



SUSTAINABLE LIVING REPORT 2017

Published May 2018

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INTRODUCTION

WELCOME TO THE PDF OF OUR 2017 SUSTAINABLE LIVING REPORT.

EACH YEAR, WE PRODUCE AN ONLINE SUSTAINABILITY REPORT. THIS PDF IS THE EXPORTED 2017 REPORT CONTENT.



Our Sustainable Living Report Hub

Business growth should not be at the expense of people and the planet. That's why we're changing the way we do business, and why we want to change the way business is done.

We want to help create a world where everyone can live well within the natural limits of the planet. By using our resources as a business to address issues such as health and hygiene, gender equality, climate change and plastic packaging waste, we are delivering short-term and long-term benefits for our shareholders and society.

The Unilever Sustainable Living Plan

The Unilever Sustainable Living Plan (USLP) is our blueprint for achieving our Vision to grow our business, whilst decoupling our environmental footprint from our growth and increasing our positive social impact.

Launched in 2010, the USLP is driving value for our business, our people and our consumers. It's creating sustainable growth through brands with purpose ([/sustainable-living/our-strategy/embedding-sustainability/](#)), cutting business costs, reducing risks and helping us to build trust – to generate long-term value for the multiple stakeholders we serve.

But we don't have all the answers and the biggest challenges facing the world cannot be addressed by one company alone. Systems-level change needs collaboration to succeed. That's why we're taking action on the UN Sustainable Development Goals as part of our USLP.

Our USLP is made up of three big goals and commitments across nine pillars, supported by targets that span our social, economic and environmental performance across the value chain. It contains stretching targets, including on how people use our products and how we source raw materials. Explore our interactive USLP graphic below or see our [↗ USLP](#)

Performance Summary (PDF | 5MB) (/Images/unilever-sustainable-living-plan-2017_tcm244-521742_en.pdf) for an overview of performance in 2017. For detailed 3-year performance against our targets see our  USLP 3-Year Summary of Progress (PDF | 213KB) (/Images/uslp-targets-3-year-summary-of-progress_tcm244-526543_en.pdf).

Our Sustainable Living Report 2017

Our annual Sustainable Living Report is published across the Sustainable Living section of our website.

From this hub page you can find out about our Strategy for sustainable business (/sustainable-living/our-strategy/) and how we're seeking to drive Transformational change (/sustainable-living/transformational-change/) to the broader systems of which we are part - by using our scale and influence.

Our Sustainable Living Report details our performance against the USLP's goals, commitments and targets, as summarised in the graphic below. For each of the nine pillars of the USLP, we set out our strategy, our targets and performance and how we are taking action to drive value for our business and society.

The Sustainable Living Report also includes comprehensive coverage of Our approach to reporting (/sustainable-living/our-approach-to-reporting/) – including Materiality (/sustainable-living/our-approach-to-reporting/defining-our-material-issues/) and Assurance (/sustainable-living/our-approach-to-reporting/independent-assurance/). And What matters to you (/sustainable-living/what-matters-to-you/) provides a quick-access A-Z index of topics we are often asked about, such as palm oil.

The Unilever Sustainable Living Plan

The Unilever Sustainable Living Plan sets out to decouple our growth from our environmental footprint, while increasing our positive social impact. Our Plan has three big goals to achieve, underpinned by nine commitments and targets spanning our social, environmental and economic performance across the value chain. We will continue to work with others to focus on those areas where we can drive the biggest change and support the UN Sustainable Development Goals.

We have three big goals



IMPROVING HEALTH

AND WELL-BEING

FOR MORE THAN

1 BILLION



By 2020 we will help more than a billion people take action to improve their health and well-being.

> **Explore our big goal (/sustainable-living/improving-health-and-well-being/)**

Health & hygiene



Improving nutrition



We are taking action on the UN Sustainable Development Goals



By 2030 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.*

> **Explore our big goal (/sustainable-living/reducing-environmental-impact/)**

Greenhouse gases



Water use



Waste & packaging



Sustainable sourcing



We are taking action on the UN Sustainable Development Goals



By 2020 we will enhance the livelihoods of millions of people as we grow our business.

> Explore our big goal (/sustainable-living/enhancing-livelihoods/)

Fairness in the workplace



Opportunities for women



Inclusive business



We are taking action on the UN Sustainable Development Goals



[†]Independently assured by PwC (/sustainable-living/our-approach-to-reporting/independent-assurance/index.html).

* Our environmental targets are expressed on a 'per consumer use' basis. This means a single use, portion or serving of a product.

⁺ In seven water-scarce countries representing around half the world's population.

• In 2017 around 370,000 women accessed initiatives under both Opportunities for Women and Inclusive Business.

Our strategy for sustainable growth



(/sustainable-living/our-strategy/)

Our strategy for sustainable growth (/sustainable-living/our-strategy/)

> About our strategy
(/sustainable-living/our-strategy/about-our-strategy/)

> Embedding sustainability
(/sustainable-living/our-strategy/embedding-sustainability/)

> UN Sustainable Development Goals
(/sustainable-living/our-strategy/un-sustainable-development-goals/)

> Our sustainability governance
(/sustainable-living/our-strategy/our-sustainability-governance/)

Our approach to reporting



(/sustainable-living/our-approach-to-reporting/)

Our approach to reporting (/sustainable-living/our-approach-to-reporting/)

> About our reporting
(/sustainable-living/our-approach-to-reporting/about-our-reporting/)

> Engaging with stakeholders
(/sustainable-living/our-approach-to-reporting/engaging-with-stakeholders/)

> Our metrics
(/sustainable-

> Defining our material issues
(/sustainable-living/our-approach-to-reporting/defining-our-material-issues/)

> Independent assurance
(/sustainable-living/our-approach-to-reporting/independent-assurance/)

> Interactive data charts
(/sustainable-

> Awards & recognition
(/sustainable-living/our-strategy/awards-and-recognition/)

Transformational change



(/sustainable-living/transformational-change/)
We have set out to make a difference to those big issues that matter most to our business and to the world.

(/sustainable-living/transformational-change/)

living/our-approach-to-reporting/our-metrics/)

living/our-approach-to-reporting/interactive-data-charts/)

What matters to you



(/sustainable-living/what-matters-to-you/)
Sometimes we are asked specific questions about our business. Here we address some of the topics that matter most to you.

(/sustainable-living/what-matters-to-you/)

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

[Contact us >](#)

♥ Improving health and well-being



Unilever's work on improving health & well-being supports
7 of the UN Sustainable
Development Goals

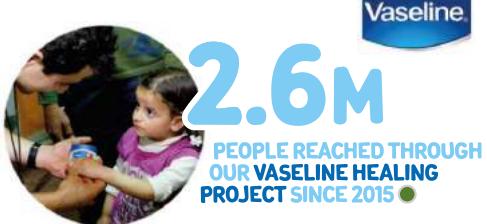
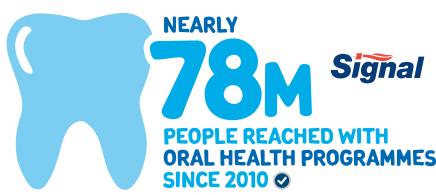
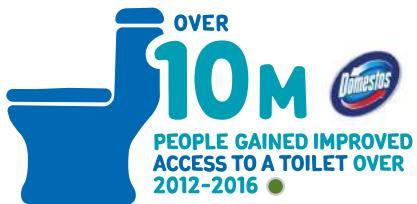
▼ Find out how we're realising the business opportunity from the SDGs

OUR BIG GOAL
IMPROVING HEALTH
AND WELL-BEING FOR improve their health and well-being.
MORE THAN 1 BILLION being.

Improving health & well-being

Our performance: Health & hygiene

By the end of 2017 we had reached around 601 million people through our programmes on handwashing, safe drinking water, sanitation, oral health and self-esteem.



Our performance: Nutrition

In 2017, 39%[†] of our portfolio by volume met the highest nutritional standards. This is based on an assessment of every single product in all countries, and across our total retail and foodservice business.



OF OUR FOODS MET THE HIGHEST
NUTRITIONAL STANDARDS IN 2017,
BASED ON GLOBALLY RECOGNISED
DIETARY GUIDELINES[†]



OF OUR FOODS MET OUR
5G PER DAY TARGET FOR
SALT INTAKE



SUGAR ACROSS ALL OUR
SWEETENED TEA-BASED
BEVERAGES REDUCED
SINCE 2010

-15%.



90%

OF OUR PACKAGED ICE CREAM
CONTAINED 250 CALORIES OR
FEWER PER PORTION



KEY:

Achieved

Off-plan

On-plan

Of target achieved

Our approach

Lack of safe drinking water, and poor sanitation and hygiene, cause millions of preventable deaths each year – particularly among children. By 2020 we will help more than a billion people to improve their health and hygiene. This will help reduce the incidence of life-threatening diseases like diarrhoea, which is one of the main causes of deaths in children under five.

Today, more than 1.9 billion adults are overweight – that's 39% of the world's population – with 40 million children classified as obese. At the same time, micronutrient deficiencies are estimated to impact over 2 billion people. By 2020, we will double the proportion of our portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.

Our approach encompasses health and hygiene and improving nutrition. We are uniquely placed to deliver change at scale as we are the only multinational consumer goods company with a portfolio across Beauty & Personal Care, Home Care, Foods and Refreshment. The business case is compelling – delivering our commitments is driving more growth, lower costs, less risk and more trust. Our approach, which directly supports a number of the UN Sustainable Development Goals, focuses on:

- Selling appealing products with health, hygiene and nutrition benefits
- Encouraging people to take action on health, hygiene and nutrition through behaviour change programmes
- Advocating to bring these issues higher up the national and international policy agenda
- Working with partners dedicated to health, hygiene and nutrition, to broaden our impact.

[†]Independently assured by PwC ([/sustainable-living/our-approach-to-reporting/independent-assurance/](#))

Improving health & well-being pillars

Health & hygiene



(/sustainable-living/improving-health-and-well-being/health-and-hygiene/)

We're helping to drive transformational change through our brands, and our water, sanitation and hygiene (WASH) agenda.

(/sustainable-living/improving-health-and-well-being/health-and-hygiene/)

Improving nutrition



(/sustainable-living/improving-health-and-well-being/improving-nutrition/)

Our vision is of Sustainable Nutrition – foods and refreshments that taste good, feel good and are a force for good.

(/sustainable-living/improving-health-and-well-being/improving-nutrition/)

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

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[Contact us >](#)



Health & hygiene

Unilever's work on health & hygiene supports
3 of the UN Sustainable Development Goals

Learn more about how we are taking action on these goals

Health & hygiene

Lack of safe drinking water, and poor sanitation and hygiene, cause millions of preventable deaths each year - particularly among children.

The [World Health Organization](#) estimates that tackling these interconnected issues has the potential to prevent at least 9% of global disease, and 6% of all deaths.¹ Evidence shows that people will be healthier and happier, and communities more productive, if they have improved access to better sanitation, safe drinking water, and basic levels of hygiene. This is essential to lifting people out of poverty.

Our health and hygiene brands - Lifebuoy, Domestos, Signal, Pureit and Vaseline - aim to improve health through better hygiene. These everyday products - soaps, toilet cleaners and toothpastes - as well as our innovative water purifiers, can help prevent disease and improve people's health and well-being. Ultimately, helping to save lives.

But health is not just about hygiene. Many people worldwide suffer from low self-esteem and feel anxious about their bodies. And this can have a knock-on effect on their personal lives and careers. Through Dove, our leading Beauty & Personal Care brand, we're helping women and girls to be confident in their own bodies and build their self-esteem.

The Health & hygiene pillar of our Unilever Sustainable Living Plan (USLP) primarily contributes to two of the [UN Sustainable Development Goals](#) (SDGs): Good Health and Well-being (SDG3); and Clean Water and Sanitation (SDG6).

¹World Health Organization: http://www.who.int/maternal_child_adolescent/documents/levels_trends_child_mortality_2013/en/

On this page

> Our strategy

> Taking action

> Targets & performance

Our strategy

Our aim is to help more than a billion people to improve their health and hygiene by 2020.



Addressing health & hygiene makes business sense

Addressing social challenges is good for society and good for business. Many of our programmes drive growth directly - our oral care, handwashing and sanitation programmes are strong examples. When more people brush their teeth, use soap regularly, and have access to sanitation, their use of toothpaste, soap and toilet cleaner increases. Domestos is helping to give people access to improved sanitation which drives market development for our business.

We run many of our health and hygiene initiatives through brands in our Beauty & Personal Care division. This is the largest product category in our business with €20.7 billion turnover in 2017 and accounts for 39% of our turnover and 46% of our operating profit. It is home to brands such as Dove, Signal and Lifebuoy. Lifebuoy is the world's number one antibacterial soap brand. Sold in nearly 60 countries, it grew 6% in 2017.

Our Home Care division generated turnover of €10.6 billion in 2017, accounting for 20% of our turnover. It includes our water purifiers Pureit and Qinyuan as well as Domestos, our market-leading toilet cleaning brand, which has a strong presence in emerging markets. Domestos is helping to give people access to improved sanitation and driving market development for our business. Domestos grew by 10% in 2017.

READ MORE ABOUT

[Our approach, Innovation, Advocacy & partnerships](#), [Our commitment, Progress to date](#),
[Future challenges](#)

Our approach

Providing quality, affordable products is only part of the solution to improve health through hygiene. Products alone are not enough. A big part of our work is encouraging people to adopt healthy habits. Studies show that most people know they should brush their teeth twice a day, and wash their hands with soap after going to the toilet and before eating, but often they don't.

As one of the world's leading consumer goods companies, making products that people use every day, we understand the triggers, barriers and motivators that generate sustained behaviour shifts. Underpinning our approach is our behaviour change model, the [Five Levers for Change \(PDF | 3MB\)](#). This is a set of principles that when applied consistently, increases the likelihood of creating a lasting impact. We use this knowledge, coupled with our expertise in marketing and in delivering campaigns at mass scale, to catalyse enduring change in everyday behaviours.

Innovation

We're using our expertise to come up with innovative products that can help more people live healthier lives. For example, Lifebuoy's new Mickey Mouse No-Touch Foaming Hand Wash, launched in China in 2017, makes it fun for children to wash their hands properly.

Our water purifiers offer water that is not only safe and convenient to use, but that tastes good too. We have extended their appeal by communicating superior safety and have introduced models that tackle increasing problems such as removing total dissolved salts (TDS) from drinking water, and models that dramatically improves the removal of the pesticide residues that are frequently found when washing leafy vegetables.

Advocacy & partnerships

In July 2010, through [Resolution 64/292](#), the UN General Assembly explicitly recognised the human right to water and sanitation. It acknowledged that safe and clean drinking water and sanitation are essential to full enjoyment of life and all human rights. Unilever respects these rights by ensuring that we operate our business in a way that fulfils the human right to water, as defined by the UN Human Right to Water Policy. We've also signed the [World Business Council for Sustainable Development WASH Pledge](#) to ensure access to Water, Sanitation and Hygiene (WASH) in all our factories, plantations and workplaces.

Heads of state from all around the world gathered in New York in September 2015 to [adopt the 2030 Agenda for Sustainable Development](#), resulting in 17 Sustainable Development Goals (SDGs). SDG6 focuses purely on water and sanitation, aiming to "ensure availability and sustainable management of water and sanitation for all." We worked with others to call for hygiene to be included as a key component within this SDG and welcomed the inclusion of indicators measuring access to handwashing with soap facilities.

Through our brands, behaviour change programmes and by joining forces with others around events - such as the UN General Assembly, Regional Water, Sanitation and Hygiene summits, and World Toilet Day – with our partners, we're contributing towards achieving SDG6. Partnering with organisations who share our ambition to improve health through better hygiene is critical to our programmes achieving a positive impact on a large scale. We work with partners in many ways, including: joint advocacy programmes to raise the profile of issues; scaling-up existing programmes; piloting initiatives; and securing additional funding to increase the impact of our joint investment.

Businesses are well-placed to work with governments, civil society and development agencies to drive transformational and sustainable change at scale. Whether it's through our understanding of consumers, knowledge of behaviour change, the design of innovative products, our ability to deliver programs at mass scale or the provision of financing, we bring a host of resources and knowledge to the table that can strengthen our collaborations. And in turn, improve people's health and well-being while simultaneously growing our business.

Catalysing interested groups to come together around a shared objective is something we have found particularly useful. The [Toilet Board Coalition](#) is one example which Unilever was a founding member of - a global, business-led alliance of companies, investors, sanitation experts and non-profit organisations, which aims to develop sustainable and scalable solutions to the sanitation crisis.

Our commitment

By 2020, we will help more than a billion people take action to improve their health and hygiene. This will help reduce the incidence of life-threatening diseases like diarrhoea - one of the biggest causes of deaths in children under five.

Progress to date

Seven years into our Unilever Sustainable Living Plan, we've learnt that it's possible to reach people at scale. By the end of 2017 we had succeeded in reaching around 601 million people: over 426 million people with Lifebuoy; over 10 million with improved access to a toilet¹; nearly 78 million with our toothpaste brands; 29 million through Dove self-esteem programmes; 2.6 million through Vaseline's Healing Project and over 55 million with safe drinking water from Pureit. Pureit also provided 96 billion litres of safe drinking water.

We continued to help improve sanitation through our global partnership with UNICEF, began our Creating Sustainable Sanitation Markets programme in partnership with Population Services International (PSI), and rolled-out sanitation initiatives in schools.

Future challenges

Lifebuoy runs one of the world's largest handwashing programme. In order to reach our 1 billion target, we are finding ways to deliver effective handwashing behaviour change at an even lower cost. Currently, Lifebuoy only counts those people reached through on-ground programmes. However, we have long believed that the totality of our marketing efforts are contributing to changing handwashing behaviour, including mass scale TV advertising.

So, to test this, we ran a study in India - our biggest market - to assess the effectiveness of specific Lifebuoy TV adverts, using the same methodology that we use to evaluate our on-ground programmes. The study showed a significant increase in the frequency of handwashing with soap after people watched the adverts. This result demonstrates that mass media can promote and impact positive health behaviours at scale, giving us the opportunity to reach millions more people through our Lifebuoy brand - and potentially bringing us closer to our 2020 target of reaching 1 billion people.

As a next step, we are progressing peer review publication and aim to include TV reach in our Health & Well-being performance figures for 2018 alongside our on-ground programme reach.

For our range of water purifiers, our immediate priority is to strengthen and expand operations in existing markets. Acquiring the Qinyuan water purification business in China in 2014 added to our capabilities. However, to build scale, we need stronger distribution and after-sales service capabilities. We also need to build further partnerships with micro-finance institutions to make purifiers more affordable to low-income consumers.

Having clean, safe toilets in schools is important for pupil's health and particularly for girls' participation in school as poor toilet access is a key reason why girls skip or drop out of school when they start having their periods. But for toilets to be used continually over time, a fundamental shift in behaviour is needed.

So, we are supporting initiatives that drive behaviour change through a number of different routes, such as continuing our support of UNICEF's sanitation programme. We are also supporting the operation and maintenance of toilets in schools through behaviour change interventions, to ensure that school toilets are kept in a clean and working condition, so they can be continually used over time.

¹ Results are reported by UNICEF in accordance with its methodology and includes reach from direct and indirect initiatives over 2012-2016.

Taking action

We are making a big impact on health and hygiene by promoting handwashing, safe drinking water, sanitation, oral care and self-esteem.

And we're aiming to lessen the impact of disasters and emergencies.



Healthy handwashing habits for life



Providing safe drinking water



Toilets for a better tomorrow



Improving oral health



Building body confidence and self-esteem



Ready to respond to disasters & emergencies

Targets & performance

We have set ambitious targets to meet people's needs for good health and hygiene.

HEALTH & HYGIENE

OUR COMMITMENT

By 2020, we will help more than a billion people to improve their health and hygiene. This will help reduce the incidence of life-threatening diseases like diarrhoea.

OUR PERFORMANCE

- Around 601 million people reached by end 2017 through our programmes on handwashing, sanitation, oral health, self-esteem and safe drinking water: over 426 million people with Lifebuoy; over 10 million with improved access to a toilet*; nearly 78 million with our toothpaste brands; 29 million through Dove self-esteem programmes; 2.6 million through Vaseline's Healing Project and over 55 million with safe drinking water from Pureit. Pureit also provided 96 billion litres of safe drinking water by the end of 2017.

OUR PERSPECTIVE

We are on track to meet our 2020 commitment. By the end of 2017, we had reached around 601 million people, up from 538 million in 2016.

Our Signal and Pepsodent toothpaste brands reached their 2020 target of reaching 50 million people early, and by 2017 had reached nearly 78 million people through our Brush Day & Night campaigns.**

Dove achieved its 2015 target a year early and reached nearly 20 million by 2015. In 2016 we extended our target to reach a further 20 million young people – our ambition now is to help a total of 40 million young people improve their body confidence and self-esteem by 2020.

In 2014, we introduced a new target for sanitation, with Domestos working with UNICEF to scale up sanitation improvement initiatives. Over 2012-2016, we enabled over 10 million people to gain improved access to a toilet.*

And in 2017, we introduced a further target: though our Vaseline Healing Project, we aim to help heal the skin of 5 million people by 2020. By 2017, we reached 2.6 million people through our Vaseline Healing Project, setting us on our way to help heal the skin of 5 million people by 2020.

* Results are reported by UNICEF in accordance with its methodology and includes reach from direct and indirect initiatives over 2012-2016.

**See [Our Metrics](#) for the definition of 'reach'.



Achieved 1



On-Plan 5



Off-Plan 1

% of target achieved 0

Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Become diarrhoeal and respiratory disease through handwashing

- By 2020 our Lifebuoy brand aims to change the hygiene behaviour of 1 billion consumers across Asia, Africa and Latin America by promoting the benefits of handwashing with soap at key times.



Over 426 million people reached since 2010.

In 2015, we extended our target from 2015 to 2020.

OUR PERSPECTIVE

Our major challenge is scaling up programmes cost-effectively. Since 2010, we have made strong progress, reaching over 426 million people and developing models which more than halve the cost per contact.

However, our current programmes rely on direct contact interventions. Although we have reduced the cost per contact while maintaining effectiveness, we are constantly identifying new channels to optimise costs further and enabling us to reach greater scale each year. We are continuing to evaluate how partners and the use of new technology can help to deliver behaviour change more efficiently and effectively, for instance by using new channels and targeting key moments.

While our programmes have focused on reaching children and mothers on-ground, we have long believed that the totality of our marketing efforts are contributing to changing handwashing behaviour, including mass scale TV advertising. So, to test this, we ran a study in India - our biggest market - to assess the effectiveness of specific Lifebuoy TV adverts. We used the same methodology that we use to evaluate our on-ground programmes.

The study showed a significant increase in the frequency of handwashing with soap after people watched the adverts. This result demonstrates that mass media can promote and impact positive health behaviours at scale, giving us the opportunity to reach millions more people through our Lifebuoy brand - and potentially bringing us closer to our 2020 target of reaching 1 billion people. As a next step, we are progressing peer review publication and aim to include TV reach in our Health & Well-being performance figures for 2018 alongside our on-ground programme reach.

[Healthy handwashing habits for life](#)

Provide safe drinking water

Through our range of water purifiers, we aim to provide 150 billion litres of safe drinking water by 2020.¹



Pureit provided 96 billion litres of safe drinking water by 2017. In 2017 alone, Pureit provided over 11 billion litres.

OUR PERSPECTIVE

Our range of water purifiers is available in 12 countries: Bangladesh, Brazil, China, Ghana, India, Indonesia, Kenya, Mexico, Nigeria, Pakistan, the Philippines and Sri Lanka. The combined populations in these markets represent half the population of the world. Over 2005-2017, we provided 96 billion litres of safe drinking water, with over 11 billion litres in 2017.

We expanded our business in China with the acquisition in 2014 of the Qinyuan Group, China's largest water purifying company.² Water purification is a growing global category for our business, with underlying sales growing by 7.7% in 2017.

We continue to enhance our product offerings to appeal to consumers across different income levels and markets. Our most affordable model costs around €20 in India (INR 1,500), with an ongoing running cost of just over one euro cent for just over three litres of safe drinking water. This is lower than the cost of boiling water and significantly less than buying bottled water.

¹ We revised our target in 2014 to reflect what matters most for health – the ongoing consumption of safe drinking water. The new metric also allows us to capture the ongoing consumption of safe water (litres) that is a stronger surrogate measure of the ongoing health impact, versus just providing one-off devices. It improves on our previous metric of people reached, which measured sales of our purifiers multiplied by the average household size to give a number of people reached on average by each device. Over 2005-2013, 55 million people used Pureit.

² Qinyuan is not yet included in our calculation of litres of safe drinking water provided.

[Providing safe drinking water](#)

Improve access to sanitation

By 2020 we will help 25 million people gain improved access to a toilet by promoting the benefits of using clean toilets and by making toilets accessible.



Over 2012-2016, we helped over 10 million people gain improved access to a toilet.*

OUR PERSPECTIVE

When we added this target to the Unilever Sustainable Living Plan in 2014, we became the first company to make a commitment to improving sanitation on this scale. Over 2012-2016, Domestos's partnership with UNICEF has helped over 10 million people gain improved access to a toilet.*

Sanitation is one of the most complex areas of development. We are working with partners to roll out quality sanitation programmes with increasing speed and scale. In 2017, we continued our global partnership with UNICEF and rolled-out sanitation initiatives in schools. In 2016 we opened our pioneering Suvidha Centre in India, a sustainable community centre for over 1,500 people in low income households, offering toilets, handwashing, showers, washing machines and safe drinking water at below market prices.

* Results are reported by UNICEF in accordance with its methodology and includes reach from direct and indirect initiatives over 2012-2016.

[Toilets for a better tomorrow](#)

Improve oral health

We will use our toothpaste and toothbrush brands and oral health improvement programmes to encourage children and their parents to brush day and night. We aim to reach 50 million people by 2020.



We achieved our target early, reaching over 50 million people. By 2017, our total increased to nearly 78 million. We reached just under 3 million people in 2017.

OUR PERSPECTIVE

Signal/Pepsodent's mission is to improve oral health by encouraging families to brush morning and night using fluoride toothpaste.

Research shows that long-term brushing habits are best forged during childhood, so we focus on instilling good habits from an early age, and encourage positive parental role modelling. Our Brush Day and Night campaign, a fun and engaging school programme, has been proven to increase brushing frequency by 25%. These Brush Day and Night materials are available on the brand website, so anyone can get involved in teaching good brushing habits for life!

Our approach has also been good for business. In 2017, this Sustainable Living brand grew by 4% globally.

[Improving oral health](#)

Improve self-esteem

With our Dove brand we are helping millions of young people to build up positive body confidence and self-esteem through educational programmes.

- By 2015 we aimed to help 15 million young people. In fact, we reached nearly 20 million by 2015, and in 2016 we extended our target to help another 20 million young people by 2020.



19.5 million young people received our help over 2004-2015. By 2016, we reached 23 million. This figure grew to 29 million in 2017, setting us on our way to our ambition to help 40 million young people.

OUR PERSPECTIVE

We achieved our 2015 target a year early and reached nearly 20 million by 2015. To keep up our ambition, in 2016 we extended our target to reach another 20 million young people – our aim now is to help a total of 40 million by 2020.

In 2017, we continued to accelerate the reach and quality of the Dove Self-Esteem Project, developing cost effective impactful implementation strategies. Dove celebrated its 60th anniversary by renewing its vows to women everywhere through the Dove Real Beauty Pledge.

On top of our school curriculum, we're working with the World Association of Girl Guides and Girl Scouts to get the message across to more young women. Our [Free Being Me](#) programme has reached 4 million girls in over 125 countries since 2013 and we're aiming to reach 6.5 million by 2020. In 2017 we developed a new badge programme, called Action on Body Confidence, to build up girls' advocacy skills, allowing them to act as a life changer in smaller communities and reach even more girls.

Dove is one of our fastest growing Beauty & Personal Care brands, and grew by 6% in 2017.

[Building body confidence and self-esteem](#)

Help improve skin healing

Though our Vaseline Healing Project, we aim to help heal the skin of 5 million people by 2020.



By 2017, we reached 2.6 million people through our Vaseline Healing Project, setting us on our way to help heal the skin of 5 million people by 2020.

New target 2017

OUR PERSPECTIVE

By the end of 2017, we reached 2.6 million people through our Vaseline® Healing Project, which has helped heal the skin of people living at the frontline of disasters and emergencies since 2015.

The Vaseline® Healing Project is run in partnership with the international relief organisation, Direct Relief. Since 2015, we've donated 3.3 million jars and bottles of Vaseline® Jelly, as well as providing expert skin care and training for local health workers. The Vaseline Healing Project is committed to training local healthcare workers. In 2017, we trained 563 primary healthcare workers in dermatology to help diagnose and treat skin conditions across India, South Africa and Mexico.

In areas of prolonged need, such as Jordan, we provide support through skin care missions and product donations. In 2017, we established a full-time dermatological team, enabling year-round treatment across three refugee camps.

We are well on our way to achieving our 2020 target to heal the skin of 5 million people.

[Ready to respond to disasters and emergencies](#)

• Health & hygiene

This work supports the following UN Sustainable Development Goals



Healthy handwashing habits for life

Through Lifebuoy, we aim to help 1 billion people around the world improve their handwashing habits by 2020.

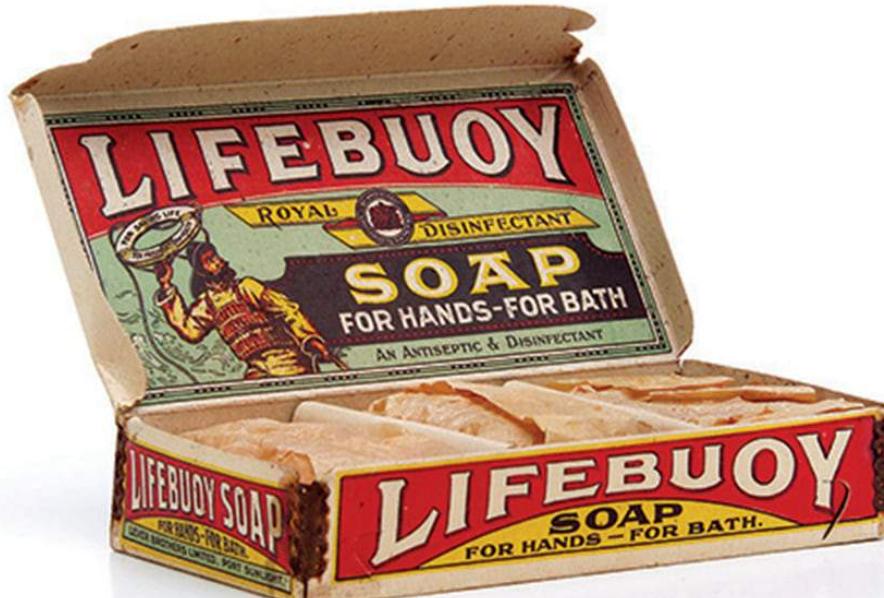


Pneumonia and diarrhoea are the biggest killers of children under five

Every 23 seconds, a child dies from either pneumonia or diarrhoea worldwide.¹ What makes this even more heartbreaking is that most of these deaths are preventable. The simple act of handwashing is the single most effective way of stopping childhood deaths. It can reduce the spread of pneumonia by 23% and diarrhoea by up to 45%.²

However, washing with water alone isn't enough to clean hands. Handwashing with soap is crucial. Through Goal 6 of the UN Sustainable Development Goals – ensure access to water and sanitation for all – governments around the world have committed to promoting the importance of handwashing with soap. Specifically, through Indicator 6.2.1: proportion of population using safely managed sanitation services, including a handwashing facility with soap and water. And that's where we come in – and where we've been since 1894.

Making soap and saving lives since 1894



In 1885, William and James Lever created a soap-producing business – Lever Brothers - making it their purpose to 'make cleanliness commonplace'. In 1894, the brothers launched Lifebuoy soap to combat cholera in Victorian England and make health and hygiene accessible to everyone.

Lifebuoy is now the world's number one selling antibacterial soap and grew by 6% in 2017. It's sold in nearly 60 countries and available across Europe, North America, Asia, Africa, Latin America and the Middle East.

Lifebuoy is the only soap to be accredited by the Royal Society of Public Health, London. Its unique "Activ Silver" ingredient gives unbeatable protection from 10 infection causing germs.

We democratise world class hygiene by making it available at the price of €0.06 for a bar of soap because we believe best-in-class hygiene should be a right for everyone, not just for the few who can afford it. It is one of Unilever's largest Sustainable Living Brands ([/sustainable-living/our-strategy/embedding-sustainability/](#)), with a clear

purpose of saving lives through handwashing with soap, supporting targets in our Unilever Sustainable Living Plan (/sustainable-living/improving-health-and-well-being/health-and-hygiene/).

We've been encouraging healthy handwashing habits for over 100 years

Soap only works if it's used effectively and people wash their hands at the critical moments of the day, that is before eating and after going to the toilet. That's why we aim to improve the handwashing habits of 1 billion people across Europe, North America, Africa, Asia, Latin America and the Middle East.

To do this, in the early twentieth century, Lever Brothers supplied people with charts to record whether they had washed their hands with soap before eating and after using the toilet daily. Today, we run one of the largest handwashing behaviour change programmes in the world that follows some similar principles, while we continue to innovate. Lifebuoy's School of 5 programme uses our  Five Levers for Change (PDF | 4MB) (/Images/slp_5-levers-for-change_tcm244-414399_en.pdf) methodology. These five principles focus on awareness, commitment, reinforcement and reward to encourage children and their families to adopt healthy handwashing with soap habits that last (/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/helping-people-get-into-healthy-hygiene-habits/).

Since 2010, we've reached over 426 million people across Asia, Africa and Latin America through schools, health clinics and community outreach programmes, with proven results.

A randomised control trial in Mumbai carried out in 2008 studied the programme's impact on health. It showed a 25% reduction in incidence of diarrhoea, a 15% reduction in the incidence of acute respiratory infections and a 27% reduction in school absence.³ Following this, studies in Ghana, Kenya, Bangladesh and Indonesia have shown that people taking part in our programmes wash hands more thoroughly, and more often, using more soap.⁴

A new paradigm of behaviour change

While our programmes have focused on reaching children and mothers on-ground, we have long believed that our total combined marketing efforts – including mass scale TV advertising - are contributing to changing handwashing behaviour. So, to test this, we ran a study in India - our biggest market - to assess the effectiveness of specific Lifebuoy TV adverts. For this, we used the same methodology that we evaluate our on-ground programmes.

The study showed a significant increase in the frequency of handwashing with soap after people watched the adverts. This result demonstrates that mass media can promote and impact positive health behaviours at scale, giving us the opportunity to reach millions more people through our Lifebuoy brand. As a next step, we are progressing peer review publication and aim to include TV reach in our Health & Hygiene performance figures for 2018 alongside our on-ground programme reach.

Spotlight



Using mobile to create behaviour change

Governments worldwide are increasingly adopting mobile technologies to deliver public services in areas related to agriculture, education, health and livelihoods. 78% percent of mobile users globally are from developing economies and this percentage is projected to increase rapidly in the coming years.⁵ Most of the people who access public services through mobile technology are in the Asia Pacific region. For example, Bangladesh performs close to the regional average, with 87%⁶ of the population being subscribers.

Given these adoption rates, Lifebuoy has designed a behaviour change programme on the importance of handwashing with soap using mobile technology. Piloted in 2016, this service aims to reach out to women in media dark areas, providing free advice to mothers on their child's health in the comfort of their home.

The service is based on a missed call mechanism, whereby a mother makes a missed call. The system then calls the mother back and begins with establishing whether the mother is a pregnant woman, a mother with a newborn or has school-age children. Health information is then shared with the mother, adapted according to her child or children's ages.

The programme will be rolled out in 2018.

School of 5: superheroes to the rescue



What's the best way to get kids to do something? Make it fun! And what could be more fun than superheroes?

So we teamed up with the children's communication specialist agency, Yoe, to create Lifebuoy's School of 5 comic book, which aims to make handwashing cool for kids. The characters come to life in animations, radio shows, music, games, and school visits. They each have an important message to get across – wash your hands at five key moments in the day: after going to the toilet, before breakfast, lunch and dinner, and in the bath.

Available in 19 languages, the School of 5 comic book has reached over 300 million people worldwide.

Face washing to combat trachoma

Face washing can prevent the world's leading cause of preventable blindness: trachoma. Globally, 190 million people are at risk⁷ and the disease is endemic in parts of Africa.

To prevent and control trachoma, one of the World Health Organization's recommended strategies is face and handwashing with soap.

Aiming to impact trachoma, we partnered with international NGO Sightsavers, and have adapted our schools handwashing programme to include face washing in order to address this issue. Our programme with Sightsavers in Kenya reached nearly 100,000 people by the end of 2017, and we are expanding to other countries such as Ethiopia and Zambia.

Our Lifesaver Volunteer programme

Begun in 2014, our Lifebuoy Lifesaver Volunteer Programme harnesses the energy and enthusiasm of teenagers and college students, helping them make a difference in their communities through teaching the importance of handwashing with soap. Through colleges and youth networks, we've mobilised more than 150,000 Lifesaver Volunteers to run Lifebuoy's School of 5 programme in schools.

Now running in five countries, it's also expanding through organisations such as the World Association of Girl Guides and Girl Scouts (WAGGGS) and AIESEC, the global youth-led non-governmental organisation (NGO).

Heroes for change

In Kenya students are being recruited as agents for social change in a new volunteer programme launched in 2017. The 'Heroes for Change' programme is a volunteer-led model, designed to change handwashing behaviours among children and mothers. Led by Unilever in partnership with Amref Health Africa, the UN Population Fund, Sightsavers and the Standard Media Group, the programme has identified university students as an untapped force for good, as they're known in their communities and so ideally placed to help activate change.

Student volunteers from five universities train over a six-month period to work towards improving health and well-being in their home communities. The training covers Unilever's best-known change programmes from Lifebuoy, Blue Band and Pepsodent – and the ultimate goal is to reach 10 million Kenyans by 2020.

Spotlight



Kids helping kids to teach good handwashing habits

By teaching children early about the importance of handwashing, we can help them make healthy habits part of their routine for life and also reach their families. Kids have a great thirst for knowledge. They develop much of their behaviour during their primary school years and love sharing what they learn.

Since 2010, we've trained almost three million students across Indonesia in partnership with the Indonesian government, teaching them about the importance of handwashing with soap. These 'Little Doctors' have in turn reached over 15 million people, teaching them about handwashing and health.

Our programmes are led by the 'Little Doctors' in primary schools, 'Health Ambassadors' in high schools, nurses and female health workers in the community, forming a critical part of the Indonesian government school and

community health programmes. This movement reached over 1.5 million students in 2017 alone.

Given the success of this model, in 2017, through a partnership with World Association of Girl Guides and Scouts (WAGGGS) in India, more than 1,200 girl guides and scouts have become handwashing heroes by promoting this lifesaving habit within their local communities. In total WAGGGS reached 3.1 million children and their families through an adapted version of  Lifebuoy's School of Five (https://www.youtube.com/watch?v=D3I_ImqfKOA).

Helping mums protect precious newborns

Over 40% of deaths under five occur within the first 28 days of a child's life. Every year, 2.9 million newborn babies die – over a third of them from infections. And around 41%⁸ of these deaths could be prevented just by helping new mums and midwives change their handwashing behaviour.

To help tackle this issue, we teach handwashing habits at neonatal clinics and through home visits to new mothers. Since 2011, we've reached more than 20 million mothers across Asia and Africa. Our largest programmes in Indonesia and Vietnam are run in partnership with government enabling health workers and the Women's Union to teach mothers about handwashing with soap.

Powerful storytelling through Lifebuoy's Help A Child Reach 5 campaign

Lifebuoy's Help a Child Reach 5 campaign uses films to emphasise the importance of handwashing with soap in the month after birth. The films bring to life the aspirations that two mums,  Sangrahi (https://www.youtube.com/watch?v=VsnP_6kdtDY) in India and  Eunice (<https://www.youtube.com/watch?v=0v8qP4nCs2Y>) in Kenya, have for their unborn children. Sangrahi's film "Chamki" has won 35 industry awards.

Breaking Guinness World Records on Global Handwashing Day

We're spreading the word to stop the spread of disease through handwashing with soap and breaking Guinness World Records along the way!

Each year on 15 October, over 200 million people take part in celebrating Global Handwashing Day (GHD) across more than 100 countries. Our Lifebuoy brand is a founding partner of the Global Handwashing Partnership⁹, which has supported GHD since it began in 2008.

In 2017 our #high5forhandwashing campaign achieved a Guinness World Record for creating the largest human image of a hand, following three other Guinness World Records in 2016. This campaign was led by our celebrity brand ambassadors across countries - including Indian Bollywood actor Kajol Devgan, Kenyan news anchor Janet

Mbugua, Pakistan TV actors Ayeza Khan and Danish Taimoor, and Myanmar singer Chit Thu Wai. The campaign used the power of social media to raise awareness about the importance of handwashing with soap through a #high5forhandwashing selfie, engaging over 60 influencers globally with over 70,000 #high5forhandwashing selfies uploaded.

In addition to our digital reach, over 100,000 children across the world were taught handwashing by Lifebuoy teams on GHD itself.



Working with partners to reach more people

It's not just celebrities who can help us get the message across. Partnerships are the backbone of our handwashing behaviour change programmes and we work closely with governments and NGOs to enhance our reach and impact. We're working to create transformational change – systems change – around Water, Sanitation and Hygiene (WASH). But we can't do it alone, so we're working in partnership with a number of organisations to create the change needed to address the global health challenges. The importance of partnerships is explicitly recognised in SDG 17: Revitalise the global partnership for sustainable development.

The private sector can contribute towards cost-effective WASH solutions and support programmes that drive sustainable change at scale. For example, we teamed up with Oxfam to create a customised programme for use in emergency settings – the first of its kind – to promote handwashing with soap on key occasions (before preparing food, before eating, and after toilet use). The aim of the programme is to prevent the spread of diseases in emergency settings through reaching mothers in villages affected by natural disasters or in refugee camps.

At the centre of the programme is a story about a Mum and her magic hands, told through the eyes of a little girl. Mothers nurture their kids against all odds and their magic hands put their children to sleep, clean them, help them learn to walk and soothe away their pain – and washing those magic hands can prevent their children getting ill. The story is brought to life through a series of taught sessions, with activities and stickers to promote and reinforce the practice of handwashing with soap at home and in the community.

The programme was successful in improving handwashing, reaching 900 mothers across earthquake affected areas in Nepal. We're now working with Oxfam to share our programme findings with the objective of offering the full suite of materials developed to all humanitarian-based organisations who aim to improve handwashing with soap in emergency affected areas. And in February 2017, we announced a groundbreaking three-year partnership between Lifebuoy and Gavi, the Vaccine Alliance.

Together we're working to promote handwashing with soap and the benefits of vaccinations – two of the most successful and cost-effective ways to save children's lives – to parents and healthcare workers in India.

We also get involved in existing initiatives like running creative handwashing initiatives in city slums and rural areas to support the Indian government's quest for Swachh Aadat, Swachh Bharat (Clean Habits, Clean India).

¹ UNICEF: <https://data.unicef.org/topic/child-health/pneumonia/> (<https://data.unicef.org/topic/child-health/pneumonia/>) ; <https://data.unicef.org/topic/child-health/diarrhoeal-disease/> (<https://data.unicef.org/topic/child-health/diarrhoeal-disease/>)

² Cairncross, Sandy; Hunt, Caroline; Boisson, Sophie; Bostoen, Kristof; Curtis, Val; Fung, Isacc CH; and Schmidt, Wolf-Peter. Water, sanitation and hygiene for the prevention of diarrhoea - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2845874/> (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2845874/>), International Journal of Epidemiology, 2010 39: i193-i205.

³ Nicholson, Julie A., et al. An investigation into the effects of handwashing intervention on health outcomes and school absence using a randomised control trial in Indian urban communities - <http://onlinelibrary.wiley.com/doi/10.1111/tmi.12254/pdf> (<http://onlinelibrary.wiley.com/doi/10.1111/tmi.12254/pdf>), Journal of Tropical Medicine and International Health, 2014 19 no.3: 284-292.

⁴ Based on studies in Kenya and Ghana using smart sensor microchips to track behaviour, in Indonesia using sticker-diary methodology and in Bangladesh as part of DFID's South Asia WASH Results Programme.

⁵ <https://mobiforge.com/research-analysis/global-mobile-statistics-2014-part-a-mobile-subscribers-handset-market-share-mobile-operators> (<https://mobiforge.com/research-analysis/global-mobile-statistics-2014-part-a-mobile-subscribers-handset-market-share-mobile-operators>)

⁶ <https://www.budde.com.au/Research/Bangladesh-Telecoms-Mobile-and-Broadband-Statistics-and-Analyses> (<https://www.budde.com.au/Research/Bangladesh-Telecoms-Mobile-and-Broadband-Statistics-and-Analyses>)

⁷ World Health Organization: <http://www.who.int/mediacentre/factsheets/fs382/en/> (<http://www.who.int/mediacentre/factsheets/fs382/en/>)

⁸ Rhee, V; Mullany, LC; Khatry, SK; Katz, J; LeClerq, SC; Darmstadt, GL; Tielsch, JM. Maternal and birth attendant hand washing and neonatal mortality in southern Nepal. Archives of Pediatrics & Adolescent Medicine 2008;162(7):603-608.

⁹ Previously known as the Public-Private Partnership for Handwashing with Soap.

Related links

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- > Targets & performance (/sustainable-living/improving-health-and-well-being/health-and-hygiene/)
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Providing safe drinking water

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Helping people get into healthy hygiene habits

We have the brands and brand power to reach billions of people worldwide.



Simple everyday actions to improve hygiene saves lives

It's not easy to change the habits of a lifetime. So we came up with our behaviour-change methodology, [✓ Five Levers for Change \(PDF | 4MB\) \(/Images/slp_5-levers-for-change_tcm244-414399_en.pdf\)](#), to make good hygiene habits part of people's daily routine. We use them in all our behaviour-change programmes: handwashing, toothbrushing ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/improving-oral-health/](#)) and using toilets ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/toilets-for-a-better-tomorrow/](#)).

Here's how we do it for handwashing.

Five Levers for Change

These five principles are the rock of our approach to changing people's behaviour – and maximise our ability to create a good hygiene habits that last a lifetime.

We wanted to find ways to encourage people to use soap at the five occasions that have the biggest health impact: washing hands after going to the toilet; before breakfast, lunch and dinner; and while having a bath.

Lever 1: Making it understood

People commonly wash their hands with water alone and not soap – believing that if their hands look clean they are clean.

However unfortunately that's not true. Germs which are invisible to the naked eye are a major cause of illness.

To help people understand germs and their dangers, we make the invisible visible through a powerful demonstration. Using Glo germ powder, which is only visible under UV light, we show how washing hands with water alone is not enough to remove the speckles of powder. Hands may look clean but when you shine the UV light they're still covered in speckles.

It is only when you wash with soap that hands are speckle and germ free.

Lever 2: Making it easy

For a new behaviour to become a habit, it needs to be seen as easy to do and to fit into daily routines.

So we make it easy for people to remember when they need to wash their hands through songs, stories, diaries, rewards and daily sticker charts for children. All these and other little reminders at home and at school help make handwashing part of kids' – and adults' – daily routines.

Lever 3: Making it desirable

At the end of the day, people don't usually do something unless they want to. We want kids to want to wash their hands. So we make it fun with our School of 5 comic books and stickers.

In 2017, we launched our first electronic handwashing device: Lifebuoy's new Mickey Mouse No-Touch Foaming Hand Wash offers children – and their parents – a completely new handwashing experience. Using Unilever patented technology, it's been designed to inspire and teach previously reluctant children to wash their hands with soap voluntarily.

A blinking light guides child to rub their hands together for ten seconds, helping them to develop good handwashing habits. The electronic device delivers a perfectly sized squirt of instant-foaming Lifebuoy soap every time a hand is waved beneath its inbuilt sensor. And, it uses 18% less water than ordinary soap.



Studies show that people who commit to a future action in public are more likely to stick to it. Our Lifebuoy school programme uses the Classroom Soap Pledge. By asking kids to stand up together in class and promise to wash their hands, we're also making it a way to win approval from teachers and classmates.

Pledging is also an important part of our mothers' programme as it brings the family together to pledge to take care of the health of their baby.

Lever 4: Making it rewarding

We want to make people feel good for improving their hygiene habits. So we reward good behaviour. For example, kids get a reward if they successfully complete their handwashing diary for a full three weeks.

Lever 5: Making it a habit

Habits are created over time through repetition. We've found that practising a relatively simple habit like handwashing consistently over 21 days helps to make it a habit.¹

That's why we give children and mothers 21 day diaries – with rewards on completion – and teachers 21 days of activities to repeat handwashing until it becomes a routine.

Spotlight



Helping fight the cost of disease through breaking gender stereotypes

In 2017, we launched a campaign in India showing how the active ingredients in our Lifebuoy soap bar can help people with low incomes to reduce costly medical bills. The unique Activ Silver ingredient in our Lifebuoy soap bar kills germs, helping to prevent disease and infection, and reduces the need for expensive medical treatment. And Lifebuoy's Rs10 soap bar – the equivalent of just €0.13 – contributes to approximately half of Lifebuoy's sales.

Central to the campaign was breaking gender stereotypes, reversing the roles of mother and father to engage as many people as possible. We launched a TV advert, featuring a real-life celebrity couple, Ajay and Kajol Devgn. Ajay is the concerned father, whose son is suffering from a stomach ache. When his son voices his discomfort, Ajay wants to help his son but worries about the cost of seeing the doctor.

Continuing the role reversal, the mother - played by Kajol – appears as a doctor, reminding Ajay that a stomach ache is caused by germs and of the importance of washing hands with soap.

"It was important for us to embrace Unilever's #unstereotype approach to advertising, by featuring a father in the parenting role and a woman doctor," says Abhiroop C, Lifebuoy Global Brand Director. "In contrast to our earlier ads, where mothers sought help from male doctors, this time the woman is the hero of the story. She enlightens the family, giving them confidence and knowledge on the right solution to prevent infections."

Consumers have told us they feel female doctors empathise with their plight more than male doctors. For us, this change to our advertising has also been good for our business. In India, our market share has increased since launching the campaign launched.

Tracking our impact

How do we measure and evaluate whether people are actually adopting better handwashing habits? We do this by finding inventive ways to track what they actually do – not just what they claim to do. Monitoring and evaluation are at the centre of our behaviour change programmes. However, measuring a socially desirable, healthy behaviour like handwashing is notoriously difficult. Most people know they should wash hands regularly, so there is a significant risk that people overclaim how much they are washing their hands if you simply ask them directly.

One of the ways we overcome this – and other challenges – is through our sticker diary methodology, specifically designed to evaluate handwashing behaviour. The diaries are tailored to local routines for parents and children. Respondents use the diary to track a whole range of daily activities in a pictorial format. For parents, typical activities range from preparing and eating meals to doing the washing up and shopping, as well as washing hands and bathing. For children, typical activities include going to school, doing homework, playing as well as washing hands and bathing.

What happened?

This approach means respondents don't know which daily behaviour we are specifically interested in – making it less likely they will overclaim how often they handwash to show they are doing the right thing. Using this methodology we have seen a sustained increase in the frequency of handwashing with soap as a result of our interventions. In Indonesia, it went up from 53% to 75%.²

A third more mothers and children washed their hands with soap following our programme in an Indian village, and the incidence of diarrhoea dropped from 36% to 5%.³ In Bangladesh, six months after the programme, reports showed a 33% increase in knowledge of the importance of washing hands with soap at key occasions, and a 43% increase in people putting washing their hands with soap regularly.⁴

In Ghana, the kids we reached through our programmes washed their hands more often and more thoroughly – spending 40% longer washing their hands every day. And they made an impression on their parents too, who used 18% more soap as a result.⁵

A clinical study in India showed that there were 25% fewer incidences of diarrhoea, 15% less acute respiratory infections and 46% fewer eye infections.⁶ And by staying well, they didn't miss as much school either. Additionally, our neonatal programmes deployed in Kenya and India - on the ground and mobile - have also shown significant improvement in handwashing with soap on key occasions, with overall handwashing with soap habit improving by at least one occasion.

The results of our pilot handwashing programme in Nepal – the first programme of this kind to be deployed in an emergency setting – showed significant increases in handwashing with soap before eating and preparing food (18% and 17% respectively). The programme also proved to significantly impact habits after using the toilet, with 45% more mothers washing their hands with soap.⁷

¹ Based on a clinical trial involving 2,000 families in Mumbai, India during 2007 and 2008. Published in: Nicholson, Julie A., et al. An investigation into the effects of handwashing intervention on health outcomes and school absence using a randomised control trial in Indian urban communities -

<http://onlinelibrary.wiley.com/doi/10.1111/tmi.12254/pdf>
(<http://onlinelibrary.wiley.com/doi/10.1111/tmi.12254/pdf>), Journal of Tropical Medicine and International Health, 2014 19 no.3: 284-292.

² Based on results from a quantitative behaviour measurement study in Indonesia.

³ Based on an independent evaluation of 579 households in Thesgora with children aged below 12 years, conducted by Nielsen in September 2013.

⁴ DFID South Asia WASH Results Programme (SWARP) 2014-2016.

⁵ Based on children in Ghana participating in our School of 5 intervention, in contrast to a control group who did not take part. The findings of this study were published in 2013 in the Journal of Tropical Medicine & International Health.

⁶ Based on a clinical trial involving 2,000 families in Mumbai, India during 2007 and 2008. Published in: Nicholson, Julie A., et al. An investigation into the effects of handwashing intervention on health outcomes and school absence using a randomised control trial in Indian urban communities -

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(<http://onlinelibrary.wiley.com/doi/10.1111/tmi.12254/pdf>), Journal of Tropical Medicine and International Health, 2014 19 no.3: 284-292.

⁷ Lifebuoy and Unilever's Chief Sustainability Office partnership with Oxfam, collaborating on a handwashing with soap behaviour change programme for communities affected by flood, earthquake or other type of emergency. The programme was piloted in Nepal following the earthquake in 2015.

Related links

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• Health & hygiene

This work supports the following UN Sustainable Development Goals



Providing safe drinking water

We're providing people with access to something that many of us take for granted – safe, affordable drinking water.



A basic human right

Access to safe drinking water is a basic human right that people simply can't live without.¹ Yet it's something that one in nine people still don't have.²

That's 844 million people³ at risk of life-threatening waterborne illnesses. Worldwide, contaminated drinking water is responsible for more than half a million deaths a year.⁴ Unsafe water contributes to chronic problems like undernutrition and stunted growth. Affecting 159 million children under five, stunting can have a long-lasting impact on physical and mental development.

Lack of access to safe water – or indeed, any water – is compounded by the rise in droughts and flooding as a result of climate change. But poverty is also a huge challenge.

We've developed a simple, affordable solution to help more people get the safe drinking water they need, directly contributing to UN Sustainable Development Goal 6: ensure availability and sustainable management of water and sanitation for all.

A solution that anyone, anywhere can use

Many people simply cannot afford clean and safe drinking water, or live in places that don't have clean and safe mains water supplies.

We set out to overcome this barrier by inventing a way to purify water which would be affordable for those who need it most. After five years' research, we introduced Pureit – our innovative household water purifier – in 2008. Pureit uses our unique GermKill Kit™ to remove harmful viruses, bacteria, parasites and other impurities from water – in line with strict international standards – without boiling.

There's no need for gas, electricity or for a continuous water supply. This means anyone, anywhere can use it. Using Pureit is simple but effective. For just one Indian rupee (just over one euro cent), someone can have 3.2 litres of drinking water. It's as safe as boiled water, but cheaper.

Tapping into opportunities to support people and our business

A decade after it was launched, Pureit is still the world's most advanced home water purification system. We now offer around 22 different models – the most affordable is just 1,500 Indian rupees (€20). These all produce purified water that meets the US Environmental Protection Agency's criteria for microbiologically safe drinking water.

Pureit alone reduces the occurrence of diarrhoea by up to 50%⁵ – even without other important factors like handwashing with soap ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/helping-people-get-into-healthy-hygiene-habits/](#)). It has already protected over 80 million people from waterborne illnesses. Available in 12 countries, Pureit is the most widely used system for home water purification. We've supplied 96 billion litres of safe drinking water since 2005 and aim to reach 150 billion by 2020.

No child will be left behind

Pureit puts safe drinking water on the menu for millions of people who couldn't afford it before. But even one rupee for over three litres is too expensive for some.

Children are most vulnerable to the effects of unsafe drinking water. It can stunt their height, and frequent diarrhoea and other infections from waterborne diseases can mean they fall behind at school or drop out altogether.

On World Water Day in March 2017, we pledged that no child will be left behind. So we're working with non-governmental organisations (NGOs) and microfinance organisations across Asia and Africa to put Pureit within reach of even the world's poorest communities.

Spotlight



Community water: turning vision into practice

Many people in India can't afford to install and run a Pureit unit at home. But at the community water plants, they can buy 20 litres of water for just 8–10 rupees.

We're looking at different models to serve communities with accessible and affordable clean drinking water where it is most needed. And we see big possibilities in community water plants, which provide clean drinking water from a central point.

In 2017, we began partnering with Water Health International (WHI) – global experts in community water systems. By setting up community water plants, we can reach families who can't afford to have their own Pureit system at home. So far, we have set up four pilot plants in the city of Tumkur, which are managed by WHI.

Cutting the cost of safe drinking water for people & the planet

The health of the environment and the people in it are inextricably linked.

Pureit not only cuts the cost of safe drinking water, but also reduces the environmental impact. Our detailed lifecycle analysis shows that per litre, its carbon footprint is at least 80% smaller than boiled or bottled water.⁶

At the same time, we're creating new innovative solutions to keep people safe from toxins or pollutants in their local environments.



80%

Pureit's carbon footprint is at least 80% smaller than boiled or bottled water

All in the WASH

Improving access to safe drinking water is just one part of our work around water, sanitation and hygiene (WASH) in impoverished communities worldwide. With at least 2 billion⁷ people drawing drinking water from a source that's contaminated with faeces, these topics are inextricably linked.

We're partnering with others to create transformational change – that is, systems change – by running programmes and raising awareness of WASH issues. As well as extending access to safe drinking water, our WASH programmes and partnerships also aim to change handwashing habits ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/](#)) and extend access to toilets ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/toilets-for-a-better-tomorrow/](#)).

¹ United Nations General Assembly: [☒ Resolution 64/292](#) (<http://www.un.org/es/comun/docs/?symbol=A/RES/64/292&lang=E>), 2010.

² Water.org: [☒ https://water.org/our-impact/water-crisis/](#) (<https://water.org/our-impact/water-crisis/>)

³ World Health Organization: [☒ http://www.who.int/mediacentre/factsheets/fs391/en/](#) (<http://www.who.int/mediacentre/factsheets/fs391/en/>)

⁴ World Health Organization: [☒ http://www.who.int/mediacentre/factsheets/fs391/en/](#) (<http://www.who.int/mediacentre/factsheets/fs391/en/>)

⁵ According to an independent study by the National Institute of Epidemiology.

⁶ Based on detailed lifecycle assessments, Pureit's greenhouse gas impact (measured in carbon dioxide equivalent emissions) per litre of water is 80% less than boiling water or bottled water.

⁷ World Health Organization: [☒ http://www.who.int/mediacentre/factsheets/fs391/en/](#) (<http://www.who.int/mediacentre/factsheets/fs391/en/>)

Photo by Zayra Zeeshan Raza

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• Health & hygiene

This work supports the following UN Sustainable Development Goals



Toilets for a better tomorrow

We're taking action against poor sanitation to free millions of people from indignity and disease.



Tackling the sanitation crisis

Incredibly, one in three people on the planet doesn't have access to a clean, safe toilet. Almost 892 million people are still forced to defecate in the open.¹ This is often hardest on women and girls who risk shame, harassment and even violence just by going to the toilet.

As a result of the lack of sanitation, every two minutes a child under five dies from a disease linked to unsafe water and sanitation.² However, many of these deaths could be prevented with clean toilets, handwashing (/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/) and safe drinking water (/sustainable-living/improving-health-and-well-being/health-and-hygiene/providing-safe-drinking-water/). We believe access to sanitation is a basic human right. Clean, safe toilets can free people from a life of indignity and disease. And we know that investment in water and sanitation boosts the economy – every dollar invested yields \$4.30 in increased productivity.³

In fact, Water, Sanitation and Hygiene (WASH) is the focus of UN Sustainable Development Goal 6: ensuring access to water and sanitation for all. We're contributing to this goal through the power of our Domestos brand and global reach. Since setting our sanitation target in the Unilever Sustainable Living Plan in 2014, we've helped over 10 million people gain improved access to a toilet.⁴

Our leading toilet hygiene brand, Domestos, has a global partnership with children's charity, UNICEF. It is through this partnership that we have been able to help millions of people gain improved access to a toilet. Our target is to help 25 million by 2020. We support government efforts to build more toilets and have helped build over 220,000 toilets so far. But our main focus is on encouraging people to use toilets where they are made available and keep them clean to prevent disease, especially in schools.

Starting in the classroom

We've found that by educating children about the importance of good hygiene habits, they in turn influence their families. So as part of our partnership with UNICEF, Domestos is supporting sanitation education in schools through the School-Led Total Sanitation programme.

Domestos is also working with other NGO partners to run school programmes in eight countries in Asia, Africa, South America and Eastern Europe. Together we're improving toilet facilities in schools and providing education about healthy sanitation and hygiene habits. With fewer sick days as a result, we're helping kids to stay healthy and in school.

From building toilets...

In India, there's a big push from the government on toilet construction. From 2014 through to June 2017, we ran the Domestos Toilet Academies (DTA) programme under the local brand name Domex. The Academies trained local entrepreneurs to sell, install and maintain clean and safe toilets. At the same time, the entrepreneurs educated people about the importance of sanitation and hygiene.

From 2015, we have also worked with Population Services International (PSI) - building on their existing partnership with the Bill & Melinda Gates Foundation - to implement DTA in Bihar, India. Through this partnership, the programme has trained over 600 entrepreneurs, sold more than 214,000 household toilets, and reached nearly 1.2 million people. We also worked with micro-finance organisations to help poor families pay for a toilet. And we liaised with suppliers to help communities save money by buying materials in bulk.

...to cultivating clean habits

Clean, safe toilets have the potential to transform sanitation and health for millions of people. However, we noticed a trend that just because people have a toilet, doesn't necessarily mean they will use it. The toilets may not function, they may not be maintained and or hygienic. That's why we're not just improving access to toilets, we're also encouraging people to maintain them.

In 2017, and in partnership with PSI, we began our Creating Sustainable Sanitation Markets programme. This behaviour change programme is being piloted across 400 villages in the Chittoor district in Andhra Pradesh. It aims to reach 40,000 households, helping them to be free of open defecation in the next three years.

In 2017, we also published a guide for those who want to promote the demand for – and use of – toilets. The Unilever [Sanitation Behaviour Change Source Book \(PDF | 11MB\)](#) (/Images/sanitation-behaviour-change-source-book_tcm244-510654_en.pdf) offers a framework, ideas and tips. It provides insights and inspiration to help with the design, planning and implementation of behaviour change programmes. It builds on the [Five Levers for Change \(PDF | 4MB\)](#) (/Images/slp_5-levers-for-change_tcm244-414399_en.pdf) we've established to help people develop healthy hygiene habits (/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/helping-people-get-into-healthy-hygiene-habits/) such as handwashing.

Treks to the toilet: an everyday struggle



Simran Gill, Global Assistant Brand Manager, Domestos & Living Hygiene, visited Mumbai's largest slum to see firsthand how a brand like Domestos can help.

"I met a lady called Shruti, who really showed me the challenges facing people without access to clean, safe toilets. She lives with her mother-in-law, husband, and their two children. They share a two-room shanty house and have access to

one communal toilet block. This is a 10 minute walk away, and is used by thousands of people. Going to the toilet at night especially, puts herself and her children at risk.

Governments are starting to provide more toilets, but after seeing the toilets in the slum, it was clear to me that the problem isn't just about building toilets. It's about ensuring they are well maintained and operational so they are fit to be used.

Shruti's dream, like so many others, is having access to a clean, safe toilet. And that's where brands like Domestos can come in. Domestos' school sanitation programme is reaching millions of people and teaching them the importance of keeping toilets clean and maintained.

With the power of Domestos, I'm proud that we're helping to make a real difference."

Protecting people also helps us build our business

We've seen that communicating Domestos' brand purpose is good for raising awareness of the importance of sanitation. It's also good for business. For example, in 2017 it helped to significantly increase our market share in South Africa. And in Poland, our school sanitation programmes contributed to a 20% boost in brand awareness.

By communicating on packs, we're also helping consumers get involved in improving access to toilets. For every specially-labelled pack of Domestos purchased, we are donating 5% of proceeds to UNICEF's sanitation improvement programmes.

The growth of our Domestos brand is fuelling innovation, research and development to meet people's needs. For example, we've developed new low-cost products such as the Domex Toilet Cleaning Powder for people in rural areas who may never have had a toilet at home before. We're also exploring new commercial models to offer sustainable sanitation solutions ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/toilets-for-a-better-tomorrow/supporting-sustainable-sanitation-solutions/](#)).

