SHARE IN OUR FUTURE

AN ADVENTURE IN EMPLOYEE STOCK OWNERSHIP

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RUTGERS SCHOOL OF MANAGEMENT AND LABOR RELATIONS
NJ/NY CENTER FOR EMPLOYEE OWNERSHIP

REWARD
AGENDA

» Introductions
» Launching SHARES – Unilever’s global employee share plan
» How SHARES works
» The challenges
» Campaign objectives
» Our communication strategy
» Global deployment strategy
» SHARES campaign materials, website and videos
» Key results
» Our journey continues...
UNILEVER IS A GLOBAL COMPANY

2016 TURNOVER = €52.7 BN

EUROPE
- €13.6 BILLION TURNOVER
- 2.6% UNDERLYING VOLUME GROWTH
- 26% OF GROUP TURNOVER

ASIA, AFRICA, CENTRAL & EASTERN EUROPE
- €22.4 BILLION TURNOVER
- 3.0% UNDERLYING VOLUME GROWTH

THE AMERICAS
- €17.3 BILLION TURNOVER
- 0.4% UNDERLYING VOLUME GROWTH
WE MAKE MANY OF THE WORLD’S FAVOURITE BRANDS
Why SHARES?

- Before SHARES launched, only executives offered equity awards.
- After SHARES launched, almost all employees offered equity awards.
- Increased employee engagement “skin in the game”.
- Reward the unsung Unilever heroes.
- Show our investors that Unilever employees are willing to invest in the Company.
BEFORE SHARES
ONLY EXECUTIVES OFFERED EQUITY AWARDS
AFTER SHARES LAUNCH
EMPLOYEES AT ALL WORK LEVELS AND COUNTRIES

*100% employees in 2016
HOW **SHARES** WORKS

- Employees save €25 to €200 month

- Shares purchased quarterly (called “Investment Shares”) and earn dividends right away

- **Buy 3 Get 1 Free**
  - Company awards 1 Match Share for every 3 Investment Shares each quarter

- **Match Shares vest after 3 years**
  - Provided employees hold Investment Shares

- **Employees enroll once a year, but can opt out any time**

- **All leavers receive Match Shares**
  - Even if they leave before vest
THE CHALLENGES

- 125,000+ eligible employees around the globe
- Including 60,000+ employees who:
  - Are “blue collar” factory or field workers
  - Have no access to Unilever computers or Unilever intranet
  - Unfamiliar with making investments or equity
- 50+ languages
- Budgets and capabilities vary across markets
- Tight time frame – 12 months to launch 104 countries
CAMPAIGN OBJECTIVES

Reach 125,000 employees in 104 countries to raise awareness about **SHARES**

Ensure the **SHARES** proposition is compelling
- Create a movement around **SHARES** – “Share in our Future”

Build groundswell of enthusiasm among employees at local level

Align **SHARES** with Unilever’s “Bright Future” strategy

Create a **SHARES** campaign with globally-consistent messages and strong brand recognition everywhere

Provide country teams with ready-to-use global communication materials to run effective local campaigns

Educate employees with little or no knowledge of investments, equity awards or tax
WHAT WAS OUR COMMUNICATION STRATEGY?
UNILEVER’S VISION
TO DOUBLE THE SIZE OF OUR BUSINESS,
WHILST REDUCING OUR ENVIRONMENTAL FOOTPRINT AND INCREASING OUR POSITIVE SOCIAL IMPACT
Share in our future

SHARES

REWARD
COMMUNICATION

TRANSACTIONAL

= ENGAGEMENT

PROCESSSES
DATA
SYSTEMS
POLICY
CONTENT
WHAT WAS OUR DEPLOYMENT STRATEGY?
LAUNCH

>> Phase 1 – Nov 2014
   17 countries launched

>> Phase 2 – May 2015
   36 countries launched

>> Phase 3 – Nov 2015
   52 new countries launched
   Annual enrolment for ALL countries
PHASE 1 NOVEMBER 2014

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COMMUNICATION FLOW – REACHING THE EMPLOYEE
COMMUNICATION STRATEGY – MESSAGING

STAGE 1
THE COUNTDOWN STARTS NOW!

