identical tasks?

Unilever follows a 'Fair Compensation' framework ensuring the pay for employees is set at a level that is both fair and liveable and provides equal pay for equal work. Equal compensation for equal work with no discrimination on the grounds of race, age, role, gender, colour, religion, country of origin, sexual orientation, marital status, dependants, disability, social class or political views. Compensation is market based and fairly reflect employee's skill, education, and experience. Employees have sufficient information to understand how their compensation package is calculated, what amounts to expect and how they will receive these amounts. Unilever's Framework for Fair Compensation covers our own direct employees and extend the concepts of this to the numerous organisations that supply Unilever with materials, services or contingent labour through our Responsible Sourcing Policy.

Question 20: How is your organisation unique with regard to Women in STEM. Share some case studies with examples and best practices.

At Hindustan Unilever Limited (HUL), gender inclusion in STEM is viewed as a strategic priority that fuels innovation, equity, and long-term growth. Through targeted and scalable initiatives, HUL is not only addressing the gender gap in STEM but also building a pipeline of future-ready women leaders—from shop floors to science labs.

1. **Lakme Lever Private Limited (LLPL) – Bhuj Factory**

   At the LLPL factory in Bhuj, the team onboarded 42 women, including persons with disabilities, into shopfloor roles. Facing challenges like limited skilled talent and societal resistance, the team launched recruitment drives across Gujarat and secured approvals for women to work in all shifts. They partnered with NGOs to raise awareness and ensure workplace safety. Through HUL's Disha

programme, the women employees received structured onboarding, coaching, and mentoring. The goal is not just to create employment but also to empower & encourage women from underserved communities to pursue careers in manufacturing

Source: Getting more women on the factory floor

2. **Project Samavesh – Inclusive Factory Ecosystems**

Project Samavesh is a company-wide initiative to build gender-balanced shopfloor environments across HUL factories. It focuses on infrastructure, policy, and cultural transformation to support women in operational roles. Key actions include regulatory advocacy, partnerships with technical institutes, and family engagement. Factories were upgraded with gender-sensitive facilities, GPS-enabled transport, and safety systems. Cultural shifts were driven through gender sensitisation workshops and inclusive committee participation. Today, over 1600 women work across factories in three shifts, reflecting the success of this holistic approach to inclusion and workplace equity.

Source: Gender diversity at HUL factories

3. **Women in STEM Fellowship**

To address the underrepresentation of women in STEM, HUL launched a multi-year fellowship in the year 2023. The programme supports women Ph.D. scholars working on research aligned with the UN Sustainable Development Goals. Fellows receive financial support, research grants, and mentorship from HUL leaders and external experts. This initiative not only provides resources but also addresses the lack of mentorship and role models, helping build a more inclusive and diverse scientific community in India. The program now sponsors 15 scholars from across institutes – IISc, IIT M and NCBS, with an aim to target to sponsor more scholars in the coming years.

Source: Hindustan Unilever Limited (HUL) moves to address gender imbalance in STEM science careers

4. **HUL Pathways**

An initiative designed to empower diverse leaders across industries in niche roles and professions that have been traditionally under-represented. Through HUL Pathways, we're fostering an inclusive platform and a supportive environment for diverse talent to build their careers and inspire each other.

Season 1 of the initiative focused on Women in Supply Chain and brought together around 20 mid-senior professionals from leading companies to share future-fit supply chain capabilities, industry trends, and career insights. The event served as a platform for women to not only gain industry insights but also to discuss career development, resilience, and mentorship.

Source: HUL Pathways – nurturing diverse talent one step at a time | Unilever

Question 21: Provide the distribution number of women in STEM employees as per their academic qualification.

Educational Qualifications	Employee Count
Diploma/Additional Certifications in STEM	3
Undergraduate	481
Graduate/Post Graduate	314
Doctoral Degree	26
Data not Updated	230

Question 22: Provide the details of the Age Group of Women in STEM employees in your organisation.

Age Group of Women in STEM Employees

Age Group	Employee Count
18-29 Years	326
30-45 Years	633
45-58 Years	95