Spotlight



Innovation in India: Domex toilet cleaning powder

Millions of households in India are without a toilet, and the government wants 100 million new homes to have one by 2019. Most of these new homes will be for low income families, so they'll need a low-cost solution to keep their toilets clean and hygienic.

Our new Domex Toilet Cleaning Powder removes all germs at an affordable price. And our powder keeps toilets smelling fresh too.

We introduced Domex Toilet Cleaning Powder in the state of Andhra Pradesh in March 2017. Since then, we have also started selling this innovation in other states in South India, helping more people to keep their toilet clean.

¹ World Health Organization: <http://www.who.int/mediacentre/factsheets/fs392/en/> (<http://www.who.int/mediacentre/factsheets/fs392/en/>)

² WaterAid: <https://www.wateraid.org/facts-and-statistics> (<https://www.wateraid.org/facts-and-statistics>)

³ World Health Organization: http://www.who.int/water_sanitation_health/economic/mdg10_offtrack.pdf (PDF | 1.05MB) (http://www.who.int/water_sanitation_health/economic/mdg10_offtrack.pdf)

⁴ Results are reported by UNICEF in accordance with its methodology and includes reach from direct and indirect initiatives over 2012-2016.

Related links

- > Targets & performance
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- > Helping people get into healthy hygiene habits (/sustainable-living/improving-health-and-

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Supporting sustainable sanitation solutions

We're exploring new models to help more people use safer toilets.



Seeking solutions: a matter of scale

Since 2012, we've helped over 10 million people gain improved access to a toilet through our partnership with UNICEF.¹ And we're partnering with others, seeking innovations, and exploring sustainable, commercial models to reach even more people..

It's important to assess the effectiveness of new Water, Sanitation and Hygiene (WASH) models. In India, we've applied lifecycle assessments to evaluate the environmental impacts of scaling different sanitation solutions (<http://washdev.iwaponline.com/content/7/3/466>), considering several scenarios.

Rethinking community hygiene

In some areas, people simply can't afford a toilet of their own. But poorly maintained community facilities can put them at risk of disease.

Our pioneering Suvidha urban WASH Community Centre (PDF | 2MB) (https://www.hul.co.in/Images/suvidha_hygiene_centre_tcm1255-495963_en.pdf) adopts a low-cost commercial model to support community hygiene. The Centre is the first of its kind in India. It offers flushing toilets, handwashing facilities with soap, and

clean showers. It provides safe drinking water and state-of-the-art laundry operations at an affordable cost for low-income households – between 1-3 Indian rupees a day or 150 rupees for a month's family pass.

Situated in Azad Nagar, Ghatkopar, one of Mumbai's largest slums, the Centre has reached over 1,500 people since it opened on World Toilet Day 2016. Suvidha (which means 'facility' in Hindi) was built with our partners, the Municipal Corporation of Greater Mumbai and Pratha Samajik Sanstha, a non-profit community organisation.

In 2017, through the Toilet Board Coalition, we also ran a one-year programme supporting Samagra, a social enterprise which refurbishes run-down community toilets in India and which received mentoring from our Domestos Global Brand Director. For a small monthly fee, Samagra enables families to use clean, safe toilets and other related services.

Spotlight



Clean habits, clean India

More than 3,000 employees at 25 of our factories in India are embracing a new role – as agents of change. The Swachhata Doots, as they are known (or 'messengers of cleanliness') educate and motivate their communities to adopt better WASH habits. Our volunteers have reached 7.5 million people in 2,600 villages since 2016, as part of our Swachh Aadat, Swachh Bharat ('Clean Habits, Clean India') programme.

Supported by local government, our programme has also partnered with the Society for Technology and Action for Rural Advancement (TARA). Together, we are creating a 21 day Swachhata Curriculum for clean habits - 21 days being the recognised period for effective behaviour change (/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/helping-people-get-into-healthy-hygiene-habits/).

Through the Social Transformation Mission involving businesses and the Maharashtra Government, the Swachhata Curriculum has become part of the state school curriculum. This means it now benefits more than 120,000 children in rural India. Ten year-old Shweta Rangari is one of those children, or 'Swachh

Aadat Superheroes'. A student from Indrathana ZP school in Yavatmal, Shweta refused to go back to school until her father built her a toilet at home. Her father was so taken aback by the demand that he built a toilet within one week!

TRANSFORMing access to toilets

In partnership with the UK's Department for International Development (DFID), we support social enterprises through our joint initiative, TRANSFORM. We co-founded TRANSFORM in 2015, with an ambition to bring private sector creativity and commercial approaches to solve persistent global development challenges, including sanitation.

To date, it has supported 19 projects across nine countries in sub-Saharan Africa and Asia, which have already benefited over a quarter of a million people. The next phase of TRANSFORM will build on this and serve as a basis for collaboration with additional partners to further catalyse impact at scale, to help as many people as possible.

Supporting sanitation entrepreneurs through the Toilet Board Coalition

We brought together businesses, NGOs, academics and social entrepreneurs to establish the Toilet Board Coalition in 2014. Its Toilet Accelerator helps small sanitation enterprises drive business growth and become sustainable in the long-term.

Clean Team Ghana, for example, provides in-home toilets that don't require plumbing. Twice a week, waste is collected and safely disposed of. With mentoring from Charlie Beevor, our VP Household Cleaning and Chairman of the Toilet Board Coalition, the business is growing. It aims to supply 10,000 households in Kumasi, the country's second largest city.

Well-maintained toilets also present a whole new opportunity for business, society and the environment. During World Water Week in 2017, we joined other members of the Toilet Board Coalition to explore the business case for a circular sanitation economy. The idea is to turn human waste into valuable resources like fertilisers, animal feed or protein.

Sanitation companies in Africa are already beginning to turn this vision into reality. Sanitation economies are developing in Ghana, South Africa and Kenya, driven by companies with a clear vision. In Kenya, for example, we're supporting sanitation social enterprises like  Sanergy (<http://www.sanergy.com/>) and  Sanivation (<http://www.sanivation.com/>) through the TRANSFORM partnership.

WASH in the workplace

It's not enough to install facilities and change behaviour at home. People need access to toilets throughout the day, which means they need good sanitation at work.

Nine out of ten jobs² in developing countries are created by private enterprises. So business clearly has a big role to play in tackling water, sanitation and hygiene (WASH) in the workplace.

We support the World Business Council for Sustainable Development's Pledge for Access to WASH at the Workplace. And we're part of WASH4Work, a group of businesses and public organisations mobilising efforts to improve access to WASH for employees, as well as in our supply chains and surrounding communities.

Clean, safe toilets are just one part of our wider WASH activities, which also include safe drinking water (/sustainable-living/improving-health-and-well-being/health-and-hygiene/providing-safe-drinking-water/) and handwashing (/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/).

¹ Results are reported by UNICEF in accordance with its methodology and includes reach from direct and indirect initiatives over 2012-2016.

² WASH 4 Work: <https://wash4work.org/> (<https://wash4work.org/>)

Related links

- Targets & performance (/sustainable-living/improving-health-and-well-being/health-and-hygiene/)
- Safety & Environmental Science (/about/innovation/safety-and-environment/)

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♥ Health & hygiene

This work supports the following UN Sustainable Development Goals



Improving oral health

We're promoting better oral health with a simple but effective message:
brush your teeth day and night.



Fighting tooth decay is vital

Almost all adults and up to 90% of children worldwide have experienced tooth decay.¹

This might seem like a minor complaint, but it can have a big knock-on effect on health, well-being and productivity.

Toothache is the number one reason for kids missing school in many countries. But it's not just their education that suffers. Poor oral hygiene can lead to long-term health issues and life-threatening illnesses such as heart disease.

The solution is simple: brush teeth regularly with fluoride toothpaste to prevent decay. Brushing day and night can cut the occurrence of cavities by 90%² compared to not brushing teeth at all.

Stronger teeth means stronger markets for our toothpaste

An estimated 3 billion people don't brush their teeth twice a day. Most use less than half the toothpaste dentists recommend for brushing properly. And 1 billion or more don't use fluoride toothpaste at all.

That's a big prospective market for our oral health brands like Signal – and a lot of people we can help. Signal is also known as Pepsodent (in Asia & Latin America), Mentadent (in Italy), Aim (in Greece) and P/S (in Vietnam). Worldwide, we've reached nearly 78 million people, vastly exceeding our original target ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/](#)) of 50 million by 2020. In 2017, This Sustainable Living brand ([/sustainable-living/our-strategy/embedding-sustainability/](#)) grew by 4% globally.

Spotlight



Reaching remote tea estate communities in Sri Lanka

The 420 estates that supply our tea business in Sri Lanka are sprawled across vast areas – around 200,000 hectares – in inaccessible regions. The terrain and climate are often harsh. For the 1.5 million people living there, it's tricky to get to a dentist – or even to a store to buy essentials that most people take for granted.

In 2016, we selected five estates to pilot our Perfect Estates programme, based on the needs of the communities. Thanks to our dental camps, by the end of 2017, kids aged 5–15 on ten estates now get an annual check-up and treatment from a dentist. And we're teaching children at 100 estate schools how important it is to brush their teeth and eat healthily.

New stores on site give estate workers and their families easy access to hygiene essentials like toothpaste and soap.

The stores give us a new market too – for brands like Signal and Lifebuoy. With 420 plantations across the country, we've still got a long way to go but we plan to reach a further ten estates every year.

The power of partnerships: oral hygiene in Hungary

By partnering with retailers, we're able to touch even more lives and strengthen our relationships with customers too.

A significant number of Hungarian children have bad teeth because they are not taught oral hygiene from an early age. Our Signal team wanted to tackle this issue and in 2016, launched a campaign, the Smiling Teeth Programme, with DM drug stores in Hungary. So far, the programme has helped to educate more than 10,000 children aged 6-8, and their families, at home and in schools on toothbrushing and oral hygiene.

Spotlight



Reaching remote islands: filling the gap in Greece

For residents of Greece's isolated Aegean islands, a trip to the dentist can mean a major expedition. So, we decided to take the dentist to them. How? With our mobile dentist clinic, staffed by volunteer dentists from local NGO, Omada Aigaiou ('Team Aegean').

The specially-fitted van has everything needed for oral health check-ups, right down to the dentist's chair. For over 25 years, people all over Greece have been met by the smiling face of our driver, Costas, as the mobile clinic does the rounds. And we've given more than 300,000 children dental checks and training on good oral hygiene.

In 2017, for the second year running, we partnered with our customer Delhaise (known locally as AB) to reach more people. AB is one of the biggest retailers in Greece. Together, we shared our story with consumers and raised funds through a joint cause marketing campaign.

For every Signal (AIM) product sold in AB stores, we donated five cents to support better oral health for people on 13 remote islands.

In 2017, AB's sales of AIM products increased by 25%, and the programme has enhanced consumer loyalty to both brands. The funds raised helped us reach more than 12,000 children in 2017.

Working with the experts to promote better brushing behaviour

For over 25 years, we have been on a mission through our Signal brand to encourage good brushing habits through school programmes and free dental check-ups.

Since 2005, Smile has partnered with the World Dental Federation, an independent organisation representing over 1 million dentists, to activate the Brush Day and Night campaign. A fun and engaging school programme, it's proven to increase brushing behaviour by 25%. Through Signal, we have made our school  programme materials (<https://www.brushdayandnight.com/Socialmission.html>) publicly available online so that anyone can get involved in teaching kids to brush day and night!

Signal also partners with the World Dental Federation to drive awareness and promote oral health on 20 March each year, World Oral Health Day. Across 31 markets, we run online campaigns, pledges to Brush Day & Night, mass toothbrushing and singing events, singing events, amongst others.

Making a change in just 21 days

Little Brush Big Brush is our free interactive behaviour change game to get children excited about brushing their teeth. Launched at the end of 2016, Little Brush Big Brush went live in a further nine markets across Asia and Africa in 2017.

Packed with entertaining animal characters, the game unfolds in a series of daily episodes delivered via Facebook messenger, text or audio messages. Children must complete their nightly brushing challenge to unlock the next episode of the story – every day for 21 days.

Why 21 days? Because research shows that's how long something needs to be practised for it to become a habit. This is the theory behind our  Five Levers for Change (PDF | 4MB) (/Images/slp_5-levers-for-change_tcm244-414399_en.pdf).

Starting good habits early

Starting young can ingrain good habits for a lifetime. That's why we're investing in programmes to teach children the importance of brushing their teeth.

Around 95% of 11-14 year olds from low income families suffer from untreated tooth decay and this is one of the main reasons for kids missing school. That's why we set a vision to change the oral care of 25 million children in Africa alone by 2020. We're going into schools across Africa to encourage children to improve their oral health by brushing their teeth day a night.

Protecting African smiles for a lifetime



For Kosala Hewamadduma, Brand Development Director, Oral Care, the day he visited the school programme to evaluate the progress in Ethiopia changed his life.

"As a father, I have never had to educate my children to brush their teeth because they have just imitated my behaviour. Today, they brush day and night. But the children at the school I visited in Ethiopia hadn't seen their parents brushing their teeth and they weren't taught about it at school either.

On the day, once we had completed the theory part of the programme, we handed out toothpaste and toothbrushes to the children. But they were struggling to understand what to do with them because that was the first time they had ever seen or touched a toothbrush or toothpaste. It was a real eye-opener and changed my thinking because I learnt that our Asia Brush Day and Night model wasn't working in markets like Ethiopia.

So, we did a long practical session with the kids at that school and I've used what I learned that day to change our school programme in Africa. We introduce kids to a toothbrush and toothpaste, and now allow more time for the kids to practise toothbrushing.

By the end of 2017, Signal was the market leading toothpaste in Ethiopia. We've reached over a million Ethiopian children through our toothbrushing programme and aim to reach over 10 million in the future."

Recruiting young ambassadors for oral hygiene

Parents might be good at telling their children to brush their teeth, but they don't always practise what they preach. In Indonesia, 79% of parents tell their children to brush day and night, but don't do it themselves.

By educating children, we also have an opportunity to reach their parents, families and communities as the kids we teach become ambassadors for good oral hygiene. We give them practical tools, like a 21-day calendar with stickers, to keep track of their toothbrushing – and their parents' toothbrushing too.

A smiling future is our goal

We're convinced that better brushing is the key to a smiling future. We've already made great strides, reaching nearly 78 million people so far. And we want to get even more brushing night and day.

¹ World Health Organization: http://www.who.int/oral_health/publications/factsheet/en/

² Compared with not brushing teeth at all

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Building body confidence and self-esteem

Heart Health & hygiene

This work supports the following UN Sustainable Development Goals



Building body confidence and self-esteem

Dove believes beauty should be for everyone and is inspiring millions of women and girls around the world to be confident in their beautiful selves.



Body confidence affects self-confidence

Women and girls around the world are more anxious about their bodies than ever. And when they lose confidence in their bodies, many lose confidence in themselves.

Half the women we spoke to – and seven in ten girls – said they have failed to be assertive or stick to a decision as a result of not feeling good about the way they look.¹ This can have a profound effect on their lives, their careers, their futures – and their health.

Eight in ten girls opt out of important life activities, such as trying out for a team or joining a club at school, if they don't feel good about the way they look. It could even mean that they don't want to hang out with their friends.

Seven in ten girls stop themselves from eating when they are worried about their appearance or otherwise put their health at risk by not seeing a doctor. For adult women, it's a whopping nine in ten.

We want to create a world where beauty is a source of confidence, not anxiety. Dove, our leading personal care brand, is helping women and girls realize their own beauty potential, be confident in their own bodies and build their self-esteem. Dove has believed that beauty should be a source of confidence for 60 years, and recommitted this in 2017 by renewing its vows to women everywhere.



The Dove Real Beauty Pledge

Dove celebrated its 60th anniversary in 2017 by renewing its vows to women everywhere.

Vow 1: We always feature real women, never models

We believe beauty is for everyone. Models reflect a narrow view of beauty. Instead, we feature real women introduced by their real names – of all different ages, sizes, ethnicities, and hair colours, types or styles.

Vow 2: We portray women as they are in real life

Flawless images of ‘perfect’ beauty are retouched and manipulated to present an unachievable appearance. The women you see in Dove ads are never digitally distorted. And they have approval of the images before they are used.

Vow 3: We help girls build body confidence and self-esteem

Dove is on a mission to ensure the next generation of women grows up feeling positive about the way they look.



Boosting body confidence and self-esteem

No young person should be held back from reaching their full potential. Since 2004, the Dove Self-Esteem Project has helped 29 million young people build self-esteem and positive body confidence through our educational programmes. In 2017 we reached 5.8 million young people - our biggest reach in a single year to date and a 37% increase from 2016. Our ambition is to help 40 million young people by 2020.

The Dove Self-Esteem Project offers [confidence building workshops for classrooms](#) (<https://www.dove.com/uk/dove-self-esteem-project/school-workshops-on-body-image-confident-me.html>) and [educational activities for mentors and youth leaders](#) (<https://www.dove.com/uk/dove-self-esteem-project/self-esteem-resources-for-youth-groups.html>). We work with world renowned body image experts and leading universities to develop evidence based educational tools that have a proven positive tangible impact on young people’s self-esteem.

Our guides for teachers called Confident Me, for parents called Uniquely Me and youth leaders True to Me help them get young people talking about body image and build their self-confidence. The titles may vary, but the theme of all our guides is the same. Everyone should grow up feeling confident about their looks. The positive impact of our school self-esteem programmes has been proven by academic studies.² Other resources include [activity guides](#) (<https://www.dove.com/uk/dove-self-esteem-project/help-for-parents/uniquely-me-a-tool-to-help-build-positive-body-confidence.html>) and [online articles](#) (<https://www.dove.com/uk/dove-self-esteem-project/help-for-parents.html>) that help parents tackle tough topics like bullying and poor body image.

We're also working with the World Association of Girl Guides and Girl Scouts (WAGGGS) to get the message across to more young women. Our  Free Being Me (<https://www.dove.com/uk/dove-self-esteem-project/self-esteem-resources-for-youth-groups.html>) programme has reached 4 million girls in over 125 countries since 2013 and we're aiming to reach 6.5 million by 2020.

In 2017 we developed a new badge programme called Action on Body Confidence, which intends to help give every girl a voice. The new advocacy skills developed will allow girls to make their passion heard, allowing them to act as a life changer in smaller communities and reach even more girls.

In 2017,  Dove and members of WAGGGS went to the UN (<https://www.youtube.com/watch?v=11P9HW45DDU>) to help girls raise their voice and speak out about body image issues that they feel passionate about. Girl Guide delegates – 20 delegates from 15 different countries aged 18-25 – spoke to world leaders about what they have learned about body image in their own country - and the impact they have seen it have on their peers and community.

The delegates requested for education on body confidence and self-esteem to be provided to more young people, and for the issue to be addressed in each of their countries.

Dove Day for thought leaders

Every year, Dove Day catalyses our employees' efforts to help boost self-esteem among young people. In 2017, for the first time, we ran a Dove Day workshop and panel event – at which, our former CEO Paul Polman, spoke – for thought leaders, industry and body image experts, and influential thinkers.

At the event, we launched our 2017 Dove Global Girls Beauty and Confidence Report – our first global study on girls' self-esteem and body confidence. Our aim was to raise awareness amongst these influential groups of people about the extent of girls' low body confidence – and how Dove is tackling the issue through our Dove Self-esteem Project. Those attending were invited to see the Dove Self-esteem Project in action at a London school.

Getting back to reality

Seven in ten women and girls believe media and advertising set an unrealistic standard of beauty that most women can't ever achieve.

Around 40% of women don't relate at all to those they see in advertising. And 80% wish the media did a better job portraying realistic and diverse body image.³

Our message is simple: Beauty is for everyone. We believe that beauty should be a source of confidence and not anxiety.

Dove is at the forefront of our efforts to #Unstereotype (/sustainable-living/enhancing-livelihoods/opportunities-for-women/Challenging-harmful-gender-norms/) advertising across our Beauty & Personal Care, Home Care, Foods & Refreshment brands. And we want more businesses to follow our lead.

In the UK, one in four people suffer anxiety about body image, with a recent study showing 55% of young people have been bullied about the way they look. We co-founded the national Be Real campaign for body confidence in 2014 with the YMCA and the UK Government, calling on brands to better reflect what people really look like. It encourages people to vote with their shopping baskets by choosing brands that promote body confidence.

Real beauty, real business benefits

Celebrating real beauty isn't just building body confidence. It's building our business too. Dove is our largest Beauty & Personal Care brand and it continued to grow in 2017.

Ads with progressive portrayals of people are 25% more effective. People connect with them better and talk about them more. That means a stronger impact for our brand.

When women learn about Dove's Self-Esteem Project, their perception of Dove shifts and they're more likely to buy our products. There's a direct link between awareness of the project and brand equity.⁴ Women are 15% more likely to purchase Dove products – and in some markets, this is even higher. For example, in the US and India⁵, the proportion of women likely to purchase Dove products increased by 21% and 7% respectively, when they are made aware of the impact of the Dove Self-Esteem Project.

Self-esteem: not just for girls

It's not just girls and women who are affected by low self-esteem. Men are too.

Over half of men have been told that a real man should behave in a certain way.⁶ That kind of pressure can lead to bullying, depression and suicide.

We're tackling 'toxic' portrayals of masculinity to help liberate men to be themselves and feel good about it. A new  campaign (<https://www.lynxformen.com/uk/is-it-ok-for-guys.html>) from our male grooming brand Axe asks, 'Is it OK for guys?'

This is part of our broader efforts to #Unstereotype (/sustainable-living/enhancing-livelihoods/opportunities-for-women/Challenging-harmful-gender-norms/) advertising and change harmful social norms across our brands.

¹  Dove Global Beauty and Confidence Report (PDF | 2MB) (/Images/global-beauty-confidence-report-infographic_tcm244-501412_en.pdf) (2017), based on responses from more than 10,500 girls and women aged 10-64 in 13 markets.

² Behaviour Research and Therapy Journal (2015).

³  Dove Global Beauty and Confidence Report (PDF | 2MB) (/Images/global-beauty-confidence-report-infographic_tcm244-501412_en.pdf) (2017), based on responses from more than 10,500 girls and women aged 10-64 in 13 markets.

⁴ Millward Brown Dove Masterbrand Dove Self-esteem Project Analysis, September 2016, [Base: Women aged 24-54, USA (758), UK (400), Brazil (643), China (399), India (632)].

⁵ Millward Brown Dove Masterbrand Dove Self-esteem Project Analysis, September 2016, [Base: Women aged 24-54, USA (758), UK (400), Brazil (643), China (399), India (632)].

Related links

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Ready to respond to disasters and emergencies

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This is Unilever's global company website

• Health & hygiene

This work supports the following UN Sustainable Development Goals



Ready to respond to disasters & emergencies

We're using our resources, expertise, products, and networks to better prepare for and respond to natural disasters – and support the needs of the millions of individuals forcibly displaced from their homes.



More people than ever are having to leave their homes

Every year, there are 26 million people pushed into poverty in the face of increasingly frequent and severe natural disasters.¹ These disasters have a huge human, environmental, societal and economic cost, and the effects of climate change will only drive these costs higher.²

On top of this, the current refugee crisis represents perhaps the biggest humanitarian challenge the world has ever known. An estimated 65.6 million people worldwide have been displaced from their homes by conflict, famine and persecution.³ Among them are nearly 22.5 million refugees, over half of whom are under 18.

The impact of these crises – natural and man-made – is immense. They deprive people of their homes and livelihoods, tear families apart, devastate communities and destroy lives. They also disrupt the supply of essential goods and services, with businesses around the world – including ours – feeling the effects throughout the value chain.

This is why Unilever is committed to helping people better prepare for such crises, navigate these challenging times and rebuild or settle in their new homes, while working to make our business resilient in the face of increasing disasters and emergencies.

Always be prepared

Being prepared drives resilience – for communities and our business. We regularly look at which countries are most vulnerable to being affected by disasters and emergencies, and we invest to help them prepare.

For example, we  worked with the Humanitarian Leadership Academy (<http://www.humanitarianleadershipacademy.org/stories/working-together-to-respond-to-disasters-in-the-philippines/>) in 2016 and 2017 to help small Philippine-based businesses in our value chain prepare for emergencies. By training them to create business continuity plans, we can help ensure their resilience after a disaster and help people access essential goods in times of need – both of which can positively contribute to the local economy.

In addition to looking at our own business, we actively advocate for non-governmental organisations (NGOs) and businesses to break down the silos that exist and work together to better prepare for crises.

Spotlight



Vaseline lends a healing hand

Millions of people affected by crises or poverty suffer from extreme physical discomfort and infection. This can leave them unable to work or function properly.

The cause? Common skin conditions that could be treated – or even prevented altogether – with a simple jar of Vaseline® Jelly. 82% of frontline health workers supporting people in crisis said that petroleum jelly would help them treat skin ailments better.⁴

We're raising awareness and funds through our Vaseline® skin products. Our [video campaign](https://www.youtube.com/watch?v=1zzBaStk47s&feature=youtu.be) (<https://www.youtube.com/watch?v=1zzBaStk47s&feature=youtu.be>) highlights the extraordinary difference that an ordinary jar of Vaseline® Jelly can make to people in need.

The Vaseline® Healing Project channels our support through the international relief organisation, Direct Relief. Since 2015, we've donated 3.3 million jars and bottles of Vaseline® Jelly, as well as providing expert skin care and training for local health workers. In 2017, our teams of dermatologists treated 1,760 Syrian refugees in Jordan camps. We sent almost 10,000 units of Vaseline® products to support Syrian refugees in Greece and Jordan. And we trained 563 primary healthcare workers to spot and treat skin conditions across India, South Africa and Mexico.

By 2017, we reached 2.6 million people through our Vaseline® Healing Project, setting us on our way to help heal the skin of five million people by 2020.

Relief where it counts

When a disaster strikes, we offer our expertise, products and funds to support emergency relief efforts and help communities address the immediate challenges that they face. We're currently developing a rapid response toolkit to enable our global and

country offices to work closely with our partners to quickly understand what's needed and how they can help.

We have also created partnerships that provide immediate help. For example, in 2017, we partnered with international humanitarian aid organisation  Direct Relief (<https://www.directrelief.org/>) to help get people the products they need as fast as possible in times of crisis. Our soap, body wash and shampoo are part of the emergency kits distributed through Direct Relief's networks.

Direct Relief has distributed thousands of kits in response to the 2017 hurricane season across the US and Caribbean islands, and in response to the flooding in Sierra Leone and Nepal.

Spotlight



Mum's magic hands guide the way in disaster areas

Refugee communities and those affected by flood, earthquake or other natural or man-made disasters are among the most vulnerable to disease. In 2017, we teamed up with  Oxfam (<https://www.oxfam.org/>) to create a customised programme – the first of its kind in an emergency setting – to promote handwashing with soap on key occasions (before preparing food, before eating, and after toilet use) to prevent the spread of diseases.

Every situation is different, so we spoke to women who were impacted by different emergencies – in Nepal, Pakistan and the Philippines – to help us understand the challenges they face in day-to-day life. We also identified the barriers and motivators to behaviour change in each of these settings. In response, we developed Mum's Magic Hands, a programme that targets mothers and, through them, their families, in extremely difficult conditions.

At its heart is a story about a Mum and her magic hands, told through the eyes of a little girl. Mothers nurture their kids against all odds and their magic hands put their children to sleep, clean them, help them learn to walk and soothe away their pain – and washing those magic hands can prevent their children

from getting ill. The story is brought to life through a series of sessions, with activities and stickers to promote and reinforce the practice of handwashing with soap at home and in the community.

The programme reached 900 mothers across earthquake affected areas in Nepal and was extremely successful in improving handwashing with soap knowledge and practice during the key occasions targeted. The pilot showed significant increases in practice of handwashing with soap before eating and preparing food (18% and 17% respectively). The programme also proved to significantly impact handwashing with soap after toilet with 45% more mothers observed washing their hands with soap.⁵

We are now working with Oxfam to share our programme findings with other organizations with the objective of offering the full suite of materials developed to interested humanitarian-based organizations that aim to improve handwashing with soap practice in emergency affected areas.

Displaced but not forgotten: supporting refugees' long-term needs

Some emergencies take place over a matter of hours, others over years. Either way, those impacted require support to rebuild their lives.

As such, we're leveraging our brands, products and partnerships to help displaced families access everyday essentials, develop their skills and settle into their new homes.

In Lebanon, Iraq and Jordan, Unilever joined forces with the  United Nations High Commissioner for Refugees (<http://www.unhcr.org/>) and Carrefour to help vulnerable individuals during the cold winter months. Through our campaign  Smile with Us (<https://sellingwithpurpose.unilever.com/?p=961>), we raised awareness of the refugee crisis in retail stores and donated a portion of the proceeds from the sale of our products to provide families with essential everyday items. This campaign enabled us to support hundreds of refugee families, while unlocking business growth and consumer engagement.

In Germany, we're partnering with the  Red Cross (<https://www.drk.de/>) to offer career coaching to refugees, with help from our employee volunteers. In the UK, we are working with  Sponsor Refugees (<http://www.sponsorrefugees.org/>) to facilitate refugees' social inclusion and integration by supporting their Community Sponsorship of Refugees scheme, through which community groups take on the responsibility of welcoming, supporting and settling refugee families.

Speaking up for refugee rights

We're using our voice as a major global business to raise awareness of the refugee crisis, engage the private sector and champion policies that support the rights of refugees.

In early 2017, we joined the  Tent Partnership for Refugees (<https://www.tent.org/partners/>), which brings together businesses, governments and relief organisations. Additionally, we committed to work with local NGOs across Europe and the Middle East to help refugees access essential hygiene products and behaviours, develop skills, and feel at home in their host country.

In September 2017, our former CEO Paul Polman spoke in the margins of the UN General Assembly alongside other business leaders. He used his speech to reinforce the urgent need for action from the private sector.

We chose World Refugee Day on 20 June 2017 to kick off a Ben & Jerry's campaign,  'Together for Refugees' (<https://www.benjerry.co.uk/values/issues-we-care-about/refugees>), with the  International Rescue Committee (<https://www.rescue.org/>). It asks European consumers to urge their representatives in Brussels to expand refugee resettlement in the EU.

Nearly 20,000 people have already emailed their Members of European Parliament across Europe and 17,500 have signed a petition in the Netherlands alone. Ben & Jerry's has also launched a new ice cream flavour – Home Sweet Honey Comb – to support the campaign. The packaging carries a clear message: 'Refugees Welcome'.

Encouraging business to embrace refugees

Through Ben & Jerry's, we're partnering with  The Entrepreneurial Refugee Network (TERN) (<http://www.wearetern.org/>) to help refugees improve their livelihoods and better integrate them into their new society. The Ice Cream Entrepreneurs (ICE) Academy gives refugee entrepreneurs the training they need to develop their own business, alongside short-term jobs in our own business.

In 2017, we piloted the ICE Academy in the UK and we are extending it to Germany and the Netherlands in 2018.

We have also contributed to a  report (<http://bteam.org/announcements/new-report-refugees-are-an-opportunity-for-humanity/>) by the non-profit organisation the B-Team, that highlights eight ways that companies can help refugees – from creating jobs to using their voice. The report emphasises that businesses can help to change the narrative around refugees and change the system. We aim to be part of that change.

¹ World Bank & Global Facility for Disaster Reduction and Recovery: Unbreakable: Building the resilience of the poor in the face of natural disasters, 2016

² World Meteorological Organization: The Escalating Impacts of Climate-Related Natural Disasters, Report/15, July 2014

³ World Bank:  <http://www.worldbank.org/en/news/feature/2016/11/14/breaking-the-link-between-extreme-weather-and-extreme-poverty> (<http://www.worldbank.org/en/news/feature/2016/11/14/breaking-the-link-between-extreme-weather-and-extreme-poverty>)

⁴ Based on an internal survey of 127 of Direct Relief's partner clinics across 39 countries

⁵ Lifebuoy and Unilever's Chief Sustainability Office partnership with Oxfam, collaborating on a handwashing with soap behaviour change programme for communities affected by flood, earthquake or other type of emergency. The programme was piloted in Nepal following the earthquake in 2015.

Related links

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- > Targets & performance (/sustainable-living/improving-health-and-well-being/health-and-hygiene/)
 - > Healthy handwashing habits for life (/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/)
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Improving nutrition

Our vision is of Sustainable Nutrition – foods and refreshments that taste good, feel good and are a force for good.

Food is essential to life

Food nourishes us every day. Not only does it sustain life, it gives pleasure, brings people together and is an important ingredient in every culture. Life without delicious and healthy food just wouldn't be the same – and many people are as passionate about food and drink as we are.

Unilever has a long heritage of quality food and drink products. Our brands such as Knorr, Hellmann's, Lipton and Blue Band have been offering good nutrition with great taste for over 100 years. For more than a decade, we have been working to make our products – like Ben & Jerry's, Wall's, Brooke Bond and Flora – even healthier by increasing the goodness and reducing nutrients of concern like sugar, salt and saturated fat. We also use the power of our brands to empower people to make responsible choices.

Everything we do is underpinned by evidence-backed scientific research, with a focus on the people who use our products. We want our products to appeal to people who enjoy a healthy diet and still include occasional treats. We are committed to ensuring our products, such as our children's ice creams, are clearly labelled with nutritional information, available in appropriate portion sizes, and marketed responsibly. And we continue to support education and behaviour change through our nutrition programmes.

The world's food system is broken

The way the world produces and consumes food today is unsustainable. From over-exploitation and climate change, to waste and poor diets, the food system needs fixing. By the middle of this century, farms will need to feed an extra 1.5 billion people.¹ Today, around one in nine people – 800 million – go to bed hungry every night.² Meanwhile, one-third of food is never eaten. That's the equivalent of sub-Saharan Africa's entire annual harvest, costing the global economy \$750 billion and 3.3 billion tonnes of greenhouse gases, not to mention lives lost.

As the United Nation's Sustainable Development Goals (SDGs) acknowledge, responsibility for bringing about change is widespread. Governments need to start working together more. Farmers and producers need to become more efficient and adopt sustainable practices. Business has a critical role to play in making sustainable and healthy foods and drinks the norm, and giving consumers more choice.

Nutrition is central to achieving the SDGs – especially Zero Hunger (SDG2). The [Global Nutrition Report 2017](#) says without addressing nutrition-related issues such as undernutrition, obesity, sustainable agriculture and food waste, it will be impossible to achieve many of the SDGs – including No Poverty (SDG1), Gender Equality (SDG5) and Climate Action (SDG13). The business case for action is clear: for every £1 spent on nutrition, at least £16 is returned in economic benefits.

When our CEO, Paul Polman, joined global leaders in New York in September 2017 for the UN General Assembly, he affirmed the role of business in helping to deliver the food system transformation needed.

“

Next to our moral obligations to address food system challenges, it is an enormous business opportunity. Achieving food security could create 80 million jobs and unlock 14 major business opportunities worth \$2.3 trillion annually by 2030.”

Paul Polman, Unilever CEO

Our Sustainable Nutrition Strategy

To mend the world's broken food system, our vision is of Sustainable Nutrition – foods and refreshments that taste good, feel good and are a force for good. Sustainable Nutrition is a commitment from farm to fork – to produce accessible and affordable nutritious food and drink with respect for ecosystems, benefiting the livelihoods of food producers and improving the health and well-being of those who enjoy our products. Find out more about Sustainable Nutrition [here](#).

Continuing our work on Highest Nutritional Standards

One of the key strands of Sustainable Nutrition is to continue with the work we started in 2003, under the pioneering Nutrition Enhancement Programme, which we formalised in 2010 as part of the Unilever Sustainable Living Plan (USLP).

To deliver on our USLP nutrition targets which aim to reduce key nutrients of concern such as sugar, salt and saturated fat, we take a comprehensive approach. We have assessed and continue to assess every brand and product (including joint ventures) sold in every channel, in every country. We measure them against our Highest Nutritional Standards (HNS), which are based on guidelines from the World Health Organization (WHO).

This means all our consumers will benefit from the progress against our nutrition targets. That is also why we measure our progress on a volume (% sales volumes) rather than an SKU (Stock Keeping Unit) basis, as a better estimate of what people actually eat. Setting our targets based on volumes encourages us to grow sales of products that meet our HNS.

We consider nutrition factors as well as sustainability and ethical criteria as part of food and drink acquisitions. For example, the acquisition of Sir Kensington's showed perfect alignment between our strategy and its mission and products. Sir Kensington's delicious food delights consumers, has less impact on the environment, and promotes nutritious cooking.

Progress to date on Highest Nutritional Standards

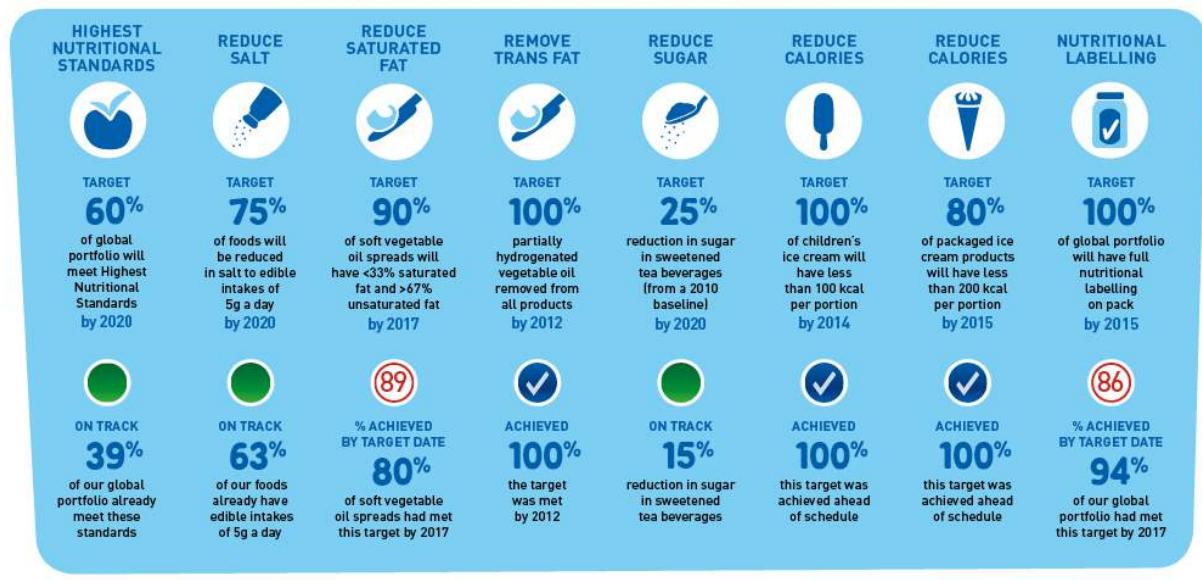
At least 60% of our portfolio will meet our HNS by 2020. So far, 39% by volume³ already meets these standards and we are on track to achieve this ambitious target. A great deal of reformulation is underway in all our product categories and we have made significant progress on reducing salt, saturated fat, calories and sugar.

In 2017, the salt levels in 63% of our food products (by volume) meet benchmarks consistent with WHO recommended intakes of 5g of salt per day. 80% of our global portfolio of soft vegetable oil spreads⁴ contained no more than 33% saturated fat and at least 67% good unsaturated fat. Globally, 90% of our packaged ice creams now contain no more than 250 kcals per portion. And since 2010, we have reduced sugar in our sweetened tea beverages by 15%.

We continually share our progress and approach with nutrition and public health experts so that they can talk about the benefits of our products with consumers. And our approach to reformulating our portfolio has been endorsed externally: we were ranked top performer in the 2016 Global Access to Nutrition Index (ATNI), an independent rating of the nutrition programmes of the world's largest food and beverage manufacturers. And in India, we were ranked number two in the India Spotlight Index in 2016.

OUR STRONG PROGRESS ON NUTRITION COMMITMENTS

Nutrition is one of the nine pillars in the Unilever Sustainable Living Plan



A leading role in food system reform

We know that to achieve Sustainable Nutrition for all, we need to work with others in the food and related industries – NGOs, governments, farmers, suppliers and importantly, consumers – to change the relationship between the production and consumption of food and drink. Only by reconnecting people to the food and drink they consume will we build a new food system that supports the health of people and the planet.

At the heart of Sustainable Nutrition is our work with a range of different organisations to help deliver food system reform for a number of years. For instance, as part of the World Economic Forum's (WEF) New Vision for Agriculture we have advocated sustainable agriculture, contributing to food security, environmental sustainability and economic opportunity. We have worked through WEF to partner with the G7 and G20 at a global level.

To help develop science-based targets, technical solutions and policy at national and global level, Paul Polman chairs the Food and Land Use (FOLU) coalition. This brings together over 30 organisations from academia, government, civil society and business to unlock new models of Sustainable Nutrition that work for people and the planet.

Unilever is playing a leading role in the Food Reform for Sustainability and Health (FReSH) coalition. This was established by the World Business Council for Sustainable Development (WBCSD) and the EAT Foundation to support FOLU's ambition by developing business solutions across the food value chain. As part of this, a Director from Unilever's Chief Sustainability Office has been seconded to the WBCSD for one year to lead the initiative.

We are also working closely with the SDG2 Advocacy Hub – a coalition of nutrition-focused NGOs and businesses – to use our brands, consumer insights and behaviour-change expertise to build public awareness and advocate for food system reform.

Contributing to scientific progress

We contribute to the latest scientific thinking on [nutrition security](#) and sustainable diets. In 2017, for example, we held a joint [workshop on sustainable nutrition](#) with the Sackler Institute for Nutrition Science. Participants included experts in food systems, environmental science, nutrition and food science, waste management, marketing and consumer behaviour. We discussed a number of issues including metrics for measuring the environmental impact of production, how to create demand for sustainable, affordable and healthful food, and research needs to further inform sustainable nutrition strategies.

Scientific understanding is constantly evolving, so we collaborate with prominent research partners such as the Top Institute Food and Nutrition in the Netherlands and the Harvard School of Public Health in the US. We research motivators for behaviour change, for example with the International Union of Nutrition Sciences.¹ When we conduct research, we make sure we apply the [highest standards of integrity](#). And we share our findings through scientific conferences and peer-reviewed publications ([PDF | 275KB](#)).

We use our knowledge to play a leading role in industry-wide, self-regulating initiatives that encourage better products, better diets and better lives. We take part in trade associations such as the International Food & Beverage Alliance (IFBA), Consumer Goods Forum (CGF), FoodDrinkEurope (FDE), Better Business Bureau (BBB) in North America and Food Industry Asia (FIA). And we support broad coalitions and partnerships, such as the [Global Alliance for Improved Nutrition \(GAIN\)](#), [Scaling Up Nutrition \(SUN\)](#) and the [World Food Programme \(WFP\)](#).

Future challenges

“

The global food system needs an overhaul. With 8.5 billion mouths to feed by 2030, the time to act is now.”

Nitin Paranjpe, President Foods & Refreshment, Unilever

The Global Nutrition Report 2017 showed that progress, by governments, health authorities and industry, is not being made fast enough to address the dual burden of malnutrition: overnutrition and undernutrition. We need more collective action from a wide range of stakeholders to help people change their eating habits. In addition, we are seeing increased regulation on the food industry as a tool to help drive change and force quicker action on nutrients of concern.

We have a firmly established programme of driving down salt, saturated fat, sugar and calories in many products. We will ensure that they continue to meet people's taste and quality expectations, as healthy food that is not chosen by consumers has no impact.

We are stepping up our work on micronutrient fortification, for example, through iron-fortified bouillon cubes in Nigeria and Kenya. This will ensure our products reach more people, including those in lower income groups. We are also focusing more on digital promotion of healthy recipes for our brands, using consistent standards that emphasise key nutrients as well as healthy ingredients.

While we know that much more work needs to be done, and are determined to play our part, we are pleased that our work to date has been recognised and will continue our efforts towards Sustainable Nutrition.

1 FAO (p.5) http://www.fao.org/fileadmin/templates/wsfs/docs/expert_paper/How_to_Feed_the_World_in_2050.pdf

2 UN Global Food Insecurity Report 2014

3 To measure our progress in nutrition, we use a reporting period that runs from 1 October to 30 September. See our [Highest Nutritional Standards \(PDF | 324KB\)](#)

4 For all other products in our spreads portfolio, including our mélanges, we strive for the lowest saturated fat level possible without compromising on product performance and consumer and customer expectations.

Targets & performance

Our ambitious nutrition targets have the potential to help hundreds of millions of people to enjoy great food and better diets.

Improving nutrition

OUR COMMITMENT

We will continually work to improve the taste and nutritional quality of all our products. The majority of our products meet, or are better than, benchmarks based on national nutritional recommendations. Our commitment goes further: by 2020, we will double the proportion of our portfolio that meets our Highest Nutritional Standards (HNS), based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.

OUR PERFORMANCE

- In 2017, 39%[†] of our portfolio by volume met the Highest Nutritional Standards, based on globally recognised dietary guidelines

OUR PERSPECTIVE

Meeting HNS – a more stringent approach by Unilever based on national nutritional recommendations – is a significant commitment. It involves reformulating our products to make great-tasting food and beverages that consumers enjoy while meeting our stretching targets.

The majority of our portfolio already meets benchmarks based on national nutritional recommendations. We are on track to meet our more stringent 2020 commitment, which means that 60% of our foods and beverages portfolio by volume and across all countries will meet our HNS (against a baseline of 30%). By 2017, 39% met these standards.¹ This equates to well over half of the servings that we sell.

A great deal of reformulation is underway in all our product categories and we have made significant progress on reducing salt, sugar and saturated fat, while also delivering positive nutrition as part of our Sustainable Nutrition strategy. We continually share our progress and approach with nutrition and public health experts so that they can also talk about the benefits of our products with consumers.

Our approach to reformulating our portfolio has been endorsed externally: we were ranked top performer in the 2016 Global Access to Nutrition Index (ATNI), an independent rating of the nutrition programmes of the world's largest food and beverage manufacturers. And in India, we were ranked number two in the India Spotlight Index in 2016.

We are working hard to deliver these improvements for the millions of people who enjoy our food and beverages every day. See a summary of our performance against our global nutrition targets in our top countries in 2017. We assure performance on the pillars and targets of our Unilever Sustainable Living Plan on a rolling basis; the most recent assurance of our nutrition pillar was [carried out in 2017 by PwC](#). See [Independent Assurance](#) for our approach to assurance.

[†] Independently assured by PwC.

1 To measure our progress in nutrition, we use a reporting period that runs from 1 October to 30 September. See our [Highest Nutritional Standards](#) (PDF | 319KB).



Achieved 3



On-Plan 3



Off-Plan 0



% Of target achieved 4

TITLE OF PILLAR HUB PAGE

L1: Improving health & well-being > L2: Improving nutrition

Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Reduce salt levels

Our first milestone was to reduce salt levels to 6g per day by the end of 2010. This required reductions of up to 25%. In 2010, we stated that our ambition was to reduce salt by a further 15-20% on average to meet the target of 5g salt per day. In 2013, we clarified our commitment.

- By 2020, 75% of our Foods portfolio will meet salt levels to enable intakes of 5g per day.
- 63% of our Foods portfolio was compliant with the 5g target in 2017.

OUR PERSPECTIVE

We are on track towards our 2020 target. Our Foods and Refreshment category and Food Solutions professional catering business continue to implement agreed salt reduction plans, while delivering great taste. Consumer acceptance is a key success factor for salt reduction. Great-tasting products will have the most impact because we know consumers will not give up taste for health. We also continue to work with governments, health authorities and healthcare professionals to address the triggers and barriers that people experience in adopting healthier habits, given that current population salt intakes significantly exceed recommended levels.

[More taste, less salt](#)

Reduce saturated fat

We are committed to improving the fat composition of our products by reducing saturated fat as much as possible and increasing levels of essential fats.

- By 2012 our leading spreads will contain less than 33% saturated fat as a proportion of total fat.
92% of our leading spreads by volume contained less than 33% saturated fat as a proportion of total fat by 2012.
- A daily portion will provide at least 15% of the essential fatty acids recommended by international dietary guidelines.
92% of our leading spreads by volume provided at least 15% of the essential fatty acids recommended by international guidelines by 2012.

We want to improve further the fat quality of all the soft vegetable oil spreads that we sell in tubs. In 2013, we extended our commitment.

- By 2017, 90% of our complete global portfolio of soft vegetable oil spreads¹ will contain no more than 33% fat as saturated fat and at least 67% as good unsaturated fat.

In tropical areas, without chilled distribution, the maximum saturated fat content will be set at 38%, as a slightly higher saturated fat level is required to maintain stability of the spreads.

- 80% of our global portfolio of soft vegetable oil spreads¹ contained no more than 33% saturated fat and at least 67% good unsaturated fat in 2017.

OUR PERSPECTIVE

The proportion of our global portfolio of soft vegetable spreads meeting our target increased slightly from 79% in 2016 to 80% in 2017. This is 10% short of our goal, meaning we missed our target. The demand for our spreads containing less saturated fat increased less than we expected.

While our spreads that are low in saturated fat still appeal to consumers, many of our lower saturated fat products are competing with products higher in saturated fat, such as butter which has a different taste and consistency. Indeed, some of our newly formulated products now contain more saturated fat than our target, to deliver the taste and culinary performance consumers want. This was a difficult decision, but our vegetable spreads are still the healthier option in the market compared to butter.

We believe our efforts have made a meaningful contribution to reducing saturated fat in people's diets. For example, we have found that promoting awareness of heart health is often more effective in collaboration with health authorities and healthcare professionals. We are confident this legacy will continue once our Spreads business is under new ownership.

¹ For all other products in our spreads portfolio, including our mélanges, we strive for the lowest saturated fat level possible without compromising on product performance and consumer and customer expectations.

[Good fats and oil from plants](#)

TITLE OF PILLAR HUB PAGE

L1: Improving health & well-being > L2: Improving nutrition

Remove trans fat

By 2012, we will have removed from all our products any trans fats originating from partially hydrogenated vegetable oil.



By 2012, 100% of our portfolio by volume did not contain trans fats originating from partially hydrogenated vegetable oil.¹

OUR PERSPECTIVE

By 2012, we had met our target to eliminate trans fat originating from partially hydrogenated vegetable oil from our products worldwide. We undertake regular reviews of our products to ensure we continue to be compliant. If products with trans fat originating from partially hydrogenated vegetable oil are found, they are reformulated.

1 We have published our definition and approach to removing trans fats from partially hydrogenated vegetable oil. See: Melnikov S & Zevenbergen H. "Implementation of removing trans fatty acids originating from partially hydrogenated vegetable oils". New Food 2012; 5: 44-46. This approach focuses on main ingredients in our recipes and does not include traces of trans fats from partially hydrogenated vegetable oil that may be found in some flavours or emulsifiers.

[Good fats and oil from plants](#)

Reduce sugar

Prior to 2010 we had already reduced sugar levels in our ready-to-drink teas. By 2020, we will remove an additional 25% sugar in ready-to-drink teas. In 2014, we extended this target to include our powdered ice tea and milk tea products.¹



15% sugar reduction across all our sweetened tea-based beverages in 2017 since 2010.

OUR PERSPECTIVE

We are on track to meet our 2020 target. In 2017, we continued making progress, reducing sugar levels in many existing products, and launching new products with lower sugar content in many markets. This led to a 2.8% sugar reduction in 2017 compared to 2016. We will continue to reduce sugar levels in our tea-based beverage portfolio, and to offer beverages and innovations with lower sugar content, while maintaining the taste that consumers enjoy.

1 Our sugar reduction target applies to all ready-to-drink teas, powdered ice tea and milk tea products, liquid concentrates, retail and foodservice and any new formats that are sweetened for the total time period of 2010 to 2020.

Less sugar, fewer calories

IMPROVING NUTRITION

L1: Improving health & well-being > L2: Improving nutrition

Reduce calories

- By 2014, 100% of our children's ice creams will contain 110 kilocalories or fewer per portion. 60% will meet this level by 2012.



100% of our children's ice creams contained 110 kilocalories or fewer per portion in 2014. This achievement has been maintained every year since, including in 2017.²

- By 2015, 80% of our packaged ice cream products will not exceed 250 kilocalories per portion.¹



91% of our packaged ice cream by volume contained 250 kilocalories or fewer per portion in 2015. This achievement was maintained, with 90% meeting target in 2017.²

OUR PERSPECTIVE

We reached our children's ice creams target in 2014, with 100% of our children's ice creams containing 110 kilocalories or fewer per portion. This achievement has been maintained every year since, including in 2017. We were one of the first global companies to ensure that all our children's ice creams are nutritionally responsible. Maintaining 100% compliance remains an important goal.

We achieved our packaged ice cream target in 2015 and 2016, with 91% of our packaged ice cream by volume contained 250 kilocalories or fewer per portion. This exceeded our target of 80%. In 2017, 90% of our packaged ice creams contained no more than 250 calories (calculated based on 94% of global ice cream sales volume).

The sales volume for indulgent products (those over 250 calories) has increased in 2017 compared to prior years. As a result, the percentage compliance has decreased slightly to 90%, as the total sales volume of products under 250 calories per portion has not grown at the same rate. However, our performance is still well above our 80% target. We continue to demonstrate our responsible approach across our ice cream business, aiming where possible for products to be under 250 calories per portion, and at least 80% compliant in every market.

1 A portion is defined as: a pre-packed single-serve ice cream product meant to be consumed in one go, or 100 ml when sold in packaging aimed at multi-consumption moments such as tubs.

2 Our children's ice cream target was assessed at the end of Q4 2014; our packaged ice cream reporting assessed progress from Q4 2015 to Q3 2016. We continue to measure progress against our targets for transparency.

Less sugar, fewer calories**Provide healthy eating information**

Our aim is to provide clear, simple labelling on our products to help people make choices for a nutritionally-balanced diet. Our products in Europe and North America provide full nutritional information.

- By 2015, this will be extended to cover all our products globally. We will include energy per portion on the front of pack plus eight key nutrients and % Guideline Daily Amounts (GDA) for five nutrients on the back of pack.

Our targets will respect local or regional industry agreements as well as the law in each market.



In 2015, 86% of our portfolio had full nutrition labelling on pack in line with our commitment. In 2017, this increased to 94%.¹ We are working with relevant authorities to create a positive climate for labelling and to drive further change on our products, as well as to help consumers choose healthier products.

OUR PERSPECTIVE

We fell short of our target in 2015, however we remain committed to advancing nutrition labelling on our products. In 2017, 94%² of our portfolio was fully in line with our commitment. Besides providing nutritional information on pack, we also provide information via our branded digital platforms and consumer carelines.

Our target is stretching, covering all our brands and markets. We have put in place a global governance model and extensive monitoring activities to check nutrition labelling product by product. However, while we continue to drive our labelling commitment across our total food and beverages portfolio, we have yet to reach full coverage of our portfolio.

As several countries develop their approach to a front-of-pack labelling system, we continue to engage with governments, NGOs and other relevant public health stakeholders. Together, we are working towards globally harmonised transparent labelling systems that drive consumers towards the healthy choice.

1 A portion is defined as: a pre-packed single-serve ice cream product meant to be consumed in one go, or 100 ml when sold in packaging aimed at multi-consumption moments such as tubs.

2 These figures are based on sales volumes from 1 April 2017 to 30 June 2017 of our Foods and Refreshment categories (this includes those parts of the Pepsi Lipton business where Unilever is responsible for marketing and distribution). It also includes the sales volumes of products from Unilever Food Solutions, and excludes products marketed through other joint ventures and distributor own brands.

Nutrition labelling

♥ Improving nutrition

This work supports the following UN Sustainable Development Goals



Sustainable Nutrition

We believe in foods and refreshments that taste good, feel good and are a force for good.



To feed the world's growing population, we will need more food in the next 50 years than we have in the last 10,000 years. Our global food system is being impacted by climate change and resource scarcity, resulting in a lack of resilience, poor livelihoods,

rising levels of obesity and persistent malnutrition. We need a total redesign of our global food system, to one that is productive, sustainable, nutritious and resilient, with a stronger connection between food production and consumption.

In response, we have developed a strategy to guide our business. Sustainable Nutrition is a commitment to sustainable production and consumption. It recognises Unilever's role in fixing the broken food system by producing nutritious food with respect for ecosystems, benefiting the livelihoods of food producers and improving the health and wellbeing of consumers. It has six commitments at its heart.

TASTE GOOD, FEEL GOOD AND FORCE FOR GOOD

OUR PURPOSE FOR FOODS AND REFRESHMENT



Connecting people with purpose

Every day, our brands bring millions of people together over a meal, ice cream or a cup of tea. Our Sustainable Living brands celebrate the opportunity that consuming food and drink provides in forging connections and breaking down social barriers. Six of our 18 Sustainable Living brands are from our Foods and Refreshment category, and all are in our top 40 products, including five of the ten biggest: Knorr, Lipton, Hellmann's, Heartbrand (Wall's) and Magnum.

Our aim is to increase our reach to 10 million stores by 2020 and, through our brands, we are directly helping to address some of the world's most pressing problems.

Grown for good

We believe in the importance of nutritious food grown sustainably (/sustainable-living/reducing-environmental-impact/). We want farmers, growers and pickers (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/) across our value chain – many of whom are women – to benefit from working with us. We will continue to explore opportunities in plant-based products to respond to and influence consumer demand. By promoting plant-based alternatives and moving towards 100% sustainably sourced ingredients, we aim to reduce our environmental impact and provide consumer choice across our portfolio.

Find out more about how we are sourcing more sustainable ingredients ([/sustainable-living/improving-health-and-well-being/improving-nutrition/grown-for-good/](#)).

Health and well-being

We believe in enabling people to eat healthier diets by offering healthy products that are suitable for their diet, age, lifestyle and budget. Sales growth of our food products that have been nutritionally improved, or meet our Highest Nutritional Standards, are double that of our average foods and refreshment category growth.

A healthier diet means more variety and seasonal foods, less meat, salt, fat and sugar; more natural ingredients such as fruit and vegetables, legumes, plant-based food, wholegrains, healthy oils and natural drinks such as tea. To this effect, we have committed that 60% of our total portfolio will meet our Highest Nutritional Standards. In addition, we make sure that all our employees have access to health and well-being programmes ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/](#)) that help them improve their nutrition.

Find out more about how we are offering healthier products ([/sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/](#)).

Nutritious cooking

We believe in empowering people to cook tastier, nutritious meals, with varied ingredients, in flexible ways that suit their lifestyles and budgets. Unilever Food Solutions, our dedicated food service business, connects thousands of professional chefs around the world. We will champion nutritious cooking, creating great-tasting meals that are better for people and the planet, utilising our brands, extensive chef networks and key global partnerships.

Find out more about how we are promoting nutritious cooking ([/sustainable-living/improving-health-and-well-being/improving-nutrition/nutritious-cooking/](#)).

Food fortification

We help consumers get the nutrients they need from high-quality, delicious products they love, and brands they trust. To help people with micronutrient deficiencies, we are increasing our efforts to address undernutrition. By 2022, we will provide more than 200 billion servings with at least one of the five key micronutrients (iodine, vitamins A and D, zinc and iron). This is roughly double the amount of servings we currently sell. We will prioritise helping people in most need at affordable prices, and will work with key partners to develop impactful behavioural-change programmes.

Find out more about how we are addressing food fortification ([/sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/fortification-to-drive-positive-nutrition/](#)).

Reducing our environmental impact

We believe that by focusing on preserving our planet through sustainable production practices, we can help people throughout our value chain to thrive, while enabling our business to succeed in the long term. We are committed to reducing our waste (/sustainable-living/reducing-environmental-impact/waste-and-packaging/) and emissions (/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/) from sourcing through to manufacturing, distribution and selling. We will ensure that all our plastic packaging is fully reusable, recyclable or compostable by 2025. We will also develop creative solutions to reduce food waste in the kitchen, inspiring consumers and chefs to do the same.

Find out more about how we are reducing our environmental impact (/sustainable-living/improving-health-and-well-being/improving-nutrition/reducing-our-environmental-impact-in-foods-and-refreshment/) across our food and refreshment portfolio.

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Reducing our environmental impact in Foods and Refreshment

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Grown for good

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We're always looking to connect with those who share an interest in a sustainable future.



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This is Unilever's global company website

♥ Improving nutrition

This work supports the following UN Sustainable Development Goals



Grown for good

We believe in the importance of nutritious, plant-based food, grown sustainably.



People's eating habits are changing

When choosing what foods and drinks to buy, most people consider taste as the first priority. But today, more and more people also want to know that the products they are buying are nutritious, have been grown without harming the environment, and that farm workers have been paid fairly and treated well.

Plant-based diets are becoming especially popular, with health and concern for the environment at their core. We are committed to developing plant-based products to both respond to and influence consumer demand. By promoting plant-based alternatives and committing to sourcing 100% of our agricultural raw materials sustainably, we will reduce our environmental impact and provide consumers with more choice.

This is what 'Grown for good' is all about.

Sourcing ingredients sustainably

Not only is sustainable farming better for the planet, it's shown to increase yields too. This, in turn, boosts farmer incomes and food security. We have committed to the sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/) of our key agricultural commodities. In 2017, 56% of our agricultural raw materials were sustainably sourced, including 98% of our top 13 vegetables and herbs (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-fruit-and-vegetables/) used in our Knorr sauces, soups and seasonings.

We buy around 2% of the world's tomatoes for our ketchup and savoury products. By the end of 2017, almost 100% of our tomatoes were from sustainable sources. Cocoa (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-cocoa-and-sugar/) is another key ingredient for our products. We buy around 1% of the global production of cocoa, the majority of which is used in our ice creams, such as Ben & Jerry's and Magnum.

In 2017, Ben & Jerry's sourced all its cocoa from sustainable sources and Magnum achieved 98%. Our Breyers ice cream is made with real vanilla, certified as sustainably sourced by the Rainforest Alliance, and benefiting 4,000 Madagascan farmers who supply all the vanilla for Breyers.

In 2017 – three years ahead of schedule – all Hellmann's products in Canada were made with 100% responsibly-sourced canola oil, as well as free-range eggs. And 72% of the soy oil (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-soy-and-rapeseed-oils/) needed for products, such as Hellmann's, was sustainably sourced.

Our Pure Leaf teas are all sourced from Rainforest Alliance Certified estates. This certification ensures that production methods are protecting the farms' soil and water sources, while using other eco-practices like hydro-electric power and planting native trees. Pure Leaf teas come from multiple countries and make up many different varieties and flavours. Farmers in each region adapt to their specific landscapes, employing their own unique tactics for protecting the tea they are growing while, in return, protecting the ecosystem on which they depend.



Knorr: The taste of sustainability

Farming is hard work. Early mornings, physical exertion and hot sun – work made harder by the impacts of climate change, irregular weather patterns and increasingly strained natural resources. Add to this the pressure to be even more productive to feed growing populations, it is not surprising that young rural people are heading to the cities to find work, and that the average age of a farmer is 60.¹

This has serious implications for the future of farming communities, food and drink companies, and consumers – all of whom rely on a secure supply of raw ingredients. Fortunately, there is a solution – sustainable agriculture. Our updated [Unilever Sustainable Agriculture Code \(SAC\)](#) (PDF | 2MB) (/Images/ul-sac-v1-march-2010-spread_tcm244-423998_en.pdf), which we are piloting at scale, is helping improve farming practices, enabling farmers to become more profitable, while protecting natural resources.

Sustainable agriculture in action

Knorr's purpose is to open hearts and minds through the power of flavour, using authentic products from natural, nutritious and sustainably sourced ingredients. The brand has been working with vegetable and herb growers around the world since 2011. So far, 98% of the top 13 vegetables and herbs in our Knorr sauces, soups and seasonings are sourced sustainably.

Our Knorr Partnership Fund invests €1 million every year in co-funded projects with suppliers for their farmers. This helps them meet, or go beyond, SAC requirements. So far, we have funded over 70 projects, and farmers who've been in our programme for three years have together saved 10.6 million litres of irrigation water. That's the equivalent of 55,000 average showers. Farms that demonstrate the highest standards are awarded Knorr Landmark Farm status.

The Landmark Farms are passionate about sustainability and open their doors to share fascinating insights into everyday life on their farms. Since 2011, we are proud to have helped over 30 farms achieve this status.

We also help many smallholder spice farmers in our supply chain to access training and support. And in Nigeria, Knorr is partnering with the International Fund for Agricultural Development to train farmers in sustainable agriculture, so they can become part of our supply chain and improve their livelihoods.

Driving consumer demand for sustainable products

Knorr's Sustainability Partnership on-pack logo tells people that at least 50% of the product contains sustainably grown ingredients, or that 100% of the main ingredient is sustainably grown. In 2017, 15 Knorr country websites shared stories of our farmers – from growing sustainable tomatoes in Turkey and tarragon in France, to pumpkins in  Australia (<http://sustainability.continental.com.au/>). In Brazil, Knorr's 'Know me better' sustainability campaign reached an estimated 31.8 million people. And in Spain, media coverage of Knorr's second National Sustainable Agriculture Day reached over 12.5 million people.

Raising awareness of sustainable products helps consumers do their bit to care for the environment – from farm to fork. And as Knorr Chef, Luigi Carola, says "Sustainability is not only essential for the future of our planet, I believe it also helps deliver the very best taste." Sustainable ingredients lead to rich flavours, sweet vegetables and feel-good food all round.

Picked at their peak

People are increasingly looking for foods made with natural ingredients. Millennials, in particular, are conscious of their eating habits. According to the Organic Trade Association, millennials eat as much as 52% more vegetables than their older relatives. This shift is inevitably changing the way people think about food.

