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October 10, 2017

Paul Polman
CEO, Unilever
C/O Unilever United States, Inc.
700 Sylvan Avenue
Englewood Cliffs, New Jersey 07632

Dear Mr. Polman:

As Chairman of the Congressional Black Caucus, I write today to express my concern with a recent advertisement for one of your brands, Dove, which, in part, shows an African American woman transforming into a Caucasian woman. I recognize your company is co-headquartered outside of the United States. However, given the broad reach of the Dove brand to American consumers, I urge you to prioritize corporate diversity and specifically African American inclusion at all levels of Unilever and across your subsidiaries. Doing so would better inform your company of the concerns of American consumers, including African Americans.

As I am sure you are well aware, the aforementioned advertisement has sparked harsh backlash on social media and other public platforms. While I appreciate your efforts to address the lack of diversity in the traditional definition of "beauty," this advertisement clearly missed the mark. Unfortunately, this is not the first time, as another advertisement resurfaced with an African American woman standing in front of a "before picture" of skin and a Caucasian woman standing in front of an "after picture" of skin. In case you were unaware, there is a long history of American soap advertisements making the racist and ridiculous claim that African American skin can be transformed into the lighter, more favorable complexion of Caucasians with the use of soap.

At best, these advertisements signal that your team is completely tone deaf to this painful history and the continued plight of African American women and girls to find adequate representation of their image in the traditional definition of beauty in this country. At worst, these advertisements join that long, painful history as a purposeful insult to African American women. Either way, I feel strongly that your company would benefit from improving your culture and commitment to corporate diversity at all levels, from executive leadership and board membership, to advertisement consultants and outside advocacy. Aside from the fact that this is the

right thing to do morally, it is also the right thing to do from a business perspective, especially given the swift retribution social media platforms provide. Countless studies opine the direct correlation between corporate diversity and improved performance.

I strongly encourage you to use this unfortunate advertisement as an opportunity for Unilever to grow as an organization through increased diversity and inclusion.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Cedric Richmond', with a stylized, flowing script.

Cedric Richmond
Chairman, Congressional Black Caucus