STAGE 2
SHARES IS OPEN

STAGE 3
DON’T MISS YOUR OPPORTUNITY

SHARES
Buy 3 get 1 free
COMMUNICATION STRATEGY – ‘COMMS IN A BOX’ TOOLKIT

POSTERS

REWARD

SHARES

THE COUNTDOWN STARTS NOW!
BUY 3 GET 1 FREE

For eligible Unilever employees of RN 2 and below

For more information go to www.shareinourfuture.com

SHAR

DON’T MISS YOUR OPPORTUNITY
BUY 3 GET 1 FREE – ENROL NOW

For eligible Unilever employees of RN 2 and below

For more information go to www.shareinourfuture.com

SHAR

72
COMMUNICATION STRATEGY – ‘COMMS IN A BOX’ TOOLKIT

The countdown starts now! Buy 3 get 1 free

What is Shares?
1. TRAY LINERS
2. Employee Leaflet
3. Shares

Get ready to be part of it...
1. Visit www.sharebux.co to see shares available. Customers who are not registered can sign up.
2. You will receive a share pack from your share provider. If you have any questions, please call the share provider.
3. Shares are held in a share register on your personal shares. You will receive your shares once the share provider has been notified.
4. The share owner continues to own Shares. The share provider is the nominee and will be held in a nominal register. This means that the shares are held on behalf of the share owner.

Secret share prize
3,000 Shares for the first 10,000 people to sign up!

Do not wait!
1. Visit www.sharebux.co to see shares available. If you have any questions, please call the share provider.
2. Look out for the first batch of shares to be available on www.sharebux.co.
3. Share the first batch of shares with friends and family.
4. Enjoy.

Any questions?
Visit the ShareBux website for answers to your questions.

Rewards
1. Visit www.sharebux.co to see shares available. If you have any questions, please call the share provider.
2. Look out for the first batch of shares to be available on www.sharebux.co.
3. Share the first batch of shares with friends and family.
4. Enjoy.
COMMUNICATION STRATEGY – INFORMATION HUBS

YOUR INFORMATION HUB
This is essential to your campaign. Find suitable space in your buildings where most of your employees work to set up an Information Hub. You need to create an Information Hub to fill your budget and workplace, using the toolkit provided. We have provided examples of what a basic Information Hub would look like. For an example of an extended information hub, see the sidebar.

THE ROLE OF SHARED ADVOCATES
SHARES Advocates are employees who have agreed to help raise awareness about SHARES. Please arrange to have SHARE Advocates at the hub during busy periods. They can answer questions and help others with their needs.

HOW TO RUN AN EFFECTIVE HUB
Choose busy areas with enough space for people to gather. You will need at least one table and an electricity socket, so you can plug in a computer or laptop and help employees by a root.

BASIC INFORMATION HUB
Where space and budget is an issue, you can create an attractive promotional display like this example.
- T-shirt design to print on a range of sizes (as many as your budget allows)
- Pull-up stand 1
- Pull-up stand 2
- 1 table poster (to hang over the table)
- 1 leaflet dispenser (to fill with employee leaflets)

We recommend that your Information Hub includes pull-up stand 1 as a minimum.
CAMPAIGN WEBSITE
CAMPAIGN WEBSITE – COUNTRY VERSIONS
VIDEO 2: HOW IT WORKS
A friendly animation explaining how SHARES works
WHAT WERE THE KEY RESULTS?
TOP 5 HIGHEST NUMBER ENROLLED
COUNTRIES WITH HIGHEST NUMBER OF ENROLLED EMPLOYEES

KEY STATS:
104 COUNTRIES LAUNCHED
125,918 TOTAL INVITED
23,382 TOTAL ENROLLED
19% PERCENT ENROLLED
KEY RESULTS

> Employees in all countries accessed **SHARES** website
  - Site accessed 46,600 (during enrolment period)
  - Countries with highest number employees accessing website had the highest enrolment

> Videos viewed:
  - 14,000 times on **SHARES** website
  - Also on Unilever intranet site, at country town halls and Information Hubs
KEY RESULTS

>>> Town Halls, Information Hubs and “Comms-in-a-box” materials used in every country

>>> “Share in our Future” Campaign inspired:
   - Countries to create fun SHARES giveaways and post local campaign photos on SHARES website
   - Employees to post high volume of positive comments and videos online

>>> Improved employee value proposition
SHARES IN ACTION

This is a great idea. We are already proud of our products. This initiative further encourages a sense of ownership in the company. Thank you.

"Eine Supersache und nur zu empfehlen!!" Translated = A super thing and can only be recommended.

"Great opportunity..."

I’m very excited about this new plan. In order to feel a part you have to be a part. Looking forward to hear more about the share investments.
SHARES IN ACTION
OUR SHARES CHAMPIONS
THE JOURNEY CONTINUES...
FUTURE DEVELOPMENTS

Build employee interest throughout the year
- Quarterly vesting events
- Possible change to quarterly enrolment
- Share price movement

SHARES Website
- Transfer ownership of Information Hub to countries
- Functionality for employees to submit questions
- Search function
- Online interactive modeller to illustrate potential earnings

Evolve strategy to target low enrolment employee groups
- Assessment and strategies by country
- Email collection campaigns
- Focus groups

Track impact on employee engagement levels over time
Share in our future