We believe in nutritious diets, using more variety, seasonable foods, less meat, more fruits and vegetables, legumes and wholegrains, and more healthy oils and plant-based foods. Our foods and drinks help millions of people access good ingredients every day. We carefully select ingredients at their peak to support nutritional needs. For example, our Kissan ketchups, and Knorr soups and meal kits use vegetables as core ingredients. In Europe, we provide around 700 million servings of vegetables every year through our soups alone.

In 2017, we incorporated even more vegetables into our products. For example, in Israel we introduced three cooking sauces, with each jar containing 0.5 kg of tomatoes and in compliance with our Highest Nutritional Standards (HNS). In Europe, we introduced five HNS-compliant Knorr dry soups that contain up to 290 grams of vegetables per serving.

Flora, Becel and Rama spreads, and Hellmann's mayonnaise are made with high-quality sunflower seed, rapeseed or soybean oils – all containing essential fats. Lipton, Pure Leaf, PG Tips and Pukka teas contain no calories when drunk without milk and

sugar, and are a rich source of flavonoids. We promote tea goodness, such as from Lipton Green Tea, through various consumer campaigns.

Many of our food products contain ancient grains, such as Knorr's range of ☐ One Skillet Meals (<https://www.knorr.com/us/en/products/one-skillet-meals.html>) in the US. These feature barley, farro, quinoa and whole wheat couscous, seasoned with herbs and spices, with no artificial flavours or colours from artificial sources. In India, in 2018, Lever Ayush will offer a range of wholesome ready-to-cook breakfast mixes, inspired by Ayurveda healing practices and made with 100% natural ingredients, like the supergrain millet.

i Locked in goodness: The benefits of dried food

Vegetables form a significant source of essential nutrients, but average daily vegetable intake is below recommendations in both developed and developing countries.

Our dried foods include ingredients like vegetables and herbs that are harvested at their peak. This locks in the goodness and makes food safe, nutritious, tasty and convenient. Drying preserves the food, helping to avoid waste, and dried foods make it easier to prepare healthy, varied meals. They can be considered a relevant source of vegetables that can significantly contribute towards the daily recommended vegetable intake. As leaders in dried food solutions, Unilever was proud to give a presentation about the goodness of drying at the 2017 International Conference on Nutrition.

“ Drying is one of the most natural ways to preserve food. We don't need to add any preservatives, and it protects the natural goodness and flavour. ”

Karin van het Hof, Unilever Nutrition and Health Foods Director

Nature's kitchen

People's preference for natural ingredients is driving demand for alternative diets. In 2017, 26% of Americans ate less meat, and 'health' is now the main association with vegan food, over 'animal welfare'.² We're responding to this demand, introducing Hellmann's Carefully Crafted Vegan Dressing, vegan Cornetto and Swedish Glace ice creams. And in North America, we offer Vegan Action-certified I Can't Believe It's Not Butter!® and Becel® Vegan.

Across Europe, we are partnering with the ☐ European Vegetarian Union (<http://www.euroveg.eu/>) and sell more of Knorr's Naturally Tasty range. In France, we offer instant Simply Tasty Pots – suitable for vegetarians – which are rich in vegetables, a source of fibre and made with natural ingredients. They also meet our

Highest Nutritional Standards. And in the Netherlands, Unox partnered with The Vegetarian Butcher to introduce a plant-based hacked mince meatballs recipe, which sold 100,000 packs within the first two months. □ The Vegetarian Butcher (<https://www.thevegetarianbutcher.com/>) shares our mission to save the planet, and this is our first ever co-branded product.

We expanded our organic offerings, with new I Can't Believe It's Not Butter!® and Brummel & Brown non-GMO Organic spreads. In only one year, Hellmann's Organic Mayonnaise has become the number one organic mayonnaise in the US, while doubling the value of the organic mayonnaise market. We have now introduced Hellmann's Organic to a number of other markets. We also offer gluten-free options for Ben & Jerry's and Cornetto, lactose-free options for Carte D'Or, and dairy-free Ben & Jerry's varieties.

We want to make it easier for people to find their dietary preferences on the shelf. So, we have added the European Vegetarian Union's logo to around 500 of our products, including Hellmann's, Flora and Knorr. And to help chefs meet this growing trend, an estimated 20% of Unilever Food Solutions' (UFS) online recipes are now vegetarian and plant-based inspirations, like □ Spicy Black Bean Burgers (<https://www.unileverfoodsolutions.us/recipe/spicy-black-bean-burger-R0030664.html>). UFS works with partners to help meet consumer demand for diverse diets. For example, in 2017, UFS published its first □ Gluten-Free Guide (<https://www.unileverfoodsolutions.us/chef-inspiration/allergen-101/gluten-free-substitutes.html>) with The Coeliac Society of Ireland.

Spotlight



Hellmann's: On the side of food

At just 14, young Richard Hellmann was already fostering a love of food as an apprentice at his local food market. By 1913, he was married to Margaret, living in New York, and together they fulfilled their dream of opening a shop. It was here, at Hellmann's Delicatessen, that the legendary Hellmann's Mayonnaise was born.

Proud of his product, Richard tied his signature blue ribbon to jars that met the highest quality standards. That blue-ribbon standard is tied to everything Hellmann's does to this day. And in record time, Hellmann's grew to become the number one mayonnaise brand, thanks to its unmistakeable taste.³

Today, the blue-ribbon quality standard also applies to the farming practices we adopt and doing right by the people who help us make Hellmann's. Not just because we think it makes our products more appealing to consumers, but because it's the right thing to do. It's why we only use 100% free-range eggs in Europe and North America, and source 100% of our oils responsibly to make our mayonnaise.

It's why our ketchup is made with 100% sustainably grown tomatoes in Europe and Latin America. And why we're always working to create new products that help fight food waste or use less energy in their production.

Sharing the passion

Hellmann's mayonnaises, ketchups and dressings, for example, source from Hellmann's Blue Ribbon Farms. These farms monitor and work to improve their sustainability efforts – from how they use their land, to how they reduce their carbon footprint. The workers on the farms are passionate about improving sustainability and comply with our Unilever Sustainable Agriculture Code.

They are also passionate about sharing their work with the world. For example, the Stockbrugger's Blue Ribbon canola farm in Canada shows urban kids the inner workings of the farm. They learn about the natural and sustainably sourced ingredients used in our Hellmann's products. In addition, we produced a video on Blue Ribbon farms called 'Project Seeds'. This asked consumers 'where does it come from?' and has received 9.3 million views to date, helping to raise awareness about sustainable food.

As part of our 'Grow with Us' campaign, we livestreamed from our Blue Ribbon farms. This allowed people to interact with the farmers and ask them questions. So far, 95 million people have seen that Hellmann's ketchup is made from 100% real, sustainable sun-ripened tomatoes. After the campaign, 88% of Brazilian people surveyed agreed that Hellmann's ketchup is made from sustainable tomatoes (up from 50% before the campaign), with 89% believing that ours is the best ketchup, and 82% saying it's worth paying more for.

Natural and sustainably sourced ingredients support people's appetite for plant-based diets and helps them reconnect with nature... Hellmann's sums up 'Grown for good'.

Our partnerships: From farmers to professors

We work with a variety of partners: farmers, suppliers, academics, scientists, governments, health authorities, NGOs, and even our competitors, to ensure we use the best that nature has to offer in our products.

We have partnerships with Solidaridad in Africa, Latin America and Asia; with the Clinton Giustra Enterprise Partnership in Africa, South Asia, Latin America and the Caribbean; and with the Rainforest Alliance. These are supporting the transition of many smallholder farmers in our supply chain to sustainable agricultural practices. Find out more about how we are working with smallholder farmers ([/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/](#)) and our other partnerships to help make sustainable ingredients ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#)) more widely available.

1 Food and agriculture organization of the United Nations (PDF - 627kB)
(<http://www.un.org/en/ecosoc/integration/pdf/foodandagricultureorganization.pdf>)

2 Food Navigator USA (<https://www.foodnavigator-usa.com/Article/2015/03/17/Vegan-is-going-mainstream-trend-data-suggests>)

3 Euromonitor International Ltd; Packaged Foods 2017 edition, retail value sales, umbrella brand name classification (includes all Hellmann's and Best Foods brand sales), 2016 data.

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♥ Improving nutrition

This work supports the following UN Sustainable Development Goals



Health & well-being: in our kitchen

We believe in nutritious food grown sustainably.

Knorr #LoveAtFirstTaste



Making our foods even better

Many people realise that what they eat influences their health, their mood, and how much they can get done each day. Food affects the way people look and, as our Knorr  #LoveAtFirstTaste (<https://www.youtube.com/watch?v=xwx7NnPQ44U>) advert shows, the foods we eat can even tell us about people's personalities. People want to feel good and food plays a central role in that.

However, the reality is that many of us don't eat well. The  Global Nutrition Report 2017 (<http://globalnutritionreport.org/the-report/>) says that at least one in three people experience malnutrition in some form, whether it's eating too much or too little. In fact, almost every country in the world is facing a serious nutrition-related challenge.

Diet-related non-communicable diseases, such as diabetes and heart disease, account for more than half of the  global burden of disease (<http://www.healthdata.org/research-article/global-burden-disease-study-and-preventable-burden-ncd>). Heart disease is the world's number one cause of death, with high cholesterol being one of the key risk factors. At the same time, more than 2 billion people don't get enough vitamins and minerals, particularly in developing and emerging countries. Micronutrient deficiencies are usually caused by a lack of access to critical foods like fruit and vegetables. These can make people more vulnerable to disease, impair their mental development and decrease their ability to earn a living.

As our Unilever Sustainable Living Plan nutrition pillar and our new Sustainable Nutrition strategy both acknowledge, diet must be part of the solution to tackle the double burden of malnutrition. A healthier diet means more variety and seasonal foods, less meat, and less salt, fat and sugar. It means using more natural ingredients such as fruit and vegetables, healthy oils, legumes and wholegrains. And it means consuming more plant-based foods and natural drinks, such as tea.

We know that what we do in our kitchen helps you in yours. Our chefs work hand-in-hand with our nutritionists around the world to ensure we offer tasty and responsible foods and beverages. On the following pages, you will read about some of the enhancements we have made in 2017 – reducing salt, sugar and saturated fats, and enhancing positive nutrition. These improvements add up to a big impact on the health of the people who enjoy our products every day.

Pioneering Nutrition Enhancement Programme

In 2003, we launched our pioneering Nutrition Enhancement Programme (NEP) to reduce levels of salt, saturated and trans fats, and sugar across our portfolio. So far, we have significantly reduced all key nutrients of concern, including the elimination of  trans fats (PDF | 800KB) (/Images/tfa-position-october-2016_tcm244-423170_en.pdf) from partially hydrogenated vegetable oils.

We share our progress at international conferences and publish our research – such as our methodology – in peer-reviewed scientific journals.¹ We are continually adapting and improving our approach, learning from many years' experience of reformulation and meeting consumer demand. We share these lessons with health experts around the world and have published our evolved approach.

In addition, we now assess our products through a Sustainable Nutrition lens to identify areas for improvement. We use our Eco Design tool to assess choices of ingredients, formulation and packaging, against USLP targets in areas such as health and hygiene, nutrition, greenhouse gas emissions, waste, water and sustainable sourcing. Results from this assessment are linked to our Innovation Project Management system for review by senior leaders.



Going further

We are committed to fortifying our foods and drinks, adding essential nutrients to help vulnerable people eat more nutritiously. We continually review our reformulation approach. For instance, we have learnt that to maximise impact, we must focus on products consumed most frequently and in greatest volumes, and that taste is still a key factor for success.

Read more about how we are lowering salt (/sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/more-taste-less-salt/), sugar (/sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/less-sugar-fewer-calories/), calories and saturated fat (/sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/good-fats-and-oils-from-plants/), and fortifying our products (/sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/fortification-to-drive-positive-nutrition/).

1 Nijman et al. EJCN. 2007; 61(4): 461-471; Dötsch-Klerk, et al. FST March 2015 (<http://www.fstjournal.org/features/29-1/sustainable-diets>) Dotsch-Klerk et al. EJCN 2015;69(7):1-6.

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Informed choices

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More taste, less salt

Improving
nutrition

We are making our foods with less salt, and even more delicious.



How much is too much?

Most people agree that salt makes food taste better. It also plays an important role in preserving food. Small amounts of salt (sodium) in the diet are essential¹, but too much can lead to raised blood pressure. Worldwide, more than one in five adults has blood pressure that is too high

(http://www.who.int/gho/ncd/risk_factors/blood_pressure_prevalence/en/). This leads to increased risk of heart disease and stroke.

The World Health Organization (WHO) recommends a daily intake of no more than 5g of salt. But around the world the average person eats 9–12g a day, roughly twice the recommended amount. In Europe and North America, approximately 75% of our salt intake comes from processed foods, whereas in developing countries much of the salt is added during cooking or at the table. Lowering salt consumption to the recommended level could save an estimated 2.5 million lives each year.

Our Nutrition and Health Director of Foods & Refreshment, Karin van het Hof, gave a presentation at the 2017 International Conference on Nutrition on lowering salt through a multi-sectoral approach. She set out our belief that governments and NGOs have a role to play in raising awareness and helping to change consumer behaviour. As well as delivering great tasting products, food manufacturers must play their part in

lowering salt levels. That's why we have  pledged (PDF | 241KB) (/Images/salt-reduction-position-statement_tcm244-414411_1_en.pdf) that by 2020, 75% of our food will meet salt levels that enable intakes of 5g per day.

We reduce salt every time one of our existing products is renovated, and new products must meet the salt target to enable a salt intake of 5g per day. In 2017, we again received recognition for our approach, with  academics (<http://www.mdpi.com/2072-6643/9/8/881>) highlighting Unilever as a positive example of a company working on salt reduction in a systematic and transparent way.

Better options

We improve our foods based on scientifically sound  benchmarks (PDF | 900KB) (<http://www.nature.com/ejcn/journal/v69/n7/pdf/ejcn20155a.pdf>). We are reducing salt levels in our products in a number of ways. We've found that cutting salt and complementing that with aromas, spices and herbs can enhance the salty taste and flavour and make products more nutritious. And we sometimes use salt substitutes like potassium salt. Potassium occurs naturally in milk, fruit, vegetables and grains, and increased intakes of potassium are encouraged in dietary guidelines.

In 2016, we published a review² which found that replacing sodium with potassium would significantly increase potassium intakes towards recommended daily amounts, without exceeding safety guidelines. To support the safe usage of salt replacers such as potassium salt, it's important that they are accepted by regulatory bodies.

In 2017, we made good progress in lowering salt across a broad range of products and markets. As our largest food brand, reformulating salt in Knorr products can have the biggest impact. In Turkey, for example, we relaunched our four key Knorr Meal Makers with up to 38% less sodium. In South America, we reduced salt by an average of 15% in 14 varieties of Knorr Quick Soups, and by an average 40% in Knorr reduced sodium cubes.

In India, over half of Knorr Cup-a-Soup variants now meet sodium benchmarks consistent with WHO recommended salt intakes. Across Europe, we renovated 38 recipes, reducing salt by an average 8%, removing 33 tonnes from consumers' diets every year. Similarly, we relaunched dressings with lower salt levels. Hellmann's mayonnaise in Brazil – a top seller in retail and food service – is now compliant with our Highest Nutritional Standards (HNS). In Pakistan, Knorr Ketchup was reformulated to meet WHO recommendations. And steady progress was made in India, where three key Kissan tomato-based sauces now meet our strictest sodium benchmarks.

We introduced new products that comply with our '5g of salt a day' commitment and meet our HNS. For example, Knorr's new Minestrone and Orange Vegetables soups in Israel, Ramadan soup in Turkey, and dehydrated tomato base in Mexico. In Brazil, Knorr's new line of herbs and spice seasoning contain 25% less sodium, as well as no added monosodium glutamate, artificial colours or preservatives, while still delivering the great taste consumers expect from our products.

Unilever Food Solutions (UFS) is delighting consumers eating out of the home, with tasty dishes containing less salt. For example, in Russia, 77% of UFS products are now compliant with our HNS. In Turkey, we reduced salt in two popular dressings: Hellmann's ketchup (by 37%) and Hellmann's BBQ sauce (15%). And in India, we launched eight varieties of Knorr Chef's Masala, which meet sodium HNS benchmarks.

Talking about salt

We are talking more about our salt reduction on pack. In particular, we've found that talking about lower salt, alongside better taste, is helping people to choose lower-salt foods. For example, Knorr in Brazil displays the claim 'Same great Knorr taste with 25% less sodium', and in Turkey, Unilever Food Solutions Meal Makers display a 'no added salt' logo.

In China, Unilever Food Solutions won a prestigious Effie award for a digital video, engagement and product sampling campaign – with 800,000 views on WeChat – encouraging chefs to cook with less salt and 'Change for Better'.

Find out more about salt reduction in the following infographics aimed at [✓ consumers](#) (PDF | 3MB) ([/Images/17_unil_9627-infographic-nutrition_unilever---consumer_tcm244-519401_1_en.pdf](#)) and [✓ chefs](#) (PDF | 3MB) ([/Images/17_unil_9627-infographic-nutrition_ufs---chef_tcm244-519400_1_en.pdf](#)).

These examples show that communicating effectively about our salt reduction efforts can encourage people to choose lower salt products, improving their health.

Multi-stakeholder approach for salt reduction

In addition to our salt reduction efforts, a supportive external environment is required to create consumer awareness, specific taste preferences and collaboration between the different players. Previous behaviour-change experiences have proven that a properly funded, multi-faceted approach is essential for success.

For this purpose, local summits have been organised to help governments develop policies for salt reduction that are based on solid science and global insights. These summits are part of our partnership with the International Union of Nutrition Sciences (IUNS).

In Sri Lanka (April 2016), we facilitated a conference to gain insights and identify key challenges in reducing salt in the diet of Sri Lankans. President of the Nutrition Society of Sri Lanka, Visakha Tillekeratne explained: "the purpose of this conference was to bring all key stakeholders together to develop a concerted effort to reducing salt from the Sri Lankan diet. We are encouraged by the fact that all stakeholders have responded in a positive manner." After much deliberation, this resulted in an action plan being agreed by all those involved with clear areas of responsibility and avenues for progress.

In the Netherlands (March 2017), over 40 participants from industry, NGOs, government and academia came together, to discuss and define tangible actions to achieve a further reduction in daily salt intake, in the areas of product reformulation,

consumer awareness and related external factors.

In Indonesia (July 2017), we hosted the first-ever private sector conference on preventing non-communicable diseases. Fifty-three participants attended, including delegates from the Ministry of Health, academia, professional organisations and industry, for the first time uniting advocacy efforts.

Dr V Prakash, Vice President of IUNS, is confident that with industry collaborations and consumer awareness, a lower salt consumption is possible. At the Indonesian summit, he highlighted: "I'm glad that Indonesia has taken a very good leadership and I wish that the Indonesian group of public, private and government, do very well in this area. Huge agenda. I congratulate all of you."

Helping people understand how they can reduce salt

To help people calculate their salt intake, our easy-to-use, online Salt Calculator has been available in 12 countries since 2014. This helps people understand which foods contribute the most salt to their diet, encouraging them to make simple changes in their food choices. At the 2016 Thailand Congress of Nutrition, over 90% of the 750 nutritionists and dieticians attending agreed that this is a good tool for raising awareness of salt intake. In 2017, 4,200 consumers have used the tool in South Africa.

The salt calculator has also been a great instrument to raise awareness among governments and other stakeholders. Going forward, we will continue to support governments and institutions in educating people about ways to reduce salt through the salt calculator or other means.

1 Joint WHO/FAO Expert Consultation. WHO technical report series 916. Geneva 2003 and WHO Guideline: Sodium intake for adults and children. Geneva: World Health Organization; WHO 2012.

2 Dietary Impact of Adding Potassium Chloride to Foods as a Sodium Reduction Technique
□ www.ncbi.nlm.nih.gov/pmc/articles/PMC4848703/
(<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4848703/>)

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Less Sugar, fewer calories



Improving
nutrition

Less sugar, fewer calories

We are finding new ways to lower sugar and calories in our foods and refreshments.



A global problem

Today, more than 1.9 billion adults are overweight – that's 39% of the world's population – with 40 million children classified as obese. Being overweight and obese affects 2.1 billion people, putting them at increased risk of diet-related non-communicable diseases like diabetes and heart disease.

Health authorities like the  World Health Organization (<http://www.who.int/dietphysicalactivity/publications/trs916/download/en/>) recommend that people should reduce their sugar intake. We have been playing our part for more than a decade, focusing on our ready-to-drink tea, powdered ice tea, milk tea products and ice cream portfolio.

How do you drink yours?

Every year, people drink 170 billion cups of our top-selling teas like Lipton, Brooke Bond, PG Tips and Pure Leaf. In 2017, we added Pukka herbal teas to our portfolio – including natural, organic, and health and wellness variants.

Tea is often used to unwind from our hectic lifestyles. As an alternative to water, health authorities recommend drinking unsweetened tea for good hydration, which is essential for wellbeing.

The challenge is that most people don't drink their tea unsweetened, and the Global Nutrition Report 2017 explicitly states that sugary drinks are associated with weight gain.

We run various campaigns to convert people to drink unsweetened leaf tea. In India, we communicated face-to-face with consumers about the importance of a healthy diet and lifestyle, and measured people's body fat. Data has shown that high doses of catechins in green tea may help reduce waist circumference and body mass index (BMI). As a result, one in every four consumers purchased Lipton Green tea.

In the United Arab Emirates, our '30 Days to a lighter you' campaign encouraged healthy living in three steps: replacing sugary drinks for Lipton Green Tea, eating lots of fruit and vegetables and exercising for at least 30 minutes per day. The campaign reached 12 million people via digital channels.

Balancing the sugar scale

By 2020, we will have removed 25% of sugar from our ready-to-drink tea, powdered ice tea and milk tea products. To meet these stretching targets, we have developed more drinks that meet our Highest Nutritional Standards (HNS) of 5g or less sugar per 100ml. In the US, for example, we reduced sugar in Lipton Sweet Tea by 50% and in Brisk Strawberry Melon by 40%. We introduced Brisk Watermelon Lemonade and Strawberry Melon Fountain, which meet our HNS. Under the Pure Leaf brand, we rolled-out our sophisticated Tea House Collection, which also meets our HNS.

Across Europe, we reduced sugar by 30% in Lipton Lemon, Peach and Green Grapefruit sold in McDonald's. In several European markets, we introduced 30% lower sugar, low calorie and Lipton iced teas with 4.5 g of sugar/100ml. We offer Pure Leaf with less sweetness at 3.0 g of sugar/100ml in several countries, and in Taiwan, we reduced sugar in several milk tea products by approximately 15%.

We offer people choice by using non-nutritive sweeteners like Stevia¹ in some products. The  International Journal of Obesity (<http://www.nature.com/ijo/journal/vaop/ncurrent/full/ijo2015177a.html>) says that these are effective in reducing energy intakes, and have a beneficial effect on weight control. We use honey as a sweetener, for example in our Lipton Chilled with Honey in the US. We are collaborating with universities to gain a deeper understanding of consumers' preferences, for different levels of sweetness, in products containing reduced sugar or non-nutritive sweeteners. This will help us go further in the future, while making sure our products still taste great.

In 2017, we also introduced options with no added sugar. For example, in Brazil we sell Lipton Green Zero with no sugar and in Ecuador, we offer Brisk Zero with no sugar. In Australia, we introduced two new Lipton Diet variants and three flavours of Lipton Infused Water with no sugar.

Reducing sugar across our portfolio

As well as reducing sugar in teas, we are lowering it across our other products. In 2017, for example, we introduced Bango Light in Asia with 34% less sugar. Our Hellmann's ketchup sweetened only with honey instead of white sugar is sold in the UK, France, Greece, Germany, Spain and Brazil. Our Hellmann's ketchups with Stevia – available in various European countries like France, Greece, Poland and Germany – has up to 45% less sugar and meets our HNS.

We are reducing sugar in our breakfast cereals in Israel. Our commitment is that these will not contain more than 1.5 teaspoons of sugar, and by spring 2018² this will be displayed on the front of our cereal boxes. We have already improved our recipes so that they are now all compliant with our HNS.

Most of the sugar in our foods occurs naturally in small quantities from vegetable ingredients like tomatoes and carrots. Therefore, to have the biggest impact on public health, the focus remains on lowering salt in our Foods & Refreshment portfolio.

Counting the calories

On a hot sunny day, there is nothing quite like a refreshing ice cream. Ice cream is also a pleasurable dessert all year round. Treats contribute to wellbeing and pleasure in life, but they can add up in terms of calories consumed. As the world's leading ice cream company – selling much-loved brands like Wall's, Magnum, Cornetto, Ben & Jerry's, Max, Paddle Pop and Popsicle – we know how important it is to lower calories without sacrificing taste.

In 2014, we achieved our target for all our children's ice creams to contain 110 kilocalories (kcals) or less per serving. We applied our learnings to all our packaged ice cream portfolio, and in 2015 met our target to ensure that at least 80% of our packaged ice creams do not exceed 250 kcals per portion.³ In 2017, 90% of our packaged ice creams did not exceed 250 kcals per portion.

In China, for example, two new Wall's ice creams are compliant with our HNS and contain 50% more fruit juice content (reconstituted). In Mexico, we brought back our classic 'Raspatito' and in Thailand, we introduced three new variants of Paddle Pop ice creams that all meet our HNS. We also sell mini versions of our much-loved ice cream brands. In Brazil, for example, we offer three new Cornetto options with reduced portion sizes and calories, and in India, we introduced a 36g Magnum.

Our research shows that even with treats, people look for natural ingredients such as fruit. In 2017, we acquired the Australian ice cream brand, Weis, whose fruit-containing products have a minimum of 25% fruit. In Brazil, we launched new mango and strawberry Fruttare sorbet, with higher fruit content (as pulp and pieces), meeting our HNS.

We offer products containing milk, which are rich in calcium, such as Mini Milk and Paddle Pop Yogurt. In 2017, in India, we ran a campaign to raise awareness of the milk content in our Kwality Wall's ice creams. And in response to consumer interest for added protein in ice cream, we launched Breyers® Delights in the US – four flavours of low-fat ice cream that provide a good source of protein and calcium per serving. We are now looking to launch this in other markets.

1 Steviol glycosides.

2 Not including Kariot existing variants. Kariot sugar reduced was launched in January 2018.

3 A portion refers to a pre-packed single-serve ice cream product meant to be consumed in one go. It also refers to 100ml when ice cream is sold in larger packaging such as tubs.

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Good fats & oils from plants

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Improving
nutrition

Good fats & oils from plants

We are using less saturated and more polyunsaturated fat from plant-based oils.



The two sides of fat

Fat is an essential part of our diet. It helps the body absorb certain nutrients and provides us with energy. According to the World Health Organization (WHO), between 20% and 35% of our energy intake should come from fats.¹

However, too much saturated fat can increase the risk of developing heart disease, and WHO recommends replacing saturated fat with omega 3 and omega 6 polyunsaturated fats. In most countries, people don't eat the recommended daily amounts of polyunsaturated fats.

Love your heart

We communicate about the goodness of plant-based oils like sunflower, linseed and rapeseed. We also have a long heritage of providing products that help people look after their heart health. Blue Band has been enjoyed at the breakfast table since the 1920s, and today contains reduced saturated fat and significantly increased polyunsaturated fats. Our Becel/Flora soft-spreads and liquids are made with plant oils, containing polyunsaturated fat and vitamins A, D and E.

We continually source innovative, healthy oils. For example, in 2017, we introduced Becel®Olive Plus™ in Canada, a liquid blend of canola, extra virgin olive and mid-oleic sunflower oils. This is low in saturated fat, contains no trans fat, and delivers a source of omega-3 polyunsaturated fat. In the Netherlands, we introduced Becel made with coconut oil, Becel with walnut oil and Becel with avocado oil, all meeting our Highest Nutritional Standards (HNS).

In 2018, we will offer these in more countries. Our ProActiv ranges contain plant sterols, known for their cholesterol-lowering properties.² Since 2004, we have added mini health drinks, milk and yoghurt to the range.

Following the success of our 100% plant-based Flora Freedom in the UK, in 2017, we launched 100% plant-based Becel in the Netherlands, and Fruit d'Or in France. In Spain, we launched organic Flora, and have replaced palm with sunflower oil in five Flora biscuit variants, improving their nutritional profile. We launched a campaign communicating the goodness of the oils used in our Hellmann's, Calvé and Ligeresa mayonnaises, with media coverage exposing the 'myths and truths of mayo'.

Taste is central to encouraging people to switch from products higher in saturated fat. While our spreads that are low in saturated fat still appeal to consumers, many of our lower saturated fat products are competing with products higher in saturated fat, such as butter which has a different taste and consistency. Indeed, some of our newly-formulated products now contain more saturated fat than our target, to deliver the taste and culinary performance consumers want. This was a difficult decision, but our vegetable spreads are still the healthier option in the market compared to butter.

Becel/Flora mélanges are currently available in over ten countries. In 2017, in the Czech Republic and Slovakia, we relaunched Rama mélanges alongside our regular margarines, raising awareness of their natural, plant-based ingredients.

Our trans fats story

Trans fats (also known as 'trans fatty acids'), elevate 'bad' (LDL) cholesterol and lower 'good' (HDL) cholesterol. Health experts recommend that we should reduce our intake of trans fats, to as low a level as possible, to help prevent heart disease.

Trans fats occur naturally in butter, cheese and meat. In the food industry, a process called hydrogenation is sometimes used to convert vegetable oils into solid fats for greater functionality, stability and shelf life. When a fat is partially hydrogenated, this process produces trans fats. Importantly, however, full hydrogenation does not result in trans fat production.

By 2012, we had removed trans fats from partially hydrogenated vegetable oils from across our portfolio, both in retail and foodservice – see our  position statement (PDF | 800KB) (/Images/tfa-position-october-2016_tcm244-423170_en.pdf). This approach focuses on the main ingredients in our recipes and does not include traces of trans fats from partially hydrogenated vegetable oil that may be found in some flavours or emulsifiers. We have published our definition and approach to removing trans fats from partially hydrogenated vegetable oil.³

Our spreads legacy

We believe our efforts have made a meaningful contribution to reducing saturated fat in people's diets, from reducing saturated fat in our products to promoting awareness of heart health, in collaboration with health authorities and healthcare professionals. We are confident this legacy will continue once our Spreads business is under new ownership.

1 Joint WHO/FAO Expert Consultation. WHO Technical Report Series 916. Geneva 2003

2 Our INVEST study, "Effect of a plant sterol-enriched spread on biomarkers of endothelial dysfunction and low-grade inflammation in hypercholesterolaemic subjects" was published in Journal of Nutritional Science in 2017. The paper was selected by the Nutrition Society as paper of the Month for March 2017.

3 See Melnikov S & Zevenbergen H, 'Implementation of removing trans fatty acids originating from partially hydrogenated vegetable oils'. New Food 2012; 5: 44–46. This approach focuses on main ingredients in our recipes and does not include traces of trans fats from partially hydrogenated vegetable oil that may be found in some flavours or emulsifiers.

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Fortification to drive positive nutrition

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Improving
nutrition

Fortification to drive positive nutrition

Helping people get the nutrients they need from high-quality, delicious products they love, and brands they trust.



More than 800 million people go to bed hungry¹

In a world struggling with obesity, it's alarming that micronutrient deficiencies are estimated to impact over 2 billion people, across developed, as well as developing countries.² Fifty-two million children are acutely malnourished, and 155 million (23%) of under-fives are stunted.³ Micronutrient deficiencies in iron, iodine, vitamin A and zinc are the most widespread forms of undernutrition. This can make people more vulnerable to disease, impair their growth and mental development, decrease their ability to earn a living, and even increase the risk of early death for young children.⁴

We use nutritious ingredients in our products. We also fortify popular, affordable and accessible products with micronutrients in countries where malnutrition is prevalent. Evaluating fortification using our Eco Design tool, we follow international and local regulations and guidelines, from organisations such as CODEX, WHO and FAO. About 13% of our total food and beverage sales (by volume) contribute to people's recommended daily intake of iodine, vitamin A, vitamin D, zinc and iron. This is equivalent to 138 billion servings.⁵

Where possible, we build in fortification to our products. For example, most of our spreads globally are fortified with vitamin A and D, and in some cases vitamin B. We offer iron-fortified cubes in Nigeria, vitamin A-enriched seasoning in Vietnam, and

mineral (zinc, iron) and vitamin (A, B1, B3, B6, B11, B12, C) fortified corn starch in Latin America.

Over one-third of our fortified products are sold in developing and emerging countries where malnutrition is most prevalent. We aim to offer fortified foods at an affordable price to bring them within the reach of as many people as possible. However, producing and distributing low-cost products and getting an economically sustainable margin is challenging. Our goal is to reach more people, in more places, in a way that is economically viable. We are committed to stepping up activities of our most popular products to address undernutrition, as this is where we can make the biggest difference through our global scale.

India, for example, is home to one-quarter of the world's undernourished people. Women of lower social status are most at risk which can lead to them giving birth to underweight babies. Here, we fortify products like iodised salt, which is widely available and affordable. In 2017, we sold more than 17 billion servings of our Annapurna/Captain Cook iodised salt in India. And in early 2018, we introduced Annapurna Super Atta, which is fortified with iron, folic acid and Vitamin B12.

Even farmers need better diets

We help farmers to learn about nutritious diets. This not only helps them to stay healthy and productive at work, maintaining their income, but also helps to secure the supply of ingredients for our products.

How our Seeds of Prosperity partnership is improving farmers' diets



Through the Seeds of Prosperity programme, Unilever, GAIN and IDH are working through commodity supply chains to improve tea workers' and farmers' diets and hygiene practices. Biju Mushahary, Project Manager at GAIN, explains how the programme is benefiting women in India.

"When asked about their favourite time of the day, most of the women farmers from within the tea community refer to breakfast or dinner with their family members. Food for these women is not only an occasion to satisfy their physiological needs, but also an occasion to hear stories from their children, husband or family members.

"However, knowledge on consuming a diverse diet is limited, and the concept of eating different food groups is not well understood. Therefore, despite having regular incomes, they mostly consume monotonous diets lacking in essential

nutrients, and remain nutritionally vulnerable.

"A major health problem can pose a serious threat to the livelihoods of smallholders and workers. The simple act of eating a diverse diet can help them maintain good health. As part of our programme, individuals (mostly women) from within the tea community are selected as Master Trainers. They are trained on diverse diet and hygiene matters, and taught to teach others."

Positive results

The project was first implemented by Solidaridad as a pilot in Tamil Nadu at the beginning of 2016. Following its promising results, the project is now being scaled up there, and piloted in Assam. By mid-2018, it will reach 55,000 smallholder farmers' and workers' households."

Encouraging balanced eating

We know that improving nutrition is best triggered by first raising awareness about the need for balanced diets. At the same time, it's important to understand people's diets and cooking habits, as these vary from country to country.

Partnering with the Global Alliance for Improved Nutrition (GAIN), we have created a global Nutrition Intervention Programme to improve the health and nutrition of 2.5 million people in rural communities. The programme aims to reach smallholder farmers and their families. It has a specific focus on female farmers, pregnant women and young children. In addition to promoting the importance of nutritious foods and a diverse diet, they will be given the means to grow their own kitchen gardens.

In 2017, we developed a pilot in India with the Society for Technology and Action for Rural Advancement (TARA) in Delhi and Haridwar. We did this as part of our 'Prabhat' programme, which contributes to the development of local communities around our key sites in India. The pilot taught 119 girls and women about balanced diets and healthy cooking. It covered nutrition during pregnancy and at every life stage, and how to select and purchase food and test for adulteration.

Feedback about the pilot was extremely positive, with 595 participants becoming ambassadors of change. We are now scaling up the programme and so far, 1,000 women have been trained. In addition, employees from our factory in Goa taught children through our new school pilot. Within two weeks, the team had already conducted sessions in ten government schools, teaching 1,764 schoolchildren. The feedback from the school authorities, students and the factory team has been very promising, and the next phase of the programme will target teenage boys and men.

"I have learnt a lot of good practices to be followed while cooking food. My mother has diabetes, so I now know what should be included in her meal." Vineeta from Delhi

Spotlight

**Food lovers.
Stop posting.
Start sharing.**

#ShareTheMeal #Knorr



How Knorr is helping people eat more diverse diets

In 1838, Carl Heinrich Knorr experimented with food-drying techniques to preserve and guarantee quality, flavour and freshness. Today, Knorr continues his legacy. It is Unilever's largest brand and one of the world's largest food brands. Knorr continues to use its scale to make a positive impact.

1. Nutritious cooking – Knorr's Green Food Steps behaviour-change programme inspires the cooks of today (mothers) and tomorrow (teenage girls) to cook with more nutritious ingredients. The programme was piloted in Nigeria and, through the impact evaluation carried out in partnership with Ibadan University, proved to have a positive effect on the ingredients used in commonly consumed meals. The programme has now reached over 220,000 people in Nigeria, has been piloted in Indonesia – reaching over 15,000 people - and is being introduced in select communities in Africa and South East Asia.
2. Fortified Bouillon Cubes – In 2016, Knorr put iron and iodine-fortified cubes on the shelf in Nigeria, with the ambition to help increase iron intake in a country with high prevalence of iron deficiency. Further countries are being scoped for roll-out of the iron-fortified products.
3. 'Gbemiga' ('lift me up') – Knorr trains local women in Nigeria to become entrepreneurs and ambassadors for nutrition, in partnership with GAIN, the Growing Business Foundation and Society for Family Health. The women sell nutritious products, improving their living standards, and reinforcing dietary diversity to prevent iron deficiency.
4. Pioneering support for the UN's World Food Programme (WFP) – Since 2007, Unilever has partnered with the WFP donating over \$32 million towards its initiatives. In 2014, Knorr became the first brand to support its Zero Hunger Challenge. Since then, Knorr has partnered with WFP on World Food Day to encourage people to pledge their support for a local food bank or charity.
5. School meals – Between 2014 and 2017, Knorr donated 3 million nutritious school meals through the WFP, providing a powerful incentive for children to attend lessons. Knorr also works with country programmes. For example, Knorr is improving nutrition for over 700,000 undernourished children under

five in the Philippines, with WFP and Kabisig ng Kalahi, using dishes aligned with our Highest Nutritional Standards.

6. #ShareAMeal – For every share or retweet of Knorr's Facebook post on World Food Day 2017, Knorr donated the equivalent of one meal to WFP's cash and vouchers programmes in the Philippines and Kenya – helping people buy food and cook 1 million meals for their families, with freedom and dignity.

Knorr will continue to work with partners to make a positive impact on consumer health through dietary diversity.

Maximising our impact

We know we can maximise our impact by working with others. We are a Council member of Grow Africa and Grow Asia. In addition, in 2017, Amanda Sourry, our former Category President for Foods & Refreshment, was invited to join the SUN Business Network Advisory Group. This works to end malnutrition in all its forms. And we are active in the SDG2 Advocacy Hub, Nutrition for Growth and the EAT Forum, which all aim to tackle malnutrition.

We are taking action at country level. For example:

- In Vietnam, we work with the National Institute of Nutrition and Ministry of Health on the National Strategies for Food Fortification project, sponsored by GAIN. We focus on vitamin A deficiency and since 2013 have offered Knorr fortified seasoning granules with added vitamin A. In 2017, we sold 4 billion servings of our vitamin A fortified seasonings globally.
- In Nigeria, we sold approximately 7 billion servings of our Knorr/Royco iron-fortified bouillon cubes in 2017. And we began a study with Obafemi Awolowo University to prove iron bioavailability from fortified Knorr cubes.
- In the Netherlands, the contribution of margarine to vitamin D intakes was published⁶ in 2017. Media coverage raised awareness, reaching 220,000 people.
- In Kenya, our Social Mission Hygiene and Nutrition Director is a member of the  Lancet Commission ([http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(17\)31509-X/fulltext](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(17)31509-X/fulltext)) on the future of health in sub-Saharan Africa.

We are accelerating our fortification efforts, and by 2022 will provide more than 200 billion servings with at least one of the five key micronutrients. We will particularly focus on addressing iron-deficiency anaemia, with anaemia affecting 30% of the world's population – mostly women and teenage girls. And by training entrepreneurs, we will ensure our products reach remote communities.

We fund programmes that raise awareness of the benefits of consuming fortified foods; exclusive breastfeeding; safe, timely and adequate complementary feeding and dietary supplementation for infants and young children; and the benefits of a diverse

diet.

As a result of these initiatives, we can make a difference in improving nutrition and health. We can also increase productivity. The costs of undernutrition in terms of lost national productivity are significant, with between 3% and 16% of GDP lost annually in Africa and Asia. The good news is we know that the economic returns from investing in nutrition are high – with £16 generated for every pound invested. Boosting nutrition can also boost growth.

1 ↗ <http://apps.who.int/gho/data/node.wrapper.nutrition-2016?lang=en>
(<http://apps.who.int/gho/data/node.wrapper.nutrition-2016?lang=en>)

2 Global Nutrition Report 2015

3 ↗ <http://www.who.int/child-malnutrition/en> (<http://www.who.int/child-malnutrition/en>)
↗ <http://apps.who.int/gho/data/node.wrapper.nutrition-2016?lang=en>
(<http://apps.who.int/gho/data/node.wrapper.nutrition-2016?lang=en>)

4 ↗ http://www.who.int/quantifying_ehimpacts/publications/eb12/en
(http://www.who.int/quantifying_ehimpacts/publications/eb12/en)

5 Based on our standard servings.

6 Our study was the first to report that following dietary guidelines alone doesn't help meet recommended intakes. It recommended increasing levels of vitamin D in margarine and milk. The study was published in the peer-reviewed journal Annals of Nutrition and Metabolism.

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Good fats & oils from plants

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More taste, less salt

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♥ Improving nutrition

This work supports the following UN Sustainable Development Goals



Informed choices

We are helping people take back control of their diets.



Power to the people

It seems that people have never been as interested in food as they are today. Our appetite to explore new cultures through food appears insatiable, as is sharing our latest food experiences via social media. With ever-increasing amounts of big data and mobile apps, information is empowering people to take ownership of their health. We know that 65% of people today ask where their food has come from.¹ People want control of their diets, to know what is in the foods they eat, and understand how they can live healthier lives.

We have listened and are responding through our reformulation efforts, and by innovating to cater to different tastes and preferences. For our employees, we are taking action to make sure that they have access to health and well-being programmes (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/) to help them improve their nutrition. And for consumers, we are raising awareness of healthy eating. We want to empower people to choose healthier and know that knowledge is key.

Our experience shows that understanding is often the trigger to encourage people to take action on their health. People want to know what they're eating, so we explain how our products fit into a healthy diet.

Better choices across the world

We work with a variety of national and international health authorities to help people make informed choices about the foods they eat, for example:

- United Nations: Since 2014 we have supported the UN World Food Programme's Home-Grown School Meals Programme in vulnerable areas.
- Governments: In Israel, our Perfect Fit campaign has seen us partner with the Ministries of Health and Education, and various paediatric, dietetic and education associations for 15 years. In Dubai, we work with the Ministry of Education and Health Authority, where our DO More campaign has reached 5,000 people and 1,500 students across ten schools.
- Scientists and academia: In the last few years, three local summits were organised in Sri Lanka (April 2016), the Netherlands (March 2017) and Indonesia (July 2017). These were part of our partnership with the International Union of Nutrition Sciences (IUNS) to help governments develop policies for salt reduction, that are based on solid science and global insights. In Indonesia, this was the first-ever private sector conference on preventing non-communicable diseases. Fifty-three participants attended, including representatives from the Ministry of Health, academia, professional organisations and industry, for the first time uniting advocacy efforts.

A helping hand

We work with a wide variety of health influencers to help people take back control of their diets and lives.

- Healthcare professionals (HCPs): We share scientific insights, demonstrations, tools and product-tasting so HCPs can help people live healthier. We updated the

online heart disease tutorial, developed in three languages with the European Atherosclerosis Society, BASF and Raisio Becel Centre for Heart Health in Canada, which has offered accredited heart health education since 1978 to over 20,000 HCPs. In 2017, Unilever in Canada sponsored an educational session on Sustainable Diets at the Dietitians of Canada annual conference.

- Nutritionists: In 2017, we hosted a Tea Academy on the goodness of tea for 60 nutrition students from leading UAE universities. For the past three years, Unilever in the US has worked with 11 ‘agents of change’ – highly respected and influential dietitians who are active on social media. They are helping us spread the word about nutritious recipes using our brands. See their stories on our  ‘learn about my food’ (<https://www.learnaboutmyfood.com/nutrition/>) website.
- Retailers: In 2017, we hosted a conference with registered dieticians in North America on how to make meals that ‘do more’. Around 100 participants from more than 45 retailers enjoyed demonstrations and tasters of our delicious innovations, like Hellmann’s organic mild curry flavour mayonnaise dressing.
- Influencers: In India, we created 200 nutritious school lunch  recipes (https://www.youtube.com/channel/UCqJkAAmi4QKCPCF62r_-BhQ) for 200 school days with the India Food Network. In Lebanon and Jordan, we ran the NAMASTEA campaign with Lipton Green. This involved four yoga sessions, promoted by four key influencers in the region, and was attended by 230 yogis. Digitally, the campaign reached 3.8 million people.

Read more about our responsible nutrition labelling (/sustainable-living/improving-health-and-well-being/improving-nutrition/informed-choices/nutrition-labelling/) and marketing (/sustainable-living/improving-health-and-well-being/improving-nutrition/informed-choices/responsible-marketing/), as well as how we are increasing affordability and accessibility (/sustainable-living/improving-health-and-well-being/improving-nutrition/informed-choices/affordability-and-accessibility/).

¹ Europanel U-Trust

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Improving
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Nutrition labelling

Our on-pack labels, as well as more detailed information online, help people understand what's in our products.



Label literacy

If you've ever wondered what all those percentages and charts are on the foods and drinks you buy, you're not alone. A recent survey

(<http://www.ausfoodnews.com.au/2017/05/29/us-consumers-confused-by-too-much-nutritional-information.html>)¹ found that eight out of ten US consumers have no idea what nutrition labels mean, and say the information provided is conflicting and confusing. It's got to the stage where most people are uncertain about what to eat or avoid.

Despite their difficulty understanding, we know that most people (72% of adults) do try to read nutritional panels to find out about the food they're buying.² And governments and consumer organisations around the globe see food labels as a key way to support people to choose healthier products.

That is why in 2017, 94% of our products had nutritional information in line with our nutrition labelling commitment.³ We work hard to make our communication as clear and compelling as possible.

To make it easier for people to understand nutrition labels, we're working towards the World Health Organization's ambition of one simple, consistent global standard in front-of-pack labelling. We work with other food companies to develop an industry view

on appropriate portion size for labelling purposes and encourage our peers on their journey towards global harmonisation.

We provide consumers with high-quality nutritious products and information on how to improve diets. Labelling, including the nutrition content of our products, is an essential part of our approach. To make sure we provide information accurately and in an easy-to-understand way, we invest in training on labelling. We have designed an online course to help colleagues in marketing, R&D, packaging, and external and regulatory affairs understand the information we are required to provide to consumers. This is important because labelling has a growing role in how consumers view and trust food companies.

Clear labels help people make healthier choices

Our approach to nutrition labelling is consistent across the world, covering all our brands and markets, and our governance model helps us monitor this. In countries where our global labelling approach cannot be completely adopted – due to lack of clarity on regulations, or simply because our packs are too small – we make information available through our brand websites. All health information, including the claims we make, is based on consensus from nutrition scientists and health authorities.

As part of our Unilever labelling approach, we support the use of an industry-wide, voluntary, interpretative front-of-pack logo. Such a logo should be based on globally-agreed nutrition criteria, have recognition from non-governmental organisations and industry, and facilitate consumer understanding of the food's nutritional aspects. We participate in the Choices Programme by using the front-of-pack Choices logo, in addition to existing nutrition information, to help people make informed choices.

In Europe, Unilever is an active member of the  Evolved Nutrition Label (<http://evolvednutritionlabel.eu/>) project. Together with other multinationals, Unilever has established a taskforce to look into integrating portion sizes in the existing colour-coded reference intakes scheme, as applied in the UK and Ireland. The end goal is to put in place a robust nutrition labelling scheme that helps consumers make balanced and mindful choices.

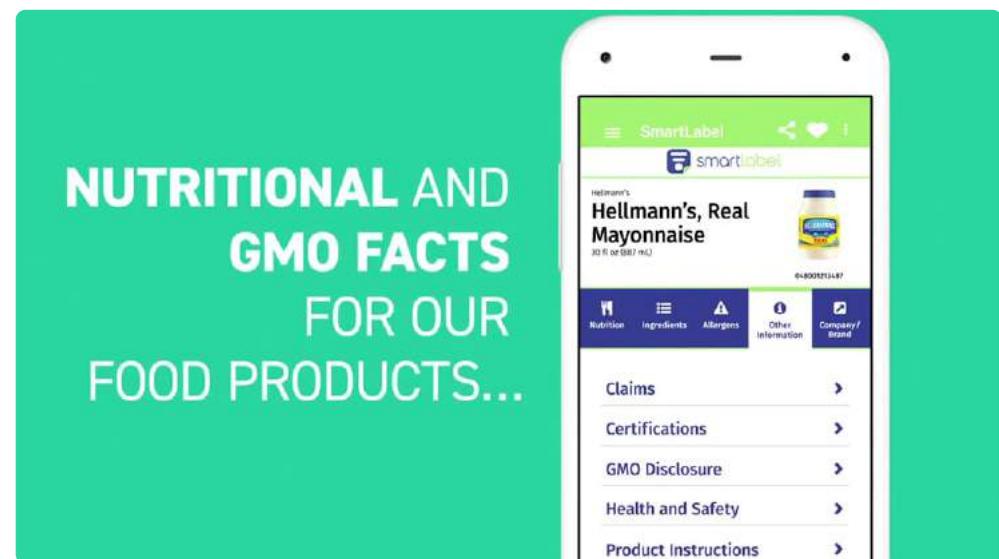
In Australia and New Zealand, we are progressively implementing the voluntary Health Star Rating logo across our foods and refreshment portfolio, and children's and family tub ice cream brands. In 2017, Health Star Rating was available on over 90 Unilever products. In Malaysia and Thailand, we are committed to applying the recently launched Healthier Choice logos. We are also providing technical knowledge and guidance on product criteria where needed.

Our approach to labelling

- 'Big 8' nutrients on back-of-pack (energy, protein, carbohydrate, sugars, fat, saturates, fibre and sodium).
- Front-of-pack icon showing energy content as either % contribution to the daily recommendation or as an absolute quantity.
- Per portion (preferred option) or per 100g/ml.

- For small or unusually shaped packs, ‘Big 4’ on back-of-pack (energy, protein, carbohydrate and fat) and energy per portion front-of-pack, provided this is legally allowed. For very small packs, information can often be obtained through websites and carelines.
- For energy, sugars, fat, saturated fat and salt, % contribution to the **UK** daily dietary recommendation (PDF | 421KB) (/Images/sl_p_guideline-daily-amount_tcm244-414400_en.pdf) is given as an icon or text on back-of-pack.

Spotlight



SmartLabel: Food information at your fingertips

Knowledge is power. And we want to help people make better-informed decisions about the foods they eat. With so many options for food and drinks today, from organic products to gluten-free alternatives, people want to know more than ever what's in their food. Many are also interested in where the ingredients come from and how the final product was made. But it's not easy to give so much information when the packaging of the products is usually fairly small.

Our US business has come up with an innovative solution to this problem using SmartLabel™ technology. Whether out shopping or at home in the kitchen, people can use the SmartLabel app to simply scan the product barcode or look on our brand websites. As well as providing information like ingredients and nutrition information, SmartLabel helps people who are looking to find out more.

At the click of a button, people can quickly and easily access information about allergens and any third-party certifications for ingredient standards, as well as user instructions and links to brand content. They can even find out about the growing method and country of origin for key ingredients, all displayed in a consistent, accessible layout on a smartphone or computer.

The SmartLabel app was developed by the Grocery Manufacturers Association and is available through the sponsorship of Unilever US. All our Foods and Refreshments on SmartLabel can be seen online

(<https://www.learnaboutmyfood.com/smartlabel/>).⁴ Plus, we've started adding extra information about our fragrance ingredients, so there are now over 1,800 Unilever food and beauty & personal care products that you can find out more about.

Nutrition labelling is good for everyone

There is evidence that supporting front-of-pack nutrition labelling is not only good for helping people improve their health, it's also good for business.

A study in 2015, supported by Unilever, examined the effects of voluntary adoption of front-of-pack nutrition labelling on companies' innovation. It examined more than 600 brands and 7,500 US products over a ten-year period.⁵

Researchers found that companies that adopt front-of-pack labelling introduce more innovative and nutritionally better products than companies that don't use front-of-pack labelling. And early adopters introduce more new products compared with late adopters.

In addition, the Choices International Foundation conducted  research (<https://www.choicesprogramme.org/library/choices-research>) into the impact of different labelling systems. This found that positive front-of-pack labelling drives reformulation. It showed that people are willing to pay more for a product with a positive front-of-pack logo and buy more of that product. It revealed that products with a positive front-of-pack label increase market share over time.

The results of these studies have important implications, not only for companies, but also for policy-makers and consumer welfare.

Nutrition & health claims

In nutrition labelling, accurate health claims are essential to building consumer trust. That is why we have a  global position (PDF | 87KB) (/Images/unilever-position-nutrition-health-claims_tcm244-508774_en.pdf) for making health claims on our foods and beverages.

¹ By the International Food Information Council Foundation.

²  Source (<http://www.forbes.com/forbes/welcome/?toURL=http://www.forbes.com/sites/thehartmangroup/2016/07/20/nutrition-101-consumers-actually-do-read-product-labels/&refURL=&referrer=#22aacfea1f27>): 'Nutrition 101: Consumers actually do read product labels', the US-based researcher Hartman Group, which specialises in food and beverage culture and trends.

³ This figure is by volume worldwide, Q2 2017 and includes the products from our foodservice business, Unilever Food Solutions, as well as those parts of the Pepsi Lipton business where Unilever is responsible for marketing and distribution; it excludes products marketed through other joint ventures.

⁴ Products from our Pepsi-Lipton joint venture are expected in 2018.

⁵ Lim JH, Rishika R, and Janakiraman R. The Effects of Voluntary Disclosure of Product Information on Firm Innovation: The Case of Front-of-Package Nutrition Labeling Initiative.

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Responsible marketing

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Improving
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Responsible marketing

We are helping people make better food choices through responsible marketing.



Marketing in a connected world

From the moment we wake up in the morning, we are exposed to hundreds of advertising messages – on our phones, on TV, on advertising hoardings, on product packaging. As the second-largest advertiser in the world based on media spend, we have a duty to ensure our marketing and advertising is responsible and a force for good, helping us to engage with consumers on issues that matter to them.

We are guided by four principles:

- We are committed to building trust through responsible practices and transparent communication.
- It is our responsibility to ensure that our products are safe, and that we provide clear information on their use and any risks that are associated with their use.
- We fully support a consumer's right to know what is in our products and will be transparent in terms of ingredients, nutrition values, and the health and beauty properties of our products.
- We will use a combination of channels, including product labels, websites, careline phone numbers and/or leaflets to communicate openly with our consumers.

Following the highest standards

Working through trade bodies – such as the World Federation of Advertisers and the International Chamber of Commerce (ICC) – we support the development of international self-regulatory codes for all types of marketing and advertising, and apply these across our business. The ICC's Advertising and Marketing Communication Practice code is the basis for all our communications. This states that all marketing and advertising must pass the baseline test of being “legal, decent, honest and truthful”, and that all claims made must have a sound scientific basis.

Our marketing messages must be appropriate, must not undermine the promotion of healthy, balanced diets and active lifestyles, or misrepresent snacks as meals. For example, we won't show over-sized portions or 'size zero' in our advertising.

In 2003, we were one of the first companies to apply our own  principles to the marketing and advertising of all our foods and refreshment (PDF | 461KB) (/Images/unilevers-principles-on-responsible-food-and-beverage-marketing-july-2017_tcm244-424772_en.pdf). These provide guidance to our brand managers and are reviewed regularly, most recently in July 2017. Our Responsible Marketing Principles contain no exceptions and are among the most wide-reaching. They cover all forms of marketing communications, including packaging, point-of-sale and all digital communication channels. Our updated principles include a move to the Highest Nutritional Standards and a greater focus on digital.

A leading role in industry

Unilever is a founding member of the International Food & Beverage Alliance (IFBA), which makes commitments to the WHO on responsible advertising to children, nutrition labelling and product reformulation. We play a major role in promoting industry-wide voluntary initiatives like the  EU Pledge (<http://www.eu-pledge.eu/>), and we support and adhere to all Pledges around the world.

Each year since 2009, Accenture has been commissioned by IFBA to independently audit companies' compliance with its marketing principles. In 2016/2017, they monitored Unilever across five markets and found 96.3% compliance for TV advertising, and 100% for print and online advertising (including company-owned, YouTube and third-party websites).

In addition, we have a  Code Policy on Responsible Marketing (PDF | 169KB) (/Images/cobp-responsible-marketing_tcm244-521484_en.pdf) (for all Unilever product divisions, not just foods and refreshments). This ensures our employees are aware of their responsibilities concerning responsible marketing practices. The Code is supported by mandatory training for all employees which uses case studies to highlight the key attributes of a responsible marketing approach.

Responsible marketing to children

We recognise the role parents play in helping their children eat and drink healthily. So, for any marketing directed at children, we will not undermine parental influence, encourage 'pester power', or use time or price minimisation pressure.

We are careful not to exploit a child's imagination or inexperience, or blur the boundary between content and commercial promotion. We voluntarily restrict all marketing communications to children under six, as we know they are unable to distinguish between marketing and programming. And we restrict marketing and advertising to children under 12 for all products except those that meet: our Highest Nutritional Standards (HNS); or any common industry criteria we are committed to, such as in the EU; or any criteria set by public authorities. Where differences exist, we apply the strictest criteria.

Our restrictions apply to all forms of marketing and advertising to children, including packaging and labelling, TV and radio advertising, consumer promotions, in-store activities, PR materials, online activity (including both company-owned and third-party websites), social media and digital advertising, apps, online games and direct marketing. They also apply to all other forms of communication (like cartoon characters, product placements, advergaming, free gifts/toys and so on).

To determine if 'marketing communications' are 'directed to children', we will take into account the placement (eg media audiences where 35% or more of the audience is under the age of 12) and the content of those communications. We don't promote brands or products in primary schools. Only products meeting our HNS can use cartoon characters and celebrities, or participate in educational campaigns with specific agreement from school administrations.

Our objective for 2018 is to continue promoting the highest industry standards and inspire collective action on responsible marketing. To do this, we will support and strengthen national and regional pledges with industry partners and ensure high levels of compliance and understanding of our strengthened Global Principles.

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Affordability & accessibility

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Improving
nutrition

Affordability & accessibility

We are making our products accessible and affordable for people, wherever they live.



A key focus of our business

Ensuring accessibility and affordability of foods containing good fats, wholegrains, fruits and vegetables, vitamins and minerals – whether fresh, dried or frozen – is crucial. This was outlined by Amanda Sourry, former President of Unilever's Food Category, in a three-point plan ([/news/news-and-features/Feature-article/2017/a-three-point-plan-to-feed-10-billion-people-by-2050.html](#)) to feed 10 billion people by 2050.

We are addressing affordability and accessibility by ensuring our products are represented across the full price and package size range (from sachets to family packs), especially in emerging markets like South East Asia, Africa and Latin America.

Across all our brands, we set strategic pricing guidelines, including pricing below the market average to reach lower income groups. For launches, we conduct extensive research to evaluate affordability, pricing and purchase intention among low-income consumers. We also recently launched a holistic cost-managing platform – allowing us to minimise or completely offset changes, such as ongoing currency fluctuations or material inflation. This means we can avoid passing extra costs onto consumers.

In South Africa, for example, we offer smaller packs at the right price point across our range of soups, bouillons and seasonings. Knorr dry soups are available at only R2 and Royco bouillon at R1 (€0.07). We sell small, top-up packs through local Spaza

shops, so people can buy these at the end of the month when money is tight. And in India, Annapurna Atta is the only brand offering pre-packed, 100% wholewheat flour in a 500g size, making the product accessible to people on lower incomes.

Poverty shouldn't mean poor food

We specifically pay attention to making sure products that meet our Highest Nutritional Standards (HNS) are affordable and accessible, so they reach those who need them most. We have committed that 60% of our total portfolio will meet HNS in 2020. Such an ambitious target commits us to making healthy food affordable and accessible for all consumers.

Fortified foods are an integral part of this. Last year, 13% of our total food and beverage sales by volume contributed to recommended daily intakes of at least one of five key micronutrients (iodine, vitamin A, vitamin D, zinc and iron). This translates into 138 billion servings, 44% of which are sold in developing and emerging countries where malnutrition is most prevalent. By 2022, we will provide more than 200 billion servings with at least one of the five key micronutrients. As part of this, we have pledged to address affordability and accessibility.

We promote affordable, nutritious products

We offer discounts, price promotions and coupons on nutritious products, including tea which is an affordable, healthy beverage sold in many markets. In India, for example, our tea is available at only Rs1 (€0.013). A cup of loose tea can cost even less, from Rs0.8 to Rs1.5 depending on the brand – mass market BB Taaza or premium Brooke Bond Taj.

To boost affordable, healthy products around the world, we engage with shoppers through promoters and dieticians. In Gulf countries, for example, we promote green tea consumption in supermarkets and hypermarkets. In Poland in 2017, shoppers were given the opportunity to 'Taste for free'. This involved buying and trying any Lipton green or herbal tea, and then getting their money back by registering on a dedicated campaign website. In addition, to encourage people to try green tea, we included Lipton Green Citrus 25 teabags for free in packs of Lipton Yellow Label 120 teabags.

We increase affordability by selling through discount retailers. In Europe, we are the biggest branded supplier to discount supermarkets in the divisions in which we compete. Globally, we sell over €2 billion through discount channels, and a significant portion of this is through our Foods & Refreshment business. Going forward, we will build our presence in discount retailers.

Our brands give people tips on how to eat balanced diets on a budget. In the Philippines, for example, we developed a book with the Food and Nutrition Research Institute to showcase nutritious recipes using Knorr. Each recipe costs only around €1 to make and feeds a family of five. And Unilever Food Solutions – our dedicated foodservice business – runs programmes for chefs, covering 200 million dishes a day.

Improving access to remote areas

For all brands, we take into account distribution. We found that in some countries, traditional distribution channels weren't reaching people in remote areas. So we developed a network of small-scale retailers to help us improve access to healthy, affordable products. At the same time, we believe this will enable 1 billion more people to enjoy our brands, providing us with a vital opportunity for sustainable growth.

For example, our unique Shakti (or 'power') model in India involves dedicated rural women being trained to distribute Unilever products where they live and in neighbouring villages. As our brand ambassadors, they spread messages of health and hygiene, as well as healthy, affordable products to low-income families, living in remote areas. We are now adapting this model in several South-East Asian, African and Latin American markets.

We also share our model and explore further solutions with stakeholders. In 2017, for example, we held a joint  workshop on sustainable nutrition (<https://www.nyas.org/programs/the-sackler-institute-for-nutrition-science/sustainable-nutrition-workshop/>) with the Sackler Institute for Nutrition Science, in which we discussed increasing access to sustainable, affordable and healthful food.

“ Developing nutritious products is an important first step for food companies. However, ensuring they are available in affordable formats for people on low-incomes, and accessible to people no matter where they live, is just as important. We want to offer nutritious food for all people... **”**

Frank Haresnape, Vice Presidents Foods, Africa

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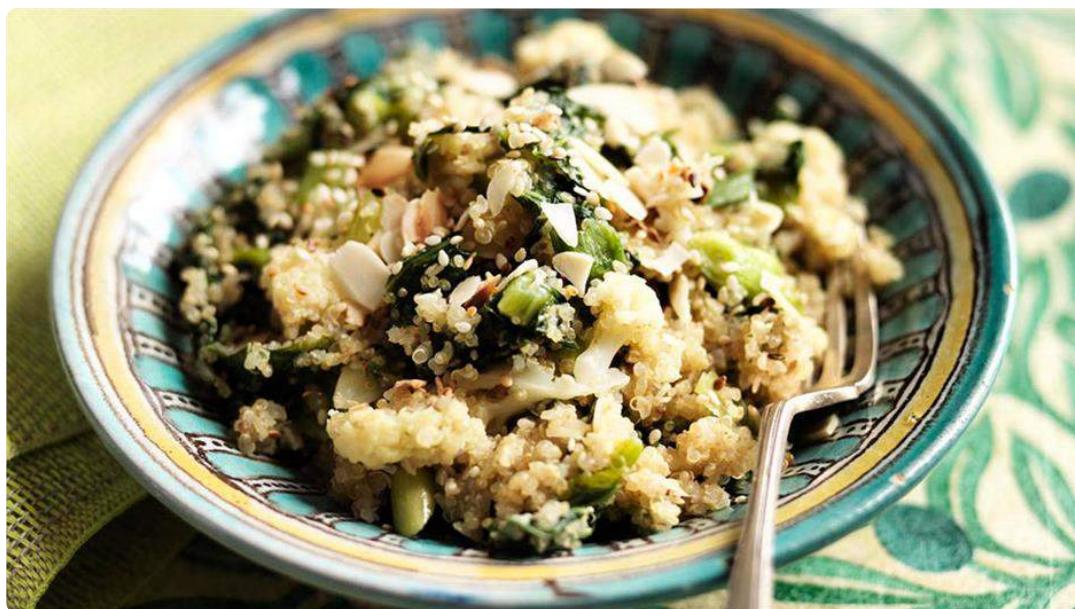
♥ Improving nutrition

This work supports the following UN Sustainable Development Goals



Nutritious cooking

We want to help people live better by eating tasty and nutritious, home-cooked food.



Deliciously inspiring

Life today is very different to our grandparents' generation, and even our parents'. With 24-hour, on-demand TV programmes, video games and social media, the pull of quick fix, easy-to-access entertainment is strong, and healthy living is often perceived as harder work. The World Health Organization has expressed concern that many adolescents lack the necessary cooking skills to ensure healthier futures.¹

We believe delicious and nutritious food should be within everyone's reach. We are empowering people to cook healthy meals with varied ingredients, in flexible ways that suit different lifestyles and budgets.

On our packs and online, we suggest 100,000 recipe ideas. Our  Healthy Recipe Framework (PDF | 991KB) (/Images/healthy-recipe-framework_may-2017_tcm244-508320_en.pdf) ensures they are aligned with our Highest Nutritional Standards, and are based on expert recommendations. From Lipton's green tea recipes to delicious desserts featuring Carte D'Or ice creams, we aim to inspire creative and nutritious cooking. Knorr also displays on-pack shopping lists and tips to make it even easier for people to start cooking with nutritious ingredients.

For people who do cook, we understand that many are pressed for time and want to get dinner on the table as quickly as possible. Research shows that people in the US today use less ingredients and make fewer side dishes. According to research, one in five spends only 15 minutes preparing dinner on an average weekday², and almost 90% don't eat enough vegetables³. Our Knorr Sides encourage people to add protein and fresh vegetables to transform side dishes into fool-proof, nutritious main meals cooked at home.

i Inspiring young people to cook

Getting kids to cook makes them more willing to try new foods. Unilever provides help for parents on how to encourage young chefs to cook their own delicious, nutritious food. Top tips include making sure to choose age-appropriate tasks, teaching kitchen safety, inspiring creativity and above all, making it fun!  See here for more tips (<https://www.learnaboutmyfood.com/nutrition/How-parents-can-encourage-young-chefs.html>).

Let's get cooking!

Following recipes can be daunting for someone who's never been taught how to cook, so we provide cookery classes, especially to vulnerable groups. In the US, for example, we introduced our Make Meals that Do More retailer programme. This teaches cooking skills, encourages consumers to eat healthily and promotes sustainability. The programme also partnered with Stone Barns Center for Food and Agriculture to train high school teachers in Miami, Los Angeles, Houston and Chicago. The curriculum focuses on inspiring students to become 'food citizens' to make a meaningful impact on their personal, environmental and community health.

One-third of East Harlem residents are obese, and diabetes there is nearly double the rest of Manhattan. In 2017, our private-public partnership Growing Roots improved access to fresh food and taught people how to cook on a tight budget. Our chefs and dieticians developed 16 delicious, culturally appropriate, nutritious recipes for cooking classes, community festivals and in-store activities. As a result, almost 600 kg of vegetables have been harvested, and over 285 kg of food scraps have been donated for compost. 52% of residents say they are cooking more vegetables and 85% say they are trying to prepare healthier meals.

In addition, we partnered with the Whole Kids Foundation and ↗ sponsored 20 K-12 gardens (<https://www.learnaboutmyfood.com/communities/whole-kids-healthy-futures.html>) in underserved schools in Miami, Los Angeles, Houston and Chicago. These provide the children with an edible garden space to learn more about how fresh food grows, tastes and can be cooked.

Since 2010, we have partnered with 'Young People at a Healthy Weight' (↗ JOGG (<https://jongerenopgezondgewicht.nl/>)) in the Netherlands. JOGG is a movement, in 120 municipalities, which encourages everyone to make healthy food and exercise an easy and attractive lifestyle option for young people (0–19 years). In 2017, Unilever employees were invited to provide guest lectures to primary schools about healthy diets and lifestyles, using a specially-designed educational pack for children aged 8–12 years.

The material focused on energy balance and was developed with educational expert Chemie3 (C3), Jet-Net and JOGG. To date, some 390 children were reached with the smoothie lectures and materials are made available to all schools, including those in JOGG communities.

In Mexico, Knorr runs 'Conscious eating' workshops to help people manage their weight better. The workshops help participants to identify the thoughts and emotions that influence their eating habits, recognising the power of eating together as a family, and learning how to create tasty, more nutritious meals. Our employees also volunteered to hold a cooking and tasting workshop for 100 women. The recipes made featured ingredients provided by the government to low-income families.

And in the Philippines, we are the first company to use the Food and Nutrition Research Institute's (FNRI) Healthy Eating Plate. We have developed a cooking course for low-income moms, and a cooking contest using Knorr products to prepare dishes on a daily family income of PHP400 (€7). As a result, 36 new Knorr recipes were created and a toolkit produced for nationwide implementation by FNRI. This programme has reached over 246,000 people.

Knorr's Green Food Steps programme

Toyin Saraki is a leading African food and nutrition expert and Founder-President of Wellbeing Foundation Africa.



Toyin knows with her own eyes of malnutrition. Iron deficiency is a big problem in Nigeria, and children often have anaemia because of it. Toyin She understands the huge impact that just a few small steps in the kitchen can have in improving wellness. Here, she offers her perspective on Knorr's Green Food Steps initiative to promote nutritious cooking.

Is cooking something you personally enjoy?

"Yes, very much so. It helps me relax. As a Nigerian, I love cooking our national dishes. But I cook from a wide range of other cultures as well. I like there to be lots of colours on the plate. So I enjoy cooking with red peppers and various spices too. It makes the food tastier and increases its nutritional content."

'Green Steps' encourages mothers to pass on nutritious recipes to their children. Is that a good approach in your opinion?

"For sure. I was taught to cook by my mother when I was young. As a mother now myself, I've taught my daughters and my son to cook. I see nutritious cooking as an investment – a human investment. It's all about teaching us how to eat right and respect our bodies. If we can teach people about the importance of having iron-rich food, and fortifying food where necessary, we could save millions of people from anaemia."

Knorr's Green Food Steps (</news/news-and-features/Feature-article/2015/knorrsgreen-food-steps-to-improve-health-and-livelihoods.html>) was presented by Unilever at the 2017 International Conference on Nutrition. So far, it's reached over 220,000 women and teenage girls, and 23 million people through media. In 2018, the programme will be scaled in Nigeria through the Heroes for Change project, which helps nutrition ambassadors use Facebook's Free Basics to connect communities with nutrition information. The programme will also be rolled out in Kenya and Indonesia.

Eating out healthily – a contradiction?

In the US in 1970, 25.9% of food spend was on eating out of the home. By 2012, this rose to 43.1%⁴. Today, the average household spends over \$3,000 every year eating out.³ However, we know that health and nutrition are not the first priorities for most people when eating out, and they don't want to compromise on taste or the feeling that eating out is a treat.⁵

Across the world, we use our brands, extensive chef networks and key global partnerships to champion cooking that is better for people and the planet. Unilever Food Solutions – our dedicated food service business – is helping 2 million chefs and cooks, in 74 countries, to produce healthier and even more delicious meals for their

customers. For example, working with Knorr chefs, Unilever Food Solutions led a project to create a Chefs' Manifesto, with the aim of supporting chefs from 37 countries in influencing healthy diets and taking action on Zero Hunger (SDG2) issues.

Unilever Food Solutions is delighting consumers eating out of the home, with tasty dishes containing less salt. For example, in Russia, 77% of Unilever Food Solutions products are now compliant with our Highest Nutritional Standards (HNS). In Turkey, we reduced salt in two popular dressings: Hellmann's ketchup (by 37%), Hellmann's BBQ sauce (15%). We also aligned two Meal Makers with our '5g of salt a day' commitment, and we continue to encourage salt reduction through on-pack communication like our 'no added salt' logo. In India, we launched eight varieties of Knorr Chef's Masala, which meet sodium HNS benchmarks.

Unilever Food Solutions supports chefs in care homes and hospitals with training and tools to develop tasty recipes to meet the nutritional needs of ¹ older people (<https://www.unileverfoodsolutions.co.uk/chef-inspiration/elderly-care.html>). One-third of older people admitted to these facilities are at risk of malnutrition and their nutritional needs differ from younger adults. We partner with geriatric associations and nutritional experts in ten countries, for example at the 2017 German Nutrition Association Congress.

In addition, Unilever Food Solutions' Seductive Nutrition initiative helps food services improve the nutritional content of their most popular dishes, like reducing 100 kilocalories from each. This programme runs in North America, South Africa and north-eastern Europe. In North America alone, we helped remove over 10 billion calories from menus. Together, these changes will have a big impact on eating out healthily.

1 ² http://www.euro.who.int/__data/assets/pdf_file/0008/253727/64wd14e_FoodNutAP_140426.pdf (PDF - 523kB) (http://www.euro.who.int/__data/assets/pdf_file/0008/253727/64wd14e_FoodNutAP_140426.pdf)

2 ³ [International Food Information Council Foundation. Food & Health Survey 2015 \(PDF | 2MB\)](http://www.foodinsight.org/sites/default/files/2015-Food-and-Health-Survey-Full-Report.pdf) (<http://www.foodinsight.org/sites/default/files/2015-Food-and-Health-Survey-Full-Report.pdf>)

3 ⁴ [Scientific Report of the 2015 Dietary Guidelines Advisory Committee](http://www.health.gov/dietaryguidelines/2015-scientific-report/) (<http://www.health.gov/dietaryguidelines/2015-scientific-report/>)

4 ⁵ [US Department of Agriculture](https://www.ers.usda.gov/topics/food-choices-health/food-consumption-demand/food-away-from-home.aspx) (<https://www.ers.usda.gov/topics/food-choices-health/food-consumption-demand/food-away-from-home.aspx>)

5 ⁶ [US Bureau of Labor Statistics \(PDF | 7MB\)](https://www.bls.gov/opub/reports/consumer-expenditures/2015/pdf/home.pdf) (<https://www.bls.gov/opub/reports/consumer-expenditures/2015/pdf/home.pdf>)

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♥ Improving nutrition

This work supports the following UN Sustainable Development Goals



Reducing our environmental impact in Foods and Refreshment

We are cutting food and packaging waste, and the amount of water and energy to make our products and refrigerate ice cream.



From eating greens to eating green

When choosing what to eat, people are primarily focused on taste, and for the more health conscious, eating vegetables and a balanced diet. Nowadays, many people also think green while eating. What do we mean by this? People are increasingly concerned about preserving our planet and limited natural resources. They want to eat well and do the right thing for the environment at the same time.

We believe that by focusing on preserving our planet through sustainable sourcing and production practices, we can help people throughout our value chain to thrive. We are developing creative solutions to reduce food waste ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/reducing-food-loss-and-waste/](#)) in the kitchen, inspiring consumers and chefs to do the same. And we are reducing our waste and packaging ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/](#)), water use ([/sustainable-living/reducing-environmental-impact/water-use/](#)) and emissions ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/](#)) from sourcing through to manufacturing, distribution and selling.

Real farmers, real ingredients

Sustainable agriculture is a key component of our overall mission to make sustainable living commonplace. Ever since we learnt that about half of our environmental footprint globally comes from growing the ingredients for our products, we've been working hard with farmers to expand our sustainable farming practices even further.

When growing fruit, vegetables, herbs and spices for our products, we encourage responsible use of limited natural resources. Knorr supports farmers in meeting our rigorous sustainability standards, reducing fertiliser use, and protecting soil and water better. Our Knorr Partnership Fund ([/about/suppliers-centre/sustainable-sourcing-suppliers/knorr-sustainability-partnership/knorr-sustainability-partnership-fund/](#)) invests €1 million every year in co-funded projects with suppliers for their farmers. This helps them meet, or go beyond, our Sustainable Agriculture Code requirements. So far, we have funded over 100 projects. Farms that demonstrate the highest standards are awarded Knorr Landmark Farm status.

Anthony Azevedo, a garlic farmer at one of our Landmark Farms in the US says, "The biggest challenge we face is water. So we had the Knorr partnership, which was an irrigation trial. We can irrigate a whole field in one day, versus sprinklers where it would take five or six days to get across the fields. We've set up the ranch for the future by switching to drip irrigation. My boys will be the fifth generation farming this land, so we've been here for a long, long time, and we want to keep it going for our future generations."

When Farming is in Your Blood | Tony Azevedo, Knorr Ga...



Soil health has been identified as an environmental hot spot in our supply chain. In Iowa, for example, we are trialling regenerative agriculture techniques to improve soil health through cover crops/third crop rotation key practices. By the end of 2017, we had engaged 160 farmers, planting over 25,000 acres with cover crops. Studies show this approach could use 88% less manufactured fertiliser, and through diverse rotation, six times less herbicide use.

Spotlight



Not just rice

When you walk into your local supermarket and look at the array of rice on offer, not many people realise how much effort goes into the production of this popular side dish. None more so than the rice produced at The Isbell Farms, one of our premiere suppliers, providing rice for Knorr® Rice Sides and new Knorr® Selects. The Isbell family shares our commitment to sustainability and sustainable sourcing, and enjoys Landmark Farm status.

The Isbell's have been innovating sustainable farming techniques for years. For example, they alternate soil wetting and drying, which means letting a field dry out completely after flooding it. Just one drying a season stops the anaerobic state of the soil's bacteria, which may halve the production of methane – a potent greenhouse gas. Mark Isbell is working with the University of Arkansas on a multi-year measurement study to assess exactly how much this process helps.

The family uses cover crops to improve soil health and reduce fertiliser usage, while employing no-till farming. This means leaving more natural plant matter on top of the soil to prevent erosion and reducing CO₂ emissions by ploughing less. Other farmers supplying Unilever ingredients also use this method, but the Isbell's were pioneers.

"I think innovation is just ingrained in me, I love it," says Chris Isbell. "If I had to farm like everybody else, I wouldn't do it."

"There's just something about the closeness of a family working together," explains Judy Isbell. "The land has been good to our family, and we need to do anything we can do to give it back to our children and our grandchildren."

Why food waste is not a throw-away issue

If food waste was a country, it would be the third-largest emitter of greenhouse gas (GHG) emissions behind the US and China. Climate change is accelerated and precious natural resources squandered in growing and transporting uneaten food. In fact, global food waste is estimated to cost more than US\$940 billion every year.¹ Cutting waste would significantly reduce environmental damage, bring economic gains and, crucially, help feed the 815 million people who still go to bed hungry every night.

Sustainable Nutrition means minimising food waste (/sustainable-living/reducing-environmental-impact/waste-and-packaging/reducing-food-loss-and-waste/) from farm to fork. That is why we helped shape the Consumer Goods Forum's (CGF)

☒ Resolution on Food Waste

(<https://www.theconsumergoodsforum.com/initiatives/environmental-sustainability/key-projects/food-solid-waste/>). Through this, companies commit to halving food waste by 2025. In 2017, we also signed CGF's commitment to switch to a standardised system of food expiry dates by 2020. The aim is to tackle food waste by avoiding the confusion around date labels that often causes people to throw away good food.

Due to efficiencies, implemented as part of our 2008 Zero Waste to Landfill commitment, only 0.75% of food waste from our food manufacturing sites is disposed into landfill, sewer and incineration without energy recovery. Since this number is very low, we have agreed with the CGF that it is not impactful to focus on halving it by 2025.

Instead, we will continue to report our disposed food waste from manufacturing and focus our efforts on reducing food loss and waste across our value chain. We will do this by engaging with suppliers, retailers and consumers and advocating for food system reform.

For instance, food waste is one of five UN Zero Hunger Challenge pillars, to which we have signed up. Furthermore, our former CEO Paul Polman is a ☒ Champion 12.3 (<https://champions123.org/>): a coalition of global leaders advocating for action to help achieve UN Sustainable Development Goal 12.3 – which focuses on halving per capita food waste by 2030 and reducing food loss across the value chain.

We also value national partnerships, like our work in Argentina with Carrefour, the Food and Agriculture Organization (FAO) and Ministry of Agroindustry. Together, we ran the ‘Let’s save food’ campaign at point of sale, reaching 8 million people. We are now looking to scale this with the FAO in other countries.

By working with others, we know we can do more. For example, we’ve partnered with the [Global FoodBanking Network](#) (<https://www.foodbanking.org/>) to redirect food and other products to those in need. We have been working with the European Federation of Food Banks since 2014, and we have invested in developing food banks across Central and Eastern Europe. In the UK, we support Oxfam and [The Trussell Trust](#) (<https://www.trusselltrust.org/>) food bank networks. And in the US, we support [Feeding America](#) (<http://www.feedingamerica.org/>), the leading domestic hunger-relief charity. Across the world, over 8 million people benefit from our food bank partnerships and hunger relief activities.

Our brands play their part

Wherever possible, we look to cut waste through our brands. For example, seed husks are removed from our Maille mustard and reused as animal feed. Our new [Hellmann’s Red & Green Tomato Ketchup](#) (<https://www.hellmanns.com/uk/our-ketchup.html>) is made with any colour tomatoes, saving an estimated 2.5 million green tomatoes a year from potential waste. And Hellmann’s ‘Easy-Out’ technology has reduced the average amount of leftover mayonnaise in a bottle from 13% to just 3%. This means roughly 5,000 tonnes of mayonnaise landing on the plate instead of landfill every year.

Our foodservice business, Unilever Food Solutions and food supplier, Sodexo, are further helping chefs and caterers around the world to cut waste. We have developed the Wise Up on Waste app, which allows chefs to track waste in their kitchens and on plates. In 2016, this was used 27,000 times across six countries. Unilever Food Solutions also launched WasteWatch, a global programme to reduce waste across our operations. So far, this has reduced waste across 14 sites by 16.5 tonnes – equivalent to approximately 1,900 binbags of rubbish.

Top tips to cut food waste



For the past three years, Unilever in the US has worked with 11 ‘agents of change’ – highly respected and influential dietitians. Here, they offer tips on how to cut food waste...

Marisa Moore advises planning before you shop. “Take a good look inside your fridge and pantry, plan to add one or two things, and this will help you use food before it goes bad.” She learned the value of the freezer from her grandmother, who froze in-season produce for later use. I even freeze bread - it’s great for toast and grilled cheese.”

Rachael Hartley suggests ‘meal preparedness’, a loose, realistic plan for the week that incorporates leftovers, ripe produce, and pantry ingredients into easy meals. Kylie Mitchell agrees, saying “Don’t shop as if you are going to cook dinner every night if you know you usually eat out three times a week.”

Annessa Chumbley advises keeping produce front and centre in your fridge. “Don’t banish fruits and vegetables to the produce-bin graveyard.” She devotes her fridge’s top shelf to green onions kept in a glass mason jar and strawberries packed in a clear plastic bag with a paper towel inside to absorb moisture, so they last longer.

Even scraps can be used

Mia Syn suggests reusing produce scraps. She saves and sautés the green tops of beets, carrots, and radishes, then tossing them into salads and stir-fries. “People will discard these scraps thinking they are not edible - we need to educate them.”

Manuel Villacorta invests in quality storage. He cooks his favourite Peruvian dishes for dinner, then brings the leftovers to work for lunch. “I make just enough to last for a couple of days,” he says. “Nothing gets thrown out.”

You can read about their stories on our  ‘learn about my food’ (<http://www.learnaboutmyfood.com/nutrition/>) website.

Less packaging, less waste

By 2025, we will ensure that all our plastic packaging is fully reusable, recyclable or compostable (/sustainable-living/reducing-environmental-impact/waste-and-packaging/rethinking-plastic-packaging/). We are taking action to reduce packaging for our foods and drinks. In Spain, for example, our 400g Hellmann’s glass jar light-weighting programme has saved 367 tonnes of glass and resulted in a 10% lighter jar. In China, to remove the plastic film in our ice cream cartons, we developed the more sustainable matt UV varnish. This will save over 300 tonnes of packaging waste every year and will be introduced for our ice creams across Asia in 2018.

In South Africa, we now make Knorr dressing bottles from 35% recycled plastic water bottles. This means 900 metric tonnes less plastic will be used each year, equivalent in weight to 15 elephants. And in Brazil, we introduced recycled plastic for our refreshments, reducing the thickness of the packaging and saving 35 tonnes every year.

Protecting natural resources

We are taking action across our Foods and Refreshment portfolio to protect natural resources. We encourage our factories to ‘close the loop’ and return resources to the local environment where they can.

Our Knorr factory in Argentina does this through a project which helps local vegetable farmers. We produce an organic soil conditioner by combining loose soil shaken from the vegetables with nutrient-rich effluent. This soil conditioner is then used on the same fields where the vegetables were originally grown. In this way, we have reduced waste from this factory by 430 tonnes, and we are helping to care for the quality of the local soil.

To save water in our supply chain, we have helped to implement over 4,000 water management plans ([/sustainable-living/reducing-environmental-impact/water-use/working-with-our-suppliers-and-farmers-to-manage-water-use/](#)) with our growers around the world. We do this through our sustainable sourcing programme ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/our-sustainable-agriculture-programme/](#)). This helps farmers, for example, to introduce drip irrigation, which cuts water use by up to 50%. By creating optimal growing conditions, this can boost yields by 25–35% and – because the soil is not completely soaked – reduce the spread of fungal and bacterial diseases and weeds. In humid regions this means the use of fungicide can be cut by up to 50%, lowering costs for farmers.

We are also taking action to lower greenhouse gas (GHG) emissions ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/](#)). In Argentina, for example, many of our food products are shipped without going through a distribution centre, taking 19 trucks and 15 tonnes of CO₂ off the road every month. In Spain, we’re pioneering sustainable Frigo ice cream freezers. Globally, by the end of 2017, we had purchased over 2.6 million freezers containing natural hydrocarbon refrigerants.

In the US and India, we have been trialling solar-powered ice cream cabinets, which can be recharged at night using grid electricity. And we are developing more products that can be stored at room temperature, for example, through Unox’s partnership with The Vegetarian Butcher in the Netherlands.

Find out more about how we are reducing the environmental impact across our portfolio ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/](#)).

¹  The business case for reducing food loss and waste: a report on behalf of Champions 12.3 (PDF | 700KB) (https://champions123.org/wp-content/uploads/2017/03/report_business-case-for-reducing-food-loss-and-waste.pdf)

Sustainable nutrition

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Reducing environmental impact



Unilever's work on reducing environmental impact supports
8 of the UN Sustainable
Development Goals

▼ Learn more about how we are taking action on these goals

OUR BIG GOAL REDUCING ENVIRONMENTAL IMPACT BY HALF

By 2030 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.

Reducing environmental impact

Decoupling growth from our environmental impact

Part of our Vision is to grow our business whilst decoupling our environmental impact from our growth. We consider the reduction of our greenhouse gas (GHG), water and waste impacts across our value chain, from sourcing our raw materials to within our own manufacturing and operations and consumer use. We also aim to source our agricultural raw materials sustainably.

Reducing the environmental impact of how consumers use our products continues to prove difficult, as our performance on reducing GHG and Water impact per consumer use demonstrates. However, in those areas where we have control over our impacts –

such as our own manufacturing - we are making excellent progress.

Our performance: GHG, water, waste & sustainable sourcing

Our environmental targets for GHG, water and waste are expressed on a 'per consumer use' basis. This means a single use, portion or serving of a product, such as the impact of one load of laundry. Our performance is measured against a baseline of 2010.

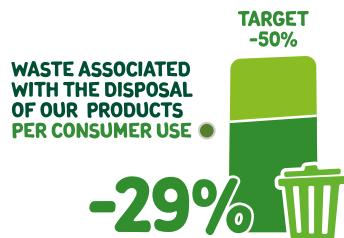


GREENHOUSE
GAS EMISSIONS
ACROSS THE
LIFECYCLE[†]



WATER ASSOCIATED
WITH CONSUMER USE
OF OUR PRODUCTS[†]

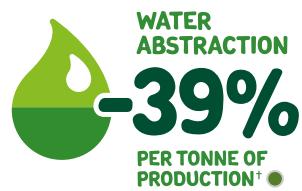
-2%



56%
AGRICULTURAL
RAW MATERIALS
SOURCED SUSTAINABLY[†]

Our performance: Manufacturing

Our performance is measured against a baseline of 2008.



KEY:

Achieved

Off-plan

On-plan

Of target achieved

Our approach

We want to play our part in tackling climate change and reduce the depletion of natural resources. It makes business sense to reduce our risk by securing sustainable sources of supply for raw materials, to cut costs through reducing packaging materials and higher manufacturing efficiencies, and to appeal to more consumers with sustainable, purpose-led brands.

Our approach, which directly supports a number of the UN Sustainable Development Goals, focuses on:

- Taking global climate action and protecting our forests
- Championing sustainable agriculture, focused land use and food security
- Helping consumers to recycle more and use less water and less energy through producing products with a lower environmental impact
- Making our manufacturing and distribution more eco-efficient
- Advocating public policy to tackle climate change.

The environmental pillars of the Unilever Sustainable Living Plan are supported by our [Environmental Policy \(PDF | 168KB\) \(/Images/unilever-environmental-policy_tcm244-436111_en.pdf\)](#).

[†]Independently assured by PwC (/sustainable-living/our-approach-to-reporting/independent-assurance/)

Reducing environmental impact pillars

Greenhouse gases



(/sustainable-living/reducing-environmental-impact/greenhouse-gases/)

Taking action on climate change is a necessity - but it's also a chance to grow our business by responding to opportunities across our value chain.

(/sustainable-living/reducing-environmental-impact/greenhouse-gases/)

Water use



(/sustainable-living/reducing-environmental-impact/water-use/)

We're addressing the challenge of water scarcity holistically, so consumers can enjoy our products and our business can thrive in a water-constrained world.

(/sustainable-living/reducing-environmental-impact/water-use/)

Waste & packaging



(/sustainable-living/reducing-environmental-impact/waste-and-packaging/)

Every minute, the equivalent of one rubbish truck of plastic leaks into streams and rivers, ultimately ending up in the ocean. We want to move towards a more circular economy, so that more plastic has the best possible chance to be reused or recycled.

(/sustainable-living/reducing-environmental-impact/waste-and-packaging/)

Sustainable sourcing



(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

Growing for the future – sustainable sourcing has never been more important.

(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

Other areas of focus

Eco-efficiency in manufacturing



(/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/)
We want to make our manufacturing as efficient as possible – using fewer resources and generating less waste.

(/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/)

Natural capital



(/sustainable-living/reducing-environmental-impact/natural-capital/)

We rely on nature for many of the ingredients and raw materials that make up our products. We are working in partnership with others to explore how natural capital can be better integrated into business decision-making.

(/sustainable-living/reducing-environmental-impact/natural-capital/)

Lifecycle Assessments



(/sustainable-living/reducing-environmental-impact/lifecycle-assessments/)
Understanding and managing lifecycle impacts is crucial to achieving our Unilever Sustainable Living Plan targets.

(/sustainable-living/reducing-environmental-impact/lifecycle-assessments/)

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Greenhouse gases

Unilever's work on greenhouse gases supports **5** of the UN Sustainable Development Goals

[Learn more about how we are taking action on these goals](#)

Greenhouse gases

Droughts, floods, crop failures, disrupted and displaced communities and impacted economies - the potential threats posed by climate change are significant and urgent. But while tackling climate change presents serious challenges, it also offers enormous opportunities.

Taking action on climate change is a necessity - but it's also a chance to grow our business by responding to opportunities across our value chain.

We want to play our part in the global movement to create a low-carbon economy, so we're increasing our use of renewable energy as we move towards becoming carbon positive in our operations by 2030. We've also set ourselves a science-based target* to halve the greenhouse gas (GHG) impacts of our products across their lifecycle by 2030.**

The GHG pillar of our Unilever Sustainable Living Plan (USLP) contributes to a number of the [UN Sustainable Development Goals](#) (SDGs), primarily: Affordable and Clean Energy (SDG 7); Climate Action (SDG 13) and Life on Land (SDG 15).

On this page

> Our strategy

> Taking action

> Targets & performance

Our strategy

We want low-carbon to become the new normal, so we're taking action to reduce GHG emissions throughout our value chain.

READ MORE ABOUT

[Taking action across our value chain](#), [Our approach](#), [Our commitment](#), [Progress to date](#), [Future challenges](#)

Taking action across our value chain

Following the [Paris Agreement](#), nearly 200 countries are pressing ahead with low-carbon reforms, helping to open around \$23 trillion in opportunities for climate-smart investments by 2030. The key to transforming the current high-carbon infrastructure into a low-carbon one, is systems change. The risks presented by climate change cross the boundaries between nations, continents, industries and societies. SDG 17 – partnerships for the goals – is critical to unlocking progress to the other 16 SDGs. Businesses, governments and citizens all have a role to play but fundamental to creating systems change is collaboration, which is why we're prioritising advocacy and partnerships with others.

This has led us to work on issues ranging across our entire value chain, from combating deforestation and improving the carbon footprint of our agricultural supply chain, to designing more products with a lower GHG impact for people to use at home.

27% of our GHG footprint comes from raw materials for ingredients and packaging. Impacts of climate change on agriculture will be different in different parts of the world. An important step in our sustainable sourcing programme will be the launch in 2018 of the renewed Sustainable Agriculture Code, which has guidance on all aspects of Climate Smart Agriculture.

In the middle of our value chain are our own factories and sites - the parts of our business over which we have the greatest control. We've committed to becoming carbon positive in our operations by 2030. That means 100% of our energy will come from renewable sources - and we intend to directly support the generation of more renewable energy than we need for our own operations, making the surplus available to the markets and communities in which we operate.

Technology and innovation are playing a critical part in addressing climate change - and in opening up the opportunities for business that a low-carbon economy will bring. Over 60% of our GHG footprint occurs when consumers use our products in their homes. To reduce this, we're using our knowledge and resources in innovation, and Research and Development, to bring people products they enjoy but which come with lower GHG impacts.

The Taskforce on Climate-Related Financial Disclosures (TCFD)

A growing number of investors demand more information on how companies are addressing the effects of climate change, and we recognise the importance of disclosing climate-related risks and opportunities. Adopting the TCFD recommendations is an important step forward in enabling market forces to drive efficient allocation of capital and support a smooth transition to a low-carbon economy.

Within the scope of our business, climate change touches everything we do, and a wide range of our USLP activities address it. We've integrated climate-related disclosures throughout our [Annual Report and Accounts 2017](#) and within the [Reducing Environmental Impact](#) sections - [Greenhouse Gas](#), [Water](#), [Waste](#), and [Sustainable Sourcing](#) – of our [Sustainable Living Report 2017](#).

Our approach

Our pillar commitment is to halve the GHG impact of our products across their lifecycle by 2030. This commitment is a science-based target, which is in turn supported by our carbon positive science-based targets. These are defined as "in line with the level of decarbonisation required to keep the global temperature increase below 2°C compared to pre-industrial temperatures"**** - which underpins the Paris Agreement.

To understand the financial risks that climate change could have on our business, we've performed a high-level assessment of the impact of 2°C and 4°C global warming scenarios in 2030. We've identified the material impacts on Unilever's business from each of these scenarios, based on existing internal and external data. We are taking action to address our climate change risks in line with the output from the scenario analysis, as well as benefiting from any opportunities these changes could present across our value chain.

The main impacts of the 2°C scenario:

- Carbon pricing is introduced in key countries and hence there are increases in both manufacturing costs and the costs of raw materials such as dairy ingredients and the metals used in packaging.
- Zero net deforestation requirements are introduced and a shift to sustainable agriculture puts pressure on agricultural production, raising the price of certain raw materials.

The main impacts of the 4°C scenario:

- Chronic and acute water stress reduces agricultural productivity in some regions, raising prices of raw materials.
- Increased frequency of extreme weather (storms and floods) causes increased incidence of disruption to our manufacturing and distribution networks.
- Temperature increase and extreme weather events reduce economic activity and gross domestic product (GDP) growth, hence sales levels fall.

The results of the scenarios analysis confirm the importance of doing further work to ensure that we understand the critical dependencies between climate change and our business. And ensure we have action plans in place to help mitigate these risks and prepare the business for the future environment in which we will operate.

To tackle climate change, we've adopted a combined approach of making changes to our own business - aimed at reducing the emissions over which we have most control - while joining collective efforts and advocacy to help achieve the wider systems changes needed to create a low-carbon world. Our work includes:

- Our [Climate Smart Agriculture](#) programme, aimed at helping the farmers and businesses in our supply chain reduce their GHG emissions
- Our [carbon positive targets](#), which include using 100% renewable energy in our operations by 2030
- Using internal carbon pricing mechanisms to drive change in our business
- Collective action to [eliminate deforestation](#) from global supply chains
- Switching to [energy efficient ice cream freezers](#)
- Designing [products with lower GHG impacts](#).

Our commitment

We will halve the greenhouse gas impact of our products across the lifecycle by 2030.^{**}

In addition, in our own operations, we will become carbon positive by 2030 by eliminating fossil fuels from our energy mix and switching to 100% renewable energy. We also intend to directly support the generation of more renewable energy than we consume, making the surplus available to the markets and communities where we operate.

Progress to date

We've cut CO₂ from energy by 47%† per tonne of production in our operations and continued to develop products with a lower GHG impact, however the GHG impact of our products across their full lifecycle has increased by around 9%† since 2010.^{**}

Underlying sales growth over the same period was 33.1%, so it is encouraging to see that we are decoupling our value chain GHG impacts from our business growth. The increase in GHG emissions per consumer use is mainly driven by our Personal Care business which has expanded in hair and shower products via acquisitions.

Future challenges

The momentum behind climate action is continuing to grow. More investors are factoring carbon resilience into their decisions. And according to [research we conducted in 2016](#), consumers are increasingly looking for sustainable companies and products. We believe the transition to a lower-carbon model for economies and societies can be made - but there's no doubt challenges remain.

The amount of available renewable energy is increasing, and the costs are falling rapidly. But, much of the world's infrastructure remains reliant on fossil fuels. For example, that means that the electricity used to heat water, including the hot water used by our consumers, significantly contributes to GHG emissions.

To reach our 2030 commitment of halving the GHG impact of our products across the lifecycle by 2030, we're dependent on a wide range of external factors, such as the energy efficiency of consumer appliances, and the carbon intensity of the energy supplied to people's homes – as well as consumer behaviour.

We believe that carbon pricing is a fundamental part of the global response to climate change and without it, the world is unlikely to meet its GHG reduction targets. We have publicly supported calls for carbon pricing and are a member of the UN Global Compact's (UNGC's) Caring for Climate Campaign and The Carbon Pricing Leadership Coalition, hosted by the World Bank. We have implemented the UNGC's Business Leadership Criteria on Carbon Pricing and in 2018, we increased our internal price of carbon to €40 per tonne.

*Two of our targets were approved by the Science Based Targets Initiative (SBTi) in 2017. We set our first science-based target in 2010, to halve the greenhouse gas impact of our products across the lifecycle by 2030. The second science-based target was introduced in 2015, aiming to source 100% of our energy across our operations from renewable sources by 2030.

**Our environmental targets are expressed against a baseline of 2010 and on a 'per consumer use' basis. This means a single use, portion or serving of a product.

***As described in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC AR5).

[†]Independently assured by PwC

Taking action

As well as taking action in our factories, distribution channels and with our suppliers, we are developing innovations that produce less GHG and help consumers to reduce their own impact. We are also committed to eliminating the deforestation associated with commodity supply chains.



Ourgreenhouse gas footprint



Protecting our forests



How we're becoming carbon positive in our operations Reducing transport emissions



Climate-friendly freezers



Innovating to reduce greenhouse gases

Targets & performance

We have an ambitious commitment to halve the greenhouse gases (GHG) associated with the consumer use of our products in our value chain.

Greenhouse gases

OUR COMMITMENT

Halve the greenhouse gas impact of our products across the lifecycle by 2030.*

OUR PERFORMANCE

- In 2017, our greenhouse gas impact per consumer use increased by around 9%† since 2010.*

OUR PERSPECTIVE

In 2017, our factory sites reduced CO₂ emissions from energy by 47%† per tonne of production compared to 2008. We have also increased our use of renewable energy within our manufacturing; in 2017, this increased to 33.6% compared to 15.8% in 2008. Additionally, 65% of all grid electricity used in our manufacturing operations was generated from renewable resources.

Since we launched our Plan in 2010, we have learned a lot about the areas we can influence and those we cannot, and which areas need wider action from other players. For example, this includes the shift in the energy grids towards more renewable sources takes time, but are moving in the right direction, which will contribute positively to halving the GHG impact of our products by 2030.

To play our role in this, we have also set targets to become 'carbon positive' in our operations by 2030. This includes sourcing 100% of our total energy from renewable sources by 2030 and extends to making surplus renewable energy available to the markets and communities where we operate.

However, the GHG impact of our products has risen by 9% since 2010.* Underlying sales growth over the same period was 33.1%, so it is encouraging to see that we are decoupling our value chain GHG impacts from our business growth.

The increase in GHG emissions per consumer use is mainly driven by our Personal Care business which has expanded in hair and shower products via acquisitions. Over 60% of our value chain GHG footprint comes from consumer use, primarily from heated water for showering, which is more difficult to influence.

*Our environmental targets are expressed against a baseline of 2010 and on a 'per consumer use' basis. This means a single use, portion or serving of a product.

† [Independently assured by PwC](#)



Achieved 4



On-Plan 7



Off-Plan 1

% of target achieved 0

Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Become carbon positive in manufacturing

- By 2020 CO₂ emissions from energy from our factories will be at or below 2008 levels despite significantly higher volumes.

This represents a reduction of around 40% per tonne of production.

Versus a 1995 baseline, this represents a 63% reduction per tonne of production and a 43% absolute reduction.



1,218,554† fewer tonnes of CO₂ from energy in 2017 than in 2008 (a reduction of 47%† per tonne of production).

Compared to 1995, this represents a 69% reduction in absolute terms.

We will become carbon positive in our manufacturing by 2030:

- We will source 100% of our energy across our operations** from renewable sources by 2030.



In 2017, 33.6% of our total energy use in our manufacturing operations was generated from renewable resources, compared to 15.8% in 2008.

- We will source all our electricity purchased from the grid from renewable sources by 2020.



In 2017, 65% of all grid electricity used in our manufacturing operations was generated from renewable resources.

- We will eliminate coal from our energy mix by 2020.



In 2017, 1.1 million GJ of the energy used in our manufacturing was generated from coal. During the year, 16 of our manufacturing sites used energy generated from coal. By the end of 2017, this was reduced to 12 sites.

- In order to achieve our target of carbon positive by 2030, we intend to directly support the generation of more renewable energy than we consume and make the surplus available to the markets and communities in which we operate.



In 2017 we continued to develop our methodology and will report on our target progress in our 2018 Sustainable Living Report.

- All newly built factories will aim to have less than half the impact of those in our 2008 baseline.



New factories in Turkey, Vietnam, India and Iran started production in 2017. When fully operational each aims to achieve only half the emissions of CO₂ from energy compared to a representative 2008 baseline.

OUR PERSPECTIVE

In 2017, our factory sites reduced CO₂ emissions from energy by 8.1% per tonne of production compared to 2016 and 47%† per tonne of production compared to 2008, despite having achieved our target four years ahead of schedule in 2016. 1,218,554† fewer tonnes of CO₂ from energy were produced in 2017 compared to our 2008 baseline. We continued to reduce energy use by 2.8% per tonne of production in 2017 and by 26% since 2008.

In 2015 we announced our carbon positive ambition. This supersedes our previous target of sourcing 40% of our energy across our operations from renewable sources by 2020. By the end of 2017, 109 manufacturing sites in 36 countries across all continents purchased 100% of their grid electricity from verified renewable sources. In 2017 we met 33.6% of our global energy needs from renewable sources.

† Independently assured by PwC

[How we're becoming carbon positive in our operations](#)

Reduce greenhouse gas emissions from washing clothes

Reformulating our products to reduce greenhouse gas emissions by 15% by 2012.



Over 95% (by volume) of our laundry powders in our top 14 countries have been reformulated, achieving a reduction of 15% in greenhouse gas emissions by end 2012.

We continue to reformulate by optimising raw material usage in powders and capsules and optimising our manufacturing.

OUR PERSPECTIVE

Liquid laundry detergents have a lower greenhouse gas (GHG) footprint than powders. We are driving market development through liquids: we grow faster in liquids wherever powders, bars and liquids are present.

Many of our liquids are now sold in concentrated form which reduces GHG emissions. They also provide great cleaning performance at lower temperatures. We are also increasing the number of unit dose washes which mean consumers cannot over or under dose.

We continue to lead the industry in developing lower impact powders by removing or reducing phosphate and zeolite – key components with high GHG impact. We have eliminated phosphates in 100% of our machine dishwash products and reached a 95% reduction in the global use of phosphates across our laundry powders, resulting in lower CO₂ emissions of up to 50% per single consumer use. We're continuing to investigate technologies that could lead to zero-phosphate products in the future.

[Innovating to reduce greenhouse gases](#)

Reduce greenhouse gas emissions from transport

By 2020, CO₂ emissions from our global logistics network will be at or below 2010 levels despite significantly higher volumes. This will represent a 40% improvement in CO₂ efficiency.

We will achieve this by reducing truck mileage; using lower emission vehicles; employing alternative transport such as rail or ship; and improving the energy efficiency of our warehouses.

OUR PERSPECTIVE

In 2017, we achieved a 31% improvement in CO₂ efficiency since 2010. We have made steady progress, with some of our market clusters achieving their highest ever improvement in CO₂ efficiency.

Meeting our 2020 target remains ambitious, but we are determined to achieve it by continuing to build on the strong foundations we have in place. Through innovation and developing bottom-up carbon reduction projects, we will share best practices to ensure we build efficiency into our transportation logistics.

We are increasingly using non-road forms of transport such as rail and sea to move goods. For journeys still undertaken by road, we are exploring technologies such as liquefied natural gas (LNG) as an alternative fuel, electric vehicles, thermal blanket technology for temperature controlled trucks and hydrogen technologies. We are working with our partners to accelerate the adoption of the above technologies.

¹ Cumulative improvement since 2010 is measured across our top 14 countries; annual improvement is measured in more than 50 countries.

[Reducing transport emissions](#)

Reduce greenhouse gas emissions from refrigeration

As the world's largest producer of ice cream, we will accelerate our roll-out of freezer cabinets that use climate-friendly natural (hydrocarbon) refrigerants. When we launched our Plan in November 2010 we had already purchased 450,000 units with the new refrigerant.

- We will purchase a further 850,000 units by 2015.



In 2013 we exceeded our target of purchasing 850,000 climate-friendly freezers, reaching a total of around 1.5 million.

In 2017 our total increased to around 2.6 million hydrocarbon freezers.

OUR PERSPECTIVE

The climate-friendly hydrocarbon (HC) refrigerants we use in our freezers have a substantially lower global warming potential compared to previously used hydrofluorocarbons (HFCs), which have a global warming impact thousands of times greater than the equivalent amount of carbon dioxide. The refrigerant change alone makes our freezers around 10% more energy efficient. By the end of 2017, we had purchased around 2.6 million freezers using natural refrigerants.

We are continuing to roll out climate-friendly HC freezers and make our freezers more energy efficient. In 2017, our purchased freezers were 50% more energy efficient compared to our 2008 baseline, with the most energy efficient models going even further. We are working on innovations to make more improvements in freezer energy efficiency, including piloting the use of solar panels to power our cabinets.

[Climate-friendly freezers](#)

Reduce energy consumption in our offices

By 2020 we will halve the energy (kWh) purchased per occupant for the offices in our top 21 countries versus 2010.



30% reduction in energy (kWh) purchased per occupant since 2010.

OUR PERSPECTIVE

We have set a challenging 2020 target to reduce energy purchased per occupant at our in-scope sites. In 2017 we saw a slight increase in the overall energy purchased and a fall in the number of occupants at our in-scope sites. We have continued to work on energy efficiency programmes at our sites and many have become more efficient in 2017.

But we're challenged by the energy demand of our data centres and our Research and Development (R&D) sites, which make up around half our energy purchased. In 2017, we reduced the total energy consumption of both data centres by 7%, but increased demand on other sites have pushed the reduction percentage per occupant over the 2016 figure. R&D sites run pilot plant experiments, which are more similar to factory operations, and the energy demand for these processes are not linked to occupancy.

We have continued to save energy through using our PC power management tool. We're continuing to focus on the optimisation of our building management systems and the roll out of LED lighting across a number of our offices, to reduce our energy consumption.

We're also looking at the carbon impact of our energy purchasing decisions. In 2017, 42% of our in-scope sites purchased certified renewable electricity. Additionally, our offices in central London and Surrey became carbon neutral through the purchase of certified renewable gas. Although it's challenging to reduce energy purchased per occupant, we're continuing to reduce the GHG impact of our offices.

[Reducing office impacts](#)

Reduce employee travel

We are investing in advanced video conferencing facilities to make communication easier while reducing travel for our employees. By 2011 this network will cover more than 30 countries.



54 countries were covered by end 2011.

OUR PERSPECTIVE

We have continued to invest in implementing Skype for Business as well as advanced video facilities to reduce our travel footprint.

Our advanced video conferencing system, Video Presence, is used for over 950 meetings a month across Unilever offices worldwide. We have video conferencing facilities in 90 countries. This is substantially reducing our need to travel to meetings, and our carbon emissions. It delivers clear benefits such as cost and time savings for the business and cuts down on tiring travel for our employees.

To further reduce our GHG employee travel impacts, we have introduced messages on the benefits of using Video Presence when employees use our travel booking system to book flights. This encourages employees to travel only when necessary.

Gas Greenhouse gases

This work supports the following UN Sustainable Development Goals



Our greenhouse gas footprint

The most meaningful way to measure the greenhouse gas (GHG) impact of our business is to look across the whole lifecycle of our products. Accurate measurement and transparent reporting of our GHG footprint helps us adapt our strategy, set ambitious targets, and assess our progress towards our 2030 halving commitment.



Why do we measure our GHG footprint?

What is the real GHG impact of a business like ours? For many years businesses thought about this question in terms of their own factories, where energy use is easiest to measure and where they had most control.

The direct emissions from our factories are a vital focus for us, and we measure them carefully - but they amount to less than 5% of our total GHG footprint. A much more meaningful picture of our impact comes from measuring across the value chain: from raw materials (primary packaging, secondary packaging and ingredients) to manufacturing, transport, storage at retail and at home, and crucially, consumer use and disposal, which account for over 60% of our total GHG footprint.

Climate change is a principle risk factor for both our business and society at large. For example, temperature increases and extreme weather events (storms, floods, droughts) can drastically raise the cost of raw materials and packaging, which in turn can affect the affordability of our products. Mitigating climate change starts by reducing our own environmental impact, which is why we measure our GHG footprint and track our progress towards halving our GHG impact by 2030.

How do we calculate our GHG footprint?

We've been calculating our GHG footprint across the value chain since 2010, measuring the emissions associated with the lifecycle of a large group of products that are representative of all our 12 product sub-divisions (Beverages, Deodorants, Dressings, Hair Care, Household Care, Ice Cream, Laundry, Oral Care, Savoury, Spreads and Cooking, Skin Care and Skin Cleansing). Our footprint focuses on 14 key countries (Brazil, China, France, Germany, India, Indonesia, Italy, Mexico, Netherlands, Russia, South Africa, Turkey, UK, and the US), which represent around 60-70% of our sales volume.

We calculate our GHG impact annually, both at an absolute level and 'per consumer use', which is the GHG impact of our consumers making a single cup of tea or doing a load of laundry. These measurements enable us to see where we are making

improvements and where we still have work to do - for example, by innovating new, more energy-efficient products, or by improving our packaging.

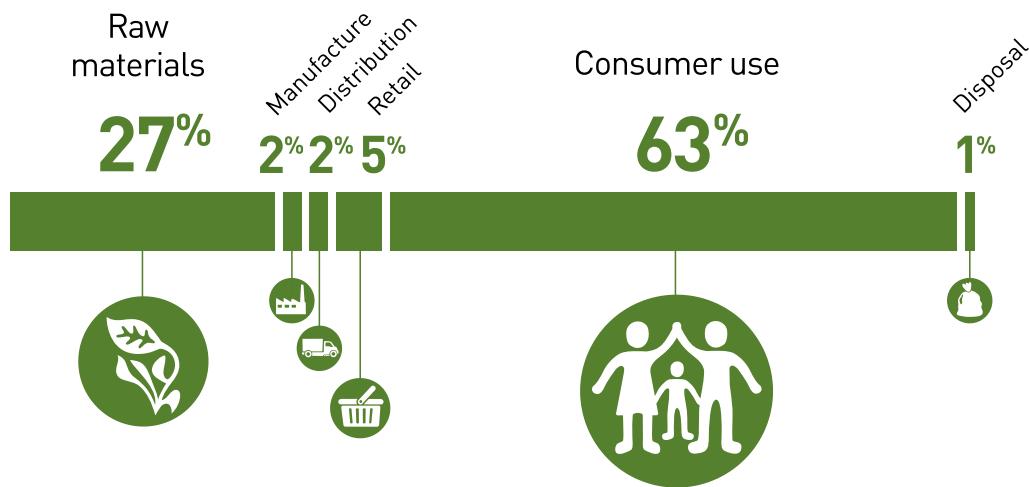
Our 2017 GHG footprint

Our absolute GHG footprint is around 61 million tonnes CO₂. The GHG emissions of our products are around 46.2g CO₂e per consumer use. Since 2010, our GHG impact per consumer use continues to edge up and has now increased by around 9%[†] since 2010.*

Our 2017 footprint shows reductions in GHG emissions from the increased use of renewable energy in our factories, innovation (e.g. 95% reduction of phosphates from our laundry powders), and portfolio changes (e.g. the market growth of fast-rinse fabric conditioner). However, these GHG reductions have been negated by the acquisition of skin cleansing and hair care brands which sell products with above-average greenhouse gas impact per consumer use. These products are being used by consumers while taking heated showers and baths.

Our analysis shows that manufacturing and distribution represent less than 5% of our total GHG footprint, while consumer use accounts for over 60%. The product subdivisions that make the largest contribution to our GHG footprint are those where consumers need heated water to use our products, for example showering, washing hair and laundry.

GREENHOUSE GASES



Measured 1 July 2016 - 30 June 2017

For more information on reducing GHG emissions in manufacturing, explore our eco-efficiency in manufacturing (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/) section.

Assurance of our GHG performance measure

In 2017, PwC have carried out independent assurance of our latest GHG performance measure for the fourth year. Please see Independent Assurance ([/sustainable-living/our-approach-to-reporting/independent-assurance/](#)) for more details of our assurance programme.

* Our environmental targets are expressed against a baseline of 2010 and on a 'per consumer use' basis. This means a single use, portion or serving of a product.

†Independently assured by PwC ([/sustainable-living/our-approach-to-reporting/independent-assurance/](#))

Related links

- > Targets & performance ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/](#))
- > Our metrics ([/sustainable-living/our-approach-to-reporting/our-metrics/](#))
- > Independent assurance ([/sustainable-living/our-approach-to-reporting/independent-assurance/](#))

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Protecting our forests

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.

CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

Contact us >

Gas Greenhouse gases

This work supports the following UN Sustainable Development Goals



Protecting our forests

We're working – both within our business and with others – to eliminate deforestation from agricultural commodity supply chains like palm oil, tackle climate change and achieve UN Sustainable Development Goal 15 – Life on Land.



We have to stop deforestation

Forests are essential to life. They are the lungs of our planet and help to regulate our climate. And they're second only to oceans as the largest global store of carbon. Up to 80% of terrestrial biodiversity and more than 1.6 billion people depend on forests for food, medicines and fuel.¹

When forests are cleared, burned or degraded, they become a source of carbon emissions. In fact, it's estimated that deforestation contributes an incredible 15% of all global greenhouse gas (GHG) emissions.² This is more than the entire global transport sector. We cannot solve the problem of climate change without eliminating deforestation.

Most deforestation occurs when forests are cleared to grow palm oil or soy, to raise cattle or to harvest timber for the paper and pulp industries. Demand for these commodities is soaring as the global population rises and incomes increase. It's predicted that there will be over 9 billion people on the planet by 2050 and 60% more food will need to be produced.

The international community has set ambitious goals to protect forests. The New York Declaration on Forests, the UN Sustainable Development Goals and the Paris Agreement all call for substantial improvements in forest trends by 2020. These commitments are built on private sector commitments made over the last few years. Many leading companies have made significant progress in understanding and mitigating their supply chain impacts. To date, 447 companies have made 760 commitments to reduce or eliminate deforestation from their supply chains. These constitute a powerful market signal to the rest of the global commodities sector.

Unfortunately, despite these commitments, the planet continues to lose forest at an unprecedented rate. The loss is driven by both an increase in catastrophic forest fires, and continued expansion of land for agriculture. These underlying trends are expected to worsen in the coming decades.



29.7m

hectares of global tree cover loss in 2016. This equates to an area about the size of New Zealand.

51%

higher than in 2015.

It's clear that we must re-double our efforts with urgency and ambition. Both public and private sector action, and the support of civil society, is needed to enable us to produce more food, and protect forests and those whose livelihoods depend on them. We cannot succeed if we do one without the other.

Our goal: zero net deforestation by 2020

In 2010, together with other organisations in our industry, we committed to achieving [zero net deforestation \(PDF | 167KB\) \(/Images/eliminating-deforestation-position-statement_tcm244-423148_en.pdf\)](#) associated with four commodities (palm oil (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/), soy (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-soy-and-rapeseed-oils/), [paper and board \(PDF | 222KB\) \(/Images/sustainable-wood-fibre-policy_tcm244-423635_en.pdf\)](#) and beef) that are major causes of large-scale deforestation, no later than 2020.

We're especially focused on breaking the link between palm oil (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/) production and deforestation. As the world's largest single buyer of palm oil – 3% of global production each year – we have the scale to make a difference through our actions. We also buy 1% of all soy (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-soy-and-rapeseed-oils/) produced each year. But equally, this shows the extent of the change needed to transform these entire supply chain systems.

We're taking three main steps to eliminate deforestation from agricultural commodity supply chains and to make sure we maintain affordable access to sustainably produced supplies of these commodities for the long-term. These are:

- **Transforming our own supply chains:** making sure the palm oil (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/), soy (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-soy-and-rapeseed-oils/), [paper and board \(PDF | 222KB\) \(/Images/sustainable-wood-fibre-policy_tcm244-423635_en.pdf\)](#), beef and tea we buy is both traceable and certified as sustainable (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/).
- **Encouraging the whole industry:** it's possible to stop large-scale deforestation while increasing food production and improving livelihoods for smallholder farmers (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/) through better agricultural practices. We're encouraging the entire industry, including growers, traders, manufacturers and retailers to set and meet high standards, extending beyond current certification schemes.
- **Working with governments and other partners:** ensuring that tackling deforestation gets the political attention and financial resources it needs and deserves as a critical component of our response to climate change. In particular,

we are focused on helping catalyse transformative change at the landscape or jurisdictional level in key regions of South-East Asia, South America, and West and Central Africa; and on ensuring – through our networks and relationships – that large-scale, performance-based payments for emissions reductions from forests are available to tropical forest countries.

Creating a movement for change

Deforestation is a complex issue, and one that isn't going to be solved by companies acting alone. So, since making our commitment to zero net deforestation, we've increased our work with industry partners, governments and non-governmental organisations (NGOs), advocating for change across the entire tropical forest commodities sector. It's only through the transformation of each commodity's value chain and the adoption of sustainable farming practices, that commodity-driven deforestation is likely to end.

Over 90% of globally traded palm oil is now covered by no-deforestation pledges but these promises must be turned into action. And that requires transformational systems change across the palm oil value chain. As a step towards this, in 2015 we joined with Marks & Spencer and declared our joint intention to prioritise sourcing from countries or regions that have adequate 'no-deforestation' policies in place. This will enable agricultural production and human development goals to be achieved side by side while protecting the environment and communities.

We're focusing now on developing partnerships which demonstrate the success of this approach, such as our work with  INOBU (<http://inobu.org/>) – and Indonesian NGO and the district government of Kotawaringin Barat in Central Kalimantan, to take a 'village-by-village' approach to certifying palm oil smallholder farmers (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/).

Part of the challenge of 'production, protection, inclusion' approaches is that capital incentives for transforming forest land into agriculture are very high, while the business case for preserving forests is weak.

During the World Economic Forum Annual Meeting in Davos in January 2017, the  &Green Fund (<http://www.andgreen.fund/>) was announced to kick-start investments in deforestation-free agriculture in countries that are working to reduce deforestation and peat degradation – with Unilever as the first corporate investor.

The Fund aims to protect over five million hectares of forest and peatlands by 2020, by de-risking private capital investments into large-scale deforestation-free production, protection and inclusion initiatives. With a capitalisation goal of \$400 million by 2020 and an aim to trigger \$1.6 billion in private capital investments, this Fund is an exciting opportunity to jointly shape solutions to mitigate deforestation.

Working collaboratively

We are members of many multi-stakeholder groups working to halt deforestation. These include the [Tropical Forest Alliance 2020](#) (<https://www.tfa2020.org/en/>) (TFA 2020), which was brought about by the Consumer Goods Forum commitment to mobilise resources to help its members achieve zero net deforestation by 2020. TFA 2020 includes the governments of both tropical forest and donor/consumer countries, NGOs, representatives of indigenous people, and businesses spanning the commodity supply chains.

We are represented on the steering group of the companies behind the [Statement of Support for the objectives of the Cerrado Manifesto](#) (PDF | 40KB) (<https://www.theconsumergoodsforum.com/wp-content/uploads/2017/10/2017-Letter-of-business-support-for-Cerrado-Manifesto-CGF.pdf>). Signatories of this initiative are committed to working with local and international stakeholders to halve deforestation and native vegetation loss in the Cerrado.

We also support [Global Forest Watch](#) (<http://www.globalforestwatch.org/>), a [World Resources Institute](#) (<http://www.wri.org/>) initiative that provides an online forest monitoring and alert system. This empowers people everywhere to get involved in protecting forests.

¹ World Wildlife Fund: [https://www.worldwildlife.org/threats/deforestation](#) (<https://www.worldwildlife.org/threats/deforestation>).

Related links

- > [Global Climate Action \(/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/global-climate-action/\)](/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/global-climate-action/)
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How we're becoming carbon positive in our operations

Gas Greenhouse gases

This work supports the following UN Sustainable Development Goals



How we're becoming carbon positive in our operations

Sourcing our energy from 100% renewable sources will make us a more competitive business and help create a better future where energy is clean, reliable and affordable for all.



What does carbon positive mean?

We want to play a leading role in the transition to a low carbon economy. That's why, in 2015, we set ourselves the ambition of becoming carbon positive by 2030. Becoming carbon positive means we will eliminate fossil fuels from our operations - and directly support the generation of more renewable energy than we consume.

Since 2015, we've been making progress in investing in clean technologies, increasing our energy efficiency and in switching to renewable energy sources. In 2017, we extended the scope of our carbon positive ambition from manufacturing to all operations, including distribution centres, research laboratories, marketing and sales offices and data centres.

By becoming carbon positive, we will:

- Source all our electricity purchased from the grid from renewable sources by 2020
- Source 100% of our energy across all our operations from renewable sources by 2030
- Eliminate coal from our energy mix by 2020
- Directly support the generation of more renewable energy than we consume, making the surplus available to the markets and communities where we operate by 2030.

The Science Based Targets Initiative has validated our carbon positive targets as meeting the level of decarbonisation (removal of carbon dioxide from the atmosphere) that is needed to keep the global temperature increase below 2 degrees Celsius (compared to pre-industrial levels)¹. Through the action we're taking to achieve our carbon positive targets, we're contributing to two UN Sustainable Development Goals (SDGs): Affordable and Clean Energy (SDG 7) and Climate Action (SDG 13).

Building on decades of emission reductions

We announced our carbon positive targets in 2015 ahead of the  Paris Agreement (http://unfccc.int/paris_agreement/items/9485.php), building on our 20 year track record of cutting our greenhouse gas (GHG) emissions. By the end of 2016, we had cut CO₂ emissions by 43%² per tonne of production versus our 2008 baseline, which meant we had exceeded the target for 2020 we set in our Unilever Sustainable Living Plan. In 2017, we went further, cutting CO₂ emissions by 47%[†] per tonne of production.

Sharing the benefits of a low carbon economy

We cannot become carbon positive alone, so we're working collaboratively with partners, suppliers and others to achieve our ambition. Our success partly depends on broader change in energy markets worldwide, such as the rate of installation of renewable electricity in many countries - and we recognise we have a role to play as

an industry leader to help shape those markets. Our ambition is also a statement of commitment: to show that businesses can commit to a low carbon economy - and that a low carbon economy is good for business.

Our goal of becoming carbon positive is based on a sound business case.

By becoming carbon positive, we expect to:

- lower operational costs
- improve resilience in our energy supply
- attract investors, who are increasingly considering carbon risk
- develop a closer relationship with our consumers.

The Paris Agreement could unlock \$13.5 trillion in growth opportunities by 2030, as nearly 200 countries seek to accelerate their efforts to address climate change. By helping to build a business model that moves beyond a reliance on fossil fuels, we hope to benefit from the opportunities that new ways of doing business will create.

“We're on the path to decarbonisation – and there's no turning back. Not taking action to avoid runaway climate change would be a moral abdication of our responsibility to the most vulnerable and to future generations. But driving the movement towards a low carbon economy – that's a huge opportunity, and one that Unilever must be a part of. **”**

Paul Polman, former CEO

Sourcing our energy from renewables

In our operations, we use two forms of energy: heat (thermal) and power (electrical). We use thermal energy mainly in the form of steam during manufacturing. Electrical energy is used for a range of purposes, such as lighting and powering machinery. As part of the action we're taking to achieve our carbon positive ambition, we're in the process of eliminating our use of fossil fuels for generating both heat and power.

In 2014 we were a founding signatory of the RE100 global campaign for influential businesses to commit to using 100% renewable electricity. We use  RE100's definition (<http://there100.org/going-100>) of renewable electricity, which includes electricity which has been produced from biomass (including biogas), geothermal, solar, water and wind sources.

Spotlight



A third of our manufacturing energy comes from renewable sources

We have a network of environmental managers around the world, who bring our ambitions to life. By the end of 2017, 33.6% of our total energy use - electrical and thermal - across our manufacturing operations came from renewable sources.

Our 2020 target is to use 100% renewable grid electricity, but we also directly generate electricity on our sites. In 2017, 28 of our manufacturing sites generated renewable electricity on-site, mostly from solar and hydro power. For example, in South Asia, many of our sites have open land, which gives us the opportunity to install on-site solar panels. After successfully installing solar panels in two sites in Pakistan in 2016, we replicated this at four sites in India in 2017.

When it's not possible to produce our own renewable electricity, we make direct purchase agreements with large-scale solar, wind, hydro and geothermal installations, and with small-scale hydropower schemes. Around 90% of the electricity used across our factories, distribution centres and offices in Mexico has been produced from wind power. In the Philippines, we are now sourcing most of our electricity from a geothermal power plant.

Biomass will play an important role in our transition away from coal and other fossil fuels. In 2017, 49 of our manufacturing sites used biomass or biogas, such as agricultural by-products and wood waste. This reduced our annual CO₂ emissions by over 250,000 tonnes.

Our biomass programme continued to expand in 2017, when we started installation of a new biomass boiler at our Gateway site in Thailand, which will reduce CO₂ emissions by over 400 tonnes per year. We also make our own biogas at some sites, including our Burton site in the UK where we convert the by-product from making Marmite into biogas, which we use in our boilers.

100% renewable grid electricity

By the end of 2017, 109 of our manufacturing sites across 36 countries were using 100% renewable grid electricity. This accounts for 65% of our total grid electricity consumption and includes manufacturing sites across all continents.

In 2017, ten of our sites in the UK and Ireland used 100% renewable electricity from a 23 turbine strong wind farm in Lochluichart in the Scottish Highlands. With other businesses and NGOs – including SSE, Greenpeace and the WWF - we're also advocating for more government investment in offshore wind power in the UK.

Renewable Energy Certificates (RECs) play an important role in helping us meet our target to source all our electricity purchased from the grid from renewable sources by 2020.

RECs account for renewable electricity when it is transferred via the grid. A REC states that one party has generated renewable electricity and then sold it to another party, who 'retires' the REC to show they've used it. We follow  CDP (<https://www.cdp.net/en/climate>) and  RE100's (<https://www.theclimatedgroup.org/RE100>) climate reporting frameworks, which allow the use of RECs and ensure that the energy must be generated in the markets where we use it, but do not allow energy offsetting.

Harnessing the power of renewables



Jorge Acosta, Regional Environmental Manager, Latin America

“As a father, I’m committed to protecting the environment for future generations. My mantra is ‘small actions, big difference’.

Climate change is a big challenge. The world is seeing an increase in the quantity, and intensity, of natural disasters – like Hurricanes Irma and Maria which struck the Caribbean in September 2017, leaving people without power for days. Climate change is resulting in more of these natural disasters. And, this impacts the security and reliability of our energy supplies.

Since mid-2016, hydropower has provided 100% of the electricity we need for our factories in Brazil. Out of our 38 sites in Latin America, 21 are now getting their electricity from renewable sources. And we expect all locations to achieve this by the end of 2020, which will lead to a 50% cut in carbon emissions.”

Eliminating coal from our energy mix

Coal is the biggest global source of man-made CO₂ emissions and the dirtiest fossil fuel - and we're committed to eliminating it from our energy mix by 2020.

Coal can either be used directly - meaning that coal produces heat or power physically on our sites - or indirectly, which refers to us buying energy generated from coal by a third party. We're phasing out both our direct and indirect use of coal through solutions such as solar energy, wind power, and biomass or biogas.

In 2017, 1.1 million GJ of the energy used at 16 of our manufacturing sites was generated from coal. By the end of 2017, this was reduced to 12 sites. How we phase out coal varies by site because of the differences in geography and the resources available locally. In 2017, for example, our Odense site in Denmark successfully moved away from using coal to using steam produced from biogas generated at an adjacent wastewater treatment plant. Overall, this has prevented 55 tonnes CO₂ from entering the atmosphere each year.

Improving our energy efficiency

While we rapidly seek ways to replace fossil fuel energy sources with renewable energy, we are also constantly improving our energy efficiency to reduce the amount of energy we need. By the end of 2017, we had reduced the energy we use in our factories by 26% per tonne of production since 2008. This reduction has also contributed to cumulative cost avoidance of over €490 million since 2008.

New factory design plays a significant role in improving energy efficiency and achieving our GHG emissions targets. In addition to eco-efficient design (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/our-manufacturing-sustainability-strategy/) of our production processes, we use Green Building Council LEED certification rating process for buildings. An example is our new beauty & personal care factory in Dubai, which opened in 2017. It uses solar energy generated on-site to provide 16% of the electricity for the site.

Read more about how we're investing for a sustainable future (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/investing-for-a-sustainable-future/).

The first step towards carbon positive: becoming carbon neutral

By the end of 2017, 15 of our sites globally were carbon neutral. This means that these sites have no net impact on CO₂ levels in the atmosphere. These sites have used a variety of renewable energy sources to move away from fossil fuels.

For example, since January 2017, our offices in Surrey and London, and our foods and refreshment factories in Trafford Park and Cork have been powered by 100% renewable electricity from the grid and 100% biomethane (also known as biogas). The biomethane – which is fully traceable and certified – is generated from anaerobic digestion, which converts inedible food waste and sewage into energy.

Funding renewable energy through internal carbon pricing

Carbon pricing is a fundamental part of tackling climate change, putting a price on the carbon emissions emitted by a business to ensure it is considered when making financial decisions.

In July 2016, we introduced an internal carbon levy which now charges our business divisions €40 per tonne of carbon emitted. Using the levy, we created an internal ‘Clean Technology Fund’ to invest in renewable energy sources on our manufacturing sites, accelerating the rate at which we’re moving to our 2030 carbon positive targets.

We have used this fund for projects such as installing a biomass boiler in our Tema factory in Ghana. And in our Cuernavaca site in Mexico, we installed a solar thermal system to provide hot water in the factory.

A carbon positive vision: will you be a part of it?

Ambitious climate action is possible – and profitable. We want to go beyond eliminating CO₂ emissions from our own operations by helping the markets and communities associated with our factories to move to using renewable energy.

The challenges that society faces through climate change means there is a strong case for government and business investment in new renewable energy technologies, as well as further research on the sustainable use of biomass. Investment should be accelerated in existing low-carbon energy production and in deploying new low-carbon energy technologies, such as wind and solar energy.

In developing countries, we will look to stimulate investment to expand and further develop the renewable energy industry through partnering with renewable energy providers.

System-wide change is key to success. If you think you can help us achieve these targets, please contact us at [\(mailto:carbon.positive@unilever.com\)](mailto:carbon.positive@unilever.com).

[†]Independently assured by PwC (</sustainable-living/our-approach-to-reporting/independent-assurance/>)

¹ We set our first science-based target in 2010, which is our GHG pillar commitment of halving the greenhouse gas impact of our products across the lifecycle by 2030. Our second science-based target is sourcing 100% of our energy across our operations from renewable sources by 2030. Both have been validated by SBTi.

² Independently assured by PwC in 2016:  [PwC Assurance Report 2016 \(PDF | 208KB\)](#) (/Images/pwc-assurance-report-2016_tcm244-504834_en.pdf).

Photo by Apoorva Singh, Roof of Silvassa Detergent Factory, Silvassa, India.

Related links

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Greenhouse gases

Investing for a sustainable future

When it comes to energy savings, there's never a point at which we'd say "enough". Not only do further efficiencies reduce our GHG impact, they can also reduce our business costs.



In March 2014, Unilever issued a £250 million Green Sustainability Bond, inviting investors to support our vision for sustainable growth while investing in Unilever credit. The four-and-a-half year bond, due 19 December 2018, was a first for Unilever, the first green bond in the sterling market and also the first to be issued by an FMCG company. Proceeds are being used on projects linked to greenhouse gases, water and waste targets in the Unilever Sustainable Living Plan.

We worked with independent sustainability service provider DNV GL to develop a Green Sustainability Bond framework which provides clarity and transparency around the Environmental and Use of Proceeds criteria. Together these criteria meet the guidance given in the Green Bond Principles (comprising Voluntary Process Guidelines for Issuing Green Bonds dated 13 January 2014) that there should be a robust process and disclosure by an issuer to facilitate understanding of the characteristics of a bond by investors and others in this area.

Projects benefiting from proceeds of the Bond:

- a new Home Care powders plant in China
- a new laundry liquid plant in South Africa
- a new Beauty & Personal Care and Home Care factory in Turkey
- a factory extension at our spreads factory in USA
- a HFC-free freezer cabinets programme which uses natural hydrocarbon refrigerants.

Always seeking further energy savings

When it comes to energy savings, there's never a point at which we'd say "enough". Not only do further efficiencies reduce our GHG impact on the environment, but they often also reduce our business costs.

So we're still searching for efficiencies, despite the fact that since 2008 we've reduced CO₂ emissions from our operations by 47%[†] per tonne of production - and met the target we set in 2010 four years ahead of schedule. And since we set that target our ambitions have grown. In 2015 we announced our ambition of becoming carbon positive (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/) in our operations by 2030 - and energy efficiency and emissions reduction remain critically important.

We have a multi-faceted approach to cutting our energy use and reducing CO₂ emissions across our manufacturing network.

This includes:

- Taking a World Class Manufacturing (WCM) approach, which involves energy loss analysis and focusing on improvement projects, such as how we can use heat more efficiently to reduce our energy use.
- Encouraging our people to adopt small actions such as ensuring lights and equipment are turned off when they are not in use.
- Investing in our employees' ideas to reduce GHG emissions through our global 'Small Actions Big Difference fund'.
- Replicating eco-efficiency projects, our 'Proud Practice' projects, in other factories.
- Sharing best practice tips, such as lagging pipes to reduce heat loss, through 'Simple Solutions', our eco-efficiency awareness programme.

- Running environmental workshops in factories with a large environmental footprint.
- Investing in additional monitoring, metering and reporting of energy use at our sites to track performance and identify further opportunities to reduce energy use.
- Ensuring that any equipment being replaced is of the highest eco-efficiency standard.

Over €490 million of cost avoidance

Reducing energy emissions isn't just about reducing our environmental impact – it also makes good business sense. We collect financial information through our Environmental Performance Reporting system for all manufacturing sites and by each energy and water type, which enables us to measure the economic benefits of our eco-efficiency programme ([/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/](#)).

Since 2008, improvements in eco-efficiency have contributed to cumulative cost avoidance of around €493 million in energy.

Spotlight



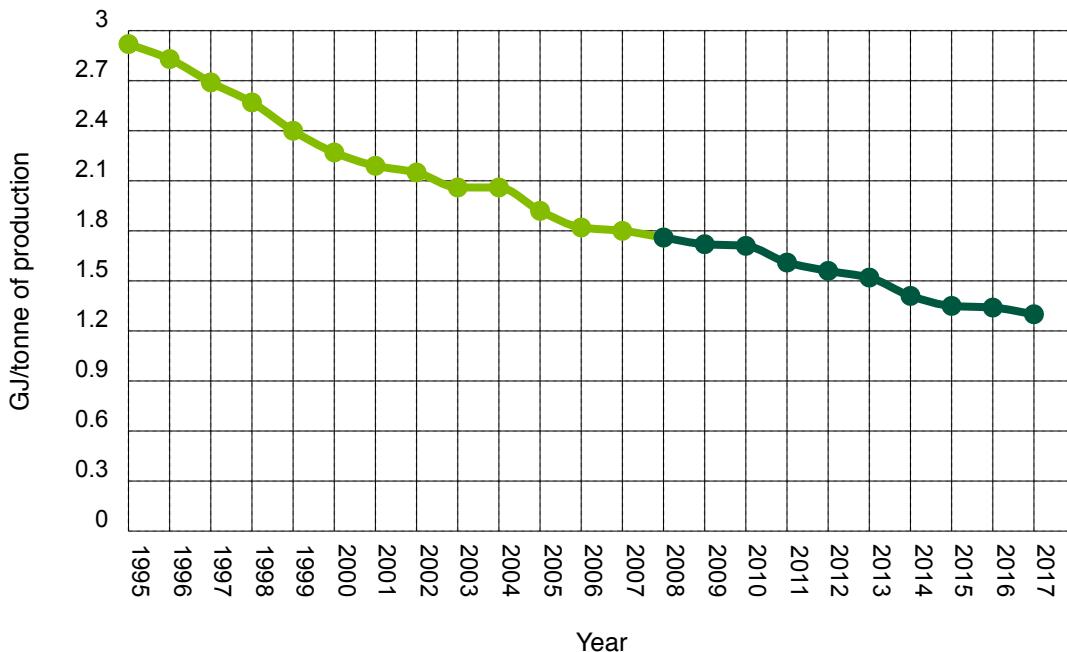
Small action ideas to big difference reality

Our Small Actions Big Difference (SABD) fund helps turn the sustainable business ideas of our employees and factory teams into reality. Ideas are evaluated according to environmental benefit and financial return and we expand the best ideas to our factories around the world.

In 2017, we invested €43 million in energy, CO₂ and water saving projects through our SABD fund. Together the projects will reduce our global CO₂ emissions by 4.4%, global energy use by 3.8% and water use by 3.4%. The projects will achieve an average payback period of less than two years.

Our successful eco-efficiency projects are known as Proud Practices. We've found that a practice from one factory can often be easily replicated elsewhere. This helps speed up the delivery of environmental benefits and inspire new

Energy - Load per tonne of production (1995-2017)



Key

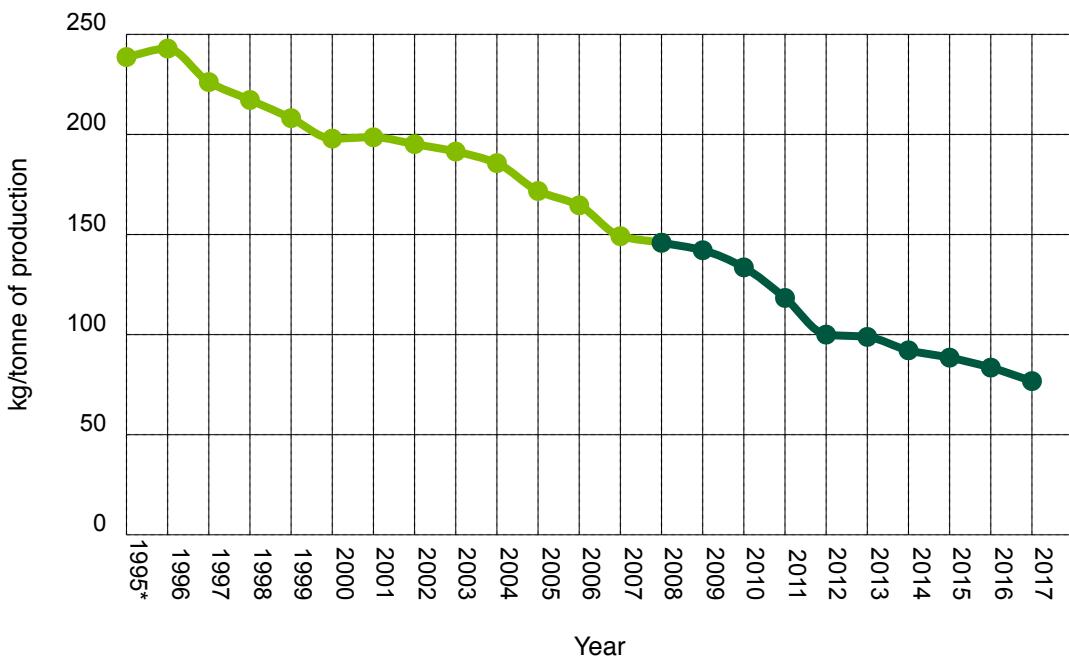
- Load per tonne of production (Pre-2008 USLP baseline)
- Load per tonne of production (Post-2008 USLP baseline)

Notes

In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September.

PricewaterhouseCoopers (PwC) assured in 2016 <https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/> (<https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/>)

CO₂ from energy - Load per tonne of production (1995-2017)



Key

- Load per tonne of production (Pre-2008 USLP baseline)
- Load per tonne of production (Post-2008 USLP baseline)

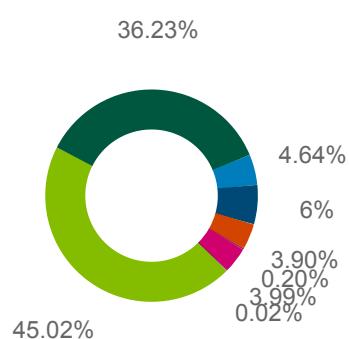
Notes

Our CO₂ from Energy Load has been calculated from source energy data using internationally accepted conversion factors derived from the Greenhouse Gas Protocol.

PricewaterhouseCoopers (PwC) assured from 2012 onwards. <https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/> (<https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/>)

* 1995 baseline for CO₂ from Energy Value revised using current GHG reporting methodology.

Sources of GHG emissions by type (2017)



Key

- Electricity
- Natural gas
- Heavy fuel oil
- Others (steam, LPG)
- Coal
- Refrigerants

Light fuel oil

Waste to landfill

Our manufacturing sites use different sources of energy depending on their production processes and geographical location. The chart below shows our latest GHG emissions from energy sources used by our manufacturing sites, together with other site GHG emissions (refrigerant losses, effluent treatment and waste to landfill).

Note: The chart does not include GHG emissions from biogenic materials which are reported separately, in line with the internationally recognised Greenhouse Gas Protocol.

We did not measure the levels of three other major GHGs because Unilever's emissions of these are negligible. These include: nitrous oxide, perfluorocarbons and sulphur hexafluoride.

External recognition

The external recognition we received in 2017 shows that we are moving in the right direction, and this helps us identify further areas for improvement:

- We achieved leadership of the Personal Products Sector in the Dow Jones Sustainability Index (DJSI), with a score of 89.
- For the fourteenth consecutive year, CDP (formerly the Carbon Disclosure Project) recognised our climate change performance. For the seventh consecutive year, we achieved a Band A performance rating and were listed in the 2017 Climate A List.

[†]Independently assured by PwC (</sustainable-living/our-approach-to-reporting/independent-assurance/>)

Related links

➤ Targets & performance (</sustainable-living/reducing-environmental-impact/greenhouse-gases/>)

➤ Eco-efficiency in manufacturing (</sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/>)

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Global climate action

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Greenhouse gases

Reducing office impacts

We're rethinking the design and management of our offices around the world to save energy and cut carbon.



Our four steps for cutting office energy

We have offices in 99 countries around the world. We use energy for heating, cooling, lighting, running our IT infrastructure. Globally, we have around 85,000 workstations and 5,500 servers. Energy consumption in our offices makes up less than 1% of our total greenhouse gas (GHG) footprint ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/Our-greenhouse-gas-footprint/](#)) but there are still opportunities for us to reduce our impact, and we are working to reduce the GHG impacts of our operations.

We're focusing on four areas:

- 1. Design and construction standards:** our office design standards ensure that new locations and fit-outs are both energy efficient and meet our sustainability requirements. All of our new offices must be certified to the Leadership in Energy and Environmental Design (LEED) – the most widely used green building rating system in the world – and reach Silver level or higher.
- 2. Local improvements:** by optimising our heating, ventilation and air conditioning systems, retrofitting our offices with low energy LED lighting and introducing automated lighting controls, we can make significant savings at the local level. We've created a global portfolio of energy saving and sustainability initiatives that

can be implemented across our sites. We encourage employees to take actions like turning off equipment when not in use rather than leaving laptops in sleep mode.

3. **Collaboration:** we work closely with our landlords, other businesses and non-profit organisations to share ideas and solutions for reducing office energy use and carbon emissions.
4. **Energy efficient equipment:** we're designing our data centres to use less energy, selecting more efficient devices and helping employees avoid unnecessary printing.

These improvements can help to make our offices better places to work too. For example, if we design our offices to maximise the use of natural light, it creates a more pleasant environment for colleagues while cutting the energy needed for lighting.

From data centres to devices: energy efficiency for all

Data centres, where the servers used by our IT systems are stored, are big energy users. With thousands of processes being run simultaneously, they require a lot of power and generate a lot of heat – so significant energy is used for cooling too.

Our two major global data centres – which are in the UK – host approximately 5,500 servers. Both centres are powered by electricity purchased from 100% renewable sources and wherever possible, we use fresh air from outside to cool the equipment. The centres have been designed with energy efficiency in mind. The modular structure of the centres means we can control the cooling needed for each area individually, rather than cooling the whole facility. This makes it easier to upgrade our technology too. In 2017, we reduced the total energy consumption of both data centres by 7%.

We've also installed our PC power management tool on more than 98% of our laptops and desktops, approximately 85,000 devices. This tool automatically shuts down inactive computers.

**6,000,000
kWh**



saved in
2017 –
equivalent
to the
energy
use of
1,800
average-
sized UK
homes –
through
shutting
down
inactive
computers

Managing extreme heat impacts in China

When the temperature outside goes up, our energy use can rise too, as we crank up the air conditioning. 2017 was the hottest year on record for our Shanghai campus in China, but our site team took action to cut energy use and save money, achieving more than 20% year-on-year energy savings - despite the higher temperatures!

The first step was improving the building management systems – automated lighting, heating and air conditioning only came on when needed. The office cleaning system was also reorganised. Now whole floors are cleaned at the same time and shut down when the cleaners finish their work. The team also introduced a designated area on campus for employees working outside normal business hours. This means the rest of the building can be closed, saving yet more energy.

Creating agile working environments

Technology has transformed workplaces and practices – enabling many of us to enjoy more flexibility in how and where we work. We call this agile working and it has many benefits for our colleagues and our business.

Our design and construction standards help us create agile workplaces that meet our changing business needs while integrating sustainability and well-being criteria. Agile working can be good for employee well-being. Our research shows that it helps attract and retain talented people, and can improve productivity and collaboration.

Workplaces are designed with a range of non-assigned workstations and work settings to support different activities and encourage collaboration and productivity. As spaces are designed around activities, rather than individuals with fixed desks, it means we don't need as much office space overall – cutting both our energy use and our costs.

Related links

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- > Targets & performance (</sustainable-living/reducing-environmental-impact/greenhouse-gases/>)
 - > Investing for a sustainable future (</sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/investing-for-a-sustainable-future/>)
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Greenhouse
gases

Global climate action

Climate change is one of the greatest challenges we face, as a society and as a business.



To tackle climate change we need transformational change

Tackling climate change requires transformational changes to the broader systems in which we operate. For this we need strong government policy that creates the right context for change and business action. It's critical that organisations from all sectors work in collaboration, partnering on projects and initiatives to take action.

We're advocating for policies that advance the goal of the Paris Agreement. That is, limiting global temperature rises to no more than 2 degrees, and ideally 1.5 degrees, by the end of the century. We're doing this through ambitious targets within our own operations and working in partnership with others to scale up action around the world through multiple private sector groups and coalitions.

Nothing is more powerful than demonstrating to governments that accelerated progress in decarbonising the economy is actually possible. That is why in the run up to COP21, we announced that we will become carbon positive in our operations by 2030 ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/](#)).

We take part in events such as the United Nations intergovernmental climate summits and when possible, advocate directly to heads of state, ministers and government organisations on the importance of climate action. We support policies that accelerate change towards a low carbon economy, drive growth and reduce risk.

We work with many other businesses, international institutions and partners. In 2017 our principle partners included:

We Mean Business

We support the advocacy work of the [We Mean Business](#) (<https://www.wemeanbusinesscoalition.org/>), a coalition of business groups including the [World Business Council for Sustainable Development](#) (<https://www.wbcsd.org/>) (WBCSD), [BSR](#) (<https://www.bsr.org/en/>), [Ceres](#) (<https://www.ceres.org/>), [B-Team](#) (<http://www.bteam.org/>), [HRH The Prince of Wales's Corporate Leaders Group](#) (<https://www.corporateleadersgroup.com/>), [CDP](#) (<https://www.cdp.net/en/>), [The Climate Group](#) (<https://www.theclimategroup.org/>) and supported by other networks. As a [Corporate Advisory Group](#) (<https://www.wemeanbusinesscoalition.org/about/team/>) member of We Mean Business, we are helping to engage a record number of businesses around the world in committing to take action on climate change.

World Business Council for Sustainable Development (WBCSD)

The WBCSD, a CEO-led organisation of nearly 200 companies committed to sustainable business. We're taking part in the WBCSD's [Low Carbon Technology Partnership Initiatives](#) (<http://lctpi.wbcsdservers.org/>) (LCTPi) to find business solutions to climate change. If implemented, the LCTPi could contribute 65% of the emissions reductions needed by 2030.

One such project is LCTPi REScale group looking at how to scale the use of renewable energy. In 2016 we supported the development of a WBCSD guide to help businesses achieve 100% renewable energy sourcing through Purchase Power Agreements. In 2017, we participated in the annual LCTPi meeting hosted by the European Economic and Social Committee (EESC) to build shared understanding of how different energy market structures can support accelerated roll out of renewable energy technologies.

United Nations Global Compact (UNGC)

We are a member of the UNGC's Caring for Climate Campaign and we have implemented the UNGC's Business Leadership Criteria on Carbon Pricing. We believe that carbon pricing is a fundamental part of the global response to climate change, and without it, the world is unlikely to meet its GHG reduction targets. We also support the UNGC's Guide to Responsible Engagement in Climate Policy, which calls for companies and trade associations to ensure their lobbying aligns with their public position on climate change.

Carbon Pricing Leadership Coalition (CPLC)

We are a member of [The Carbon Pricing Leadership Coalition](https://www.carbonpricingleadership.org/) (<https://www.carbonpricingleadership.org/>), which is hosted by the World Bank. The CPLC brings together leaders from government, the private sector and civil society to share experience with implementing carbon pricing and promote effective carbon pricing systems and policies. In early 2018 we hosted a [CPLC webinar](https://cbey.yale.edu/node/1975) (<https://cbey.yale.edu/node/1975>) in which we shared our own approach to internal carbon pricing.

Spotlight



Our view on carbon pricing

A low carbon economy will be better for consumers, businesses, supply chains and society – but getting there is challenging. Strong policy measures and carbon pricing – applying a cost to each tonne of carbon emitted, one of the most effective ways to encourage investment in low carbon solutions - are needed to accelerate the transition. The removal of fossil fuel subsidies is also essential, as subsidies act as negative carbon prices.

Since July 2016, we've set our own internal price on carbon: €30 per tonne emitted, increasing to €40 per tonne in 2018. In 2017, we piloted reducing capital expenditure budgets of each of our global business unit's CO₂ emissions in the previous year. The money saved has created an internal clean technology fund to finance carbon-reducing capital expenditure proposals at our sites. This approach supports our business strategy to become carbon positive in our operations by 2030 ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/](#)).

Externally, we have consistently advocated in favour of carbon pricing policies. We worked with the World Bank Group to launch the [Carbon Pricing Leadership Coalition](https://www.carbonpricingleadership.org/) (<https://www.carbonpricingleadership.org/>) in 2016, to advance carbon pricing and the removal of fossil fuel subsidies, and support the research and advocacy agenda of the Global Commission on the Economy and Climate, which is co-Chaired by Unilever's CEO Paul Polman.

The pricing of carbon, as well as the disclosure by companies of climate related risks, is necessary to ensure the efficient functioning of markets. Internal carbon pricing can help businesses future proof themselves in a rapidly changing external context.

World Economic Forum (WEF)

The [WEF](https://www.weforum.org/) (<https://www.weforum.org/>) is an international institution committed to improving the state of the world through public-private cooperation. Our CEO, Paul Polman, is a member of WEF's Alliance of CEO Climate Leaders, which advocates ambitious action on climate change. The group meets annually in Davos to collaborate to drive action on climate change in their own businesses and networks. In 2017 the group developed a report highlighting collaborative action being taken on climate change, which was launched at the World Economic Forum in Davos in January 2018.

The Global Commission on the Economy and Climate

In 2017 Our CEO Paul Polman took over as a co-chair of ↗ The Global Commission on the Economy and Climate (<http://www.newclimateeconomy.net/>), after serving as a member since its inception in 2014. The Global Commission aims to analyse and communicate the economic benefits and costs of climate action and inaction. It has published extensive research showing that an accelerated transition to a low carbon world can improve the quality of economic growth, diffusing some of the surrounding myths.

RE100

We're a member of ↗ RE100 (<http://there100.org/>), a campaign to encourage organisations to set goals to be powered by 100% renewable energy. We have engaged by supporting the organisation's campaigns and participating in policy focused events in the UK and Brussels.

Powering Past Coal Alliance

Led by the governments of Canada and the UK, the Powering Past Coal Alliance brings together countries and companies committed to an accelerated phase out of coal as a fuel source in the energy mix. Unilever was the first company to join the coalition, formally launched at COP23 in Bonn and subsequently relaunched at the One Planet Summit in Paris on 12 December 2017.

The B-Team

The ↗ B Team (<http://bteam.org/>), founded and led by global business and civil society leaders, aims to catalyse a better way of doing business for the well-being of people and the planet by adopting a Plan B for business. In November 2015, we were one of 22 signatories of the ↗ B-Team letter (<http://bteam.org/original-content/net-zero-goal-is-needed-for-the-world-and-is-good-for-business/>) sent to global Heads of State, urging world leaders to set a long-term goal for net zero emissions by 2050. This goal is broadly aligned with the ambition to limit global temperatures to 1.5 degrees above pre-industrial levels, cited in the Paris Agreement.

In 2016, the B-Team advocated for corporate boards to play a bigger role in understanding the risks of climate change and developed a guide to support '↗ Climate Competent Boards (<http://bteam.org/announcements/playing-offence-corporate-boards-as-catalysts-for-climate-action/>)'. And in January 2018, the B Team issued a ↗ progress report for the Net Zero by 2050 Campaign ([http://www.bteam.org/announcements/report-launch-progress-towards-netzero-by-2050-challenges-trends-teamwork-2/](http://www.bteam.org/announcements/report-launch-progress-towards-net-zero-by-2050-challenges-trends-teamwork-2/)) which contains more information.

HRH The Prince of Wales' Corporate Leaders Group

We are members of the ↗ HRH The Prince of Wales' Corporate Leaders Group (<http://www.corporateleadersgroup.com/>) that advocates climate change solutions with policymakers and businesses at the EU level and within EU member states.

Spotlight



Climate action in the US

In late 2016, the US Administration announced the intention of the US to withdraw from the Paris Climate Agreement. Despite this change in position, we remain committed to advocating for legislation to address the need to reduce greenhouse gas emissions in the US and elsewhere.

We engage directly with the ↗ Business for Innovative Climate & Energy Policy (<https://www.ceres.org/networks/ceres-policy-network>) (BICEP), a project led by the US NGO Ceres. BICEP advocates for meaningful energy and climate legislation that will enable a rapid transition to a low carbon economy. Through lobby days and media engagement, we are proud to continue our support for policies necessary to limit the effects of climate change.

As a proud supporter of the 2015 Paris Climate Agreement, we were one of the first companies to sign the ↗ We Are Still In (<https://www.wearestillin.com/us-action-climate-change-irreversible>) pledge - a public proclamation in coordination with other businesses, NGOs and state and local leaders in the US, showing we are committed to doing our part to meet the goals of the Paris Agreement.

We are also a founding member of the [Climate Leadership Council](#) (<https://www.clcouncil.org/>), The Climate Leadership Council is an international policy institute founded in collaboration with a broad cross section of business, opinion and environmental leaders to promote a carbon dividends framework as a cost-effective, equitable and politically-viable climate solution in the US. At the state and local level, in partnership with other forward-thinking companies like Google, Facebook, Mars and Nestle, we [regularly advocate](#) (PDF | 700KB) (<https://www.ceres.org/sites/default/files/Fact%20Sheets%20or%20misc%20files/Policy%20Letter/NV%20RPS%20biz%20sign.pdf>) for renewable portfolio standards (RPS) and other policies that “green the grid” in support of our carbon positive by 2030 ambition.

We will also play prominent a role in the [2018 Global Climate Action Summit](#) (<https://globalclimateactionsummit.org/>) chaired by California Governor Jerry Brown and Michael Bloomberg. The Summit will bring together leaders from state and local governments, business, and citizens from around the world, to demonstrate how the tide has turned in the race against climate change, showcase climate action taking place around the world, and inspire deeper commitments from each other and from national governments — in support of the Paris Agreement.

Main photo by Mauricio Jimenez, North America.

Related links

- > Targets & performance (</sustainable-living/reducing-environmental-impact/greenhouse-gases/>)
- > How we're becoming carbon positive in our own operations (</sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/>)

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Investing for a sustainable future

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Gas Greenhouse gases

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Reducing transport emissions

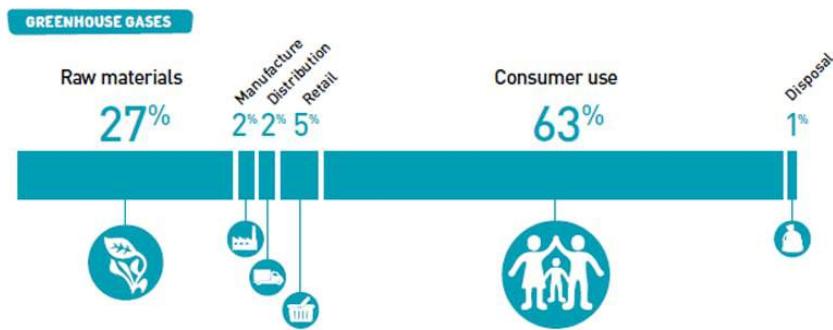
Better routes, more efficient vehicles, alternative fuels. We're looking at all the options so we can continue reducing our emissions from transport.



To the moon & back again twice every day

Our logistics network transports our finished goods over 1.5 billion kilometres each year from our factories to where they're sold – that's the equivalent of travelling to the moon and back twice every day.

Our transport CO₂ emissions are equal to our emissions from manufacturing. Our transport management team focus on continually increasing the efficiency in the distribution of our finished products. They explore a range of sustainable transport options to reduce CO₂ emissions, cut costs, and get our products to customers on time.



Measured 1 July 2016 - 30 June 2017

The transport sector is still heavily reliant on fossil fuels which means that as our business grows, our CO₂ emissions from transport are also at risk of increasing. We've been working to break this correlation and we're seeing results. Since 2010, we've achieved a 31% reduction improvement in our CO₂ efficiency through reducing the overall number of kilometres travelled, avoiding wasted journeys and switching to greener transport options.

We usually don't own the vehicles, trains and boats used to transport our raw materials and finished goods, so we work closely with our suppliers and operators to integrate sustainability initiatives. We're also involved in several cross-sector sustainable transport initiatives aimed at creating change at regional and national levels.

Percentage improvement in CO₂ efficiency in our global logistics network since 2010

2010	2011	2012	2013	2014	2015	2016	2017
1%	7%	11%	18%	23%	23%	28%	31%

How do you design an efficient logistics network?

This starts with selecting the right locations for our distribution centres, to allow efficient transportation from our factories and to our customers. When using road transport, we plan each journey to establish the most efficient route, so we can reduce the number of kilometres travelled and avoid empty trucks on the road.

We pay close attention to how we load each lorry, making sure we use the maximum space available and/or weight allowed (known as optimising fill rates). To help with this, we are standardising our pallet sizes and introduced double-decker trailers in some markets, which can hold more products. Our ‘Big Bang’ project in Europe, for example, includes a focus on using trucks and pallets efficiently. In 2017, the project increased truck load fill rates by 2%, meaning more products transported on each journey and fewer truck journeys overall.

In China, we reviewed the transportation of one of our ice-cream brands. Through making changes to the pallet size – adding one extra layer – we increased our load fill by 11%, creating savings of €500,000 as well as reducing our CO₂ emissions.

Technical innovation also has a role in creating a logistics network that’s as efficient as possible. In the US for example, we use thermal insulated blankets that enable some temperature sensitive shipments to be transported in normal trailers. The blankets reduce our energy use by keeping products at the right temperature without refrigeration, saving a significant amount of CO₂ compared with traditional temperature-controlled trailers.

Driver behaviour can make a big difference to fuel use on road journeys, so we’re also piloting an education programme in our LATAM business, focusing on eco-efficient driving techniques.

Making the switch to rail and sea

We can make big reductions in CO₂ emissions by switching from road journeys to rail and sea freight, known as intermodal transport. This can often cut costs too.

In 2017, for example, we switched to sea and rail freight for 60% of journeys between the UK and our Fauverney distribution centre in France, and our Bydgoszcz centre in Poland. This is reducing CO₂ emissions by 45% per journey between France and the UK, and 29% between Poland and the UK. In total, this has saved over €200,000. And in China, transportation by rail increased to 55% in 2017, and several road routes have been replaced by sea routes.

Where rail or sea routes are not feasible, we’re continuing to optimise how we transport goods by road. In 2017, for example, we implemented double decking in the Philippines for both primary and secondary transport, which allowed us to halve the loading and unloading time and resulted in a 16% load fill improvement, consequently helping us to reduce our CO₂ emissions.

Spotlight



New technology is cutting carbon - & costs

Every year, US lorries drive 50 billion miles with no cargo, which amounts to 28% of the total distance they travel.¹ This inefficiency adds to CO₂ emissions and also means loss of potential revenue for drivers.

We've been involved in developing a technological solution to this challenge which is creating positive results for our business and lorry drivers. New Digital Freight Matching (DFM) technology uses smartphone apps to connect companies who need to transport goods, with small trucking providers who have spare capacity. It then automatically arranges, tracks and reports on the shipment.

By matching goods ready for shipment with available space, DFM can reduce the number of empty trucks travelling, cutting traffic and ultimately CO₂ emissions. Studies show that this software could reduce 'empty miles' travelled by 10%. In 2017, we extended our pilot from three to 15 countries, and aim to introduce DFM across all our markets. DFM adds flexibility to our supply chain, making it easier and quicker to find drivers. It also reduces our costs because the fees are less than traditional brokerage fees.

Our partnership with DFM providers allows us to jointly shape the future of on-demand road transport while adding flexibility into our supply chain. It  benefits lorry drivers (<https://www.youtube.com/watch?v=Sy24GGsQTEY&feature=youtu.be>) too, many of whom are small business owners. It is easier for drivers to find jobs and they get paid more quickly, with fewer empty loads – improving their livelihoods.

Using alternative fuels to cut CO₂ emissions

There is great potential for alternative fuels to help us cut CO₂ emissions from our trucks and reduce our costs. We're conducting alternative fuel trials around the world, including in the US, Europe, India, Indonesia, Turkey, Argentina, China and Russia.

Liquefied natural gas (LNG) has many advantages compared with diesel: it produces 11% less CO₂, 95% less particulate matter and often it's cheaper. Trucks that run on LNG are also quieter – producing 50% less noise pollution. LNG has the potential to be used as a fuel for long-haul transportation in Europe, however a lack of fuelling stations is a major obstacle. There is an ongoing collaboration with the EU Commission to address the environmentally friendly transport solutions on a larger scale.

In the US, we are using compressed natural gas (CNG) as an alternative to diesel. We are now running over 50 trucks in this way. Along with CNG, we are also looking at adopting the electric vehicles for our transportation needs.

Although CNG and LNG have many benefits compared to diesel, they are a good first step in our goal towards developing a low-carbon road transport network rather than the long-term solution. We need fuels that will enable us to achieve even bigger cuts in our CO₂ emissions. We see CNG and LNG as transition fuels while we explore and develop more sustainable fuel sources, such as hydrogen and biogas. We will continue to explore these alternatives, and address obstacles to their use such as gaps in worldwide infrastructure, technology, and the availability of sufficiently powerful engines.

¹ The Economist: ↗ <https://www.economist.com/news/business/21693946-digital-help-hand-fragmented-and-often-inefficient-industry-appy-trucker> (<https://www.economist.com/news/business/21693946-digital-help-hand-fragmented-and-often-inefficient-industry-appy-trucker>)

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Climate-friendly freezers

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Gas Greenhouse gases

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Climate-friendly freezers

We make more ice creams than any other business. We're leading the way in deploying natural refrigerant and low-energy freezers to reduce the greenhouse gas impact of our freezers – and working with others to create an industry shift.



Why do we need climate-friendly freezers?

Freezers come with a significant climate footprint. Not only do they use energy to run, many also contain hydrofluorocarbon (HFC) refrigerants – strong man-made greenhouse gases (GHG). Freezers are designed to keep these refrigerants sealed inside. But, if they do get released (for example during maintenance or at end of life), they have a global warming impact thousands of times greater than the equivalent amount of carbon dioxide.

We've been taking action on this issue since 2004, working with our customers, suppliers, NGOs, governments and other manufacturers. To reduce our GHG impact, we focus on two areas: cutting the direct emissions from HFCs and reducing indirect emissions from energy consumption. We purchase freezers that use natural hydrocarbon refrigerants (HCs) instead of freezers using HFC refrigerants.

2004	2010	2012	2015	2017
First HC freezers purchased	Over 450,000 HC freezers purchased	Over 1.25 million HC freezers purchased	Over 2.1 million HC freezers purchased	Around 2.6 million HC freezers purchased

2.6 million natural refrigerant freezers and counting

We pioneered the use of HCs for our freezers in 2004. By the end of 2017, we had purchased around 2.6 million freezers containing natural refrigerants. Our ice cream brands, including Wall's, Algida, Ben & Jerry's and Kibon, are sold from three million freezer cabinets in over 45 countries. Through using HCs in our freezers, we're contributing to the global shift in the freezer industry towards natural refrigerants.

We're members of the Consumer Goods Forum (CGF), which uses its influence to encourage suppliers to develop natural refrigerant technologies. The combined influence and reach of the member organisations involved mean that there is huge potential to change behaviour across industries and governments towards reducing the GHG impact of freezers. This is essential as the demand for refrigeration is growing rapidly worldwide.

Energy reductions for our customers

Our freezers use energy to keep our ice cream at the right temperature and in perfect condition. As well as using freezers with natural refrigerants, we've been working for many years to reduce the energy consumption of our freezers, so they use less electricity and generate fewer indirect carbon emissions. We partner with freezers manufacturers to develop and deploy low energy freezers. In 2017, the freezers we purchased consumed on average 50% less energy per freezer than those purchased in 2008.

And we're not stopping there. We're continuing to work on new technical solutions in design, insulation and refrigeration systems so we can take our energy reductions even further. We work closely with our strategic suppliers on developing new solutions and sustainable practices, and providing them to our customers (retailers). Our freezers are generally owned and operated by us, but our retail customers pay the electricity bill. As we improve our freezer energy efficiency, this also reduces running costs, benefiting our customers.

Freezers on the frontline



Stephen Breen, Research & Development Manager

It's easy to get motivated about energy reduction and natural refrigerants. I'm an engineer by training and an environmentalist at heart. Environmental challenges like climate change cannot be solved by doing things on a small scale. A quantum shift is needed, and industry has a huge part to play. You can do a lot more through the power of industry. There are limits to what I can do as an individual, so I'm lucky that I can make an impact through my job within Unilever.

When I joined Unilever two and a half years ago, a huge amount had already been achieved – our freezers purchased today use half the energy they did ten years ago. In some respects that means the job of energy reduction for us in Research & Development is getting harder and harder – we have to be even more innovative. The key focus is on ensuring energy efficient freezers are as cost effective for the business as possible. Renewable energy is also a focus and it's been fantastic to see our first solar powered ice cream cabinets being trialled.

A big part of our job is working with suppliers and communicating our requirements – most innovation comes from collaborating through the supply chain. By showing suppliers the demand is there, we can help bring these innovations to the commercial market more quickly. Everything we do is a team effort, both within Unilever and with suppliers. We couldn't have achieved the progress we've made without everyone working together.

Innovation and the future

We're continually innovating and collaborating with freezer manufacturers to further reduce the energy consumption of the freezers we buy. We're also exploring the use of renewable energy to power our freezers and further reduce carbon emissions.

In 2017, we developed and trialled 50 mobile ice cream cabinets fitted with solar panels in the US and India. These cabinets use just 10% of the electricity of a standard cabinet. They can work for up to 10 hours using solar power alone and recharge overnight from the electricity grid. We plan to further trial and develop solar power freezers in 2018, including for static freezer cabinets.

Related links

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- > Targets & performance (</sustainable-living/reducing-environmental-impact/greenhouse-gases/>)
 - > Innovating to reduce greenhouse gases (</sustainable-living/reducing-environmental-impact/greenhouse-gases/innovating-to-reduce-greenhouse-gases/>)
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Innovating to reduce greenhouse gases

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Gas Greenhouse gases

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Innovating to reduce greenhouse gases

We are redesigning and innovating products to bring more benefits to people while cutting greenhouse gas (GHG) emissions.



We're developing lower carbon designs and innovations

Technology and innovation are playing a critical part in addressing climate change – and in opening up the opportunities for business that a low carbon economy will bring.

We want to use our expertise in innovation and R&D to bring people products they enjoy but which come with lower GHG impacts, both in our factories and when they're being used. We apply a lifecycle based approach, encompassing the sourcing of raw materials through to product manufacture, distribution and how consumers use and dispose of our products.

We annually calculate our GHG footprint (/sustainable-living/reducing-environmental-impact/greenhouse-gases/Our-greenhouse-gas-footprint/) on around 3000 products and across 14 countries that are representative of our global product portfolio. The footprint results, which are available to all our employees, are used as the basis for assessing projects in our innovation process through our in-house EcoDesign tool. All our innovation projects are assessed across a number of sustainability areas – including their GHG impacts and contribution towards our GHG targets within our Unilever Sustainable Living Plan. Project scores are tracked and reviewed by senior management.

Sustainable innovation and design are also vital to our growth. In January 2017, an international study by Unilever (/news/press-releases/2017/report-shows-a-third-of-consumers-prefer-sustainable-brands.html) revealed that a third of consumers (33% of the 20,000 participants across five countries) are now choosing to buy from brands they believe are doing social or environmental good. These findings are further supported by the performance of our Sustainable Living brands – including Dove, Hellmann's and Ben & Jerry's – which have integrated sustainability into their brand purpose and products.

Spotlight



Permanent innovation – how good ideas can be improved

Innovation should never stop – and when an idea works, we aim to share it across our business. That's why our Customer Development team in Argentina have taken their idea for reducing both GHG emissions and costs and made it better, and why we're helping other teams around the world share its benefits.

The team's insight came in 2015 when they looked at the cost and environmental impact of what we call POP – that is, the point-of-purchase materials used for standing displays and shelves in stores selling our products. By replacing high-impact polystyrene with recyclable corrugated plastic or cardboard, the team found they could reduce both our GHG footprint and our costs.

By the end of 2016, the project had been rolled out to 100% of our customers in Argentina – a total of 4,000 stores – and had saved nearly 50 tonnes of CO₂, as well as nearly €1 million in costs. We've called the project Sustainable Visibility, and so far we've expanded its principles to Bangladesh, Sri Lanka, Pakistan, Portugal, Denmark, Saudi Arabia and Chile.

But our team in Argentina didn't stop there. In 2017, they worked with a local supplier to develop an innovative new material made from eucalyptus wood: Euca Plack, which is 100% renewable, recyclable and biodegradable. No logging is involved; Euca Plack is made from branches that are pruned or fall naturally from the trees. In September 2017, the team began using Euca Plack to replace the MDF previously used in our POP materials in Argentina. The team aims to reduce the associated GHG emissions by around 90% while reducing costs by around 50% once the replacement process is complete.

Seventh Generation

We're also widening our portfolio as another way of investing in innovations to reduce GHG impact, including saving energy and water.

For more than 25 years, Seventh Generation has been formulating products that make a difference for consumers, which are also designed with environmental and human health in mind, demonstrating that business can serve society and the planet, as well as make a profit.

Realising that consumers were concerned about the flammability of aerosols, the Seventh Generation team developed a new line of disinfectant sprays which are propelled by compressed air and are non-flammable. The sprays contain a botanical disinfectant made from essential oils. After using the sprays, which kills 99.99% of household germs, consumers don't need to rinse surfaces. This innovation has achieved over 10% market share since being launched.

Innovations in laundry through Persil Powergems

In 2017, we launched our latest laundry innovation – Powergems. A brand new kind of premium detergent that's neither a liquid nor a powder. Twice as concentrated as laundry powder and using 100% active ingredients, Powergems offer a new format with the triple power to clean, freshen and care for clothes with one product.

The innovation has the potential for significant environmental benefits. The highly concentrated product formulation means that packaging is up to 30% lighter than traditionally used for laundry detergent plastic bottles or cartons, and the formula contains less chemicals. The unique bottle design – co-created with consumers – allows us to fit 40% more products on a pallet, which means we can reduce the number of trucks on the road by up to 800 per year, in turn cutting GHG emissions by 75 tonnes.

Cleaner clothes, smaller footprint

Compacted powders, liquid detergents, better concentrated liquids, refill containers that reduce plastic waste – our laundry brands have produced a strong track record of innovation to reduce GHG emissions while maintaining performance.

Our concentrated liquid laundry detergents, such as Persil, Omo and Surf Small & Mighty, enable consumers to wash clothes at lower temperatures, reducing GHG by up to 50% per load. Concentrated detergents mean that we can fit doses for more washes in smaller bottles, and so fewer raw materials are needed and more products can fit onto pallets, reducing transport costs. Innovations such as semi-concentrated liquid products help consumers who find it hard to change their dosage behaviour.

Alongside our work on liquid detergents, we continue to lead the industry in developing lower-impact powders by removing or reducing phosphate and zeolite – key components with high GHG impact. By the end of 2017, we had reached a 95% reduction in the global use of phosphates across our laundry powders. And we eliminated phosphates in 100% of our machine dishwash products. Our phosphate reduction has resulted in lower CO₂ emissions by up to 50% per single consumer use. We're continuing to investigate technologies that could lead to zero-phosphate products in the future.

Reducing emissions alongside costs through concentrates

Fabric conditioners are also a large part of our laundry business, and over 51% of our fabric conditioners are now in concentrate form. In 2015, we launched our ultra-concentrated Comfort Intense fabric conditioner range in the UK, Ireland, the Netherlands and France. This requires less than half a regular dose of other products, meaning we can fit more washes into smaller bottles, further reducing GHG emissions, as less raw materials are needed, and reducing packaging and transport costs.

Related links

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- > Targets & performance (</sustainable-living/reducing-environmental-impact/greenhouse-gases/>)
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Our greenhouse gas footprint

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Greenhouse gases

Helping people to reduce emissions

Consumer behaviour is a vital part of addressing climate change – so we're creating opportunities for people to reduce their emissions by providing innovative products.



Creating opportunities to cut emissions

If we can offer people products they want to buy while also helping them to cut their emissions, we have a 'win–win' situation: growing our market share while reducing our overall GHG footprint. And the potential is huge: two thirds of our total GHG footprint (/sustainable-living/reducing-environmental-impact/greenhouse-gases/Our-greenhouse-gas-footprint/) is caused by consumers heating water to wash or clean clothes using our products.

Encouraging people to change their habits is challenging, but it's an important opportunity to reduce GHG emissions, especially when supported by innovation and better product design.

We're reaching people in three main ways:

- Developing new products, such as dry shampoos or 'quick wash' laundry detergents, which change how people use products
- Communicating better habits to consumers on product packs, in stores and online; and

- Working with retailers, industry bodies and other partners to inspire people to take small actions that make a big difference.

WaterSavers: children leading the way on energy use

If we don't take action against climate change, the impacts will be felt by future generations as well as our own. So who better to lead the way on changing behaviour than children?

Our WaterSavers initiative works with schools and football/soccer clubs, partnering with businesses and NGOs in the Netherlands to build awareness among young people of how changing behaviour – in particular, taking shorter showers – can make a real difference to GHG emissions.

WaterSavers has reached over 83,000 children in over 1,100 schools since it began in 2013. The initiative provides students with the information they need to encourage those around them to take five-minute showers, using our  Five Levers for Change (PDF | 4MB) (/Images/slp_5-levers-for-change_tcm244-414399_en.pdf) behaviour change methodology to tackle long-term habits. Following our partnership with Young Crowds, specialists in educational content, an additional 890 school classes signed up for the 2017–2018 WaterSavers school programme. In 2017, our WaterSavers programme won the European AIM Nudging for Good Excellence Award.

On National WaterSavers Day, 3 November 2017, we announced that we had reached over 430,000 people so far with our Deal of 5 Billion, which aims to get 600,000 people to pledge to take five minutes or less in the shower, a commitment which would translate into saving 5 billion litres of hot water. In 2017 we extended our target to saving 10 billion litres of hot water.

Nonetheless, we know measuring behaviour change can be difficult, particularly in the long term. To help us capture the true long-term impact of the programme, we're collaborating with university behaviour science departments to develop more robust methods of measuring behaviour change. And while we cannot link it directly to WaterSavers, we're encouraged that the most recent three year water usage study of the Dutch water sector organisation, Vewin, shows an 8% decrease in average shower times in the Netherlands, from 9.1 minutes to 8.4 minutes. Although there's still a long way to go, it's clear that progress can be made.

Breakthroughs that help people cut their GHG impacts

Our  compressed deodorants (<http://www.compresseddeodorants.com/>) for our Sure, Dove and Vaseline brands are a breakthrough innovation. Launched in 2013, they offer people the same deodorant protection but with 50% less gas and 25% less packaging, cutting the carbon footprint per can by approximately 25%. We have invited all manufacturers to use compressed technology in their own aerosols and have provided a detailed 'how to' guide to help them.

Our dry shampoos are another of our innovations that help people cut their GHG emissions. Compared to washing hair with shampoo in heated water, using dry shampoo reduces GHG emissions by approximately 85%. It allows women to refresh hair between washes, saving time and extending the period that their style lasts.

The market for dry shampoos is also growing. In 2017, we sold our dry shampoos in ten countries under nine brands, including Dove, TRESemmé, Suave, TiGi, Sunsilk and VO5.

Persil encourages consumers to use quicker wash

Helping people to adopt laundry habits that cut their GHG emissions, such as correct dosing, washing at 30 degrees, washing a full load and using shorter wash cycles, can make a big difference. In Europe alone, if all 26 billion washes made by people each year moved from a two-hour standard cycle to a 30 minute wash, it would save 40 billion hours of machine time, reducing energy use by around 30%.

Most washing machines in Europe and Turkey now offer a more energy efficient quick wash cycle, as well as a lower temperature option. In 2009, we launched Persil Small & Mighty, which guarantees faster stain removal and impeccable cleaning when using the quicker wash option.

The brand has been encouraging consumers to shorten their washing machine cycles and has found that the number of consumers using quick cycles has increased, along with an understanding of the environmental benefits. In 2014 in the UK, for example, one in four consumers claimed to use a quick wash, and six in ten claimed to apply energy saving economy or quick wash settings.

Working with retailers to encourage change

One of our best opportunities to encourage people to switch to products that have a lower environmental impact is when they are shopping. Providing people with information on the environmental impact of products helps them make more informed decisions about what they buy.

For example, in partnership with leading retailer Walmart, we have our ongoing initiative, ‘Sumate al EcoLavado’ (Join us at Ecowash), in Argentina. The partnership aims to educate consumers on the environmental benefits of products from our Skip and Omo brands, which clean well at lower temperatures and require shorter wash cycles to help people to cut their energy use.

A leading role in industry bodies

We take a leadership role in industry programmes to influence consumer behaviour. For example, we work with the International Association for Soaps, Detergents and Maintenance Products (AISE) – the detergents industry representative body. We support their Cleanright initiative (formerly Washright), which provides sustainability advice for household cleaning products. And in 2017, we signed up to PREP-L2

(Second AISE Product Resource Efficiency Project for Laundry Liquid Detergents), which aims both to reduce the environmental impact of laundry detergents and to encourage consumers to use them more sustainably.

We support AISE's Charter for Sustainable Cleaning, which requires annual reporting on key sustainability performance indicators. It also certifies products that meet specific sustainability criteria across the industry. Since 2013, we have also supported AISE's 'I prefer 30°' campaign in the UK, Denmark France, and Belgium.

Alongside this work, we are also contributing to the Product Environmental Footprint project of the EU Commission, which aims to provide consumers with relevant environmental information about products based on their full life-cycle.

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

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Unilever's work on water use supports
4 of the UN Sustainable Development Goals

Water use

Water scarcity is a huge problem for people, society and business.

Water is critical for the planet, its ecosystems and its inhabitants to survive and thrive. At a human level it is essential for life, and at an economic level, it is a central fuel for the global economy. Unilever is no different. Water is critical for the manufacture and use of our products. Constraints on the quality and quantity of the water available limits our ability to operate effectively and meet the needs of our consumers.

2.8 billion people around the world are experiencing poor access to water. And this number is estimated to increase significantly, with the Water Resources Group estimating that 25% of the total water demand in 2030 will not be met. Household water scarcity is becoming a major issue in fast-growing cities in developing countries where infrastructure has not kept pace with the growth in population and income. Climate change, urbanisation, population growth and a growing middle class have combined to create a global water crisis – characterised by droughts, floods and localised shortages such as recently experienced in Cape Town.

Tackling this challenge requires collective action from companies, governments, non-governmental organisations (NGOs) and consumers. Here, the United Nations' Sustainable Development Goal 6 (SDG 6) provides a common framework for achieving sustainable water access for all by 2030. We believe that a world with water for all is a critical platform for achieving the rest of the Sustainable Development Goals.

The water pillar of our Unilever Sustainable Living Plan (USLP) contributes to a number of the [UN Sustainable Development Goals \(SDGs\)](#), primarily: Clean water and sanitation (SDG 6); Decent work and economic growth (SDG 8); Industry, innovation and infrastructure (SDG 9); Responsible consumption and production (SDG 12); Climate action (SDG 13); and Partnerships for the goals (SDG 17).

On this page

> Our strategy

> Taking action

> Targets & performance

Our strategy

We're addressing the challenge of water scarcity holistically, so consumers can continue to enjoy our products and we can enable our business to thrive in a water-constrained world.

READ MORE ABOUT

[The business case](#) [Our approach](#) [Our focus](#) [Our commitment](#) [Progress to date](#) [Future challenges](#)

The business case

The Home Care and Beauty and Personal Care product categories in which we operate consume more than 90% of the water used at home, from washing dishes to washing hair, skin and clothes. As a result, people experiencing water scarcity are making trade-offs about how they will use their ration of water. In turn, this limits the growth of our products.

We also know that when droughts strike, agricultural prices often increase, and an energy crisis often follows as water is a critical ingredient in energy production. This drives up prices, creating a triple hit on our business.

Our approach

Water systems are hugely complex and interconnected. For example, what impacts suppliers can impact the availability of raw materials to our business and ultimately, impact our consumers. We have set out a global water strategy to both safeguard our ability to operate and help contribute to SDG 6.

Water is essential for people to enjoy our products. With limited water, we struggle to wash our hands, our clothes, our bathrooms or make a refreshing cup of tea. This is reflected in our water footprint; over 99% of our water use occurs when consumers use our products, particularly when doing laundry, washing hair, showering or bathing.

So our Research and Development teams are focusing on developing products that provide the same performance with less water, poor quality water or no water at all. We're also working with our suppliers to reduce the water used to grow our crops, and we're reducing water use in our own factories across the world.

The actions of one user in a watershed can determine the water supply for everyone else. If the water system in which we operate - whether we're growing tea, manufacturing our products or selling to consumers - depletes in quality or quantity, our business is at risk. Because of this, in areas where there are higher water risks, or we own agricultural sites, we're building our water efficiency efforts through engaging with local communities and taking collective action with others to contribute to better water security for all.

Our focus

We're accelerating our product innovation to meet the needs of people in water-scarce regions, while continuing to reduce water use in agriculture and our own manufacturing operations. Our efforts are focused on areas where we can have the biggest positive impact.

Our internal Water Board is responsible for our water strategy and our water targets. Its focus is on driving water-smart innovations to achieve business growth, and it's chaired by our Home Care Category President, Kees Kruythoff.

Brands & innovation

- Develop innovative products which help people adapt to a water-scarce world.
- Build our Pureit and Qinyuan drinking water purification business.

Supply chain

- Support agricultural suppliers on better irrigation techniques and equipment, to improve crop yields using less water.
- Proactively map and manage water and climate risk in the supply chain.

Factories

- Continue to drive sustainable water use in our manufacturing operations.

Advocacy

- Work in partnership with government, like-minded businesses and civil society to tackle wider systems challenges around access to water, sanitation and hygiene.

Our commitment

Halve the water associated with the consumer use of our products by 2020.*

In addition, in our own operations, the water abstraction by our global factory network will be at or below 2008 levels, despite significantly higher volumes, by 2020.

Progress to date

In 2017, our water impact per consumer use reduced by around 2%[†] compared to 2010.* We recognise that we are well behind the target. The main cause for the difference between our 2016 and 2017 result, is that our portfolio is now made up of more products that have a higher than average water footprint. Because of this, we have increased our focus on product innovations that use less water, whilst also encouraging consumer behaviour change.

We have made significant reductions in the water used in manufacturing, where our factories have abstracted 19.8 million[†] fewer cubic metres of water in 2017 than in 2008. This equates to a reduction of 39%[†] per tonne of production. We are also working with our agricultural suppliers; in 2018 we are launching our renewed Sustainable Agriculture Code, which as clear guidance on all aspects of Climate Smart Agriculture, including water management. By the end of 2017, we had jointly developed over 4,000 water management plans with our agricultural suppliers.

Future challenges

Investment in infrastructure (both natural and man-made), government regulations and action by the private sector are all essential to any lasting solutions. Through our advocacy work we will promote policies and market-based solutions that enable more people to have access to water, sanitation and hygiene.

Water pricing, water metering, efficient household appliances and water-saving products are all necessary levers to create the systemic change urgently needed for sustainable water use. However, in some countries it will take time for governments to improve the quality and quantity of water supply. There is an immediate need for new products that use water much more effectively in the home and which work well in low quality water. Our challenge is to accelerate our innovation pipeline to meet people's needs.

*Our environmental targets are expressed against a baseline of 2010 and on a 'per consumer use' basis. This means a single use, portion or serving of a product. We are reporting against our five water-using sub-categories (Laundry, Hair Care, Oral Care, Skin Cleansing and Household Care) in seven water-scarce countries: China, India, Indonesia, Mexico, South Africa, Turkey and the US.

[†]Independently assured by PwC

Taking action

We are taking action on water in our value chain.



Our water footprint



Working with suppliers & farmers to manage water use



Sustainable water use in our manufacturing operations



Water-smart products in water-stressed living

Targets & performance

We have an ambitious commitment to halve the water associated with the consumer use of our products in water-scarce countries.*

Water use

OUR COMMITMENT

Halve the water associated with the consumer use of our products by 2020.*

OUR PERFORMANCE

- In 2017, our water impact per consumer use decreased by around 2%† since 2010.*

OUR PERSPECTIVE

We have made significant reductions in the water used in manufacturing, reducing the water abstracted for manufacturing by 39%† per tonne of production compared to 2008. However, the biggest impact comes from water used by consumers when they shower, bathe and clean with our products.

In 2017, the water associated with the consumer use of our products reduced by around 2%† versus 2010. The main cause for the difference between our 2016 and 2017 result, is that our portfolio is now made up of more products that have a higher than average water footprint. Over the last seven years we have learned more about people's needs in water scarce situations – so we have sharpened our internal strategy to align with this, considering water quality and quantity issues.

We have continued to make progress in designing and rolling out products which require less water. Our patented SmartFoam technology in our Sunlight 2-in-1 Handwashing Laundry powder and our Rin detergent bar both use up to half the water needed for rinsing, making the washing process easier and quicker for consumers in water-scarce regions. This innovation has contributed to Sunlight, part of our global Surf brand, increasing its market share in South Africa.

In 2016 we opened our Suvidha Hygiene Centre in India. Located in one of Mumbai's largest slums, the Centre provides water, sanitation and hygiene pay per use services, including laundry and washing facilities, and safe drinking water, to over 1,500 people. The Centre uses circular economy principles to reduce water use. Fresh water is first used for bathing, handwashing and laundry. The waste water from these activities is then used for flushing toilets.

This business model is an opportunity to unlock new markets, investments and innovation, whilst meeting consumer needs and contributing to the delivery of the UN Sustainable Development Goals (SDGs) - particularly SDG 6 on clean water and sanitation provision.

We also continued to scale up our [Sunlight Water Centres in Nigeria](#), with 18 centres opened by the end of 2017.

*Our environmental targets are expressed against a baseline of 2010 and on a 'per consumer use' basis. This means a single use, portion or serving of a product. We are reporting against our five water-using sub-categories (Laundry, Hair Care, Oral Care, Skin Cleansing and Household Care) in seven water-scarce countries: China, India, Indonesia, Mexico, South Africa, Turkey and the US.

†Independently assured by PwC



Achieved 1



On-Plan 3



Off-Plan 1

% of target achieved 0

Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Reduce water abstracted by manufacturing sites

- By 2020, water abstraction by our global factory network will be at or below 2008 levels, despite significantly higher volumes.

This represents a reduction of around 40% per tonne of production.

Versus a 1995 baseline, this represents a 78% reduction per tonne of production and a 65% absolute reduction.

We will focus in particular on factories in water-scarce locations.

- All newly-built factories will aim to abstract less than half the water of those in our 2008 baseline.



19.8 million fewer cubic metres of water abstracted in 2017 than in 2008 (a reduction of 39%† per tonne of production).

Compared to 1995 this represents a 77.4% reduction in absolute terms.



New factories in Turkey, Vietnam, India and Iran started production in 2017. When fully operational each aims to abstract only half the water for factory operations than those factories in a representative 2008 baseline.

OUR PERSPECTIVE

We have reduced the total volume of water abstracted for use in manufacturing by more than three quarters since 1995.

In 2017, we achieved a reduction of 39%† per tonne of production compared to 2008, achieving this despite growth in our production volume since 2008. The reduction equates to around saving 2.6 litres of water for every person on the planet.

Our progress has been driven by continuous improvement initiatives at all sites to reduce, reuse and recycle water. We do this through a combination of low-cost and no-cost techniques and behaviours, and a water-specific capital investment programme.

We continue to track and drive improvements in water performance as a component of our overall water strategy. Water efficiency has demonstrated strong financial paybacks, reduces our dependency on water resources and supports process innovation.

† Independently assured by PwC

[Sustainable water use in our manufacturing operations](#)

Reduce water use in the laundry process

We will reduce the water required in the laundry process by:



In 2016, One Rinse products were used in 4.9 billion washes in over 59 million households worldwide.

- Providing 50 million households in water-scarce countries with laundry products that deliver excellent results but use less water by 2020.

OUR PERSPECTIVE

Although we achieved our target ahead of schedule, we have continued to reach households in water-scarce countries. Comfort One Rinse products are available in Brazil, Cambodia, India, Indonesia, the Philippines, Thailand and Vietnam – all countries experiencing water scarcity.

In 2013, we began a partnership with the Vietnamese Ministry of Natural Resources and Environment to raise awareness about water scarcity in rural areas, educate people to change their laundry rinsing habits, and show how the benefits of using Comfort One Rinse can help reduce water use. This campaign was particularly resonant during 2016 and 2017, when Vietnam endured its worst drought in 100 years.

During 2017 alone, our Comfort One Rinse campaign enabled people to reduce their own water use and donate water to drought-affected regions, reaching 14 million people across Vietnam.

[Water-smart products for water-stressed living](#)

Reduce water use in agriculture

- We will develop comprehensive plans with our suppliers and partners to reduce the water used to grow our crops in water-scarce countries.



Water management is an integral part of our Sustainable Agriculture Code. Close to 100% of our vegetable suppliers, including tomato suppliers, now comply with our Code. Almost all, when using irrigation, have water management plans in place and report on water used in irrigation.

OUR PERSPECTIVE

We have been collecting irrigation data from our suppliers as part of the implementation of our [Sustainable Agriculture Code \(PDF | 762KB\)](#) since 2011. We are close to 100% coverage now in key crops like vegetables and tomatoes.

An important step in our sustainable sourcing programme will be the launch in 2018 of the renewed Sustainable Agriculture Code, which has clear guidance on all aspects of Climate Smart Agriculture, including water management. Impacts of climate change on agriculture will be different in different parts of the world. In 2018, we will commission detailed studies of where climate risk is highest for the various crops that we buy. These will help us understand where we must focus our efforts to support suppliers and farmers to adapt to and mitigate contributions to climate change.

To further support farmers in their understanding of water management on their farm, we have been working with the Cool Farm Alliance to develop an online Water Footprint Calculator. This feature will go live in 2018, complementing the Carbon Footprint Calculator and the Biodiversity Effectiveness assessment tool.

[Working with suppliers & farmers to manage water use](#)

Water use

This work supports the following UN Sustainable Development Goals



Our water footprint

We measure the water that people use when showering, bathing, cleaning and cooking with our products. We also measure the water we add to products during the manufacturing process. Accurate measurement and transparent reporting of our water footprint helps us adapt our strategy, set ambitious targets, and assess our progress towards our 2020 halving commitment.



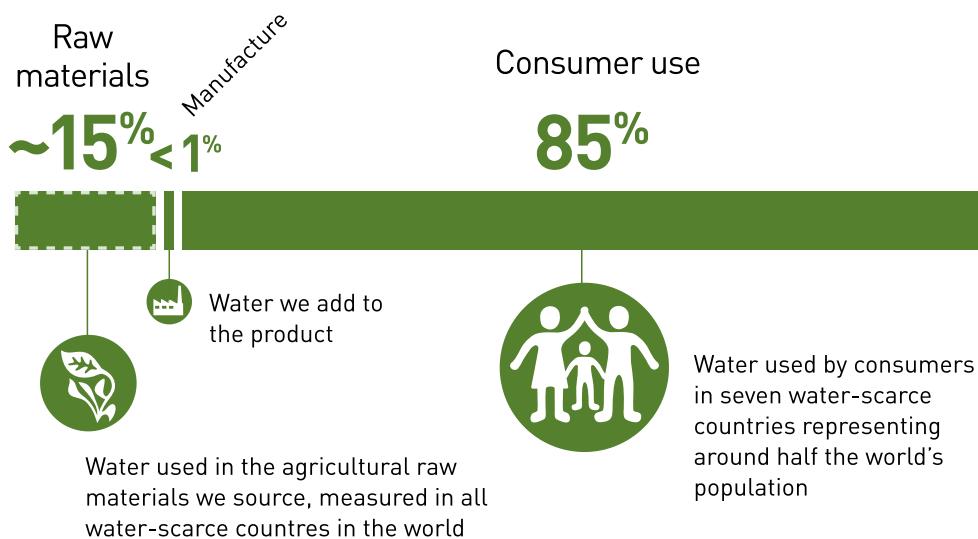
Why do we measure our water footprint?

We rely on water to run our business – from growing crops, to operating our factories. People need water to use many of our products – from cooking food, to washing their hair or doing the laundry. More and more regions in the world are experiencing water scarcity, and many communities lack a reliable supply of clean water. Climate change is making this worse by increasing droughts and disrupting weather patterns. This is why it is important for us to measure our water footprint to track our progress towards halving our water impact by 2020.

Measuring our water footprint enables us to see which of our products require the most water. We can help our consumers reduce their water use through product innovation ([/sustainable-living/reducing-environmental-impact/water-use/water-smart-products-for-water-stressed-living/](#)); bringing them new formulations – such as SmartFoam – and product formats that work well with less water, for example our Comfort One Rinse. We pay particular attention to the water used with our products in areas of water scarcity. We're looking at how climate change may affect the availability of water and what risks this creates for our consumers, our suppliers and our business.

Water used in agriculture

In 2012, we assessed the water used to produce our main agricultural raw materials. For this one-off study we used the WaterStat database from the Water Footprint Network. The study indicated that agricultural water use makes up approximately 15% of our footprint. Although we are a big company, some of our largest volume raw materials, such as palm oil and tea, are generally rain-fed and therefore not water-intensive. We have not repeated this study since 2012. The image below shows the relative impact of agricultural crops in our value chain.



Measured 2012

How do we calculate our water footprint?

We've been calculating our consumer water footprint since 2010, using data from a representative group of products in our five water-using sub-divisions: Hair Care, Household Care, Laundry, Oral Care and Skin Cleansing. We use data from seven water-scarce countries: China, India, Indonesia, Mexico, South Africa, Turkey and the US.

We calculate our water impact annually, both at an absolute level and 'per consumer use', which is the water impact of our consumers doing a load of laundry or taking a shower. These measurements enable us to see where we are making improvements and where we still have work to do - for example, by innovating new fast-rinse products, or by moving towards product formats that either require less or no water.

Our definition of domestic water scarcity is based on how many people in each country experience physical water scarcity and the number of people who lack access to sanitation and clean water. So even though our water-scarce countries represent only about 40% of our sales volumes, these are the areas where our water saving innovations have the greatest benefits for our consumers.

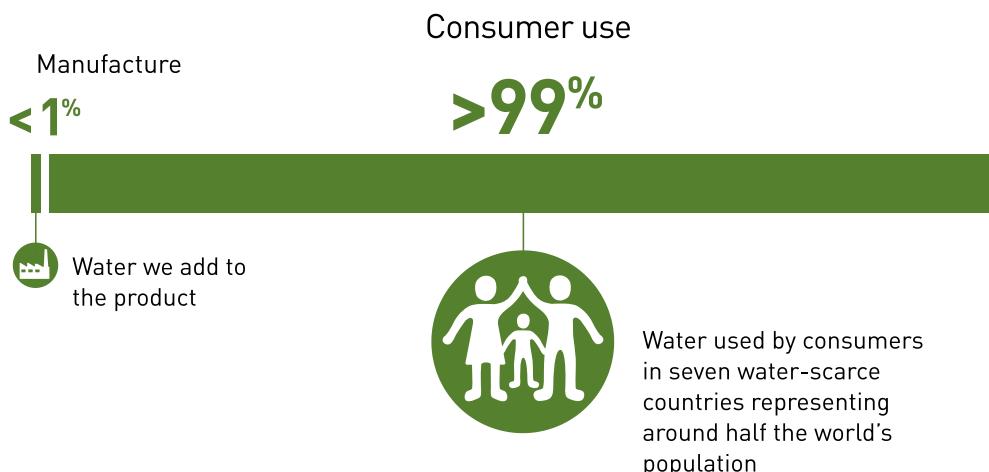
Our 2017 water footprint

In 2017, we estimated that consumers used around 6.7 billion m³ of water when using our products. On average, each use of our products required 13.8 litres of water. Our 2017 water footprint per consumer use is 2% lower than in 2010 because we now sell more products that work well with less water, such as our Rin SmartFoam laundry bar.

However, we also acquired skin cleansing and hair care brands in countries that use above-average amounts of water. This overshadows the progress we've made and makes it difficult for us to reach our commitment of halving our water impact by 2020.

Our biggest water use – over 99% – occurs when consumers use our products. Our analysis shows that most water is used for laundry, particularly washing clothes, and for showering, bathing, and washing hair with our products. In contrast, the water used as a product ingredient accounts for less than 1%.

WATER



Measured 1 July 2016 – 30 June 2017

Measuring our water footprint is just the first step. We use our footprint to help us to reduce the water required to use our products ([/sustainable-living/reducing-environmental-impact/water-use/water-smart-products-for-water-stressed-living/](#)). We also measure the water used in manufacturing as part of our eco-efficiency in manufacturing programme ([/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/](#)).

Assurance of our 2017 water performance measure

In 2017, PwC carried out independent assurance of our latest water performance measure for the third year. Please see Independent Assurance ([/sustainable-living/our-approach-to-reporting/independent-assurance/](#)) for more details of our assurance programme.

Related links

- > Water targets & performance ([/sustainable-living/reducing-environmental-impact/water-use/](#))

Downloads

- ✗ Unilever's Basis of Preparation 2017
PDF | 6MB ([/Images/basis-of-preparation-2017_tcm244-519548_en.pdf](#))

> Our metrics (/sustainable-living/our-approach-to-reporting/our-metrics/)

> Independent assurance (/sustainable-living/our-approach-to-reporting/independent-assurance/)

↳ USLP: PwC's Independent Limited Assurance Report 2017
PDF | 281KB
(/Images/pwc-limited-assurance-report-2017_tcm244-519550_1_en.pdf)

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Working with suppliers & farmers to manage water use

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Water use

This work supports the following UN Sustainable Development Goals



Working with suppliers & farmers to manage water use

Water scarcity impacts farmers across our supply chain but with the right support, they can cut water use, boost yields and adapt to climate change.



Why a changing climate is bad news for farming

Across most of the world, over 70% of freshwater is used for agriculture.¹ A lack of water can reduce yields and crop quality, or destroy whole harvests. This can have a devastating impact, especially for smallholder farmers.

Water scarcity is already a major challenge for farmers in many of the countries where we source our crops. Climate change will make this worse as more sectors and countries feel the impacts of rising temperatures, more frequent droughts and unpredictable changes in rainfall patterns.

Water scarcity and climate change are major risks to our business, because of the potential impact on the supply and cost of the ingredients we use in our products. So, we're taking action to help farmers in our supply chain adapt to the effects of climate change, and to use water more efficiently. We focus on water-scarce countries and our most water-intensive crops, such as tomatoes.

Can we use less water and still grow more?

Good water management can increase the quantity and quality of crops while reducing the amount of water used. This is good news for farmers as it protects their business and can boost profits. It also helps preserve vital water resources for local communities and ecosystems.

With our suppliers and growers we have jointly implemented over 4,000 water management plans through our sustainable sourcing programme ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/our-sustainable-agriculture-programme/](#)). These plans can result in changes across the farm, from the use of drip irrigation to deliver water straight to plant roots preventing wastage, to the introduction of best-in-class crop varieties, and better soil and nutrient management. Enhancing soil structure so it can hold more water and collecting rainwater from rooftops and run-off can also make a big difference.

We focus on water quality as well as quantity, helping suppliers to use pesticides and fertilisers carefully and appropriately. The principles of Climate Smart Agriculture - practices which sustainably increase the productivity and resilience of the agricultural system while reducing greenhouse gas emissions - are integrated in our supplier policies, which also detail our commitment to water efficiency and water management in agriculture.

Our agricultural supplier policies include our [☒ Responsible Sourcing Policy \(PDF | 9MB\)](#) ([/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf](#)) (RSP) and [☒ Unilever Sustainable Agriculture Code \(PDF | 2MB\)](#) ([/Images/ul-sac-v1-march-2010-spread_tcm244-423998_en.pdf](#)). As the impacts of climate change become ever more visible, our focus on sustainable agriculture is more important than ever. In updating our Sustainable Agriculture Code in 2017, we increased our focus on Climate Smart Agriculture and are now rolling this out to farmers across our supply chain.

Drip irrigation – less water, more profit

Installing a drip irrigation system is one of the most important steps a farmer can take to reduce water use. It's particularly beneficial for water-hungry plants such as tomatoes, and crops grown in hot, dry environments or areas of water scarcity. Drip irrigation systems use tubes to deliver a slow-moving water supply directly to the soil and plant roots where it's needed. This way, much less water is wasted due to run-off or evaporation.

i Did you know?

Drip irrigation cuts water use by as much as 50% compared to overhead or furrow irrigation.

The benefits of drip irrigation don't stop there. By creating optimal growing conditions, these systems can boost yields by up to 25–35% and, because the soil is not completely soaked, reduce the spread of fungal and bacterial diseases, as well as weeds. In humid regions, this means the use of fungicide can be cut by up to 50%, lowering costs for farmers and even saving on labour.

The main drawback of drip irrigation is that systems can be costly to install, especially for smallholders. We support farmers to adopt drip irrigation in water-stressed areas where we're confident that it will be profitable for them. Our most recent drip irrigation projects include supporting smallholder farmers growing gherkins in India, and supporting onion and garlic growers in California.

Through our Knorr Partnership Fund (</about/suppliers-centre/sustainable-sourcing-suppliers/knorr-sustainability-partnership/>) (KPF) we contribute to a number of sustainability projects, including providing technical support – and in some cases funding – to help farmers convert to drip irrigation. This requires farmers to learn new techniques and we work closely with equipment suppliers to facilitate this. Since 2010, the KPF has supported €1.3 million worth of water management projects.

Spotlight



Less water, sweeter tomatoes

Tomato farmers in the Mediterranean are experiencing unpredictable rainfall and water scarcity. Yet simple tools can make a big difference. Through the Knorr Partnership Fund (KPF), we've helped our tomato farmers in the Gastouni region of Greece to cut water use by 28% while increasing yields and producing sweeter tomatoes.

The key to this change is a tensiometer – a small probe that measures the amount of water present in soil. A dial at surface level gives an at-a-glance guide to the conditions below ground. Previously farmers had to decide when to irrigate based on experience and estimates. Now they can see in an instant when their tomato fields need irrigation, informed by real-time, reliable data. The KPF has been co-funding the cost of the tensiometers and providing training to help farmers make the most of the new tool.

With several tensiometers carefully placed across their land, the farmers who cultivate tomatoes for our Knorr sauces, soups and stocks can see immediately when their fields need irrigation and water them as needed.

The results are clear to see. Water consumption has gone down from 86 litres per kilogramme of tomatoes to 56 litres per kilogramme between 2010 and 2017. And yields have gone up from 76 to 83 tonnes per hectare. What's more, with the optimal amount of irrigation, the tomatoes have a chance to ripen in just the right way, and that's been reflected by an increase in their brix level – the official measure of tomato sweetness. It's a great result for the environment, our farmers and our Knorr consumers.

Helping rice farmers in Arkansas save water and improve yields

Our Knorr brand buys large volumes of rice in the US each year. Arkansas is the biggest state producing rice in the US, but farming is depleting the groundwater at an unsustainable rate. Rice uses 35% of the irrigation water in Arkansas, so it's a big part of the problem. Without action now to tackle the issue, farmers could run into problems as early as 2040.

Our Knorr teams met with rice farmers to understand potential solutions. They found that farmers were using a wide variety of techniques to grow rice, so there was no one-size-fits-all solution. Farmers were keen to test several techniques that have a proven ability to save water, such as alternate wetting and drying, new breeds of rice, levelling the land, row cropping and polypipe irrigation systems.

Knorr is co-funding a package of different solutions with our supplier Riviana for 11 farmers, covering up to 600 acres of land over three years. Farmers will trial a number of techniques for saving water and share best practices. And the University of Arkansas will be providing technical assistance to help measure results.

Spotlight



Boosting yields in India drip by drip

Smallholder farmers in southern India face many challenges in trying to earn a living. Water scarcity and climate change pose major threats to their livelihoods. Yet simple changes can make a big difference, if farmers have the right information and support.

Since 2016, we have been helping one of our gherkin suppliers, Marcatus QED, to implement its Responsible Farming Programme for over 10,000 smallholder gherkin farmers ([/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/mapping-our-farmers-programmes/greengherkins.html](#)) in southern India. With our support, Marcatus QED has helped around 3,700 families implement 'low-tech' drip irrigation systems which increase yields by 20% and reduce water use by 25%. Through the programme, around 4,500 smallholder farming families have also been trained in improving soil health, through composting and other techniques.

Also in India, we're working with processor Varun Agro, in Maharashtra state, to enable  over 5,000 smallholder farmers (<https://www.youtube.com/watch?v=ll5rEN-bS58>) to grow tomatoes for our Kissan ketchup. These farmers cover approximately 9,000 acres of land and all these fields now use drip irrigation. Plans are in place to extend this to another 5,000 farmers.

Beyond the farm – a whole system perspective

We can't solve the problem of water scarcity in agriculture through changes at farm level alone. We need to take a whole system perspective that looks at the wider impact of agricultural and industrial practices on water supply and quality to help address some of the underlying causes of water scarcity.

We're looking at the effects of deforestation on tea production. Forests are critical in making sure rainfall patterns remain stable and that water catchment areas are protected. This is essential for tea plants, which require regular rainfall to produce their best leaves. Our Unilever Tea Tanzania (UTT) and Unilever Tea Kenya's (UTK) Biodiversity Action Plan places a high priority on planting and maintaining trees. To date over 1.45 million trees have been planted across the UTT and UTK estates and 30,000 indigenous trees have been donated to local communities and institutions to help improve biodiversity and conserve water resources.

We are also involved in a project to protect the South West Mau forest in Kenya. Deforestation in this area is contributing to water shortages and drought, impacting Kenyan tea production. To combat this, we're involved in the Sustainable Trade Initiative's 'Sustainable Landscapes Initiative' to stop and reverse deforestation. As part of this work, in 2017, we planted 112 hectares of trees in a forest area that was destroyed by wild fires in 2016. We have also engaged local communities in monitoring the newly planted trees, to ensure a good success rate. We'll be planting more trees in 2018.

We have also committed financial and technical resources towards rehabilitating two water springs within the area: Susumwet and Kipyieta. The springs have been drying up, increasing the risk of conflict amongst different stakeholders in the area. We have already restored the riverbank areas by planting indigenous trees, fencing off the spring area and providing watering points for the animals.

Transforming water management in India: more crop per drop

Over 80% of India's water resources are used for agriculture. Yet many farmers face acute water shortages and low productivity. So back in 2010, our business in India established the Hindustan Unilever Foundation (HUF), a not-for-profit company, that supports community-based water management sustainability programmes under the 'Water for Public Good' mandate.

HUF empowers local community institutions to govern water resources and enhance agricultural livelihoods through the adoption of responsible water practices that deliver more crop per drop of water. HUF's programmes are aligned with India's national priorities on water, including recharging of ground water through aquifer management, promoting responsible use of water in agriculture and participatory water management. HUF also works to improve resilience to the availability of water in company supply chains.

HUF's current programmes operate in 2,400 villages across 57 districts in India – and operate in partnership through 20 NGO partners and multiple co-funders, including government development agencies, financial institutions and other corporates. HUF has embraced the strength of partnerships and aspires to create positive systemic change.

HUF also supports several knowledge initiatives in water conservation and governance, including:

- The performance and impact of micro-harvesting structures such as irrigation tanks and check dams
- Technology tools to enhance assessments of ground water and implications for effective water management
- Community-based governance models for water management in rural India
- Evidence-based cases for adoption of innovations in agricultural practices.

By the end of 2017, the cumulative and collective achievements HUF's programmes included:

- Water conservation: more than 400 billion litres of water conserved through improved supply and demand water management.
- Crop yield: additional agricultural production of over 650,000 tonnes generated.
- Livelihoods: more than five million days of employment created through water conservation and increased agriculture production.

In 2017 Haskins & Sells LLP independently assured the performance of the projects undertaken by HUF and its partners in the Water for Public Good programme.

1 The World Bank: ↗ <https://blogs.worldbank.org/opendata/chart-globally-70-freshwater-used-agriculture>
(<https://blogs.worldbank.org/opendata/chart-globally-70-freshwater-used-agriculture>)

Related links

> Water targets & performance
(/sustainable-living/reducing-environmental-impact/water-use/)

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Our water footprint

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Sustainable water use in our manufacturing operations

Water use

This work supports the following UN Sustainable Development Goals



Sustainable water use in our manufacturing operations

In our manufacturing operations, we depend on sustainable access to water, both in terms of quantity and quality. We use water as an ingredient in our products, to run our heating and cooling systems, and to clean our facilities.

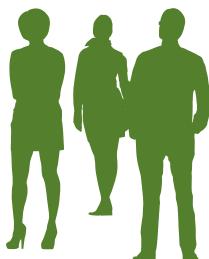


Water is essential to life

Access to safe water and sanitation, and sound management of freshwater ecosystems, are fundamental to human health, environmental sustainability and economic prosperity. Through a number of initiatives, our global manufacturing water programme is contributing to UN Sustainable Development Goal (SDG) 6: Ensure access to water and sanitation for all.

Doing more with less

By the end of 2017, we had cut the amount of water our factories use by 39%[†] per tonne of production since 2008, and are on track to meet our water target by 2020. Through continuous improvement initiatives across our factory network to reduce, reuse and recycle water, we're decoupling our water use from the growing volume of products we manufacture.



We have cut the amount of water abstracted by our factories by 39%[†] per tonne of production since 2008. This has saved approximately 19.8 million[†] litres of water in total, equivalent to around 2.6 litres of water for every person on the planet.

In 2017, we reduced the absolute quantity of water abstracted by our sites by 2.9% and cut water intensity by 2.8% per tonne of production, compared to 2016. Water reduction initiatives can range from process improvements and behaviours to improved water efficiency cleaning technologies. For example, in 2017 our Goiania

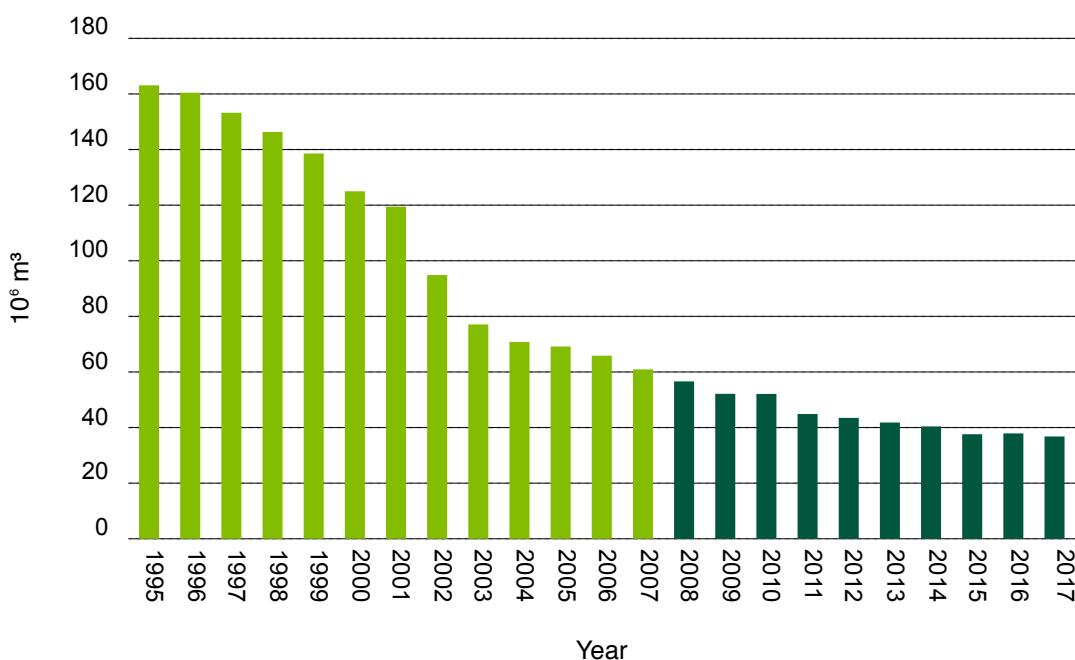
factory in Latin America installed a new tank cleaning system which saves 3,500m³ of water per year and also delivers a high quality performance using fewer chemicals in the process.

We promote water reuse and recycling in our factories. We now have over 50 zero liquid sites - where wastewater is treated and then reused on site - meaning virtually no water is discharged to the environment. For example, our Amlı factory in India is treating and reusing wastewater for utilities, such as cooling towers and boilers. This has created water savings of over 600m³ per year, with an investment payback of the project being less than a year. This is good for the environment and makes business sense.

Our new factory programme is helping us achieve our water targets. We integrate water-efficiency features into the core design of each new facility or factory upgrade, such as different technologies, low water cleaning and water recycling. And we use best practices, from inside and outside the business, that reflect the latest sustainable design techniques and technologies.

Using less water can often help us save energy as we're not pumping, heating and treating so much water. Using less water also helps us to improve overall efficiency and reduce waste. Since 2008, our water-efficiency improvements have resulted in direct avoided costs of around €82 million. Water efficiency is also building up our resilience to the impacts of climate change and helping us prepare our business for a future where natural resources will be increasingly scarce.

Water - Total load (1995-2017)



Key

- Total load (Pre-2008 USLP baseline)
- Total load (Post-2008 USLP baseline)

Notes

In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September.



Our five steps for water efficiency

We've already made big improvements in water efficiency in our factories, but we know we can still go further. The following five steps help us do just that.

1. Clear objectives: We set specific water reduction targets for each factory. Sites submit data monthly with performance tracked on a site, regional and group basis. Reports are shared across the business each quarter.

2. Data and insights: We have been reporting environmental data since 1995 but from 2014, we started the roll-out of our detailed Metering, Monitoring and Targeting (MM&T) (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/our-manufacturing-sustainability-strategy/) system. This provides hourly data on water use across a site, giving us new insights into losses and wasteful behaviours, and helping to identify better ways of working.

For instance, in 2017 our Caivano ice cream factory in Italy used the data to improve water use during multiple weekend shutdowns. They updated their shutdown procedures to include closing water access to non-essential area. In doing this they were able to reduce annual water use by 15,000m³ per year at no additional cost. Together with other actions throughout the year, the site has reduced annual water intensity by 9%.

3. Sharing of good practice: We encourage factory teams to share achievements through our online best practice portal. Our teams can now learn from over 200 water-saving techniques including new technologies, process optimisations and behaviours. These range from zero cost initiatives such as the Caivano example above to best practices such as the installation of nozzles on hoses and large-scale water recycling schemes.

4. Pioneering mindset: We support our people to rethink the way we use water, to reassess our processing methods and to adopt new technologies. For instance, in 2017 our Savoury Foods factory in Lerma, Mexico, replaced

their traditional water based cooling system with an air based alternative, saving 4,860 m³ water per year. We are looking at how we can implement this in our other factory locations. Where possible, we're introducing waterless technologies such as waterless vacuum pumps and steamless heating systems.

5. Investment in water efficiency: Our centrally-managed €6 million ring-fenced capital fund invests in water projects, particularly in water-stressed locations. In 2017, we invested in 87 projects, expected to save 1.1 million m³ of water per year and generate €2.8 million in cost savings. Our projects, which range from low or no-cost behaviour changes to large initiatives - such as the installation of water recycling centres - have an average payback of just over two years.

We're always on the lookout for new ways to help us save water during the manufacturing process. Over the next year, we will be focusing on the use of data to develop new insights into how we're using water and identify further reduction opportunities.

Protecting water quality

Within the production of our products, a proportion of water that we abstract is used for activities such as cleaning, heating and cooling. This water is then treated, reused on site where possible and/or returned to the environment.

Through water recycling and zero liquid discharge projects, we aim to minimise the amount of water that leaves our factory. To protect water quality, we make sure that all our manufacturing sites apply high standards for water discharge and meet local environmental regulation. To track performance, we set Chemical Oxygen Demand (COD) reduction targets every year as part of our eco-efficiency manufacturing programme (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/).

Managing scarcity and other water risks

Unlike carbon, water is a local issue. Each river basin or catchment area is discrete, and in most cases our manufacturing operations are reliant on the local supply of a particular basin.

Water scarcity is a major challenge in some regions, affecting people's lives and livelihoods as well as local ecosystems. Today, 48% of our manufacturing sites are located in areas classified as water stressed. It's important that we pay even more attention to saving water and managing water-related risks at our sites in water-stressed areas.

Contextual water targets

We identify sites in areas of water stress using the World Resources Institute's (WRI) Aqueduct Tool, which is supported by media reviews and discussions with our local site teams.

We adopt a contextual approach to our internal water targets. The performance of these sites is tracked separately, and the targets are often more stringent. These sites also receive priority funding for water efficiency projects through our Sustainability Capital Fund and activities such as metering, monitoring and targeting have been prioritised in these areas.

By the end of 2017, sites located in water-stressed locations were 24% more water efficient per tonne of production than the average for Unilever sites.

Corporate water risk management

But even in water-stressed locations, the cost of buying water is often low and does not reflect its availability or its true value to our business or to local communities. This means that many water efficiency measures may not meet our standard investment criteria. To address this, we place additional value on water where it is stressed to drive greater internal investment. In 2017, we invested 62% of our €6m capital fund for water into projects at water-stressed sites.

In 2016 we conducted research with Massachusetts Institute of Technology, which applied inventory management principles to understand the potential impacts and business disruption costs associated with risks, such as restrictions to water supply. We're continuing to develop our understanding and actions around water pricing and water-related risks.

WASH in the workplace

In 2013, we signed the World Business Council for Sustainable Development Pledge for Access to Safe Water, Sanitation and Hygiene (WASH) in the Workplace. This means we have committed to implementing access to safe water, sanitation and hygiene for all employees in our manufacturing and non-manufacturing sites that are under our operational control.

The Pledge aligns with our hygiene and occupational health standards. We have further integrated the Pledge requirements into our Standards for Occupational Health & Safety, Health and Environment (SHE) reporting.

Supporting water security projects

Water scarcity and declining water quality due to climate change, increasing demand, land use change and poor sanitation are all threats to long-term water security – for local communities in areas in which we have factories, and for us.

So we're taking action to protect water quality and help ensure the long-term security of water supplies. Many of these projects are developed in partnership with community groups and local government, and support the SDGs, specifically SDG 6, ensure access to water and sanitation for all.

In India, for example, our Prabhat factory volunteering programme - which began in 2013 – is running at over 30 Unilever sites. The programme - which is aligned to the Unilever Sustainable Living Plan and our Vision ([/sustainable-living/our-strategy/about-our-strategy/](#)) to grow our business, whilst decoupling our environmental footprint from our growth and growing our increasing our positive social impact - aims to contribute to the development of local communities around our key manufacturing sites.

The key areas of the Prabhat programme - enhancing livelihoods, water conservation, health and hygiene, and most recently nutrition – have been chosen as these contribute towards India's goal of augmenting growth through appropriate development and fostering innovation.

The water conservation initiative is spearheaded by Hindustan Unilever Foundation (HUF), a wholly owned subsidiary of Hindustan Unilever. The Foundation works with NGOs to deliver the agenda on creating water for public good. HUF provides the programme framework, supports in identifying implementing NGOs and funds the water pillar, and the supply chain team at Hindustan Unilever drive the programme on ground. Prabhat's water conservation programme is currently active across seven manufacturing locations.

[†]Independently assured ([/sustainable-living/our-approach-to-reporting/independent-assurance/](#)) by PwC.

Swachhata Doot



Related links

> Water strategy ([/sustainable-living/reducing-environmental-impact/water-use/](#))

> Water targets & performance ([/sustainable-living/reducing-environmental-impact/water-use/](#))

- > Our water footprint
(/sustainable-living/reducing-environmental-impact/water-use/our-water-footprint/)
- > Eco-efficiency in manufacturing
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Working with suppliers & farmers to manage water use

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Water-smart products for water-stressed living

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Water use

This work supports the following UN Sustainable Development Goals



Water-smart products for water-stressed living

With half of the global population expected to live in areas of water stress by 2025, new approaches to cutting water use at home have never been more important.



Water scarcity - a problem for people, societies and business

Our daily lives and simple chores depend on water. But in water-scarce regions, where the supply and quality of water is unreliable, people must go to great lengths to obtain the water they need. They may be forced to walk long distances to collect and carry water by hand, or to buy expensive and potentially unsafe bottled water.

Lack of access to water reinforces many other problems in society and makes it hard for individuals to break out of poverty. In sub-Saharan Africa, 40 billion working hours are lost every year to collecting water. More often than not, the responsibility for collecting water falls on women's shoulders, reinforcing gender inequality.

Water stress is also a business issue. When water is scarce, or supplies are unreliable, people limit how frequently they wash or do the laundry. This can reduce demand for our products. Climate change is set to increase the challenge of water scarcity, so the impact on individuals and our business will grow. By helping to tackle water scarcity we can change people's lives, build our brands and contribute towards  UN Sustainable Development Goal 6

(<http://www.un.org/sustainabledevelopment/water-and-sanitation/>) – ensure access to water and sanitation for all.

Water-smart products and new ideas

We're investing in product innovation to cut water use, and we're exploring options beyond our traditional business model to find new solutions for communities. One priority is to research, develop and launch water-smart products – that is, new products or formulations that work well with less water such as easy-rinse laundry products. We call these water-smart products.

Our biggest water use - over 99% of our water footprint (</sustainable-living/reducing-environmental-impact/water-use/our-water-footprint/>) - occurs when consumers use our products. So we're concentrating on product divisions which require most water to use including laundry, household cleaning, skin cleansing, oral and hair care. Water-smart products are particularly suited to the needs of people living in water-stressed areas but can also help encourage a wider shift to more sustainable consumption of water. They will help our business become more resilient to the impacts of climate change.

However, water-efficient products on their own aren't enough when many communities still lack access to a clean, reliable local water supply. That's why we're also investing in new projects and business models that can increase access to water, including the creation of community hygiene and water centres.

Spotlight



A bold approach to urban hygiene

Rapid urbanisation means many low-income people in India live without easy access to clean water, a flushing toilet and other basic services. For example, more than half of Mumbai's 12.5 million inhabitants don't have their own toilet. The urban poor may pay up to 50 times more for a litre of water than their richer neighbours, as they often have to buy their water from private vendors.

Now, over 1,500 people in one of Mumbai's largest slums are benefiting from clean water and facilities at our pioneering [Suvidha Centre \(PDF | 2MB\)](#) (https://www.hul.co.in/Images/suvidha_hygiene_centre_tcm1255-495963_en.pdf) which opened in 2016. Suvidha (which means 'facility' in Hindi) was built with our partners, the Municipal Corporation of Greater Mumbai and Pratha Samajik Sanstha, a non-profit community organisation. The Centre is the first of its kind in India. It provides flushing toilets, handwashing facilities with soap, clean showers, safe drinking water and state-of-the-art laundry operations at an affordable cost for low-income households.

Located in the heart of Azad Nagar, one of Mumbai's many slums, the Centre meets almost 80% of people's basic water needs for laundry, showers, toilets and handwashing. The services are provided on a pay-per-use basis, which are below market rates.

Saving water is a priority for the Centre - and circular economy principles have been integrated into its design. Fresh water is first used for bathing, handwashing and laundry. The wastewater from these activities is then used for flushing toilets. The Centre's water recycling unit helps to recycle 90% of the water used – and a rainwater harvesting system helps to reduce the demand on mains water supplies.

"Go easy on the tap": cutting water use with fast-rinse

Product innovation in our beauty & personal care ranges can help people to reduce how much water they use in their home. For example, our new Love Beauty and Planet range in the US – launched in 2018 – uses fast-rinse technology in its conditioners. These conditioners give great results while being quicker to rinse out.

If every woman in the US saved even 10 seconds per shower, it would save enough water to meet all the water needs of half a million people for that year. Through providing fast-rinse conditioners, sharing ‘how to use’ instructions and social engagement, Love Beauty and Planet encourages people “to go easy on the tap” and cut their water use.

Smarter rinsing with SmartFoam

In many developing and emerging countries, clothes are still washed by hand. This time-consuming task uses up to 40% of a household’s domestic water consumption. Rinsing uses around 70% of this water and our research shows that people continue to rinse until there are no visible soap suds left.

The SmartFoam technology is a patented anti-foam molecule, which reduces the number of rinses needed by up to half, by breaking down soap suds more quickly. This saves significant amounts of water - and makes washing easier and quicker. It was first launched in South Africa in 2016 in our Sunlight 2-in-1 Handwashing Laundry Powder and in India in our Rin soap bars.

Washing dishes can take up to 20% of daily domestic water but switching products can help people to use less water. In India, our market research shows that people who use a liquid detergent, rather than a detergent bar, use one-third less water when washing dishes. This is equivalent to saving two buckets of water every time the dishes are cleaned – a significant reduction, particularly for a country prone to water scarcity and drought.

Spotlight



Water, time and opportunities for women

Binta Musa lives in Kubacha, Nigeria. She used to struggle to get the clean water needed to run her household of ten people and missed out on time that could have been spent on education, running her business and looking after family. ↗ Binta's story (<https://www.youtube.com/watch?v=k7tXJVE95q4>) is far from unusual. Collectively, women and girls in water-scarce areas spend around 200 million hours every day¹ getting water for domestic use.

Our 18 Water Centres in Nigeria are giving people like Binta back this time by providing easy, affordable access to clean water. The first two centres opened in 2014, through a partnership between Sunlight – our laundry and dishwashing brand – Oxfam and non-profit organisation Technoserve. With Technoserve, we have now opened 16 more centres, each benefiting more than 500 people.

The Water Centres are designed to be sustainable local businesses. They sell clean water at an affordable price, and double up as the village shop selling food, goods, phone charging and mobile banking facilities. The local community provides the land and in return has an equity stake. The village shops at the Water Centres help subsidise sales of water at an affordable cost, and provide the resources and incentive needed to maintain the water boreholes.

We train local women to run the centres, giving them new skills and an opportunity to earn a salary.

"The Centre provides for the daily needs of the community – access to clean water and other essential products that are required by families. I feel very happy, excited and fulfilled. I am meeting the needs of my community and making earnings from it. It's my desire that the business expands and that there will be many women working for Sunlight Water Centres."

Charity Dangana, Sunlight Water Centre entrepreneur, Kubacha, Nigeria

The Water Centres are good for our business too, as they provide opportunities to sell Unilever brands.

We've explored the links between access to water and gender equality in the ↘ 'Water for Women Report 2015' (PDF | 34MB) (/Images/slp_water-for-women-march-2015_tcm244-423659_en.pdf) – published with WaterAid, Oxfam, UNESCO, the World Water Assessment Programme and NextDrop – and in our 2017 report, ↘ 'Opportunities for Women: challenging harmful social norms and gender stereotypes to unlock women's potential' (PDF | 7MB) (/Images/unilever-opportunities-for-women_tcm244-500987_en.pdf). These showed the cost to women and girls of accessing clean water, particularly in water-scarce locations and called for action by government, civil society, business and communities.

One bucket, One Rinse with Comfort

Our Comfort One Rinse fabric conditioner cuts the volume of water needed for handwashing clothes by up to half per wash, saving around 20 litres. It's designed to quickly dissolve the foam created by detergent, so just one rinse is needed – equivalent to one bucket of water instead of the usual three.

We first launched Comfort One Rinse in Vietnam in 2013 - a country where one in every three people has no access to fresh, clean water. Since then, we estimate that the use of Comfort One Rinse has saved 636 million litres of water being used in Vietnam – meaning we're on track to achieve our ambition of saving 1 billion litres by the end of 2020.

We've learned that product innovation is often just the first step in getting people to change their laundry habits - raising awareness is equally important. So, when we launched Comfort One Rinse, we began a partnership with the Vietnamese Ministry of Natural Resources and Environment to raise awareness about water scarcity in rural areas, educate people to change their laundry rinsing habits, and show how the benefits of using Comfort One Rinse can help reduce water use. This campaign was particularly resonant during 2016 and 2017, when Vietnam endured its worst drought in 100 years.

During 2017, our campaign enabled people to reduce their own water use and donate water to drought-affected regions, reaching 14 million people across Vietnam. We also partnered with youth organisations, training 5,400 students to visit rural households with the One Rinse message. Over 61,000 people made a donation by purchasing special packs of Comfort One Rinse. In total: 350,000 m³ of water was donated; we installed 12 sustainable water systems; and a thousand 500 litre water tanks were provided to the 15 regions most heavily impacted by the drought, so rural communities could store clean water.

The campaign helped sales of Comfort One Rinse increase by 9.7%, compared to 2016. In 2017, Comfort One Rinse accounted for 24% of the total fabric conditioner market in Vietnam.

Researching the next new solution for water scarcity

Water recycling at home can help people in water-scarce areas to make better use of resources. We are conducting research into the recycling of household greywater – the wastewater generated through activities such as washing and cooking – to help us develop new product innovations for people who live in water-scarce areas.

Since 2017, the Unilever Centre for Environmental Water Quality (UCEWQ) in South Africa have been analysing the potential risks and opportunities from using greywater in small-scale agriculture, for toilet flushing and other non-consumptive uses. They have also developed materials to help people implement greywater recycling methods at home.

The UCEWQ – which is situated at the Institute for Water Research at Rhodes University - partners with industry, local and national government, water resource management forums, communities and other academic institutions, to increase

knowledge about, and practice methods towards, the sustainable management of water resources in South Africa. The UCEWQ are experts on Integrated Water Resource Management, and are the knowledge hub for a Caring for Catchments programme, which aims to make 30% more water available in two water catchments in South Africa by 2030.

The UCEWQ are also working to develop a behaviour change programme for water which we can activate through our brands, with our consumers.

Explore our safety and environmental science ([/about/innovation/safety-and-environment/](#)) approaches to learn more about our work.

¹ Unilever, Water Aid, Oxfam, and NextDrop;  Water for Women (PDF | 34MB) ([/Images/slp_water-for-women-march-2015_tcm244-423659_en.pdf](#)), 2015, p.2

Related links

> Water targets & performance
(/sustainable-living/reducing-environmental-impact/water-use/)

> Working with farmers & suppliers to manage water use
(/sustainable-living/reducing-environmental-impact/water-use/working-with-our-suppliers-and-farmers-to-manage-water-use/)

> Encouraging behaviour change
(/sustainable-living/our-strategy/embedding-sustainability/encouraging-behaviour-change/)

Downloads

✗ Unilever's Five Levers for Change PDF | 4MB ([/Images/slp_5-levers-for-change_tcm244-414399_en.pdf](#))

External links

 Water Centres: Unlocking women's time (<https://www.youtube.com/watch?v=k7tXJVE95q4>)

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Our water footprint

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Waste & packaging

We purchase over 2 million tonnes of packaging a year. Increasing resource scarcity means it is more urgent than ever to find solutions reduce, reuse, recycle and recover ‘post-consumer’ waste and move towards a more circular economy.

Every minute – less than the time it will take you to read this section – the equivalent of one rubbish truck of plastic is leaking into streams and rivers, ultimately ending up in the sea. Just 14% of the plastic packaging used globally makes its way to recycling plants, a third is left in fragile ecosystems and 40% ends up in landfill.¹

As a consumer goods company, we’re acutely aware of the causes and consequences of the linear “take-make-dispose” model. And we want to change it. Moving away from the linear model of consumption is a key priority in achieving UN Sustainable Development Goal 12 – Sustainable Consumption & Production.

The business case is clear. Plastic packaging waste represents an \$80 billion loss to the global economy every year. The benefits of the circular economy approach are clear for business and the environment – the more effective use of materials means lower costs and less waste. It means new sources of value for customers and consumers, better risk management of raw materials, and improved approaches to the supply chain.

The waste pillar of our Unilever Sustainable Living Plan contributes primarily to two of the [UN Sustainable Development Goals](#) (SDGs): Responsible Consumption & Production (SDG 12) and Life Below Water (SDG 14).

¹[Ellen MacArthur Foundation](#)

Our strategy

We are accelerating our efforts towards a more circular economy.



READ MORE ABOUT

[What is the purpose of packaging?](#), [A refreshed strategy](#), [Our commitment](#), [Progress to date](#), [Future challenges](#)

What is the purpose of packaging?

Packaging serves many purposes. It protects products, keeping them safe from contamination. It allows us to display vital information about how to use and dispose of goods safely. Packaging makes it easy to dispense a product, or to reseal it after use, and can help preserve a product for extended periods. It also offers convenience and portion control to match the different needs of consumers. In developing and emerging countries, many products such as laundry detergent and shampoos are sold in single-use sachets to make them more accessible and affordable for people on low incomes.

However, packaging can often end up as waste in landfill or as litter. It is estimated that by 2050, there will be more plastic than fish in the world's oceans.¹

Public concern is also growing about the resources being used to produce packaging, the recyclability of packaging and the volume of packaging. This concern has led to commitments by some leading manufacturers, including Unilever, to minimise resource inputs and increase the recyclability of packaging.

From a purely business perspective, discarding plastic makes zero sense. Plastic packaging waste represents an \$80 billion loss to the global economy every year. A more circular approach is needed, where we not only use less packaging, but design the packaging we do use so it can be reused or recycled. In a circular economy, materials are regenerated and constantly flow around a 'closed loop' system, rather than being used a few times and then discarded. It means that the value of materials, including plastics, is not lost by being thrown away.

¹[Ellen MacArthur Foundation](#)

A refreshed strategy

In 2016 we reviewed our sustainable packaging strategy, acknowledging the growing concerns of governments, NGOs and the general public on the issue of packaging waste in the environment. We assessed our achievements so far and identified areas where we could push ourselves even further. Our refreshed strategy commits us to accelerate our efforts towards a circular economy. Materials can be regenerated and constantly flow round a 'closed loop' system, rather than being used once and then discarded. This includes how we manage and use packaging waste once the consumer has finished with it.

We want to help lead the way towards a circular plastics economy. So, in January 2017, we committed to ensuring that 100% of our plastic packaging will be designed to be fully reusable, recyclable or compostable by 2025. This target builds on our Unilever Sustainable Living Plan targets of halving the waste associated with the disposal of our products by 2020 and increasing the recycled plastic content in our packaging to 25% by 2025.

As part of our latest target, we will ensure that there are established, proven examples of it being commercially viable for plastics re-processors to recycle the material and make it technically possible for all our plastic packaging to be reused or recycled.

In developing markets, where sachets are most popular, infrastructure for recycling is often limited and leftover sachets can end up in landfill, or littering the streets, waterways and oceans. Over the last four years, we have co-developed a new technology using a chemical process called CreaSolv™. The technology produces quality polymers that can be used to make plastic that can be used again and again – offering the potential for a circular economy model. We have proven through large scale industrial trials that CreaSolv™ is a technically viable solution to recycling sachets. We will be trialling the use of CreaSolv™ at a commercial scale at our Indonesian pilot plant in 2018.

We're collaborating with the [Ellen MacArthur Foundation](#) and their [New Plastics Economy initiative](#), by committing to publish the full "palette" of plastics materials that we use in our packaging by 2020, to help create the Global Plastics Protocol - a plastics protocol for the industry. Focusing on the three themes of recycling, re-use and recyclability, the new plastics economy represents systems-level change, and working with others in the plastic packaging sector is critical to its success.

Our commitment

We aim to halve the waste associated with the disposal of our products by 2020. Our environmental targets are expressed on a 'per consumer use' basis. This means a single use, portion or serving of a product. We have taken a lifecycle approach with a baseline of 2010.

Progress to date

We have reduced our waste footprint, versus our 2010 baseline, by 29% per consumer use in 2017.*

In addition, we have made a significant reduction in reducing waste from manufacturing. In 2017 we achieved a reduction in total waste of 98%† per tonne of production since 2008.

*Our environmental targets are expressed against a baseline of 2010 and on a 'per consumer use' basis. This means a single use, portion or serving of a product.

†[Independently assured by PwC](#)

Future challenges

To move to a circular economy approach we will need to fundamentally rethink the way we design our products and packaging. This means carefully considering the systems in which our products flow.

We hope that CreaSolv™ will transform sachets from a global problem into a sustainable economic opportunity. But as an industry, we need to build a recycling infrastructure for sachet collection that supports the process - creating a circular model all can share.

No business can create a circular economy in isolation - nor can we simply 'join' a wider circular economy until it actually exists. There are many elements which are outside our control, such as selective collection of packaging waste, little or no infrastructure and limited investment in the waste industry. We will continue to work with other businesses and urge governments to implement policies and frameworks that facilitate this fundamental shift.

Taking action

We minimise waste by reducing, reusing and recycling our own waste and encouraging consumers to do the same. We want to move towards a more circular economy, enabling more packaging to either remain in loops or have the best possible opportunity to be recycled.



 Waste & packaging

> Our waste footprint



 Waste & packaging

> Rethinking plastic packaging –
towards a more circular economy



 Waste & packaging

> Going beyond zero waste to
landfill



 Waste & packaging

> Reducing food loss and waste

Targets & performance

We have an ambitious commitment to halve the waste associated with the disposal of our products.

Waste and packaging

OUR COMMITMENT

Halve the waste associated with the disposal of our products by 2020.*

OUR PERFORMANCE

-  In 2017, our waste impact has reduced by 29% since 2010.*

OUR PERFORMANCE

We are more than halfway towards meeting our 2020 commitment to reduce the waste associated with the disposal of our products. Our total footprint per consumer use has reduced by 29% since 2010* as we design packs which use less materials and as recycling rates increase.

We are making strong progress against our commitment in areas where we have direct control such as in reducing waste in our own operations and in the design of our products. For example, we have removed thousands of tonnes of plastic from our Lifebuoy soap bar wrappers and Sunsilk shampoo bottles.

Infrastructure improvements in recycling and recovery have also contributed to our performance, however, we are finding the challenge for post-consumer waste is in encouraging consumers to recycle, and having the right infrastructure in place to ensure materials are recovered and re-used.

We work in partnership with others, including through industry collaboration initiatives, to stimulate recycling and recovery infrastructure, particularly for materials which are more complex to recycle, such as sachets in developing countries. For example, we are using pyrolysis to convert sachet waste into an industrial fuel. We have also co-developed a new technology using a chemical process called CreaSolv™. The aim is to recycle high-value polymers from used sachets, so they can be used again to make recyclable plastic packaging – offering the potential for a circular-economy model for sachets.

In 2016 we reviewed our packaging waste strategy, and committed to including at least 25% recycled plastic in our plastic packaging by 2025. In 2017 we further committed to ensuring that all our plastic packaging will be designed to be fully reusable, recyclable or compostable by 2025.

*Our environmental targets are expressed against a baseline of 2010 and on a 'per consumer use' basis. This means a single use, portion or serving of a product.



Achieved 4



On-Plan 6



Off-Plan 0

% of target achieved 3

Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Reduce waste from manufacturing waste

- By 2020 total waste sent for disposal will be at or below 2008 levels despite significantly higher volumes.

This represents a reduction of around 40% per tonne of production.

Versus a 1995 baseline, this represents an 80% reduction per tonne of production and a 70% absolute reduction.

- By 2015 all manufacturing sites will achieve zero non-hazardous waste to landfill.
- All newly built factories will aim to generate less than half the waste of those in our 2008 baseline.



We achieved our target in 2012 with 76,000 fewer tonnes of total waste than in 2008, a 51% reduction per tonne of production.

In 2017 we disposed of 147,444 fewer tonnes of total waste than in 2008, a 98%[†] reduction per tonne of production.

Compared to 1995, this represents a 99.3% reduction in absolute terms.



We achieved zero non-hazardous waste to landfill across our global factory network by end 2014. In 2017, we sent 0.07% of the non-hazardous waste generated in the year to landfill from 11 of our sites.*



New factories in Turkey, Vietnam, India and Iran started production in 2017. When fully operational each aims to generate less than half the waste of those in our 2008 baseline.

OUR PERSPECTIVE

Although we achieved our waste disposal target in 2012 – eight years ahead of schedule – we have gone further, continuing to drive improvements. In 2017 we disposed of 147,444 fewer tonnes of total waste than in 2008 - a 98%[†] reduction per tonne of production.

We achieved our target of zero non-hazardous waste to landfill one year early, at the end of 2014. We believe this was a first for a company of our scale in our industry. Our focus since has been on maintaining zero non-hazardous waste to landfill, recognising that this is about an ongoing journey rather than achieving this for a moment in time.

In 2017, 11 sites disposed of a small amount of non-hazardous waste to landfill. We take any lapses very seriously. We are confident our overall achievement is still industry leading and we have robust procedures in place to highlight any issues so that remedial action can be swiftly taken.

By replicating our zero waste model in other parts of our business, nearly 400 additional non-manufacturing sites have also eliminated non-hazardous waste to landfill.

* We aim to maintain our achievement of zero non-hazardous waste to landfill (ZWL) across our manufacturing sites worldwide. However, incidents can occur where small amounts of non-hazardous waste are sent to landfill in error or because of operational changes e.g. acquisitions or supplier issues. We consider ZWL is maintained when less than 0.5% of non-hazardous waste is disposed to landfill in the 12-month period.

[†]Independently assured by PwC

Reusable, recyclable or compostable plastic packaging

By 2025 all of our plastic packaging will be designed to be fully reusable, recyclable or compostable.



By the end of 2018, we will publish the percentage of our plastic packaging portfolio that is fully recyclable. We are exploring new technologies, business models and distribution mechanisms, as well as alternative materials, to drive our progress on developing further recyclable, reusable and compostable packaging solutions.*

OUR PERSPECTIVE

Treating plastic packaging as a valuable resource is a key priority in accelerating our efforts to a circular economy.

In January 2017 we [announced](#) that all our plastic packaging will be designed to be fully reusable, recyclable or compostable by 2025. As part of this target, we will ensure it is technically possible and commercially viable for our plastic packaging to be reused or recycled. We have also committed to invest in proving, and then sharing with the industry, a technical solution to recycle multi-layered sachets, particularly for coastal areas which are most at risk of plastics leaking into the ocean.

*We are further developing our data collection and reporting systems to enable independent assurance in the future.

[Rethinking plastic packaging – towards a more circular economy](#)

Reduce packaging

By 2020 we will reduce the weight of packaging that we use by one third through:



The weight per consumer use has decreased by 13% in 2017 compared to 2010.

- Lightweighting materials
- Optimising structural and material design
- Developing concentrated versions of our products
- Eliminating unnecessary packaging

OUR PERSPECTIVE

Our results show that our efforts in the last few years to reduce packaging through innovations, lightweighting and material switching are now becoming visible. The results are also impacted by the effect of acquisitions and disposals.

Commercialising MuCell™ moulding technology has allowed us to reduce the plastic component in bottles by up to 15% versus the previous bottle. We estimate that this will bring significant reductions in the amount of plastics we use once applied to other products. Other examples of reduction initiatives include the use of compression injection technology in many of our tubs, conversion of bottles to flexible refill pouches and smart use of design strategy and technology enabling us to reduce layers within many of our sachets.

[Rethinking plastic packaging – towards a more circular economy](#)

Recycle packaging

- Working in partnership with industry, governments and NGOs, we aim to increase recycling and recovery rates on average by 5% by 2015 and by 15% by 2020 in our top 14 countries. For some this means doubling or even tripling existing recycling rates. We will make it easier for consumers to recycle our packaging by using materials that best fit the end-of-life treatment facilities available in their countries.
- By 2025 we will increase the recycled plastic material content in our packaging to 25%. This will act as a catalyst to increase recycling rates.



8% increase in recycling and recovery rates in 2017, over the 2010 average Recycling and Recovery Index (RRI), averaged across our top 14 countries.



Around 4,850 tonnes of post-consumer recycled materials incorporated into our rigid plastic packaging in 2017.

OUR PERSPECTIVE

Recycling and recovery is a challenging target because we are reliant on public policy, infrastructure and consumer engagement. Despite this, we have seen an improvement in our recycling rate. The volume of materials recycled or recovered increased by 8% over 2016-2017 compared to our 2010 baseline.

In 2017 we saw an increase in the volume of post-consumer recycled materials incorporated into our rigid plastic packaging. For example, in Argentina, we increased the content of recycled polyethylene terephthalate (rPET) in Cif bottles to 50% in 2017.

Availability of recycled content at an acceptable quality level remains a key challenge for us in many of our markets around the world. We have therefore started collaboration initiatives focused on producing quality recyclates which we are trialling in many of our packaging formats.

[Rethinking plastic packaging – towards a more circular economy](#)

Tackle sachet waste



Our goal is to develop and implement a sustainable business model for handling our sachet waste streams by 2015.

We continue to investigate the potential of new technologies in both developed and developing markets. Progress has been slower than we originally anticipated, however we feel that we are two thirds of the way there and will have a viable solution in the near future.

OUR PERSPECTIVE

Our aim is to develop a closed loop system for sachet waste. This will allow us to continue to provide the price and convenience of sachets to low-income consumers, while tackling the environmental issues associated with their use. These include litter and recyclability.

Over the last four years, we have co-developed a new technology using a chemical process called CreaSolv™. The technology produces quality polymers that can be used to make plastic that can be used again and again – offering the potential for a circular economy model. We have proven through large scale industrial trials that CreaSolv™ is a technically viable solution to recycling sachets.

We will be trialling the use of CreaSolv™ at a commercial scale at our Indonesian pilot plant in 2018. As an industry, we need to build a recycling infrastructure for sachet collection that supports the process - creating a circular model all can share. We hope that CreaSolv™ will transform sachets from a global problem into a sustainable economic opportunity.

[Rethinking plastic packaging – towards a more circular economy](#)

Eliminate PVC

We will eliminate PVC (polyvinyl chloride) from all packaging by 2012 (where technical solutions exist).

99

99% of PVC packaging removed from our portfolio by end 2012.

OUR PERSPECTIVE

We have made very good progress in eliminating PVC from our packaging, including from the acquisitions we have made in recent years.

We have a robust system in place to ensure that any PVC entering the business through acquisitions is swiftly dealt with, and where there are no viable replacement options, such as the PVC used within the seals of metal lids, we are working with suppliers to develop appropriate technology to replace these materials. Replacement solutions can take many years to develop as they need to meet the functional requirements of manufacturing, filling and consumer use.

Reduce office waste

- In our top 21 countries, at least 90% of our office waste will be reused, recycled or recovered by 2015 and we will send zero waste to landfill by 2017.
- By 2015 we will reduce paper consumption by 30% per head in our top 21 countries.



100% of our office waste was reused, recycled or recovered and we sent zero waste to landfill in our top 21 countries in 2017.



We achieved our target in 2013 with paper consumed per occupant 37% lower than 2010. In 2016 we reached a 62% reduction against our 2010 baseline.

- We will eliminate paper in our invoicing, goods receipt, purchase order processes, financial reporting and employee expense processing by 2015, where legally allowable and technically possible.

73

By 2015, 73% of our in-scope Business and Finance Services processes were completed electronically.

OUR PERSPECTIVE

By the end of 2017, we achieved our target of zero waste to landfill at our in-scope sites in our top 21 countries. We have extended our waste reduction efforts beyond our top 21 countries and an additional 33 sites are now zero waste to landfill.

Paper consumption per occupant is now 62% lower than our 2010 baseline in our top 21 countries and we will continue to push consumption lower.

Although 73% of our in-scope transactions (excluding financial reporting and employee expense processes) were completed electronically in 2015, subsequent progress has been challenging. Some countries do not yet allow electronic invoicing and we have found there is still a reluctance amongst some suppliers to accept e-invoicing. Despite these challenges, we remain committed to eliminating paper in our business and financial services processes.

[Reducing waste from our offices](#)

Waste & packaging

This work supports the following UN Sustainable Development Goals



Our waste footprint

Measuring the waste and packaging impact of our products includes the recycling of our packaging and amount of leftover product in our packaging. This enables us to set ambitious targets, transparently report our performance and assess our progress towards our commitment to halve the waste associated with the disposal of our products by 2020.*



Why do we measure our waste footprint?

We measure our waste footprint to track our progress towards halving the waste associated with the disposal of our products by 2020. We use over 2 million tonnes of packaging each year, ranging from paper, board, metals such as aluminium, steel and glass, to plastics and mixed material laminates that we use in our sachets and pouches.

How do we calculate our waste footprint?

We measure our waste impact by quantifying packaging material that has not been reused, recycled or recovered, and the amount of product left over in primary packaging (for example, a mayonnaise bottle) after consumer use. This helps us to develop packaging material that is light yet sufficiently solid to protect the quality of our products. It also helps us design our packs so that as little product is left behind as possible when our consumers dispose of the packaging after use.

We're also looking at packaging waste in the context of the local recycling infrastructure. If systems are in place to recycle packaging – and capture the value contained in the packaging that's been thrown away - this reduces the overall environmental impact of the packaging waste. We track this as our aim is to choose packaging materials that are recycled or recovered in the countries where we sell our products.

We've been calculating our waste footprint since 2010, with data from a representative group of products in all our 12 sub-divisions: Beverages, Deodorants, Dressings, Hair Care, Household Care, Ice Cream, Laundry, Oral Care, Savoury, Skin Care, Skin Cleansing, and Spreads and Cooking. Our footprint calculation focuses on 14 key countries (Brazil, China, France, Germany, India, Indonesia, Italy, Mexico, Netherlands, Russia, South Africa, Turkey, UK, and the US), which represent around 60-70% of our sales volume.

We calculate our waste impact annually, both at an absolute level and 'per consumer use', for example the waste impact of someone eating one serving of soup. These measurements enable us to see where we are making improvements and where we

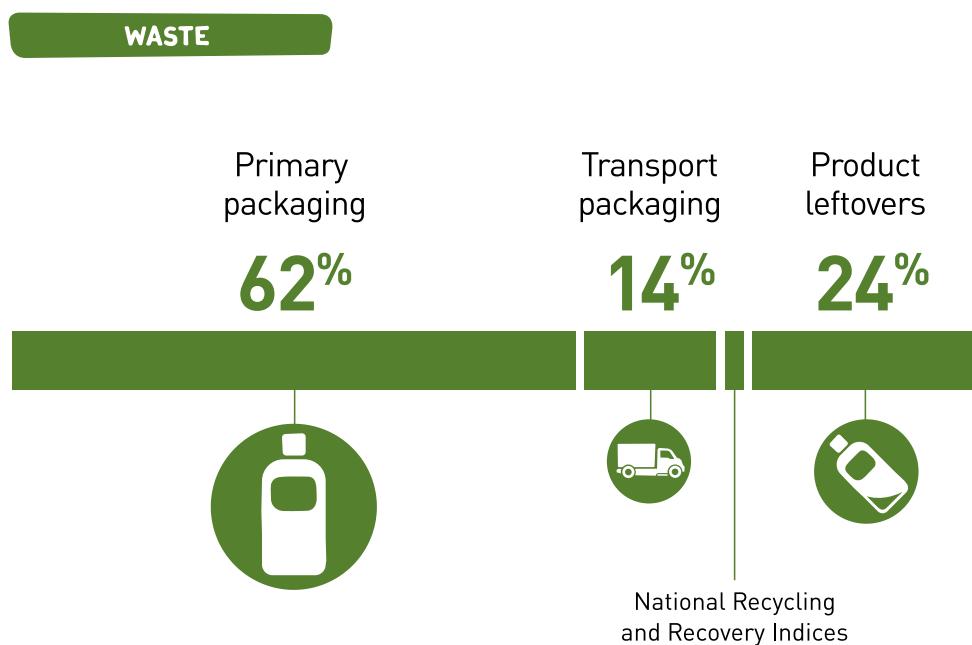
still have work to do, such as by further light-weighting our packs and using more recyclable materials.

Our 2017 waste footprint

Our absolute waste footprint is around 739 kilotonnes, which is equivalent to 0.6g waste per consumer use. In 2017, we reduced our waste impact per consumer use by 29% compared to 2010.* This reduction was achieved through a combination of: disposing of brands with packaging which was not widely recycled in the country of sale (e.g. Ragu glass jars in the US); improvements in the recycling and recovery of packaging materials; and packaging innovations which have reduced the weight of materials used.

Our analysis shows that primary packaging accounts for over 60% of our total waste footprint. Products within our Laundry, Hair Care and Beverages sub-divisions make the largest contribution to our waste footprint, accounting for more than one-third of our total waste footprint.

Our footprint graphic below shows the contribution of primary and secondary packaging - minus national recycling and recovery rates (specific to each of the 14 countries where we measure our footprint) - to our total waste footprint. We also account for product leftovers - the product left behind in the primary pack when a consumer discards it. Together, these make up the waste footprint related to the disposal of our products.



Measured 1 July 2016 – 30 June 2017.

We also annually measure the reduction in the weight of our packaging, which is reported in Waste Targets & Performance (/sustainable-living/reducing-environmental-impact/waste-and-packaging/). The waste generated by our manufacturing operations

is measured as part of our eco-efficiency in manufacturing programme (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/).

* Our environmental targets are expressed against a baseline of 2010 and on a 'per consumer use' basis. This means a single use, portion or serving of a product.

Related links

- > Targets & performance (/sustainable-living/reducing-environmental-impact/waste-and-packaging/)
- > Our metrics (/sustainable-living/our-approach-to-reporting/our-metrics/)
- > Independent assurance (/sustainable-living/our-approach-to-reporting/independent-assurance/)

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Reducing food loss and waste

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Rethinking plastic packaging – towards a more circular economy

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

[**Contact us >**](#)

Waste & packaging

This work supports the following UN Sustainable Development Goals



Rethinking plastic packaging – towards a more circular economy

We want to move towards a more circular economy, so that more plastic packaging has the best possible opportunity to be reused or recycled.



Plastic packaging: a growing problem

Every minute the equivalent of one rubbish truck of plastic is leaking into streams and rivers, ultimately ending up in the ocean. This has a devastating impact on marine wildlife. An estimated 100 million marine animals die each year due to discarded plastic. And the problem is set to get worse. The Ellen MacArthur Foundation report on the [New Plastics Economy \(PDF | 1MB\)](#) (https://www.ellenmacarthurfoundation.org/assets/downloads/New-Plastics-Economy_Catalysing-Action_13-1-17.pdf) estimated that by 2050, there will be more plastic than fish in the world's oceans.

The root causes of ocean plastic are complex, but it is clear that urgent action is needed on multiple fronts. One area of direct concern for Unilever is the fact that just 14% of the plastic packaging used globally makes its way to recycling plants, a third is left in fragile ecosystems and 40% ends up in landfill.

So, how did we end up here? Cheap, flexible and multipurpose plastic has become the ubiquitous material of today's fast-moving economy. Modern society would be lost without it. The linear 'take-make-dispose' model of consumption means that products get manufactured, bought, used once or twice for the purpose they were made, and then thrown away. Most packaging rarely gets a second use. As a consumer goods company, we're acutely aware of the causes and consequences of this linear model. And we want to change it.

Moving away from the linear 'take-make-dispose' model of consumption is a key priority in achieving the UN Sustainable Development Goal on Sustainable Consumption and Production (SDG12). From a purely economic perspective, discarding plastic makes zero sense. According to the World Economic Forum, plastic packaging waste represents an \$80–120 billion loss to the global economy every year. A more circular approach is needed, where we not only use less packaging, but design the packaging we do use so it can be reused, recycled or composted.

i What is a circular economy?

A circular economy is restorative and regenerative by design. This means that materials constantly flow around a 'closed loop' system, rather than being used once and then discarded. As a result, the value of materials, including plastics, is not lost by being thrown away.

The benefits of the circular economy approach are clear for business and the environment – more effective use of materials means lower costs and less waste. It means new sources of value for customers and consumers, better risk management of raw materials, and improved approaches to the supply chain.

Transforming our use of plastic packaging by 2025

We want to help lead the way towards a circular economy for all our packaging materials – but especially plastic. In January 2017, we committed to ensuring that 100% of our plastic packaging will be designed to be fully reusable, recyclable or compostable by 2025.

To help create an end market for this material, we also committed to increase the recycled plastic content in our packaging to at least 25% by 2025. This plastic packaging target builds on our existing Unilever Sustainable Living Plan targets (/sustainable-living/reducing-environmental-impact/waste-and-packaging/) of reducing the weight of our packaging by one third by 2020 and halving the waste associated with the disposal of our products by 2020.

We are among a small but growing number of brands, retailers and packaging companies to make plastic packaging commitments. But more needs to be done to make reusable, recyclable and compostable plastic the new normal. That begins by making it technically possible for all our plastic packaging to be reused or recycled – but it also means demonstrating that there are established, proven examples of it being commercially viable for plastics re-processors to recycle the material.

“ As a consumer goods industry, we need to go much further, much faster, in addressing the challenge of single-use plastics by leading a transition away from the linear take-make-dispose model of consumption, to one which is truly circular by design. **”**

Paul Polman, former Unilever CEO

We're embedding circular thinking

No business can create a circular economy for plastic packaging in isolation. A circular economy has to be created. We're working in five broad, interdependent areas to achieve this change:

1. Rethinking how we design our products: using our Design for Recyclability guidelines that we launched in 2014 and revised in 2017, we're exploring areas such as modular packaging, design for disassembly and reassembly, wider use of refills, recycling and using post-consumer recycled materials in innovative ways.
2. Driving systemic change in circular thinking at an industry level: such as through our work with the Ellen MacArthur Foundation and the Global Plastics Protocol.
3. Working with governments to create an environment that enables the creation of a circular economy, including the necessary infrastructure to collect and recycle materials.
4. Working with consumers in areas such as recycling – to ensure they're clear on different disposal methods (eg recycling labels in the US) – and collection facilities (eg Waste Bank in Indonesia).

5. Exploring radical and innovative approaches to circular economy thinking through new business models.

Find out more about how we are taking action in each of these five areas below.

Rethinking how we design our packaging

Sometimes a new design or a whole new way of packaging products is the best way to reduce our impact. We focus our efforts in three areas: reducing our use of materials, using more recycled content and ensuring our packaging is recyclable or compostable.

Reducing our use of materials

While we're continuing to look for ways to develop completely new packaging solutions, we're also focusing on using lighter, stronger and better materials which have a lower environmental impact.

We aim to optimise materials each time we redesign our packaging or develop concentrated or compressed versions of our products. But this can be a challenging process. It can take significant investment and ingenuity to reduce the amount of material in a pack, even by just one gram. However, the return on investment is worth it when our innovations successfully reduce the packaging and waste impact in our value chain, and result in material cost savings and increased sales.

We're collaborating with suppliers, academics, start-ups and other organisations to develop new technologies. This ensures a constant flow of innovative solutions to help us achieve our targets. Recent innovations to optimise our packaging include:

- By combining the technology of a thinner polyethylene layer with a stronger polymer and smart polyethylene design in our Home Care brands' flexible packaging, such as sachets and pouches, we reduced polymer use by 1,400 tonnes in 2017.
- In 2017, we launched our redesigned lighter weight Hellmann's mayonnaise jars, saving 367 tonnes of glass.
- Innovations such as the foamed plastic layer in the middle of plastic bottle walls using MuCell™ Technology – which we developed in collaboration with MuCell and Alpla in 2014 – reduced plastic use by up to 15% per bottle. In 2017, we launched our Dove hand wash bottles with MuCell™ Technology, which has saved 304 tonnes.
- At the end of 2016, we relaunched our Ponds Age Miracle cream in the Philippines, Indonesia and Vietnam, with a redesigned jar and cap. The redesigned packaging saved a combined total of around 84 tonnes of glass, plastic and paper in these three markets in 2017.
- In 2015, we implemented injection compression technology to cut plastic use in some of our food tubs in Europe, saving around 21 tonnes of plastic in 2017 – without impacting the quality of the product packaging.
- In China, as in most countries, the majority of ice cream cartons are laminated to survive freezers temperatures. This means that the cartons have a low recycling

rate. So, we worked with an ink supplier and carton converter to develop a matt UV varnish to replace the film. This could cut packaging waste in China by around 300 tonnes per year.

Refills also visibly reduce the volume of plastic used in our packaging, and have the added benefit of being more affordable for people. We've been selling refills since 2012. In 2017, we launched refills across our Rexona body wash in Brazil and Dove shampoo in India.

Using more recycled materials in our plastic bottles

We began using recycled materials in our plastic bottles in 2013. In 2017, we committed to increase the recycled plastic content in our packaging to at least 25% by 2025.

Spotlight



Love Beauty and Planet

Our new Love Beauty and Planet range in the US – launched in 2018 – has put packaging at the centre of its consumer proposition. Its packaging is made from 100% recycled materials and is also 100% recyclable. One new innovation is the use of a special adhesive which makes it easier to remove labels cleanly at the recycling facility.

The caps and pumps are not yet made from recycled content but we have a commitment to use at least 50% recycled plastic in pumps and caps by 2020. The brand also contributes \$40 per tonne of carbon to a carbon tax fund which helps to reduce carbon emissions, and fund initiatives that encourage higher recycling rates and set up recycling communities.

In 2017, we used around 4,850 tonnes of post-consumer recycled plastic in our packaging, such as high-density polyethylene (HDPE) and polyethylene terephthalate (PET) in our plastic bottles.

We want to use far more in the future and recapture our own packaging. But factors such as the availability of high-quality waste materials, legislation on food contact and creating a viable business case can all make this challenging.

To address these challenges, we must be both innovative and collaborative. That ranges from ensuring we use recyclable materials at the outset and making them recyclable after use, to tackling wider infrastructural issues such as local collection and sorting facilities, to building the technical and commercial viability of reprocessing them at scale.

Despite these challenges, we've made progress. In 2013, we launched bottles of Knorr salad dressings in South Africa containing 30% of recycled PET (rPET) – this increased to 35% in 2017. In 2014, we launched Cif bottles replacing PET with 40% rPET across Argentina, increasing the content to 50% in 2017.

In 2015, we started using 25% of rPET in the manufacturing of our fabric conditioner bottles in France, Italy, the Netherlands and the UK. And in 2017, we launched more bottles containing rHDPE and rPET, including our Organics range in South Africa, with 50% rHDPE and Caress in the US with 50% rPET.

Ensuring our plastic packaging is recyclable or compostable

In 2017, we made a commitment to ensure that 100% of our plastic packaging will be designed to be fully reusable, recyclable or compostable by 2025. In Chile, for example, we moved from a non-recyclable folding carton across three detergent brands – Omo, Drive and Rinso – to a 100% polyethylene (HDPE) bag which is recyclable, saving 1,634 tonnes a year.

Spotlight



Brewing up breakthroughs with biodegradable tea bags

As we continue to look for ways to achieve our target, we've found a way to use a plant-based material for tea bags derived from renewable sources such as corn starch, which can be industrially composted.

Our Saga brand in Poland, Red Rose in Canada, and SariMelati and SariMurni teas in Indonesia have adapted their manufacturing process to use plant-based materials. In March 2018, we launched our first fully biodegradable PG tips tea bags in the UK, made with corn starch. The aim is for all PG tips tea bags to use the new material by the end of 2018.

Driving systemic change in circular thinking at an industry level

“ By committing to ambitious circular economy goals for plastic packaging, Unilever is contributing to tangible system change and sending a strong signal to the entire fast-moving consumer goods industry. Combining upstream measures on design and materials with post-use strategies demonstrates the system-wide approach that is required to turn the New Plastics Economy into reality. ”

Dame Ellen MacArthur

The movement to a circular economy approach for plastics requires change across more than just our industry. We need more circular thinking as a business and we have to work with others. We're collaborating with the  Ellen MacArthur Foundation (<https://www.ellenmacarthurfoundation.org/>) and their  New Plastics Economy initiative (<https://newplasticseconomy.org/about>), by committing to publish the full 'palette' of plastics materials that we use in our packaging by 2020.

We are also supporting the creation of a Global Plastics Protocol – a plastics protocol for the industry setting commonly agreed definitions and industry standards on what materials are put into the marketplace, to ensure our packaging is compatible with existing and cost-effective recycling infrastructures.

Focusing on the three themes of recycling, reuse and recyclability, the New Plastics Economy represents systems-level change, and working with others in the plastic packaging sector is critical to its success.

i A call to action

At Davos 2018, Unilever announced four key actions the consumer goods industry should take to create the systemic change required and accelerate the transition to a circular economy:

1. For companies to invest in innovation towards new delivery models that promote reuse.
 3. For more companies to commit to 100% reusable, recyclable or compostable packaging by 2025 and set stretching targets for using post-consumer recycled content.
 5. For a Global Plastics Protocol setting commonly agreed definitions and industry standards on what materials are put into the marketplace, to ensure our packaging is compatible with existing and cost-effective recycling infrastructures.
 7. For companies to engage positively in policy discussions with governments on the need for improvements to waste management infrastructure, including the implementation of Extended Producer Responsibility schemes.
-

Developing a market for post-consumer recycled materials

Closing the loop on plastic packaging, so that used packaging is viewed as a valuable resource rather than thrown away, is a major opportunity – and a major challenge. In many markets, high-quality, post-consumer recycled material (also known as PCR) is difficult to source and so is often sold at a premium.

Greater manufacturer demand for post-consumer recycled materials will produce an increasingly attractive business case for re-processing services, and will also act as a catalyst to increase the collection and reprocessing of materials.

Partnering with industry to rethink flexible packaging

In 2016, Unilever joined an initiative called  CEFLEX (<https://ceflex.eu/>), a consortium of around 60 European companies, organisations and associations across the entire value chain of flexible packaging including: raw materials suppliers, packaging converters, brand owners and retailers, producer responsibility organisations, collectors, sorters and recyclers, as well as other technology suppliers and potential end users of the secondary raw materials.

CEFLEX continues the work of the projects FIACE (EU) and REFLEX (UK) which both sought to quantify the added value of flexible packaging and identify opportunities to increase recycling. Its mission is to make flexible packaging more relevant to the circular economy by advancing better system design solutions. By 2020, it aims to develop robust 'Design for a Circular Economy' guidelines for both flexible packaging and the end of cycle infrastructure to collect, sort and recycle. And by 2025, it aims to develop a collection, sorting and reprocessing infrastructure for post-consumer flexible packaging across Europe.

Working with governments

To move to a more circular economy approach we need to fundamentally rethink the way we design our products and packaging. This means carefully considering the systems in which our products flow – and working with national governments to develop waste infrastructure.

We cannot succeed alone. There are many elements which are outside our control, such as selective collection of packaging waste, little or no infrastructure and limited investment in the waste industry.

We continue to work with governments to develop policies and frameworks that facilitate this fundamental shift, including the implementation of Extended Producer Responsibility schemes.

Spotlight



Closing the loop on sachet waste

One area where we are making progress on developing the waste infrastructure within a country through multi-stakeholder partnerships, is small multi-layered sachets in Indonesia.

Sachets are a type of flexible plastic packaging. They give people on low incomes a convenient and affordable way to buy anything from shampoo to food to toothpaste – creating less waste per millilitre of product than bottles. Despite the benefits, they also pose a serious waste challenge.

In developing markets, where sachets are most popular, infrastructure for recycling is often limited and leftover sachets can end up in landfill, or litter the streets, waterways and oceans.

Until recently, it was not possible to recycle the sachets that we use. Over the last four years, we've co-developed a new technology with the Fraunhofer Institute for Process Engineering and Packaging IVV in Germany that solves this problem.

CreaSolv® is a breakthrough chemical process that recycles sachets and turns them into safe, high-quality polymers for use again and again – including in our non-food packaging sachets. It enables us to recover six kilos of pure polymers with the same energy effort as the production of one kilo of virgin polymer, reducing the CO₂ footprint of sachets.

The sachets we plan to recycle won't just be ours – they will be a mix of all the sachets discarded by consumers, whether made by us or by our competitors. And the recycled resin we produce can be used by anyone, not just Unilever.

Alongside an infrastructure for collecting and processing sachets – which we are also working on with the relevant Indonesian ministries – CreaSolv® offers the potential for a circular economy model and is a win-win for business and the environment. We will be trialling the use of CreaSolv® on a commercial scale at our Indonesian pilot plant in 2018.

As an industry, we need to build a recycling infrastructure for sachet collection that supports the process – creating a circular model we can all share. We hope that CreaSolv® will transform sachets from a global problem into a sustainable economic opportunity.

CreaSolv® is a registered trademark of CreaCycle GmbH

Working with consumers to promote recycling

Collecting and sorting recyclable materials plays an important part in ensuring they can be reused. Consumers, therefore, have a vital role in the circular economy. Our aim is to promote recycling among consumers, raise awareness at government and NGO level, and help workers economically. We have a number of projects to encourage consumers to recycle more and to help people make recycling a lifelong habit.

In Brazil, for example, we work with Consumer Goods Forum companies and NGO CEMPRE to increase the types of materials recycled, drop-off points for used packaging, and co-operatives to sort materials. Our partner, Brazilian retailer Pão de Açúcar, has drop-off points in their stores where consumers can bring used packaging, and our brands engage with consumers to encourage recycling. This initiative has collected over 100,000 tonnes of material since the programme began 15 years ago. In 2017, we supported 94 recycling stations across 27 cities, and 21 co-operatives that generate income (directly and indirectly) for over 3,170 people.

Incentivising behaviour change is a big part of inspiring lifelong recycling habits. That's why, in Argentina, we have started a partnership with the Buenos Aires City Government and retailers in the area to increase the volume of recycled material available to packaging producers. Consumers are offered discount benefits to encourage them to bring their waste packaging to government recycling points.

Spotlight



Community Waste Bank Programme in Indonesia

In some countries, waste can be seen as an opportunity for enhancing livelihoods, with many informal but highly organised networks collecting waste for recycling. In Indonesia, we initiated our Community Waste Bank Programme, empowering communities to manage their domestic waste.

Through our Unilever Indonesia Foundation, we help communities in 18 cities to develop a system where they can collect inorganic waste and sell it based on its value. The money received is saved within the community waste bank and can be cashed in over time. The system works like a regular bank, except that waste is deposited instead of money.

In 2017, 2,615 community waste banks with 344,000 members collected 6,125 tonnes of packaging waste, worth 8.4 billion IDR. Since 2012, the waste banks have collected a total of 17,893 tonnes of packaging waste, worth 23.44 billion IDR. We also collaborated with local municipalities, and developed 11 sectoral and three city level waste banks. These support small waste banks to channel waste, ultimately reducing the volume sent to landfill. In 2018, the programme started a flexible waste pilot in East Java also collecting pouches.

Exploring radical and innovative approaches

New business models and innovations, using circular economy principles, are transforming traditional take-make-dispose thinking with incredible speed.

Unilever wants to be part of the circular economy revolution and we are committed to pioneering breakthroughs in packaging waste. Take our recent partnership (</news/press-releases/2018/unilever-to-pioneer-breakthrough-food-packaging-technology-together-with-ioniqa-and-indorama-ventures.html>) with start-up company Ioniqa and the largest global producer of PET resin, Indorama Ventures, to pioneer a new technology, which converts PET waste back into virgin grade material for use in food packaging.

This innovation is particularly exciting because it could unlock one of the major barriers today – making all forms of recycled PET suitable for food packaging. Indeed, making the PET stream fully circular would be a major milestone towards this ambition, not just helping Unilever, but transforming industry at large.

This is just one example, but many more breakthroughs are needed if we are to move towards a more circular economy – in doing so, unlocking the economic prize for business.

Related links

- > Targets & performance
(/sustainable-living/reducing-environmental-impact/waste-and-packaging/)

Downloads

- ✗ Unilever's position on packaging and the circular economy
PDF | 310KB
(/Images/packaging-and-the-circular-economy-position-statement_tcm244-423161_en.pdf)
- ✗ Bioplastics Position Statement
PDF | 175KB
(/Images/bioplastics-position-statement-typo-amends-nov-2015_tcm244-423101_en.pdf)

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Our waste footprint

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[Going beyond zero waste to landfill](#)

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Waste & packaging

This work supports the following UN Sustainable Development Goals



Going beyond zero waste to landfill

We achieved our target of sending zero non-hazardous waste to landfill from our factories in 2014, six years ahead of schedule. We're focused on maintaining that performance while reducing our waste at source.



Building on the achievements of our zero waste mindset

We think a business can make a real contribution to the global effort of 'doing more and better with less'. Our experience of working to reduce waste makes us believe that not only is it possible, it's good for business. This is the kind of responsible consumption and production called for by  UN Sustainable Development Goal 12 (<http://www.un.org/sustainabledevelopment/sustainable-consumption-production/>).

In December 2014, we achieved our target to send zero non-hazardous waste to landfill (ZNH WL)* across our global network of 242 factories in 67 countries. This means that the non-hazardous waste that was previously sent to landfill is now reused, recycled or recovered.**

We're proud of this achievement, which we believe was a world first on this scale in our industry.

We think the model that drove our factory achievements is repeatable beyond a manufacturing environment. So, we set out to extend our zero waste mindset to other parts of our business. By February 2016, nearly 400 additional Unilever sites (</news/press-releases/2016/Unilever-announces-new-global-zero-waste-to-landfill-achievement.html>) had achieved zero non-hazardous waste to landfill, including offices, distribution centres and warehouses in 70 countries.

Maintaining our zero waste to landfill performance

Although we achieved our zero waste to landfill ahead of schedule, we still have a job to do to ensure that we maintain our performance. We make sure that our newly-built factories, or ones we acquire, don't send non-hazardous waste to landfill.

In 2017, 0.07% of our non-hazardous waste was disposed to landfill.* We take any lapses very seriously and are confident that we have robust procedures in place to highlight any issues so that remedial action can be swiftly taken.

Each of our sites has undertaken a detailed mapping of its mixed waste streams so that we can consider every material we consume. We have put in place dedicated collection and storage points to make waste segregation easier and provided training to employees involved in waste management, who have then developed detailed action plans for reuse, recycling or recovery. Where we find approaches that work, we transfer them to our other sites around the world - and we've found solutions requiring little, if any, investment, ensuring that our progress makes business as well as environmental sense.

Zero waste to landfill across Unilever's global factory net...



How are we producing less waste?

We're producing 37% less total waste than we did in 2008, and we've achieved around €262 million in cumulative cost avoidance. Now that we send zero non-hazardous waste to landfill, we want to keep focusing on minimising the amount of waste we produce. We're doing this in three ways:



37%

we're producing
37% less total
waste than we
did in 2008

Refuse

Our waste reduction journey starts with refuse - that is, avoiding waste being generated in the first place. Eliminating or reducing waste at source is the best way of cutting our environmental impact and creates the most opportunities for savings. For instance, at many sites, we require suppliers to use returnable pallets and containers, thereby limiting the amount of waste that we need to manage.

Reduce

We want to be as efficient as possible at converting raw materials into products and reducing the amount of waste generated. For example, at our St Petersburg deodorant factory in Russia, the plastic packaging of stick deodorants can be accidentally damaged before they leave the factory. In 2017, a new machine that removes the product from the damaged packaging was installed, so that the plastic can be recycled and the product repacked.

Reuse

We look for ways to reuse our materials ourselves or make them available for others. When others reuse the materials we no longer need, we don't count this as a waste because it helps reduce the consumption of natural resources in other industries.

In 2017, we reused 107,000 tonnes of materials. For example, in our Port Sunlight factory in the UK, we receive raw materials and packaging in cardboard boxes. We have found that these boxes can be reused by other industries, such as for home removals.

In 2017, we reused 648 tonnes of cardboard in this way. Also in 2017, in the US we found a way to reuse any soap products that don't meet our stringent quality standards - for instance if the soap we manufacture has the wrong fragrance – we can sell it to companies who use it to wash cars.

We look at waste as a resource

A central part of our zero waste mindset has been looking at waste materials as a potential resource. Where we have not been able to find ways to reduce or reuse waste, we try to find routes to recycle it. And if recycling routes are not available, we recover energy from the waste.

Recycle

The majority of our waste is recycled, sometimes in innovative ways. For instance, our Mangalore factory in India composts organic waste and uses this to fertilise fruit gardens that grow food for the staff canteen. At our Carrascal site in Chile, we've created a garden with furniture made from pallets and plant pots made from drums. For most sites, recycling means segregating waste into paper, plastics, metal and glass and we can often sell this to recycling companies for them to make into new products.

Recover

Where we have not yet found routes for recycling, we recover waste materials instead and use them to generate energy. At many of our factories around the world, we do this through our global partnership with the cement manufacturer LafargeHolcim and its waste management service provider Geocycle. Our waste materials are pre-treated and used as alternative fuel and raw material in their cement kilns. Even the ash is used – it is fully incorporated into the cement clinker, so it doesn't leave any residues.

Another example of waste recovery is our waste tea from our Agarapathana factory in Sri Lanka. This is used as a fuel in our boilers, which also helps reduce the carbon emissions from our site.

Sharing the value of materials through circular approaches

We do all we can to reduce waste inside the factories, but we're also encouraging our factories to 'close the loop' and share resources wherever they can. And, look to have a positive impact on their surrounding communities and ecosystems.

For example, in 2017, our Knorr factory in Mendoza, Argentina, received its first crop of leeks grown through a new project with local farmers. We produce an organic soil conditioner by combining loose soil shaken from vegetables delivered to the factory with nutrient-rich effluent. The farmers use this on the same fields where the vegetables were originally grown.

Several of our sites are working with their suppliers to reduce the packaging that raw materials are delivered in. Our Caivano factory in Italy, for instance, transports the nuts we use in ice creams around the site in large, reusable bags rather than in cardboard

boxes, reducing cardboard waste by 20 tonnes a year.

In 2017, several of our sites extended their waste programmes to ensure that their employees also have a way to recycle the waste they generate at home. Our Pouso Alegre site in Brazil implemented an ‘eco-point’ recycling area for employees to use at the entrance to the factory. And our St Petersburg factory in Russia has a similar collection point that allows employees to dispose of hazardous waste like batteries and mercury thermometers in a safe way.

Reducing food waste

By wasting less food, we can help increase food security. That’s why in 2015 Unilever signed up to the Consumer Goods Forum’s commitment to measure the disposed food waste footprint ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/reducing-food-loss-and-waste/](#)) from our manufacturing sites.

Through our zero non-hazardous waste to landfill achievement, we’ve already done a lot of work to ensure all waste – including food waste – is reused, recycled or recovered. But by working with others, we can eliminate waste on an unprecedented scale. As the world focuses on the UN Global Goals for Sustainable Development to end extreme poverty, fix inequality and tackle climate change by 2030, the time for us all to drive more action on waste is now.

* We aim to maintain our achievement of zero non-hazardous waste to landfill (ZWL) across our manufacturing sites worldwide. However, incidents can occur where small amounts of non-hazardous waste are sent to landfill in error or because of operational changes e.g. acquisitions or supplier issues. We consider ZWL is maintained when less than 0.5% of non-hazardous waste is disposed to landfill in the 12-month period.

** Non-hazardous vs hazardous classification of waste streams is determined by local legislation in the locations where each of our factories operate. What constitutes hazardous waste differs between countries and definitions can change frequently.

Related links

> Targets & performance
([/sustainable-living/reducing-environmental-impact/waste-and-packaging/](#))

> Our progress on reducing hazardous & non-hazardous waste ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/going-beyond-zero-waste-to-landfill/our-progress-on-reducing-hazardous-and-non-hazardous-waste/](#))

> Reducing our non-manufacturing waste ([/sustainable-living/reducing-](#)

Downloads

↳ Unilever’s Basis of Preparation 2017
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Our progress on reducing hazardous & non-hazardous waste

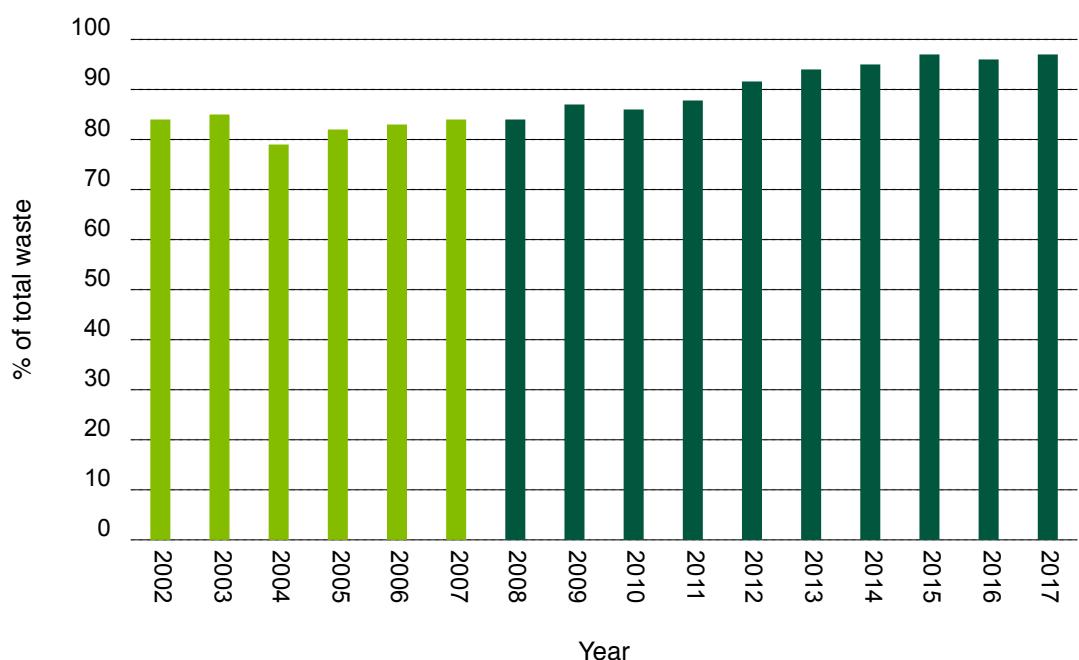
We're exploring how we can further cut waste at source as well as closely monitoring our performance, so we can drive improvements across our global factory network.

Our progress

We track our performance across our global factory network. The following charts show how much total waste we produce, how much we recycle and recover, and the amount of hazardous and non-hazardous waste disposed.

In 2014, we achieved zero non-hazardous waste to landfill (ZWL) in our global factory network.* This means that the non-hazardous waste that was previously sent to landfill is now reused, recycled or recovered.

Waste material reused, recycled and recovered (1995-2017)



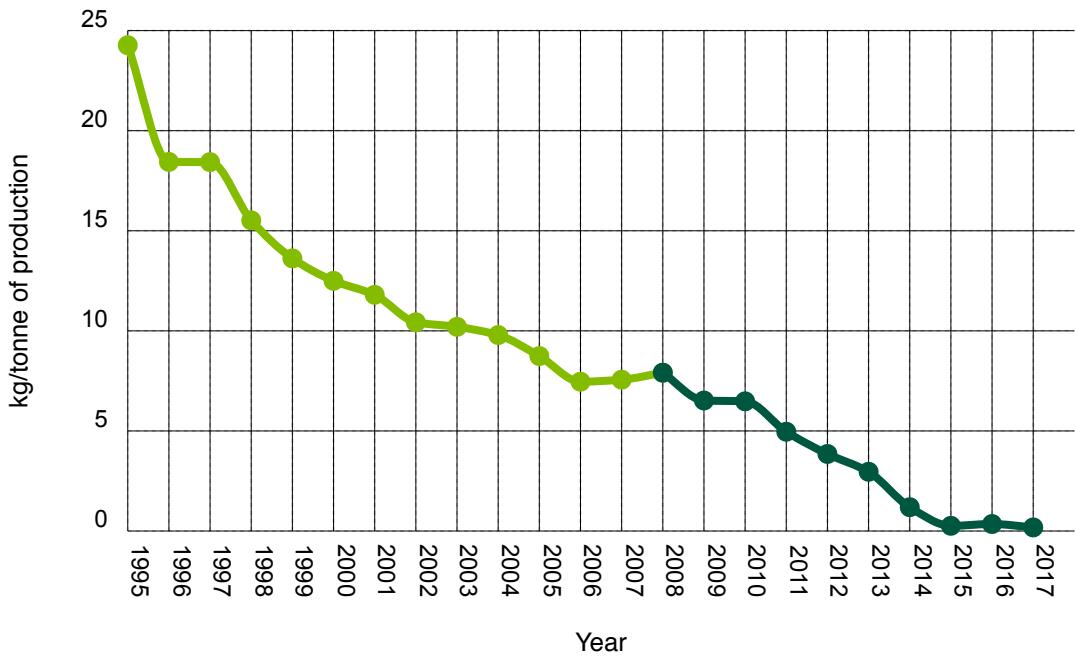
Key

- Waste material recycled (Pre-2008 USLP baseline)
- Waste material recycled (Post-2008 USLP baseline)

Notes

In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September.

Total waste sent for disposal - Load per tonne of production (1995-2017)



Key

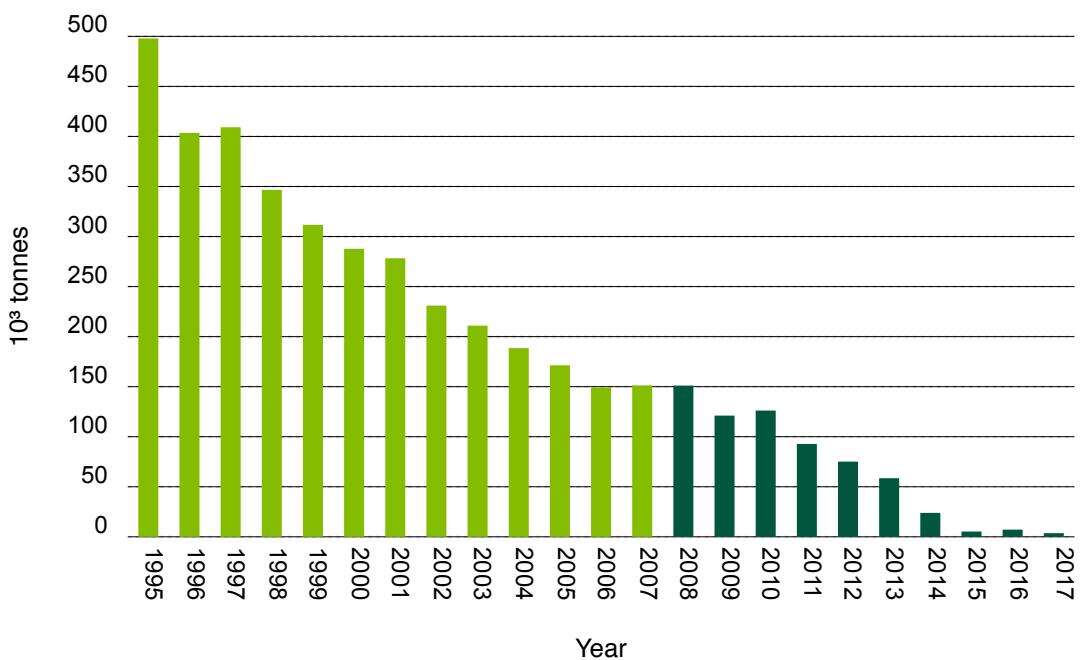
- Load per tonne of production (Pre-2008 USLP baseline)
- Load per tonne of production (Post-2008 USLP baseline)

Notes

In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September.

PricewaterhouseCoopers (PwC) assured from 2012 onwards. <https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/> (<https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/>)

Total waste sent for disposal - Total load (1995-2017)



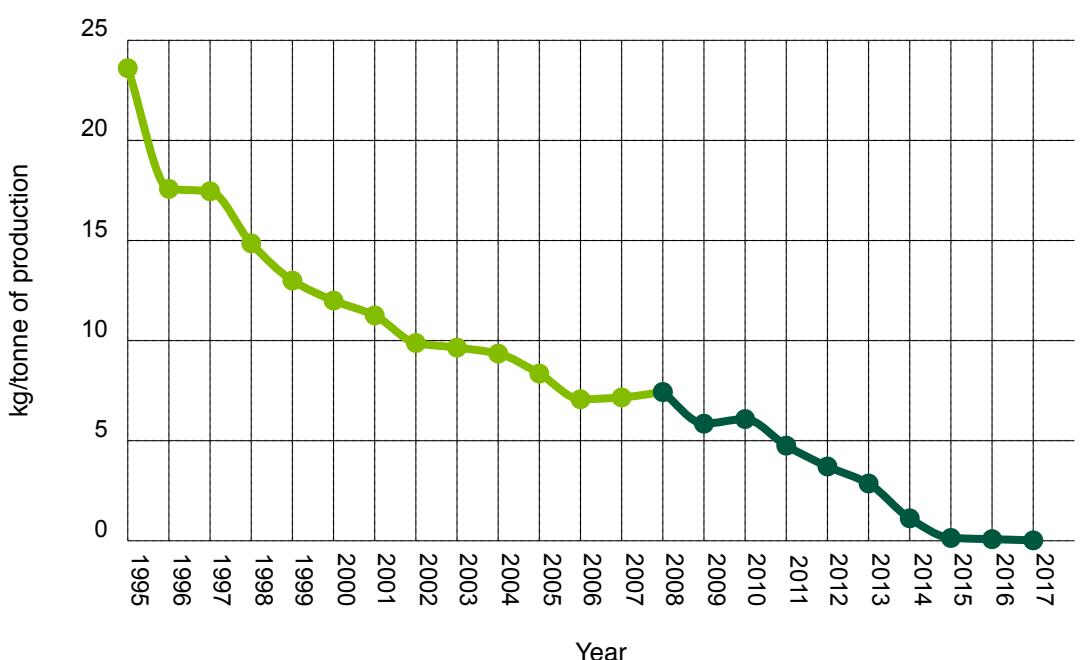
Key

- Total load (Pre-2008 USLP baseline)
- Total load (Post-2008 USLP baseline)

Notes

In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September.

Disposed non-hazardous waste - Load per tonne of production (1995-2017)



Key

- Load per tonne of production (Pre-2008 USLP baseline)
- Load per tonne of production (Post-2008 USLP baseline)

Notes

In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September.

PricewaterhouseCoopers (PwC) assured from 2012 onwards. <https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/> (<https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/>)

In 2017, we reduced the amount of total waste generated by our manufacturing sites by 37% per tonne of production compared to our 2008 baseline. Total waste includes the hazardous and non-hazardous waste that is recycled, recovered or disposed.

Of the total waste we produce – including both hazardous and non-hazardous waste that is recycled, recovered or disposed – over 96% was reused, recycled or recovered. In 2016, we started to measure waste reuse separately, and found we reused 38,000 tonnes of waste. In 2017, we reused 107,000 tonnes of waste.

In 2017, disposed hazardous waste decreased by 42% per tonne of production compared to 2016 and was 68% lower per tonne of production than in 2008. In 2017, our hazardous waste accounted for 0.5% of our total waste and remains a small component of our waste footprint.

Waste is classified as hazardous or non-hazardous according to local legislation in the locations where each of our factories operate. What constitutes hazardous waste differs between countries and definitions can change frequently. We are continuing to reduce both our hazardous and non-hazardous waste as part of our continuous improvement programmes.

* We aim to maintain our achievement of zero non-hazardous waste to landfill (ZWL) across our manufacturing sites worldwide. However, incidents can occur where small amounts of non-hazardous waste are sent to landfill in error or because of operational changes e.g. acquisitions or supplier issues. We consider ZWL is maintained when less than 0.5% of non-hazardous waste is disposed to landfill in the 12-month period.

Related links

> Targets & performance
(/sustainable-living/reducing-environmental-impact/waste-and-packaging/)

> Going beyond zero waste to landfill
(/sustainable-living/reducing-environmental-impact/waste-and-packaging/going-beyond-zero-waste-to-landfill/)

> Reducing waste from our offices
(/sustainable-living/reducing-environmental-impact/waste-and-packaging/going-beyond-zero-waste-to-landfill/reducing-waste-from-our-offices/)

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Waste & packaging

Reducing waste from our offices

Eliminating waste is a priority in every part of our business. In 2017, we achieved our target of sending zero waste to landfill from our offices.



Zero office waste to landfill

To reduce our waste, we focus on using less, and reusing and recycling materials more. We adopt circular economy principles where possible and aim to treat all waste as a potential resource.

In 2017, we achieved our target of sending zero non-hazardous waste to landfill from 38 non-manufacturing sites (offices, distribution centres and warehouses) in our top 21 countries and 100% of our office waste being reused, recycled or recovered.* We estimate this is preventing around 1,760 tonnes of waste going to landfill each year.

Our target covers non-hazardous waste from sites where we either own or hold the majority lease (in-scope sites) in our top 21 countries. We have extended our waste reduction efforts beyond our top 21 countries and an additional 33 sites – which are outside the scope of reporting - are now zero non-hazardous waste to landfill.

Sending zero non-hazardous waste to landfill is a requirement in our real estate, design and construction standards. But sometimes it can be complicated to reduce waste in some non-manufacturing sites. Often, we don't own the site and may only occupy a small part of a building. This gives us less control over how waste is collected and whether it is recycled. So, we're working in partnership with our landlords and third-party suppliers to make sure how we tackle waste is considered right from the start, whether we build or lease new premises.

We're using nearly 70% less paper

Paper is one of the major waste streams from our offices. Using less paper not only saves resources and prevents waste but also reduces energy used for printing. Already, we've cut



70%

paper use per employee by almost 70% since 2010 – a significant reduction when multiplied across our 161,000 people.

Approximate cut in paper use per employee since 2010

Switching to paperless billing, using digital signatures and encouraging colleagues to print less are all part of our efforts to cut paper use. Pull-printing, which we began implementing in 2014, means that colleagues must scan their personal pass cards at the printer before accessing a print job. With pull-printing, we can monitor how much people print, significantly reduce unnecessary printing, and improve confidentiality.

As part of our Global Print Programme, we're also reducing the overall number of printers and all printing is set by default to be double-sided and in black and white, unless colour is needed for business reasons. In 2017, we reviewed our fleet of printers at 58 sites and reduced it by a further 165 machines.

And digital signature technology means that fewer documents need to be printed solely for signing. In 2017, digital signatures were used on over 47,000 documents, equivalent to eliminating 34,000 printed pages a month.

How are we reducing waste at source?

The most effective way to reduce waste is to prevent it being generated in the first place.

One of the big opportunities is to reduce single-use items, like disposable cups and plastic bags. So, we've eliminated single-use plastic bags in over 80% of our staff on-site shops to encourage our people to bring their own bags with them, with the aim of reaching 100%.

Reducing and eliminating disposable single-use paper cups is also a priority. This can be quite challenging as some sites need to install washing facilities before they can introduce reusable cups. However, we're making good progress with 60% of non-manufacturing sites using reusable cups in 2017. And we're using what we've learnt to roll out reusable cups at our remaining sites.

To reduce food waste from our offices we are piloting our 'Wise Up on Waste' tool ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/reducing-food-loss-and-waste/](#)) from Unilever Food Solutions. This produces information on when and where food waste is generated, enabling our catering colleagues to take action to reduce it at source, and encourages our employees not to leave any food waste.

We also look for opportunities to reuse resources, including when moving or refurbishing our offices. For example, during a recent relocation of our head office in Stockholm, our desks were still in good condition, but too large for the new premises. A local joiner was employed to cut them down to the right size and paint them, ready to be reinstalled. The team also worked with the landlord to reuse glass and door panels to build new meeting rooms, preventing waste.

What's next?

Now that we've met our zero waste to landfill target, we want to use what we've learnt at more of our non-manufacturing sites. We're also looking at the types of waste we produce, and how we can further reduce the volume that we're generating. In particular, our focus is on waste that we can cut entirely through changing our processes.

But we're also looking at moving waste management up the  waste hierarchy ([PDF | 300KB](#) (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69403/pb-waste-hierarchy-guidance.pdf)), which ranks the options according to environmental impact. As well as preventing waste from existing in the first place, we're looking at how we can reuse resources, rather than dispose of or even recycle materials. As part of this, we're exploring new ideas, technologies and partnerships so that we can move closer towards a circular economy.

* In-scope sites are where we either own or hold the majority lease and as such are able to influence the handling of waste. Zero non-hazardous waste to landfill is achieved and maintained when 0.5% or less of non-hazardous waste (non-hazardous disposed waste and recycled and recovered waste) across all in scope non-manufacturing sites is sent to landfill or to incineration without energy recovery. Our 2017 data covers the period 1 January 2017 to 31 December 2017.

Related links

- Targets & performance (/sustainable-living/reducing-environmental-impact/waste-and-packaging/)
- Going beyond zero waste to landfill (/sustainable-living/reducing-environmental-impact/waste-and-packaging/going-beyond-zero-waste-to-landfill/)
- Our progress on reducing hazardous & non-hazardous waste (/sustainable-living/reducing-environmental-impact/waste-and-packaging/going-beyond-zero-waste-to-landfill/our-progress-on-reducing-hazardous-and-non-hazardous-waste/)

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Waste & packaging

This work supports the following UN Sustainable Development Goals



Reducing food loss and waste

We're addressing food loss and waste across our value chain through innovation and collaboration.



Five reasons the world must tackle food loss and waste

- There is more than enough food produced in the world to feed everyone, yet 815 million people – one in nine – go to bed hungry every night.¹
- Around a third of the food produced globally is lost or wasted – that's about 1.3 billion tonnes each year.²
- 28% of the world's agricultural area is used annually to produce food that is lost or wasted.³
- Food loss and waste contributes heavily to climate change, making up around 8% of total global greenhouse gas emissions. Around 1 billion tonnes of CO₂e per year could be avoided if globally, humanity tackled food loss and waste across the value chain.⁴
- Food waste costs the global economy around US\$940 billion each year.⁵ Reducing this waste across the value chain is also a major business opportunity, valued at US\$405 billion.⁶

Tackling the global food system on waste

Tackling food waste is an opportunity to address food insecurity and mitigate climate change – and it requires a global approach. It means focusing on the systems by which food is produced, consumed and disposed of, by our industry and others.

That's a major challenge, and one we cannot address alone. Although we're working to reduce wasted or lost food in our value chain – through innovation, design and outreach – we've got a long way to go before we can have an impact on the global context. That's why we're also working with partners towards this wider systemic change.

Paul Polman, our former CEO, is a member of Champions 12.3, a global coalition of leaders from governments, businesses and civil society, dedicated to accelerating progress toward achieving  target 12.3 of the UN Global Goals for Sustainable Development (<https://sustainabledevelopment.un.org/sdg12>).

Part of our Sustainable Nutrition strategy (/sustainable-living/improving-health-and-well-being/improving-nutrition/) focuses on reducing waste through working with our brands, suppliers, chefs and consumers. To mend the world's food system, our vision is of Sustainable Nutrition – foods and refreshments that taste good, feel good and are a force for good.

Consumer Goods Forum Food Waste Resolution

In 2015, we helped to shape the  Consumer Goods Forum (CGF) Food Waste Resolution (https://www.theconsumergoodsforum.com/press_releases/consumer-goods-industry-commits-to-food-waste-reduction/). This Resolution commits to halving disposed food waste by 2025 in retail and manufacturing operations, as well as supporting food waste reductions at consumer level and across supply chains.

During 2016-2017, we worked with the CGF and the World Resources Institute (WRI) to develop our [✓ reporting methodology](#) (PDF | 333KB) (/Images/unilever-food-loss-and-waste-methodology_tcm244-521458_en.pdf) – to measure our food waste footprint in our direct operations – so we can aim to be as efficient as possible in our manufacturing. We use the Global Food Loss and Waste Standard, an accounting and reporting guide that helps quantify how much food is lost or wasted in our manufacturing operations.

In 2016 – our benchmark year for our food waste footprint - from our 165 food manufacturing operations, we disposed of 363g food waste per tonne of food produced. In 2017, we disposed of 228g food waste per tonne of food reduced from 156 food manufacturing operations – this is a 37% reduction compared to 2016. We send most of our food waste for reuse, recycling and energy recovery – that is, energy generated from the incineration process. Only 0.54% of the waste from our food sites in 2017 was disposed into landfill, sewers or incinerated without energy recovery.

As most of our food products have a long shelf-life – such as mustard, ice cream and stock cubes – we don't produce much food waste in our direct operations. However, we're continuing to reduce how much waste we generate. For example, if our ice cream packaging lines stop working, we safely store the ice cream so it can be packaged when the lines are fixed, rather than becoming food waste. And when raw materials aren't used in finished goods, we don't want to waste them. In Argentina for example, we use vegetable waste as soil fertiliser.

Since our food waste footprint number is very low, we have agreed with the CGF that it is not impactful to focus on halving it by 2025. Instead, we will continue to report our disposed food waste from manufacturing and focus our efforts on reducing food loss and waste across our value chain. We will do this by engaging with suppliers, retailers and consumers and advocating for food system reform.

Spotlight



"Squeeze for green"

If a tomato wasn't red, it wasn't going in. That was the traditional rule adhered to by ketchup producers – a rule that our Hellmann's brand felt needed to be broken. Selecting only red tomatoes meant that up to 10% of the harvest was discarded. So, we developed a new recipe, with fresh-tasting herbs and spices, that used green tomatoes too.

Getting the flavour right was just the beginning. Because rejecting green tomatoes – which are firmer than red ones – had been standard industry practice for years, our supplier's harvest and factory machinery had built in 'red selectors'. With the next tomato harvest fast approaching, our team had to work quickly with our tomato supplier, Agraz, to find a fix.

Agraz agreed to an innovative experiment. Instead of separating the fruit as usual, Agraz adapted its process so it could turn off the colour-sorting machine – and red and green could be processed together.

The result was Hellmann's Red and Green Tomato Ketchup, launched in April 2017 – with initial feedback telling us it tastes as good as ever. The innovation is potentially preventing 2.5 million tomatoes going to waste each year.

Food banks: addressing waste and addressing want

Food banks play a part in addressing food waste while also helping people who live in poverty. Thanks to our broad portfolio of brands and the reach of our operations, we are in a unique position to contribute to food banks, by redistributing surplus stock that would have otherwise gone to waste. By the end of the 2016, over 8 million people had benefited from our various food bank partnerships and hunger relief activities across the world.

We work with several food bank organisations. Since 2014, we've been working with the European Federation of Food Banks (FEBA), helping food banks develop and extend their reach through organising educational programmes, financial assistance, purchasing new equipment and, in the south of France, sponsoring cooking lessons for families. In 2015, we partnered with The Global FoodBanking Network (GFN), an international non-profit organisation. In the UK, we work with Oxfam to support setting up new community food banks and redistributing surplus food. And in the US, we support Feeding America, the leading domestic hunger-relief charity.

In 2017, we funded an IT pilot project aimed at improving inventory management systems in Panama, working with the local food bank Banco de Alimentos Panama, GFN and Accenture Development Partnerships. Improving inventory systems helps food banks distribute products efficiently and ensures no products are discarded due to reaching their expiry date. In under four months, the food bank saved more than 30,600kg of food.



#DontWasteFood: wasting less in Argentina

No one wants to see food thrown away when there are people struggling to get by – and the best way to address food waste is in partnership with others. In Argentina, where 16 million tonnes of food is wasted each year⁷, we're working with consumers, retailers, non-governmental organisations, the UN and the Argentine Ministry of Agroindustry to ensure less food is thrown away.

Food banks play a vital role. We've been working with the Buenos Aires Food Bank since 2004, donating more than 6,500 tonnes of food in that time, and reaching over 110,000 people every day. It is a relationship that makes sense commercially as well as socially. By donating food that would otherwise be destroyed, we have avoided more than €153,000 in destruction costs during 2017 and instead, reaching the people who need it.

Spreading the message, sharing top tips

We've broadened our work to reduce food waste through the #DontWasteFood campaign. Our partnership with Carrefour, the UN Food and Agriculture Organization, and the Ministry of Agroindustry offers people tips on how to buy food, plan meals, cook smarter, and use leftovers, while avoiding food waste. Our Knorr and Hellmann's brands have been sharing recipes and tips for using up food leftovers – with the help of our products – through social media and advertising.

In the last two years - 2016 and 2017 - our food waste messages have reached 2.6 million people through news articles, 8 million consumers through Carrefour's stores, more than 30,000 followers on Facebook, and 344,570 Twitter impressions with 8,938 interactions. In December 2017, we launched the 'Save the food during the holidays' campaign with Buenos Aires Food Bank and QuieroAyudar.org, which reached 15 million people through news articles and had 3.4 million impressions in social media.

Our work doesn't stop there. As well as calling on our employees to join the movement – we measured a 16% reduction in food waste at our headquarters site in Buenos Aires in 2017 – we're also encouraging people to think about

what happens to their leftover food at their favourite restaurants, not just at home.

Unilever Food Solutions – helping chefs cut waste

In the UK, food waste costs the food and hospitality industry £2.5 billion each year. Around 920,000 tonnes of food – equivalent to 1.3 billion meals – is thrown away annually, despite the fact that three-quarters of it could have been eaten. Through our foodservice business, Unilever Food Solutions (UFS), we're helping chefs and caterers to cut their food waste and see how much money they can save in the process.

Our Wise Up on Waste app – launched in the UK in 2013, in partnership with the facilities services provider, ISS Food & Hospitality (F&H), allows chefs to track and reduce food waste. In 2017, the app was used 5,378 times in Belgium, France, the Netherlands, Spain and Australia.

In Australia and New Zealand, where UFS works with the NGO food rescue services OzHarvest, KiwiHarvest and Kaibosh, we donate AUD \$0.50 cents to our partners each time a client purchases a case of selected UFS products. This enables our partners to collect excess food – both raw ingredients and made meals – for free so that it can go to people in need. In 2017, 30,949 meals were distributed through the partnership, which raised AUD \$15,474.

¹ World Food Programme: <http://www1.wfp.org/zero-hunger> (<http://www1.wfp.org/zero-hunger>)

² Food and Agriculture Organization of the United Nations: <http://www.fao.org/save-food/resources/keyfindings/en/> (<http://www.fao.org/save-food/resources/keyfindings/en/>)

³ Food and Agriculture Organization of the United Nations:
<http://www.fao.org/news/story/en/item/196402/icode/> (<http://www.fao.org/news/story/en/item/196402/icode/>)

⁴ Food and Agriculture Organization of the United Nations:
http://www.fao.org/fileadmin/templates/nr/sustainability_pathways/docs/FWF_and_climate_change.pdf
(PDF | 5.24MB)
(http://www.fao.org/fileadmin/templates/nr/sustainability_pathways/docs/FWF_and_climate_change.pdf)

⁵ Champions 12.3: https://ec.europa.eu/food/sites/food/files/safety/docs/fw_lib_wri-business-case_2017.pdf
(PDF | 692KB) (https://ec.europa.eu/food/sites/food/files/safety/docs/fw_lib_wri-business-case_2017.pdf)

⁶ The Business Commission: <http://businesscommission.org/our-work/valuing-the-sdg-prize-in-food-and-agriculture> (<http://businesscommission.org/our-work/valuing-the-sdg-prize-in-food-and-agriculture>)

⁷ Food and Agriculture Organization of the United Nations: <http://www.fao.org/in-action/agronoticias/detail/en/c/895632/> (<http://www.fao.org/in-action/agronoticias/detail/en/c/895632/>)

Related links

- > Targets & performance
(/sustainable-living/reducing-environmental-impact/waste-and-packaging/)

External links

- ¤ Wise up on waste
(<https://www.unileverfoodsolutions.co.inspiration/from-chefs-for->)

< Previous

Going beyond zero waste to landfill

Next >

Our waste footprint

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



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Sustainable sourcing

Sustainable sourcing is vital to feeding the world's people while respecting the planet's resources – and essential to the responsible growth of our business.

People, planet & prosperity: why we all need sustainable agriculture to flourish

How will the world rise to the challenge of feeding over 9 billion people without depleting the planet's natural resources? How will we achieve our ambitions to grow Unilever responsibly, with a supply chain that both retains consumers' trust and creates new opportunities for positive social impacts and business growth?

We believe a big part of the answer to both questions can be found in the widespread adoption of sustainable agriculture – which is why we're committed to sourcing our agricultural raw materials sustainably.

Sustainable farming methods have the potential to increase farmers' yields considerably, mitigate the effects of climate change, and provide farmers, their families and their surrounding communities with opportunities to build more prosperous societies – so they can contribute to the UN's Sustainable Development Goals.

The business benefits are clear. Sourcing sustainably helps secure our supplies and reduces risk and volatility in our raw material supply chains. It opens up opportunities for innovation: by focusing on people's sustainable living needs and consumer preference, we build stronger brands. Sustainable farming methods can also improve the quality of our products, such as our sauces, soups, dressings and ice creams.

Our strategy

Our products are used by 2.5 billion people a day – that's around a third of the people on the planet. We need around 7 million tonnes of agricultural raw materials to make our products – and millions of people play an important role in providing them. Making sure that these agricultural raw materials are sustainably produced is crucial to Unilever's purpose of making sustainable living commonplace.



The future of growth: facing the challenges & finding opportunities

Global supply chains are complex, and the production of food and other raw materials is linked to many issues, including deforestation, water scarcity and labour rights. But by using our scale, working with partners and harnessing advocacy, we believe we can help drive transformational change in these global systems while improving the sustainability of our own agricultural raw materials.

At the same time, by connecting us to millions of people in farming communities, our agricultural supply chain will be central to achieving the social ambitions of our Unilever Sustainable Living Plan – for example, by creating inclusive supply chains for the smallholder farmers who produce around 80% of the food consumed in emerging markets from Southern Asia to sub-Saharan Africa. This process increases the visibility we have of our supply chain, helping us address risks and find opportunities to innovate. It also helps us maintain the trust of consumers and other stakeholders – trust that's essential to [a progressive foods company](#) that believes in nutritious food, grown sustainably.

How we're working towards sourcing our agricultural raw materials sustainably

Our approach has five main strands:

- sustainably sourcing to the highest standards from our network of suppliers
- driving change through continuous improvement policies with suppliers
- raising awareness of sustainable sourcing among our consumers
- playing a leading role in the transformation of agricultural sectors relevant to our business, particularly sustainable tea and palm oil
- protecting biodiversity.

All involve working in partnership with others towards transforming global food systems. This includes collaborating with suppliers, farmers, NGOs, and local government, as well as working with other businesses in the sector. The work we are doing with smallholder farmers to achieve positive social impacts alongside sustainable agriculture is also described in [Enhancing Livelihoods](#).

Programmes that drive change

Since the early 1990s, we have pioneered a number of programmes and initiatives designed to drive the highest standards of sustainable sourcing within our operations and supply chain, developing them alongside wider industry and multi-stakeholder initiatives. These programmes and policies, notably our Sustainable Agriculture Programme, our [Unilever Sustainable Agriculture Code \(PDF | 682KB\)](#) (SAC) and our [Responsible Sourcing Policy \(PDF | 9MB\)](#) (RSP), are at the heart of our approach.

When we launched our Unilever Sustainable Living Plan in 2010, we set a number of ambitious goals across our business, including to source 100% of our agricultural raw materials sustainably. Spurred on by those goals, we made rapid early progress through these programmes.

Find out more about [Unilever's supply chain \(PDF | 3MB\)](#) including geographic coverage by supplier type as well as our approach to critical supplier identification and third-party supplier due diligence.

Evolving our approach

In 2016, we began a full review of our sustainable sourcing strategy to ensure we continue to evolve our approach and maximise our impact. We asked ourselves tough questions on how our supply chain can deliver the volumes of sustainable crops we need. And on how we can raise our standards – to manage risk as well as to enhance our positive social and environmental impact as we grow our business. We looked, too, at changing market dynamics and how sustainable sourcing is evolving across sectors.

This in-depth review highlighted the need for us to further strengthen our overall sustainable sourcing programme, and in particular to update our Sustainable Agriculture Code (SAC). Working together with our suppliers, we have made strong progress. However, there is now a need for us to adapt our approach based on learnings over the last six years to further reduce risk, increase trust in our supply chain and create industry-wide change. So in 2018, we will start transitioning suppliers from SAC 2010 and aim to certify an initial 40 suppliers against SAC 2017. The updated Code includes a stronger emphasis on social issues across five key areas (no deforestation; human rights, including Free, Prior and Informed Consent; legal compliance; migrant labour; and grievance processes for workers).

Our review also confirmed that while our strategic direction is the right one for our business, society and the environment, we are unable to reach our target by 2020 despite the considerable advances we've made. This is partly because of our lack of scale to achieve sufficient change across all crops. And partly because the length and complexity of some supply chains make it very difficult to develop a line of sight on the farmers at the very beginning of that supply chain, and thus to reassure ourselves that their practices are sustainable.

So we now need to concentrate our efforts where we can drive the greatest impact. This has led us to pinpoint a set of priority crops and commodities, which not only are crucial to our brands but are also where we can have most impact within their agricultural sectors. These include palm oil, paper and board, soy, sugar, tea, dairy, rapeseed, cereals, vegetables, cocoa, herbal infusions and vanilla.

We remain committed to sourcing our agricultural raw materials sustainably but recognise that this must be a longer-term ambition. We're also continuing to drive transformational change and enhance livelihoods across the industry.

Our commitment

We are committed to sourcing 100% of our agricultural raw materials sustainably by 2020.

Progress to date

56% of our agricultural raw materials were sustainably sourced by end 2017 (2016: 51%). This includes over 51% as physical sustainable sources (2016: 48%) and nearly 5% in the form of certificates, used mainly in soy and sugar (2016: 3%).

While our strategic review has confirmed that we will not meet our target of 100% sustainable sourcing by 2020, we will place more emphasis on social issues as we pilot our strengthened Sustainable Agriculture Code 2017 at scale in 2018. In tandem, from 2018 onwards we will focus our

efforts on a number of priority crops and commodities where we can drive most impact within their agricultural sectors.

We will continue to drive transformational change and enhance livelihoods across the industry. For example, by repurposing the money we previously spent on GreenPalm certificates for palm oil, in 2017 we became the first corporate investor in the &Green Fund, which aims to de-risk private investment into large-scale, deforestation-free agricultural production and was set up in partnership with the Norwegian government and IDH, the Sustainable Trade Initiative.

See [Targets & performance](#) for more detail.

Seeing the benefits of ambition

We set ourselves an ambitious target for a reason: to create a new mindset and spur the innovation that can catalyse a step change in delivery, not only in our own business but across industries too.

We're seeing the benefits of these changes, and of the lessons we've learnt about achieving transformation in a system as complex as food. For example, we knew it was the right thing to do for our business when we set out to source all our tea sustainably in 2007, but we also knew there were many social and environmental issues to tackle. They had to be addressed through a combination of action on the ground with partners to develop sustainable practices, and governments, industry and many other organisations to drive up standards. Today, 81%[†] of our tea is sustainably sourced, much of it from Kenya where 580,000 farmers working with the Kenya Tea Development Agency have achieved Rainforest Alliance certification for their farms. And Rainforest Alliance Certified™ tea now accounts for around a fifth of the world's tea production.

Future challenges

While progress has been made, we've always recognised that the changes needed to transform global food systems can only be effected through collective action. We take an active role in industry collaborations such as Field to Market and the Sustainable Agriculture Initiative (SAI) Platform, and we're working closely with others to develop industry standards of assurance and certification, particularly regarding labour rights and working conditions.

Nonetheless, we know that standards and certification alone do not in themselves guarantee solutions. To make sustainable living commonplace, we need to continue communicating the value of sustainable sourcing to consumers, which is already a central aim of many of our leading Food and Refreshment brands, see [Grown for good](#). In doing so, we will influence their buying habits towards sustainably sourced products and drive growth for our business.

For more see [Our approach to sustainable sourcing](#).

[†] [Independently assured by PwC](#)

Downloads

- Sustainable Agriculture Code (SAC) 2017
- Scheme Rules SAC 2017
- Implementation Guide SAC 2017
- [Sustainable Agriculture Code 2010 PDF | 682KB](#)
- [Scheme Rules 2010 PDF | 2MB](#)
- [Scheme Rules Update Log SAC 2010 PDF | 529KB](#)
- [Scheme Rules Update Log SAC 2017](#)
- [Sustainable Sourcing Factsheet for Suppliers, 2011 PDF | 2MB](#)
- [Responsible Sourcing Policy](#)

H1 Targets & performance

We have set targets for a number of our agricultural raw materials.

Sustainable sourcing

Our Commitment

By 2020 we will source 100% of our agricultural raw materials sustainably: 10% by 2010; 30% by 2012; 50% by 2015; 100% by 2020.

Our Performance

- 56% of our agricultural raw materials were sustainably sourced by end 2017 (2016: 51%). This includes over 51% as physical sustainable sources (2016: 48%) and nearly 5% in the form of certificates used mainly in soy and sugar (2016: 3%).

Our Perspective

Many of our raw materials come from farms and plantations. The decisions we make on who we source from, and how we work with them, can have profound implications on global natural resources and climate change. They also have a wider social impact on human development, affecting the livelihoods of many.

By sourcing sustainably, we can protect scarce resources. We want to eliminate deforestation and ensure that land use and social and community issues are managed responsibly. For our business, sustainable sourcing means we ensure security of supply while managing our environmental footprint and reducing market volatility.

Over 2016–2017 we undertook an in-depth review of our sustainable sourcing strategy to ensure we continue to evolve our approach and maximise our impact. While we have made good progress, the review highlighted the need for us to further strengthen our overall sustainable sourcing programme, and in particular to update our Sustainable Agriculture Code (SAC). So in 2018 we are piloting our Sustainable Agriculture Code 2017 at scale. The updated Code includes a stronger emphasis on social issues across five key areas (no deforestation; human rights, including Free, Prior and Informed Consent; legal compliance; migrant labour; and grievance processes for workers).

Our review also confirmed that while our strategic direction is the right one for our business, society and the environment, we are unable to reach our target by 2020 despite the considerable advances we've made. This is partly because of our lack of scale to achieve sufficient change across all crops. And partly because the length and complexity of some supply chains make it very difficult to develop a line of sight on the farmers at the very beginning of that supply chain, and thus to reassure ourselves that their practices are sustainable.

So we now need to concentrate our efforts where we can drive the greatest impact. This has led us to pinpoint a set of priority crops and commodities, which are not only crucial to our brands, but also where we can have most impact within their agricultural sectors. These include palm oil, paper and board, soy, sugar, tea, dairy, rapeseed, cereals, vegetables, cocoa, herbal infusions and vanilla.

See Our strategy above for further detail.



Achieved 3



On-Plan 10



Off-Plan 1



% of target achieved 3

H2 Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Sustainable palm oil

We will purchase all palm oil from physically certified sustainable sources by 2019.



56%[†] of palm oil from physically certified sources in 2017, achieved through a combination of segregated and mass balance supply.

Our Perspective

Palm oil is one of our priority raw materials. In 2016 we refreshed our Sustainable Palm Oil Sourcing Policy and brought forward our target for purchasing 100% physically certified palm oil from 2020 to 2019. In 2017 we reached 56%[†] from physically certified sources for our core volumes* (from RSPO Mass Balance, RSPO Segregated or an equivalent standard that is independently verified by a third party).

In 2016 we decided to stop buying GreenPalm certificates. We aim to repurpose \$50 million over five years that would have been spent on GreenPalm certificates and invest it in jurisdictional partnerships – to increase the availability of certified sustainable palm oil and scale up direct sourcing from smallholder farmers. In 2017 we committed to invest up to \$25 million in the &Green Fund, which aims to de-risk private investment into large-scale, deforestation-free agricultural production and was set up in partnership with the Norwegian Government and IDH.

[†] Independently assured by PwC

* From 2017 we report only core volumes of palm oil. Core volumes exclude derivatives of palm fatty acid distillates (which are by-products of the refining process), tail ingredients and materials processed by third-party manufacturers.

[Transforming the palm oil industry](#)

Sustainable paper and board

We will source 75% of the paper and board for our packaging from certified sustainably managed forests or from recycled material by 2015. We will reach 100% by 2020.



98% of our paper and board came from certified sustainably managed forests or from recycled material by end 2017.

Our Perspective

Paper and board are one of our priority raw materials and we reached 98% sustainably sourced in 2017.

Of this, 79% was received with a third-party certification claim and full chain of custody to demonstrate that it came from sustainably managed forests or recycled material. The remaining 19% came from recycled material.

There are challenges for our suppliers in providing verifiable evidence to support the make-up of uncertified products in our recycled material. So in 2016 we set a new ambition to accelerate the volume of certified recycled products we purchase by 2019 and to source the recycled fibre from suppliers with third-party certification.

Asking our suppliers to certify recycled materials offers reassurance for our business and equally importantly, helps build the market for certified recycled materials.

[Sustainable paper & board sourcing](#)

Sustainable soy

We will source sustainably all soy beans by 2014 and all soy oils by 2020.



100% soy beans purchased from sustainable sources by end 2014.



72%[†] soy oil covered from sustainable sources by end 2017.

Our Perspective

We achieved our target to source 100% of our soy beans sustainably by 2014 (through the physical purchase of RTRS certified beans).

Soy is one of our priority crops and in 2017, 72%[†] of our soy oil came from sustainable sources. This includes Round Table on Responsible Soy (RTRS) certified soy oil, RTRS certificates redeemed in 2017 and self-verified soy oil in the US.

In Iowa in the US, we're working with soy farmers and soy oil suppliers to increase the use of cover crops as a way of protecting their soil. From just 26 farmers in 2015, the pilot project grew to around 170 farmers cropping more than 26,000 acres in 2017.

[†] Independently assured by PwC

[Sustainable soy, rapeseed & sunflower oils](#)

Sustainable tea

- By 2015 we aim to have the tea in all Lipton tea bags sourced from Rainforest Alliance Certified™ estates.
- By 2020, 100% of Unilever's tea, including loose tea, will be sustainably sourced.



Since 2015, 100% of the tea in our Lipton tea bag blends has come from Rainforest Alliance Certified™ sources.



Overall, 81%[†] of the tea purchased for all our brands was sourced from sustainable sources in 2017: 71% was Rainforest Alliance Certified™ and 10% was trustee Verified.

Our Perspective

Tea is one of our priority crops and we buy around 10% of the world's black tea. In 2007 we were the first major tea company to commit to sustainably sourcing tea on a large scale. In 2015, we met our target for 100% of the tea in Lipton's tea bag blends to come from sustainable sources. By 2017, 81%[†] of all our tea came from certified sustainable sources.

In 2017 we worked on around 40 major programmes in our tea supply chain, with objectives such as increasing tea workers' and smallholders' incomes, improving health, empowering women, improving sanitation, addressing climate change and supporting biodiversity - with individual programmes often tackling multiple issues. For example, through field trials we commissioned from the Centre for Agriculture and Biosciences International, over 2015–2017 we've demonstrated that it's possible to avoid using pesticides in Indian tea gardens by taking an ecological approach to pest management.

[†] Independently assured by PwC

[Sustainable tea - leading the industry](#)

Sustainable fruit and vegetables

- We will purchase 100% of our fruit from sustainable sources by 2015.

67

67% of fruit purchased sustainably by end 2015; 86% by end 2017.

- We will purchase 50% of our top 13 vegetables and herbs from sustainable sources by 2012 and 100% by 2015. This accounts for over 80% of our global vegetable and herb volume.

92

92% of our top 13 vegetables and herbs purchased from sustainable sources by end 2015, up from 59% in 2012. We reached 98% in 2017.

Our Perspective

Fruit and vegetables is a complex portfolio of materials with a very large and diverse supply base, making it difficult to achieve our 100% target across the entire portfolio by 2015. By 2017, 86% of our fruit was sustainably sourced, but it will not be one of our priority crops from 2018 onwards.

While vegetables are one of our priority crops, getting from 98% to 100% by 2020 remains a challenge as for some of the vegetables we buy, the volumes are either small (making it hard to influence the market for sustainable supplies) or are technically difficult to convert to sustainable practices.

[Sustainable fruit & vegetables](#)

Sustainable cocoa

We will source cocoa sustainably for our Magnum ice cream by 2015. All other cocoa will be sourced sustainably by 2020.



98% of cocoa for Magnum sustainably sourced through Rainforest Alliance certification by end 2015; 98% by 2017.

Overall, 70% of all cocoa sourced sustainably.

Our Perspective

Magnum is our biggest ice cream brand and is on sale in 52 countries, with all but three of them now sourcing Rainforest Alliance Certified™ cocoa. The challenge remains in sourcing Rainforest Alliance Certified™ cocoa for Brazil, Venezuela and Israel where the availability of certified beans is limited. As cocoa is one of our priority crops, we are looking for alternative solutions to complete the final conversion.

We remain on track towards our 2020 target of sourcing all our cocoa sustainably, increasing from 64% in 2016 to 70% in 2017.[Sustainable cocoa & sugar](#)

Sustainable sugar

We will source all sugar sustainably by 2020.



67% of sugar sustainably sourced by end 2017.

Our Perspective

We verify sugar beet primarily against our Sustainable Agriculture Code (SAC) and mainly use Bonsucro certification for sugar cane. In 2017 we bought self-assessed and physical, certified sugar (beet and cane, 37%) and covered the rest of our sugar requirements with Bonsucro credits. Sugar is one of our priority crops.

In Europe, in 2016 our supplier Nordzucker became one of the first to complete the Farm Sustainability Assessment developed by the SAI Platform and agreed by many businesses as a common code for the industry. While Nordzucker's sugar already met our SAC standards, we welcome the transition to SAI as a step towards mainstreaming sustainability.

On cane sugar, we pursued our dual strategy of creating more physical capacity on the ground while continuing to apply credits. Through the Bonsucro platform, a not for-profit, multi-stakeholder organisation promoting sustainable sugar cane, we are working in the Americas and Asia to apply this approach.

[Sustainable cocoa & sugar](#)

Sustainable sunflower oil

We will source all sunflower oil sustainably by 2020.



45% of sunflower oil sustainably sourced by end 2017.

Our Perspective

In recent years, we've made good progress in sustainably sourcing our sunflower oil, increasing our volume to 53% in 2016 by rolling out our programme with our partners Cargill and ADM, and buying our first volumes of oil from sunflowers grown in Turkey and Argentina using our Sustainable Agriculture Code.

However, as a result of the in-depth review of sustainable sourcing that we began in 2016, we have decided to concentrate our efforts where we can drive the greatest impact. This means we will focus on a set of priority crops and commodities, which are not only crucial to our brands, but also where we can have most impact within their agricultural sectors. So from 2018 onwards sunflower oil will no longer be one of our priority crops but we will continue to prioritise the sustainable sourcing of rapeseed, soy and palm oil.

[Sustainable soy, rapeseed & sunflower oils](#)

Sustainable rapeseed oil

We will source all rapeseed oil sustainably by 2020.



84% of rapeseed oil sustainably sourced by end 2017.

Our Perspective

Rapeseed oil is one of our priority crops and we continue to make steady progress. In 2017, the vast majority of our European rapeseed volumes were sourced sustainably. This includes the oil for our German Rama spreads, and Hellmann's mayonnaise in the UK. It also covers all our Flora range in the UK. The majority of these volumes are being sourced locally from growers located near our manufacturing plants.

We continue to work with our suppliers and other partners, including on a joint approach with our partner Bunge in Canada, where more than 214 farmers were signed up to our Sustainable Agriculture Code programme in 2017. In close co-operation with our farm advisers, Control Union, these farmers have transitioned their practices to our Sustainable Agriculture Code's requirements well ahead of schedule.

[Sustainable soy, rapeseed & sunflower oils](#)

Sustainable dairy

We will source all dairy produce sustainably by 2020.



74% of dairy produce sustainably sourced by end 2017.

Our Perspective

Dairy is one of our priority crops and we continued to make good progress, increasing our sustainable supply to 74% in 2017.

Suppliers and farmers have achieved sustainable dairy status in countries as far apart as the US, Uruguay, Europe and New Zealand.

In Turkey we are trialling ways of reducing the greenhouse gas emissions associated with milk – including techniques that aim to improve the comfort, health and longevity of cows.

We also continued our efforts to convert industry sectors to a sustainable sourcing standard, building on our success in Australia and Ireland – where since 2013 and 2015 respectively, the dairy sector has had programmes that are equivalent to our Sustainable Agriculture Code.

[Sustainable dairy](#)

Fairtrade Ben & Jerry's

All flavours of Ben & Jerry's ice cream will be Fairtrade certified by 2013.



77% of Ben & Jerry's ice cream flavours achieved Fairtrade certification in 2013. We reached 100% in 2014.

Our Perspective

Ben & Jerry's ice creams were the first to use Fairtrade (FT) ingredients in 2005. By the end of 2011 in Europe, we achieved Fairtrade certification for all our products produced and distributed in Europe.

In 2012, due to issues around quality and availability, we found we could not source all the FT-certified ingredients we needed for a global conversion. So we revised our target from our previous 'all ingredients' to 'all flavours' certified.

We identified that by using FT ingredients for the five major commodities in all our base mixes and for our chunks and swirls, and following proper Fairtrade derogation procedures, all our ice cream flavours would qualify for Fairtrade certification by 2013. We reached 77% in 2013.

In 2013 we also decided to source only non-GMO ingredients by seed source. As this added complexity to our conversion programmes, we delayed our plans, achieving FT-certification for all our flavours in 2014.

[Ben and Jerry's](#)

Cage-free eggs

We aim to move to 100% cage-free eggs for all our products,* including Ben & Jerry's ice cream and Hellmann's, Amora and Calvé mayonnaises.



61% of eggs were cage-free by end 2017.

*Where allowed by local legislation.

Our Perspective

Our research shows that consumers prefer products made with cage-free eggs. We use eggs in mayonnaises, dressings, sauces and ice cream. However, the conditions in which eggs are produced vary widely around the world. We take animal welfare seriously as a social and ethical concern and were one of the first global companies to work with egg suppliers to start sourcing cage-free eggs.

In Western Europe, Hellmann's, Amora and Calvé have been 100% cage-free since 2009, and with the conversion of our supply chain in Eastern Europe, all our European products were able to use cage-free eggs by 2014.

Ben & Jerry's ice cream has used only cage-free eggs in Europe since 2004; by the end of 2011, 99% of all eggs used in Ben & Jerry's ice cream mix worldwide were cage-free too.

In 2018 we announced our commitment to convert all our egg supplies to cage-free by 2025.

[Farm animal welfare](#)

Sustainable sourcing of office materials

By 2013 we will source all paper-based office materials for our top 21 countries from either certified sustainable forests or recycled sources.



100% of paper-based materials from certified sustainable forests or recycled sources by end 2013.

Our Perspective

Our commitment covers office paper products such as printer paper, note books and envelopes. By using paper from sustainable or recycled sources, we avoid using wood from non-sustainable sources, helping our aim to end deforestation.

We achieved our target in 2013, when 100% of our paper-based office materials for our top 21 countries came from either certified, sustainable forests or recycled sources. All our suppliers sign a certificate of compliance, and we monitor compliance via quarterly reporting. Where necessary, we have changed from non-sustainable products to sustainable products.

We then extended our ambition from the top 21 countries to all other countries in Europe and Latin America, with the aim of reaching 100% compliance by the end of 2015, which we achieved.

While we no longer report on this target as we achieved it in 2013, we continue to drive greater use of sustainable paper across our business.

[Cutting office impacts](#)

❖ Sustainable sourcing

This work supports the following UN Sustainable Development Goals



Our approach to sustainable sourcing

We're working with farmers and suppliers to drive up social and environmental standards in our supply of agricultural raw materials.



The raw materials that make brands loved by billions

Around 2.5 billion people a day use a Unilever product – and we use raw materials from around the world to make them.



2.5bn

People a day use a Unilever product

Many of the raw materials we use in our brands come from farms and forests. That means we need a secure, sustainable supply of these materials for the future growth of our business. At the same time, our agricultural supply chain connects us to millions of people, which creates a pathway to realise many of our ambitions for positive social impact. That's why our commitment to sustainable sourcing, underpinned by our Sustainable Agriculture Programme, is a crucial part of our Unilever Sustainable Living Plan.

i Our Sustainable Agriculture Programme

Our Sustainable Agriculture Programme was inspired by our ambition to buy our agricultural raw materials from farms applying sustainable agricultural practices – growing crops in ways which sustain the soil, minimise water and fertiliser use, protect biodiversity and enhance farmers' livelihoods.

At the heart of the programme is our Sustainable Agriculture Code (SAC). We developed the Code to give us and our farmers and suppliers a set of rigorous standards which would spur on improvements across our supply chain.

The Code defines what sustainable sourcing means in practice, using 11 social, economic and environmental indicators: soil health, soil loss, nutrients, pest management, biodiversity, farm economics, energy, water, social and human capital, local economy and animal welfare.

We've been working with our suppliers to help them comply with our SAC since 2010. To make the greatest progress as fast as possible, we've focused our efforts on a priority set of key crops and commodities, chosen for their importance to our business and our brands as well as our ability to have a greater positive impact within these agricultural sectors. These priorities include palm oil, paper and board, soy, sugar, tea, dairy, rapeseed, cereals, vegetables, cocoa, herbal infusions and vanilla.

Driving positive change throughout our supply chain

We want to drive sustainability throughout our supply chain. In this Report (our Sustainable Living Report), we describe how we've reviewed our strategy (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/) and evolved

our approach to sustainable sourcing. We cover our commitments and progress on palm oil (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/) and tea (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/sustainable-tea-leading-the-industry/), paper and board, soy and rapeseed oils (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-soy-and-rapeseed-oils/), vegetables (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-fruit-and-vegetables/), cocoa, sugar (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-cocoa-and-sugar/) and dairy (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-dairy/). We also set out how we protect biodiversity as a core element of our approach.

But our Sustainable Living Report aims to give a wider view, too. Given the reach and scale of our supply chain, we are exploring how we can have positive impacts on sustainable agriculture that go beyond our SAC. Transforming global food systems (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/) describes how we're working to achieve the transformational changes that will further improve the lives of farmers, the productivity of their farms, and the resilience of our supply chains. And in Connecting with smallholder farmers (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/) we describe how many of our sourcing initiatives aim to boost smallholders' incomes and achieve other social impacts alongside fostering sustainable agricultural practices.

Making sure we address the biggest issues

We reviewed our sustainable sourcing strategy (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/) over 2016–2017 to ensure it continues to have the greatest possible impact on the ground while supporting our business by building trust and addressing risk in our supply chain. One of the outcomes of this review was the revision of our Sustainable Agriculture Code.

i Our Sustainable Agriculture Code

In 2017, we updated our  Sustainable Agriculture Code (PDF | 2MB) (/Images/scheme-rules-sac-2017_tcm244-526653_en.pdf) (SAC 2017) to raise our standards further by emphasising five key areas:

- no deforestation
- human rights (including Free, Prior and Informed Consent)
- legal compliance
- migrant labour, and
- grievance processes for workers.

We are moving the programme from self-assessment to third-party certification, to provide greater trust and transparency and ensure more accurate reporting. The SAC continues to recognise external certification (such as Rainforest

Alliance certification) that meets or exceeds our own standards.

We require our suppliers to comply with our [✓ Responsible Sourcing Policy \(PDF | 9MB\) \(/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf\)](#) (RSP). The updated SAC includes a chapter dedicated to the RSP for farms. It also includes requirements addressing land use change and deforestation, specific areas of health and safety, sustainable production of livestock feed and land rights protection. It extends animal welfare provision to transportation and slaughter.

In 2018, we set out to certify an initial 40 suppliers against SAC 2017. We selected these suppliers to ensure a representative variety of our crops and geographies. Feedback showed they welcomed the more intensive interaction with the auditor during the certification process, and the opportunity to improve their farming practices by remediating non-conformances.

Our other suppliers will continue with self-assessment against the Unilever [✓ Sustainable Agriculture Code 2010 \(PDF | 2MB\) \(/Images/ul-sac-v1-march-2010-spread_tcm244-423998_en.pdf\)](#), until they too are invited to transition to SAC 2017.

Spotlight



Findings demonstrate impact

We now have data on our sustainable agriculture programme covering 2012–2017. While factors such as the variability of weather mean that this is a short period in which to identify trends in agricultural data, our findings to date are positive. Averaged across all crops in the SAC programme (and measured per tonne of product), we see:

- a 21% reduction in irrigation water use
- a 17% reduction in pesticide use, and
- a 2% reduction in carbon footprint.

For farmers who have been part of our programme since 2012, performance against most of our sustainability measures has improved. We have started to give specific feedback to individual suppliers and their farmers to help them to focus their improvement programmes.

Strategic partnerships and third-party certification schemes are a key part of our approach. Many of our raw materials are certified to sustainability standards which meet or exceed our SAC, such as those of the Rainforest Alliance, Roundtable on Sustainable Palm Oil and Round Table on Responsible Soy. These multi-stakeholder platforms help suppliers by providing a common definition of sustainable agriculture, which makes their products more marketable to us and others.

Protecting biodiversity protects agriculture

Agriculture, the livelihoods of farmers and farming communities, and the health of the planet are all dependent on the ecosystems in which crops and commodities are grown.

That means protecting biodiversity is a vital element in our Sustainable Agriculture Programme. One of the four principles in our Programme is: “Ensuring any adverse effects on biodiversity from agricultural activities are minimised and positive contributions are made where possible”. Biodiversity is also one of the 11 core indicators we use to measure sustainable farming practices.

“The business case for protecting biodiversity is quite simple. Without biodiversity, there is no business. **”**

Giulia Stellari, our Sustainable Sourcing Director

Our Sustainable Agriculture Code has a specific chapter devoted to biodiversity. It covers both ecosystem services and the protection of rare and vulnerable species and ecosystems on and around farms.

Forests support 80% of terrestrial biodiversity (the variety of life forms on land), so our commitment to take action against deforestation is also critical in this area. This is described in Protecting our forests ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/](#)). Our work with other organisations, and the advances being made by our Safety and Environmental Assurance Centre (SEAC) in this area, are described in Natural capital ([/sustainable-living/reducing-environmental-impact/natural-capital/](#)).

Spotlight



Biodiversity Action Plans

We want to inspire farmers to start their own Biodiversity Action Plans (BAPs). The scope for a BAP can range from field to landscape level in the growing area of any crop. The ideas behind the plans often come from farmers and suppliers themselves, based on the wild animals or plants they value or have observed.

Since biodiversity issues vary widely across the world, farmers' efforts have resulted in a wide range of projects. Some are showcased in our booklet,

[☒ Unilever Suppliers – A Closer Look at Biodiversity \(PDF | 998KB\) \(/Images/unilever-suppliers_a-closer-look-at-biodiversity_2015_tcm244-423993_en.pdf\).](#)

Helping farmers & suppliers promote sustainable sourcing

We can only achieve a sustainable supply of agricultural raw materials by working with our suppliers and the farmers who grow our ingredients. Making that process both efficient and rigorous helps both us and them.

That's why our SAC recognises a range of external standards used by suppliers to comply with the principles of sustainable agriculture – a full list can be found in our

[☒ Scheme Rules \(PDF | 2MB\) \(/Images/scheme-rules-sac-2017_tcm244-526653_en.pdf\).](#)

We will consider any current in-house or industry-level sustainability programmes that suppliers use, asking suppliers to benchmark their system or programme against our SAC, and agreeing with them which areas, if any, of a supplier or industry-level system are equivalent to the SAC.

However, we know that certification alone does not guarantee a solution to all problems. So we work in partnership with our suppliers and NGOs to drive sustainable practices across the entire value chain.

Our external advisers

We don't claim to know all the answers when it comes to sustainable agriculture, and we welcome expertise from beyond our business. Our Sustainable Sourcing Advisory Board advises us on issues such as climate impact, biodiversity, water stress, labour conditions, poverty alleviation and the use of chemicals.

i Our Sustainable Sourcing Advisory Board

Our [Sustainable Sourcing Advisory Board \(PDF | 372KB\) \(/Images/ssab-members-2019_tcm244-531484_en.pdf\)](#) (SSAB) includes seven external experts, including academics and representatives from NGOs and impact investing:

- Dr Julia Balandina Jaquier, JBJ Consult, Switzerland
 - David Bright, Open Society Foundations, UK
 - Professor Ken Giller, Wageningen University, The Netherlands
 - Alan Knight, ArcelorMittal, UK
 - Karin Kreider, ISEAL, UK
 - Dr Ruth Nussbaum, Proforest, UK
-

See how our governance structures ([/sustainable-living/our-strategy/our-sustainability-governance/](#)) help us deliver the Unilever Sustainable Living Plan.

Related links

- > Targets & performance ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#))
- > Sustainable paper & board sourcing ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-paper-and-board-sourcing/](#))
- > Sustainable soy & rapeseed oils ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-soy-and-rapeseed-oils/](#))
- > Sustainable vegetables ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-fruit-and-vegetables/](#))
- > Sustainable cocoa & sugar ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-cocoa-and-sugar/](#))

- > Sustainable dairy (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-dairy/)

- > Non-renewables sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/non-renewables-sourcing/)

- > Transforming the palm oil industry (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/)

- > Sustainable tea – leading the industry (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/sustainable-tea-leading-the-industry/)

- > Transforming global food systems (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/)

- > Natural capital (/sustainable-living/reducing-environmental-impact/natural-capital/)

- > Advancing human rights with suppliers & business partners (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/)

- > Our governance (/sustainable-living/our-strategy/our-sustainability-governance/)

Downloads

- ☒ Sustainable Agriculture Code (SAC) 2017
PDF | 2MB
(/Images/sustainable-agriculture-code--sac---2017_tcm244-515371_1_en.pdf)

- ☒ Scheme Rules SAC 2017
PDF | 2MB
(/Images/scheme-rules-sac-2017_tcm244-526653_en.pdf)

- ☒ Scheme Rules Update Log SAC 2017
PDF | 170KB
(/Images/scheme-rules-sac-2017-update-log_tcm244-526654_en.pdf)

- ☒ Implementation Guide SAC 2017
PDF | 7MB
(/Images/implementation-guide-sac-2017_tcm244-521087_en.pdf)

✗ Sustainable Agriculture Code 2010

PDF | 2MB

(/Images/ul-sac-v1-march-2010-spread_tcm244-423998_en.pdf)

✗ Implementation Guide - Sustainable Livestock

PDF | 2MB

(/Images/sustainable-livestock-implementation-guide_tcm244-424266_en.pdf)

✗ Implementation Guide – Livestock Transport & Slaughter

PDF | 2MB

(/Images/unilever-livestock-transport-and-slaughter-implementation-guide_tcm244-424311_en.pdf)

✗ Scheme Rules SAC 2010

PDF | 859KB

(/Images/scheme-rules-sac-2010_tcm244-502686_1_en.pdf)

✗ Scheme Rules Update Log SAC 2010

PDF | 170KB

(/Images/scheme-rules-sac-2017-update-log_tcm244-526654_en.pdf)

✗ Sustainable Sourcing Factsheet for Suppliers, 2011

PDF | 3MB

(/Images/unilever-sustainable-sourcing-factsheet_tcm244-424309_en.pdf)

✗ Sustainable Agriculture, Sustainable Life

PDF | 3MB

(/Images/sust-ag-sust-life_tcm244-424310_en.pdf)

✗ Responsible Sourcing Policy

PDF | 9MB

(/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf)

✗ Sustainable Paper and Board Packaging Policy

PDF | 168KB

(/Images/unilever-paper-and-board-packaging-policy-2018_tcm244-529491_en.pdf)

✗ Unilever Sustainable Sourcing Advisory Board Members

PDF | 372KB

(/Images/ssab-members-2019_tcm244-531484_en.pdf)

✗ Implementation Guide SAC 2017 - Chinese

PDF | 18MB

(/Images/implementation-guide-sac-2017---chinese--simplified-_tcm244-525048_1_en.pdf)

✗ Implementation Guide SAC 2017 - French

PDF | 17MB

(/Images/implementation-guide-sac-2017---french_tcm244-525050_1_en.pdf)

∨ Implementation Guide SAC 2017 - Dutch
PDF | 5MB
(/Images/implementation-guide-sac-2017---dutch_tcm244-525049_1_en.pdf)

∨ Implementation Guide SAC 2017 - Spanish
PDF | 18MB
(/Images/implementation-guide-sac-2017---spanish_tcm244-525056_1_en.pdf)

∨ Implementation Guide SAC 2017 - German
PDF | 18MB
(/Images/implementation-guide-sac-2017---german_tcm244-525051_1_en.pdf)

∨ Implementation Guide SAC 2017 - Greek
PDF | 5MB
(/Images/implementation-guide-sac-2017---greek_tcm244-525052_1_en.pdf)

∨ Implementation Guide SAC 2017 - Italian
PDF | 18MB
(/Images/implementation-guide-sac-2017---italian_tcm244-525053_1_en.pdf)

∨ Implementation Guide SAC 2017 - Turkish
PDF | 5MB
(/Images/implementation-guide-sac-2017---turkish_tcm244-525057_1_en.pdf)

∨ Implementation Guide SAC 2017- Polish
PDF | 18MB
(/Images/implementation-guide-sac-2017---polish_tcm244-525054_1_en.pdf)

∨ Implementation Guide SAC 2017 - Russian
PDF | 5MB
(/Images/implementation-guide-sac-2017---russian_tcm244-525055_1_en.pdf)

∨ Implementation Guide SAC 2017 - Brazilian Portuguese
PDF | 4MB
(/Images/implementation-guide-sac-2017---brazilian-portuguese_tcm244-525047_1_en.pdf)

> Unilever Suppliers: A closer look at biodiversity (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/protecting-biodiversity/)



Sustainable sourcing

Sustainable paper & board sourcing

Sourcing our paper and board packaging sustainably supports our commitment to zero net deforestation. It strengthens our supply chain and helps build trust among consumers.



Why we buy sustainable paper & board

We want to source only sustainable paper and board. Why? Because we, and our consumers, want assurance that we're not contributing to the deforestation caused by parts of the paper and pulp industry. It's an important part of our approach to protecting forests (/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/) and preventing the loss of biodiversity and contribution to climate change caused by deforestation.

We have defined paper and board as priority raw materials for our business. We aim to buy paper packaging that comes either from well-managed forests or from recycled material.



129m

Hectares of forest lost 1990–2015 – an area almost the size of South Africa¹

Sometimes we need to source virgin paper and board – for example, because of safety regulations. When we do, we buy from certified sources with a full ‘chain of custody’.

i Our paper & board commitment

Our commitment to 100% sustainably sourced paper and board covers all our packaging – even our wooden ice cream sticks. We put our commitment into action through our [Sustainable Paper and Board Packaging Policy \(PDF | 168KB\) \(/Images/unilever-paper-and-board-packaging-policy-2018_tcm244-529491_en.pdf\)](#).

Our policy is designed to help transform the industry by working with key suppliers. It is directed by three key principles:

- halt deforestation
- promote best practices in sustainable forest and pulp plantation management
- drive positive economic and social impact on people and communities.

We've also signed up to the Consumer Goods Forum commitment to achieving zero net deforestation associated with four commodities – palm oil, soy, paper and board, and beef – no later than 2020.

Progress through ambitious targets

We source our paper and board packaging from around 300 suppliers. In 2017, 98% of the directly-purchased paper and board packaging materials we used were made from recycled fibre or came from certified sustainably managed forests. When we drew up the Unilever Sustainable Living Plan in 2010, our target was to achieve 75% by 2015 and 100% by 2020. We're ahead of schedule, but that does not mean we've overcome all the challenges, or that we should relax our efforts.

To continue our momentum, in 2016 we set ourselves the ambition to source our recycled fibre from suppliers with third-party certification by 2019. Asking our suppliers to certify recycled materials offers reassurance for our business and helps support a market for these materials. In 2017, we purchased more of our materials with certification and a full chain of custody. See Targets & performance (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/).

i What does recycling fibre involve?

'Virgin' or 'fresh' fibre is extracted from a plant, the most common being wood fibre from trees.

Typically, fibre used for papermaking is from timber that cannot be used for other purposes. This includes timber from immature trees removed to let other trees mature, known as ‘thinnings’, and sawmill waste. In some cases, trees are planted in forest areas specifically for the purpose of providing fibre for paper and board production.

Once this virgin fibre has been made into paper, it can be recycled on average five to seven times.

We also recycle ‘post-industrial’ waste. This is material which, for one reason or another, was not used directly for packaging. The most common form is ‘clippings’ – waste generated when packaging is cut to shape.

Our full definitions of Virgin Wood Fibres and Recycled Fibres can be found in our [Sustainable Paper and Board Packaging Policy \(PDF | 168KB\)](#) ([\(/Images/unilever-paper-and-board-packaging-policy-2018_tcm244-529491_en.pdf\)](#).

Working with certification schemes & reaching consumers

We work with our suppliers and other stakeholders to promote forest certification through our purchases.

We give preference to supplies delivered through the Forest Stewardship Council (FSC) certification scheme and accept other national schemes under the framework of the Programme for the Endorsement of Forest Certification (PEFC).

Logos on brand packaging help consumers know that it comes from forest management certification schemes. In 2015, we researched attitudes to sustainability among 20,000 adults across five countries (Brazil, India, Turkey, the US and UK).

We found that a third of people are already buying sustainably. A further one in five (21%) of the people surveyed said they would actively choose brands if they made their sustainability credentials clearer on packaging and in their marketing.²



**1 in
5**

People would choose brands with clearer sustainability credentials on-pack

¹ FAO Global Forest Resources Assessment 2015 (<http://www.fao.org/forest-resources-assessment/en/>)

² Unilever research in 2015 by Flamingo and Europanel

Related links

> Targets & performance
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

> Our approach to sustainable sourcing
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)

> Transforming global food systems
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/)

Downloads

↳ Sustainable Paper and Board Packaging Policy 2018 PDF | 168KB (/Images/unilever-paper-and-board-packaging-policy-2018_tcm244-529491_en.pdf)

External links

↳ Consumer Goods Forum (<https://www.theconsumersustainability/key-projects/deforestation>)

↳ Forest Stewardship Council (FSC) (<http://www.fsc-uk.org/>)

↳ Programme for the Endorsement of Forest Certification (PEFC) (<http://www.pefc.co.uk>)

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Protecting biodiversity

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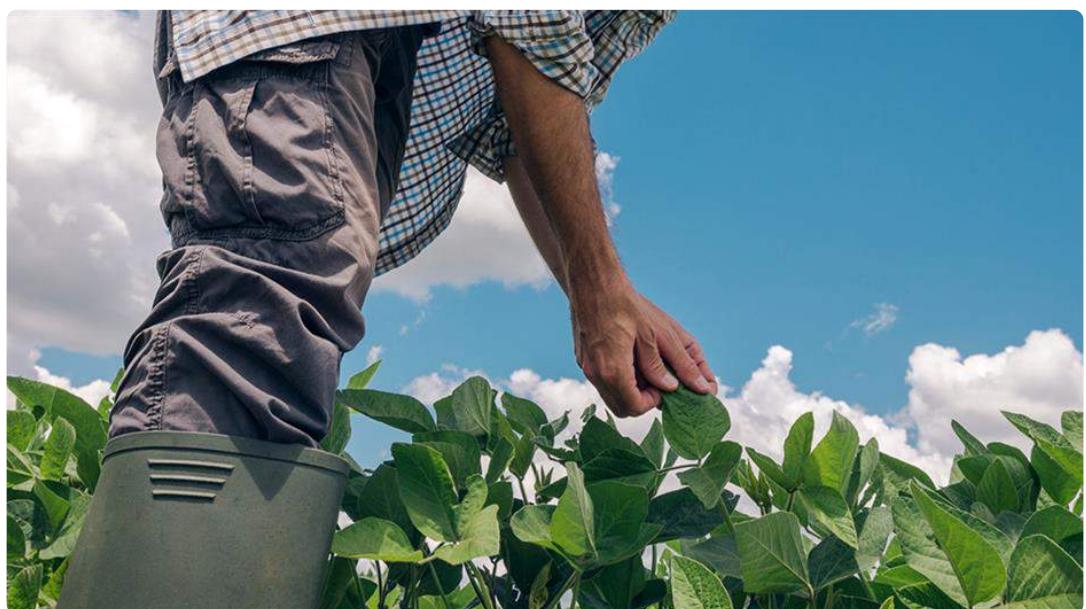
Sustainable soy & rapeseed oils



Sustainable sourcing

Sustainable soy & rapeseed oils

Our research shows that consumers prefer products made with sustainable oils – so sourcing our soy and rapeseed oils sustainably can help grow our business as well reduce our impacts on the environment.



Cultivating sustainable oils

The oils derived from soy and rapeseed are crucial ingredients in our brands, such as Hellmann's mayonnaise, that are enjoyed by consumers the world over.

These crops are usually grown by family-owned farms, who sell them to the processors and suppliers who in turn sell them to us. They are grown in different ways and in different parts of the world, so we tailor our approach to have the most positive impact for each. But what's common to our approach everywhere is our commitment to working in partnership, with the aim of making cultivation of these crops sustainable in the long term.

Making progress through partnerships

Our partnerships take a range of forms. For example, we work with multiple stakeholders to help develop internationally recognised standards and verification systems. We also work with farmers and suppliers, and with consumers, whose demand for sustainably sourced ingredients we aim to stimulate and meet.

Wherever possible, we're seeking to move to physical, certified sources, which give us and our stakeholders added assurance that the crops in our supply chain are sustainably grown.

We completed an in-depth review of our sourcing strategy in 2017 which included looking at the Unilever Sustainable Agriculture Code, described in Sustainable sourcing ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#)). This identified soy and rapeseed as two of our priority crops. See our latest progress in sourcing them sustainably in Targets & performance ([/sustainable-living/reducing-environmental-impact/](#)).

Soy: improving standards, addressing local impacts

Most of the soy oil we buy comes from soy beans grown in the US, Brazil and Argentina. In each region, we work with farmers, NGOs, our suppliers, other agribusinesses and governments. We also aim to contribute to the development of international standards which recognise farmers and suppliers for their effort to address the big issues associated with soy production, which vary across regions.

In Latin America, for example, unsustainable soy production is associated with habitat loss and deforestation. Soy is one of four commodities at the heart of our commitment through the Consumer Goods Forum to achieve  zero net deforestation (PDF | 167KB) ([/Images/eliminating-deforestation-position-statement_tcm244-423148_en.pdf](#)) by 2020. We're also on the steering group behind the  Statement of Support for the objectives of the Cerrado Manifesto (<https://www.theconsumergoodsforum.com/wp-content/uploads/2017/10/2017-Letter-of-business-support-for-Cerrado-Manifesto-CGF.pdf>). More on our work to combat deforestation can be found in Protecting our forests ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/](#)).

We source the majority of our soy oil from the US. Here, soil health and water quality are a particular focus, especially in the US Mississippi River basin.

i The Round Table on Responsible Soy

We are founding members of the Round Table on Responsible Soy (RTRS). Since 2010, the development of the RTRS standard has enabled farmers to improve their practices and gain accreditation.

Our purchase of some of the first RTRS certificates was an important step towards achieving our sustainable sourcing targets (for both soy beans and soy oil). In 2014 we met our target for sustainable soy beans when 100% met these RTRS standards. Since the sale of our AdeS business, we no longer use soy beans; but we still buy soy oil, see Targets & performance ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#)) for our latest progress.

Working with US soy farmers

In 2012 we joined Field to Market, a US alliance that promotes sustainable agriculture. Field to Market offers a free online tool known as the Fieldprint Calculator to help growers analyse how their management choices impact natural resources and operational efficiency. Over 2014–2018, around 700 farmers took part in our sustainable soy programme, developed with Field to Market and our suppliers.

With the data we collected from this work, we were able to develop programmes to increase our impact further. In January 2018, we launched a new programme which aims to improve soil health and water quality through the adoption of cover crops. Cover crops are associated with improved ecosystems, better yields and a reduced need for agricultural inputs. The programme, managed by Practical Farmers of Iowa, has been well received by the Iowa farming community and more than 150 farmers signed up in the first year. We're looking forward to expanding this programme in the coming years.

Spotlight



Healthy soil, healthy soy: our cover crop partnership

Looking after the soil is one of the most important jobs a farmer can do. Not only do farmers depend on the soil for their livelihoods, but good soil practice plays a vital role in mitigating the greenhouse gas emissions associated with agriculture. And it can help prevent erosion and other issues that affect local ecosystems, including waterways.

In Iowa in the US, we're working with soy farmers and soy oil suppliers to increase the use of cover crops as a way of protecting their soil. We believe promoting cover crops like this is an industry first - and an important way to enhance the sustainability of the soy oil used by our Hellmann's brand.

Our pilot programme began in 2015 with 26 farmers. In 2018 we concluded the pilot and launched the programme with around 150 farmers.

What are 'cover crops' – and why do they matter? Cover crops are usually non-commodity crops, and the clue is in the name: farmers plant them to cover the soil after harvest, protecting it until the next growing season.

The plants capture carbon in the air and feed it into the soil, where microbes use carbon for energy and keep it underground instead of releasing it back into the atmosphere. There are other benefits, too – the ↗ US Department of Agriculture (PDF | 4MB) (http://climatesmartfarming.org/wp-content/uploads/2016/06/AdaptationFactsheet_covercrops_2016.pdf) says cover crops can increase soil organic matter, retain nutrients, and alleviate soil compaction, among other advantages.

The project has brought together the expertise of a range of partners - Practical Farmers of Iowa, our supplier ADM, and the Conservation Technology Information Center. Farmers receive practical advice on cover crops and can qualify for cost share payments supported by the Iowa Department of Agriculture.

Sourcing oils responsibly – like using 100% cage-free eggs – is a key part of Hellmann's approach to being 'On the side of food'. "Consumers have become more invested and educated in where their food comes from, and they reward brands who respond to those concerns," explains Makeda Kefale, Associate Brand Manager for Hellmann's in the US. "Hellmann's believes in improving our ingredients from the ground up.

Supporting our farmers in implementing practices that renew the land for future generations isn't just good business sense, it's the right thing to do, and we're proud to be a partner in this cause.'

Sustainable soy in Latin America

We're engaged in long-term collaborative efforts to improve soy cultivation in Latin America. This is underpinned by a significant effort to persuade the farmers who grow the soy that makes our soy oil to improve their practices.

Spotlight



Produzindo Certo (Producing Right)

In Brazil, through collaboration with the Roundtable for Responsible Soy (RTRS) and Aliança da Terra, more than 40 farmers have gained RTRS certification. The Produzindo Certo (Producing Right) initiative with Aliança da Terra, Bayer CropScience, Santander and Yara Fertilizers aims to boost sustainable soy cultivation by supporting growers to improve their agricultural and farm management practices. Bayer CropScience provides technical services and integrated crop management advice, and Santander provides rapid credit evaluation for agricultural loans while Yara advises on best use of fertilisers. And we boost the market for sustainable soy by buying this certified soy from our suppliers.

Cintia Vega is our Sustainable Sourcing Manager responsible for our liquid oils' sustainability programmes. She visited Brazil to see the Produzindo Certo programme in action.

"Innovative, fundamental, contemporary. That's how one farmer described Produzindo Certo to me when I met him in Uberlandia in Minas Gerais, one of Brazil's prime agricultural regions.

Like most participating farmers, he'd already taken some steps towards sustainability before the programme started – but I found that the farmers really valued the assistance of Aliança da Terra (ADT). ADT helps farmers identify areas for improvement and then provides support to address them – areas like labour conditions, community relations or environmental responsibility. And by increasing the availability of RTRS certified soy, the programme strengthens our supply chain – as well as helping make soy production in Brazil more responsible and sustainable.

It's a great example of how partnerships can contribute to reaching our sustainable living ambition. What's next? With all the farmers' feedback on board, we'll be looking at ways to enhance Produzindo Certo so it can reach its full potential."

Making progress on rapeseed oil

We continue to make good progress towards our target for sustainable rapeseed oil, see Targets & performance (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/).

As with soy, our progress is built on the work we do with our suppliers and other partners. An example is our joint approach with our supplier Bunge in Canada. By the end of 2018, around 200 farmers in Canada were signed up to our Sustainable Agriculture Code programme. In close co-operation with our farm advisers, Control Union, these farmers have shifted their practices to meet our Code's requirements well ahead of schedule.

Related links

- > Targets & performance
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)
- > Our approach to sustainable sourcing
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)
- > Protecting our forests
(/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/)

External links

- Keystone Field to Market initiative
(<https://www.fieldtomarket.org/>)
- Round Table on Responsible Soy
(<http://www.responsiblesoy.org/en/>)

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Sustainable paper & board sourcing

Next >

Sustainable fruit & vegetables



Sustainable sourcing

Sustainable vegetables

We couldn't make our food brands without high quality vegetables and fruit from all over the world.



Famous brands depend on a network of growers & suppliers

Securing a reliable supply of the best ingredients is essential to the long-term future of food brands that people can trust on taste, nutrition and sustainability.

Vegetables are a priority crop for our business. We buy significant quantities of tomatoes, onions, pumpkins, leeks, green beans, mushrooms, potatoes, celeriac, peas and carrots, as well as herbs such as basil, parsley and chives. Our Knorr brand uses the most vegetables in its soups, sauces and other food products.



320m

People a day use
Knorr products



50,000

Growers provide the fruit and vegetables we buy from 500 suppliers

We also buy a range of high quality fruit, including strawberries, guava, mango, raspberries and bananas. These are especially important for our ice cream brands, such as Ben & Jerry's, Magnum, Carte D'Or and Breyers.

With such a wide range of ingredients, we need a diverse supply chain. We buy fruit and vegetables from around 500 suppliers, who in turn buy from around 50,000 growers and farmers.

Supplier partnerships driving sustainable change

Our expert buyers seek the best quality ingredients from growers around the world. The scale and diversity of this supply chain gives us a great opportunity to make a positive environmental and social impact. But as international certification standards for vegetables do not currently exist, working in partnership with others is critical if we are to source these ingredients sustainably.

We work closely with our farmers and suppliers to help them meet the Unilever Sustainable Agriculture Code (SAC) standard, which we updated in 2017.

We also support many wider partnership initiatives to drive improvement in the sector. For example, we helped establish the  Sustainable Agriculture Initiative (SAI) (<http://www.saipratform.org/>) Platform. The SAI helps us identify links with other fast-moving consumer goods companies with whom we have suppliers in common, and agree common standards.

Making best practice more efficient for growers, & for us

In 2018 we finalised equivalency between our SAC and the SAI's Farm Sustainability Assessment tool ( FSA (<http://www.fsatool.com/>)). By enabling growers to meet our sustainability requirements by achieving a standard that other companies also acknowledge, this benefits suppliers and our business. Like 'mutual recognition', which means we accept other companies' standards provided they match our own, this cuts down duplication and helps promote best practice.

This is particularly useful in our vegetable supply chain, as we have a large number of ingredients and many suppliers. We have already seen an increasing number of suppliers in Europe and the US using FSA, and we expect this momentum to grow elsewhere. We believe that supplier-led change like this is the best and most efficient way to achieve sustainability across the industry. To find out more, see Our approach to sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/).

Groundbreaking study shows tomato farmers cutting GHG emissions

We want our Sustainable Agriculture Code to make a real difference to the environmental impact of our products - including the impact of greenhouse



25%

gas (GHG) emissions created by agriculture. But how can we tell if it is working?

The data we collect on the environmental performance of our suppliers gives us a unique opportunity to measure our progress scientifically. In 2017, we published the findings of a study we conducted with researchers from Radboud University in the Netherlands. The study investigated the GHG emissions associated with the production of tomatoes in our supply chain.

Reduction in GHG footprints on tomato farms using our Sustainable Agriculture Code

Any set of agricultural data is complex because of the many variables involved. But the results are highly encouraging. They showed an overall 25% decrease in GHG footprints in the sampled farms in the three years examined (2013–2015).

The study itself is groundbreaking: the first to provide an integrated analysis of the variability of GHG emissions in global production of a crop.

It looked at 890 observations from farms growing tomatoes according to our Sustainable Agriculture Code across 14 countries over 2013–2015. This is significant data set that can help us, and others, gain insights on how farming and sourcing practices can reduce the impact of agriculture on the climate.

We want to extend this type of analysis to other crops grown by farmers using our Sustainable Agriculture Code. We're working on data collected through our Cool Farm Tool to analyse performance for 25 other crops, including onions, garlic, carrots and strawberries.

Knorr – partnering with farmers

Knorr, is sold in around 90 countries. It's used by 320 million people every day, so as well as being our largest food brand, it's one of the world's largest cooking brands too. Knorr has worked closely with farmers for more than 175 years and today it's making a positive change across the food system – from the way food is grown to the way it's consumed.

High quality, sustainable ingredients are vital for Knorr's delicious, nutritious food – and its Landmark Farms and Sustainability Partnership Fund are just two of the ways it's promoting change for the better.

Spotlight



Landmark Farms: showcasing sustainability

Knorr Landmark Farm status is given to farmers who meet our SAC standards and pioneer new technology or sustainable farming methods. Knorr works with Landmark Farmers to help inspire consumers, journalists and local communities about sustainable agriculture.

Worldwide, there are over 30 Landmark Farms that share knowledge and help other farmers realise the positive impact that sustainable agriculture can have on the quality of their produce, the efficiency of their operations, and their local environment and wildlife.

Knorr's Sustainability Partnership Fund

Knorr's Sustainability Partnership Fund spends up to €1 million a year co-funding sustainable farming projects with suppliers to help improve their sustainability practices.

A number of the Fund's projects have supported better irrigation – as we see farmers are having to adapt to droughts as rainfall becomes more unpredictable and groundwater aquifers run low.

Spotlight



Connecting growers through irrigation partnerships

In Belgium, farmers growing potatoes, leeks and cauliflowers for Knorr in West Flanders typically use surface water for irrigation. This means farmers sometimes have to drive as far as 10km away to transport water by truck when the surface water is not available. Meanwhile Ardo, a Knorr supplier of frozen vegetables, creates 600,000 cubic metres of wastewater every year that could be used to irrigate fields.

Knorr's Sustainability Partnership Fund is contributing €200,000 over two years to a major infrastructure project to construct a reservoir and pipeline. This will provide 47 vegetable growers with irrigation water that has been recycled from the Ardo factory, giving them a more sustainable, reliable source of water. The project will also support farmers to use irrigation water more efficiently.

Construction of the €2.6 million project started in 2017 for completion in 2019. It is being funded by the European Union, the local province of West-Vlaanderen, Ardo and a co-operative of local farmers.

At the other side of the world in an arid region of Peru, a herb farmer growing the parsley, basil and other herbs we need for Knorr is currently using flood irrigation. The system is inefficient, which means he's only able to irrigate half his farm. Our Fund is co-funding drip irrigation to enable the farmer to save around 100,000 cubic metres of water a year, irrigate all 12 hectares of the farm and significantly increase yields.

Partnerships that enhance livelihoods

We developed our Enhancing Livelihoods Fund (ELF) (</news/news-and-features/Feature-article/2015/boosting-smallholders-livelihoods-strengthening-our-supply-chain.html>) in 2015, in partnership with Oxfam and the Ford Foundation, to enable investment in innovative projects in our supply chain. These projects aim to improve the agricultural practices, skills, and livelihoods of smallholder farming communities, with a specific focus on empowering women and training. The fund

provides a mix of loans, guarantees, and grants. It aims to incentivise investment in new processes that make a difference to communities while improving sustainability and crop yields. See [Connecting with smallholder farmers to enhance livelihoods](/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/).

Spotlight



A mobile education

One of the first suppliers to receive support from the Enhancing Livelihoods Fund was Marcatus QED. It used this investment alongside its own funding to research and develop a gender-inclusive responsible farming curriculum designed to help double the yield in its Indian gherkin supply chain within three years.

The Marcatus Mobile Education Platform uses simple technology to help families learn about sustainable agricultural practices through locally-made farmer videos.

To assess the impact of its video-based training methodology, Marcatus QED collected data from a randomised selection of farmers in over 1,200 villages between November 2015 and April 2016. The results (</sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/mapping-our-farmers-programmes/impact-of-training-programme-in-india.html>) demonstrated a 63% adoption rate of practices shown through group video screenings; 20% average increase in yields compared to a group of non-participants; and a 24% increase in net income compared to a group of non-participants.

The project reached a total of around 19,500 people. It has now concluded and was evaluated in 2018. The Enhancing Livelihoods Fund is currently funding a range of further projects.

☞ The Enhancing Livelihoods Investment Initiative (<https://acumen.org/blog/unilever-acumen-and-the-clinton-giustra-enterprise-partnership-announce-usd-10-million-clinton-global-initiative-commitment-to-action-to-support-smallholder-farmers/>) is a partnership between Unilever, Acumen and the Clinton Giustra Enterprise Partnership (CGEP). It aims to improve the livelihoods of smallholder farmers and their communities in Africa, South Asia, Latin America, and the Caribbean. Launched in 2015, the fund's first investment (</news/press-releases/2015/Unilever-and-Acumen-announce-investment-to-bring-cleaner-more-affordable-cook-stoves.html>) of \$800,000 went to BURN Manufacturing to bring their new low-cost, energy efficient wood-burning cook stove to smallholder and plantation workers in tea estates in Kenya and Tanzania.

Related links

- > Targets & performance
(</sustainable-living/reducing-environmental-impact/sustainable-sourcing/>)
 - > Our approach to sustainable sourcing
(</sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/>)
 - > Transforming global food systems
(</sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/>)
 - > Connecting with smallholder farmers to enhance livelihoods
(</sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/>)
-

Sustainable cocoa & sugar

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Sustainable sourcing

Sustainable cocoa & sugar

Cocoa and sugar are vital ingredients for many of our brands. We're working with partners to source 100% sustainable cocoa and sugar so that we can ensure our supply chain is resilient and we can meet consumer demand.



Global commodities need a collective approach

Cocoa and sugar are both global commodities that often have complex supply chains: cultivating them provides livelihoods to millions of people but is also associated with issues such as deforestation, water use and human rights risks.

We buy only a small proportion of global production of either commodity, which means we can best create the changes we want to see through partnership and collaboration with others. Longstanding certification schemes for both ingredients enable buyers like us to work with suppliers within existing sustainability frameworks – but we also recognise the need to strengthen certification and improve traceability.

We're committed to sourcing 100% of our cocoa and sugar sustainably by 2020 as they're priority crops for our business. That will help secure our future supply of vital ingredients and improve transparency in our supply chains, which builds trust among consumers and others. Through partnerships with our suppliers, we're also aiming to improve farmers' agricultural practices and enhance their livelihoods.

Building capacity in cocoa

We buy around 1% of the global production of cocoa, mainly sourced from Côte d'Ivoire and Ghana. We use the majority of this in our ice cream brands such as Magnum, Walls and Ben & Jerry's. Ben & Jerry's worked with suppliers to achieve Fairtrade Certification for all its cocoa by 2014. And by 2017, 98% of the cocoa we need for Magnum was from Rainforest Alliance Certified™ farms. See Targets & performance (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/) for details of our progress.

The ☐ Rainforest Alliance (<https://www.rainforest-alliance.org/>) works to conserve biodiversity and improve smallholder farm practices by promoting and evaluating the implementation of the Sustainable Agriculture Standard. The Standard promotes ecosystem conservation, worker rights (including the prohibition of child labour), safety and wildlife protection. It also covers topics such as water and soil conservation, agrochemical reduction, decent housing, legal wages and contracts for workers.

Mapping our cocoa supply chain

In 2018, we became signatories of the Cocoa & Forests Initiative.

i The Cocoa & Forests Initiative (CFI)

The ☐ CFI (https://www.idhsustainabletrade.com/initiative/cocoa-and-forests/?gclid=EAlaIQobChMlt87ekKPc3wIVR-R3Ch1wjAxFEAYASAAEgL3wfD_BwE) is jointly led by the World Cocoa Foundation, the International Sustainability Unit (ISU) of HRH The Prince of Wales, and IDH – the Sustainable Trade Initiative.

Besides Unilever, 36 other companies have signed the Statement of Intent to collaborate pre-competitively to help end deforestation and forest degradation in the cocoa supply chain, beginning in Côte d'Ivoire and Ghana.

As a signatory, we're committed to a process that will ensure evidence-based decision-making and data sharing on forests, forest loss and degradation and patterns of land use in cocoa-growing communities. To put these commitments into practice, we've started mapping our direct cocoa supply chain, together with our suppliers, to improve traceability and better understand where our cocoa comes from. This mapping will enable us to better define deforestation risk, and to identify issues on the ground that require remediation.

We see an urgent need for accurate mapping, classification and monitoring of cocoa farms and forest cover to identify which areas need full protection, and which areas should be reclassified to allow continued and sustainable cocoa production. So far, we've mapped over 18,000 cocoa farms in Côte d'Ivoire.

We are working with the other signatories of the CFI on the right approach to remediation of environmental and social issues on the ground.

Our prosperity is linked with smallholders' livelihoods

Working together with our suppliers and certification organisations is critical to our ambition of sourcing our cocoa sustainably – and can also support our wider ambitions to enhance the livelihoods of the smallholder farmers in our supply chains.

5.5m



Farmers depend on cocoa for their livelihoods

Cocoa supports the livelihoods of an estimated 5.5 million farmers. For

many cocoa farmers, lack of access to training and other services results in poor yields, which in turn can lead to farmers switching crops or leaving farming and moving to urban centres in search of better jobs. This is particularly acute in the next generation of cocoa farmers who often do not see cocoa as a viable livelihood.

Our business success depends on procuring the ingredients these farmers produce – so we have a long-term interest in ensuring that sustainable cocoa farming supports farmers and their communities. We work with key cocoa suppliers to drive livelihood programmes directly with smallholder cocoa farmers, while preparation for certification can also play an important role in capacity-building in agricultural supply chains.

Spotlight



Ben & Jerry's & Fairtrade: getting closer to our farmers

"Sometimes the cocoa tree does not produce. Now, with Fairtrade, we are receiving fertilisers (to spray on our farms) from the co-operative. At the beginning I could only produce half a bag. Now I can produce seven (bags)."

So says Alphonsine N'Guetia, a cocoa farmer in Côte d'Ivoire. She's the Secretary of the Women's Association of COOPAZA, one of three farmers' co-operatives taking part in our initiative with Fairtrade designed to bring us closer

to the people who grow our cocoa.

The Ben & Jerry's partnership with Fairtrade aims to address many of the barriers cocoa farmers like Alphonsine can face – such as low incomes, seasonal food insecurity, low productivity and vulnerability to climate change.

The partnership is designed to make our supply chain more resilient and transparent. It seeks to improve farmers' household incomes and strengthen the independence of co-operatives while supporting sustainable agricultural practices. Our aim is to reach more than 3,600 co-operative members overall, working with 1,800 farmers on productivity improvement and protection against extreme poverty. We call this approach 'linked prosperity' because better livelihoods for farmers and stronger environmental standards mean shoppers can trust that the ice cream they buy is made from sustainably sourced cocoa.

Ben & Jerry's has a close relationship with three cocoa-growing co-operatives in Côte d'Ivoire, whose farmers have access to all the benefits of Fairtrade, including the Fairtrade Minimum Price for their crop, extra financial support from the premium paid for the Fairtrade cocoa, and additional training and support for strengthening the co-operative and capacity-building.

Photo Fairtrade Foundation/Simon Rawles

A holistic approach to supporting smallholders

Building resilience among smallholder farmers extends beyond supporting improvements in their agricultural practices. As we describe in Inclusive business (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/), a holistic approach that aims to address the wider challenges they face is essential – and will play a crucial part in securing our supplies for the future.

For example, in 2017 we developed an innovative pilot programme called ASPEN to provide farmers in cocoa communities in West Africa with an additional source of income by acting as sales agents for Unilever (and other) products. It's a partnership between one of our suppliers and TRANSFORM (a joint initiative between Unilever and the UK government's Department for International Development). The initiative reaches 56 smallholders and is being implemented by NGO TechnoServe.

Spotlight



ASPEN: a unique partnership that supports cocoa-farmers' incomes

Finding additional sources of income can be an important way for smallholder farmers to build their resilience. In Côte d'Ivoire, the ASPEN project is exploring how farmers can diversify their incomes by acting as sales agents for products like soap, detergent and toothpaste in their local community. The project also helps us develop what we call 'last-mile' distribution networks – getting products to consumers in communities that can be hard to reach.

In 2018, 56 sales agents and helpers were trained and offered business coaching to support them in setting up new small business ventures through ASPEN. Around 40% of the participants were women farmers.

More information on our last-mile distribution networks, and our work with smallholder farmers, is in Inclusive business ([/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/](#)).

Towards a sustainable global sugar supply

We're working towards sourcing all our sugar from sustainable sources. We buy sugar beet and sugar cane from a number of countries spanning Asia, the Americas, Europe and Africa, each of which can have very different supply chains and challenges. While we still have more to do, we've increased our supply from sustainable sources, including through our work with suppliers and farmers to help them meet our Sustainable Agriculture Code (SAC) and equivalent standards; see Targets & performance ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#)) for details.

While we're proud of the progress we've made, in the longer term our aim is to help create a global supply of sustainable sugar. We believe the best way to achieve this is to harmonise the sustainable sourcing codes of the food and drink industries and forge them into a single standard, which can have an impact at scale. That's why we have

helped develop the Farm Sustainability Assessment through the Sustainable Agriculture Initiative (SAI) Platform, which has been agreed by many businesses in the food and beverages industries and gives farmers a single, simplified sustainability framework to work to.

i Bonsucro – making sugar supplies more transparent

We support the  Bonsucro (<http://www.bonsucro.com/>) standard, which aims to improve standards of production in the cane sugar industry, including by increasing the proportion of physically certified sugar from sugar cane. We continue to buy Bonsucro credits while working with Bonsucro and others in the Americas and Asia to apply a combined approach of credits and certifying supply chains.

Related links

- > Targets & performance
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)
- > Our approach to sustainable sourcing
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)

External links

-  Fairtrade
(<https://www.fairtrade.org.uk/>)
-  Rainforest Alliance
(<http://www.rainforest-alliance.org/>)
-  Bonsucro
(<http://www.bonsucro.com/>)
-  Sustainable Agriculture Initiative (SAI) Platform
(<http://www.saipratform.org/>)

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Sustainable dairy

Sustainable
sourcing

We're working with our suppliers to achieve sustainable dairy production so that we can foster positive environmental and social impacts in our supply chain while giving consumers brands they can trust.



Driving standards on welfare, climate & biodiversity

Dairy farms are important parts of our brands' ingredient supply chain, particularly for our ice cream business. We encourage high standards among the farmers we source from – including standards of animal welfare, greenhouse gas reduction and biodiversity management.

i The programmes that deliver our sustainable dairy commitment

Our Unilever Sustainable Agriculture Code (SAC) sets out requirements for suppliers and farmers of all our raw materials, including dairy.

Our Livestock Implementation Guides were developed with the help of our external partners FAI Farms (Farm Animals Initiative) in 2013. They outline specific advice for livestock farming and animal welfare.

For our dairy farmers, we provide extra guidance including on the treatment of cows and calves, pasture management, and the management of manure, silage, run-off and other nutrient sources, as well as pesticides and veterinary

medicines and many other criteria.

We support this guidance with training for farmers, including in the use of the Cool Farm Tool which assesses emissions of greenhouse gases; the Cow Compass (a way of monitoring animal welfare); and advice on how to set action plans to improve energy use and enhance biodiversity.

In addition, Caring Dairy is our continuous improvement programme for the farmers who supply the milk and cream for Ben & Jerry's ice cream in North America and Europe.

To find out more about the Unilever Sustainable Agriculture Code, see Our approach to sustainable agriculture ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/](#)).

Relationships with farmers are key - wherever their farm is

Suppliers and farmers are achieving sustainable sourcing status in countries such as Uruguay, Ecuador, the US, New Zealand, Germany and Finland. And in Australia and Ireland, we've sourced 100% of our dairy sustainably since 2013 and 2015 respectively. See Targets & performance ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#)) for our latest progress.

But farming is rarely the same in two places – so while we have a shared set of standards, our approach can look very different from one farmyard to another. Our dairy ingredients come from large farms, from cooperatives and from smallholders who might own between two and five cows - so one size does not fit all.

Small farm or major co-op, we're focused on improvements

Two initiatives show how we can adapt our approach as we seek to improve standards and reduce the greenhouse gas emissions associated with dairy farming. Our partnership with Enka Milk in Turkey works with around 4,000 farms, many very small, while the Dairy Farmers of America is a large cooperative that supplies nearly a third of our US dairy needs.

With Enka Milk, we're looking at techniques that improve the comfort, health and longevity of cows, while increasing the amount of milk cows produce at any one time and over their lifetimes. With a local dairy consultant, we've implemented improvements that have led to better yields and milk quality. Overall a 2% reduction in GHG emissions has been achieved.

We're now working on a model to roll out this programme, including through flagship farms which demonstrate the improvements for other farmers. In 2019, we're starting certification of these farms against our updated Sustainable Agriculture Code 2017 (SAC 2017).

With the Dairy Farmers of America, we're also developing an approach to reduce the emission of greenhouse gases while improving animal health and welfare, and we're trialling the benefits of a feed additive with one of our suppliers in 2019.

Expanding our work with others

In 2018, we began working with the Dairy Sustainability Framework. This seeks to create a holistic approach to sustainability in the global dairy value chain and aims to develop an aligned approach to sustainable sourcing between buyers and producers of dairy.

We took part in pilot schemes which looked at improvements and their impact on the most material issues from a regional point of view. Taking a 'landscape view' like this is a first for the dairy industry, so further work in 2019 will explore whether this approach can be used as an industry standard.

i Caring Dairy

Our  Caring Dairy (<https://www.benjerry.com/caringdairy>) Dairy initiative, updated in 2016, has helped cooperatives supply ingredients for Ben & Jerry's ice cream in Europe and the US since 2002.

Caring Dairy uses a different overall assessment from our Sustainable Agriculture Code but shares the Code's principles and indicators. The programme uses 12 indicators of sustainable agriculture to enable continuous improvement. Each year participating farmers need to show their progress against the indicators and highlight the actions they take in their commitment to continuous improvement. Improvements include planting cover crops to reduce soil erosion, planting without tilling the land (and so keeping more carbon in the soil) and in 2017, reducing fertiliser use by 28%.

Participating farmers are compensated for their successful achievements. Beyond meeting Caring Dairy's Basic Requirements, farmers can seek Silver or Gold level performance, with increasing reward for each level. All farms undergo a third-party verification to evaluate how each farm meets the required standards.

Farm animal welfare

As well as dairy products, a number of our brands use ingredients that come from farm animals, such as meat in Knorr's bouillons and soups or cage-free eggs for Hellmann's mayonnaise. We were one of the first global companies to work with egg suppliers to start providing cage-free eggs for our products, and have committed to convert all our global egg supply to cage-free by 2025.

Our section on farm animal welfare (</sustainable-living/what-matters-to-you/farm-animal-welfare.html>) sets out the clear standards of care that we expect of our suppliers of all animal-derived products.

i Business Benchmark on Farm Animal Welfare

Unilever achieved Tier 2 (Integral to Business Strategy) for the seventh consecutive year in the  Business Benchmark on Farm Animal Welfare 2018 Report. (PDF | 3MB) (/Images/business-benchmark-on-farm-animal-welfare-2018_tcm244-531820_1_en.pdf) This report was published in February 2019 and is supported by Compassion in World Farming and World Animal Protection (formerly known as the World Society for the Protection of Animals).

The Benchmark assesses farm animal welfare management, policy commitment, performance and disclosure in food companies, enabling investors, companies, NGOs and other stakeholders to understand corporate practice and performance on farm animal welfare. Unilever's position reflects the fact that farm animal welfare is integral to our business strategy through commitments made both in the Unilever Sustainable Living Plan and as separate brand commitments.

Related links

- > Targets & performance (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/>)

- > Our approach to sustainable sourcing (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/>)

- > Farm animal welfare (</sustainable-living/what-matters-to-you/farm-animal-welfare.html>)

Downloads

-  Implementation Guide – Sustainable Livestock PDF | 2MB (/Images/sustainable-livestock-implementation-guide_tcm244-424266_en.pdf)

External links

-  Caring Dairy (<https://www.benjerry.com>)

living/what-matters-to-you/farm-animal-welfare.html)

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Sustainable sourcing

Non-renewables sourcing

By working with our suppliers and the extraction industry on traceability and standards for responsible sourcing, we aim to increase our positive social impacts while building trust in our brands' supply chains.



Increasing transparency, greater collective action

Many of the raw materials we use each year to make our products are classified as non-renewable. Around 6 million tonnes of these originate from minerals or metals extracted from the earth.

However, the extraction and processing of minerals are sometimes associated with human rights issues. Our Responsible Sourcing Policy guides us in managing our risks to ensure we have supply chains that consumers can trust. We follow a three-pronged approach to sourcing these non-renewable materials. We are:

- developing traceability in our supply chain down to individual extraction sites
- working with industry to co-create standards for responsible extraction, and
- making a positive impact on the livelihoods of those who work in the non-renewables supply chain.

i Our Responsible Sourcing Policy

Our [✓ Responsible Sourcing Policy](#) (PDF | 9MB) (/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf) (RSP) embodies our commitment to conduct business with integrity, openness and respect for universal human rights and core labour principles.

The RSP sets mandatory requirements on human and labour rights for suppliers who have a business relationship with Unilever. It sets out our 12 Fundamental Principles and defines the ‘mandatory requirements’ that suppliers must achieve to do business with Unilever.

As we are not a major player in the area of mineral extraction, our approach has been to work with suppliers and other industry players to collectively drive responsible sourcing of these materials.

In 2013, we embarked on a programme to bring about transparency in our supply chain by tracing materials back to their extraction sites, and understanding the challenges, labour standards and working condition at these sites. We followed this with detailed sessions with our suppliers, holding workshops in India in 2014 and China in 2015. This resulted in the Code for Responsible Extraction (CORE), which we co-created in 2015 by working closely with the NGO  Solidaridad (<https://www.solidaridadnetwork.org/program/promoting-responsible-practices>) and supplier and industry partners.

i **The Code for Responsible Extraction (CORE)**

CORE offers a globally acceptable and credible assurance to buyers and other stakeholders that industrial minerals are extracted in a responsible way.

It is independently audited and helps suppliers make continual improvements towards five objectives.

- Governance and legality: enhance compliance with legal requirements and improve governance.
 - Labour and employment: improve working conditions and ensure labour rights are protected.
 - Occupational health, safety and security: provide safe and healthy workplaces.
 - Environment and ecosystem: avoid or minimise adverse impacts on the environment.
 - Community and stakeholders: respect the rights and aspirations of affected communities.
-

Increasing our reach through CORE

Where can we have most impact - on society and on our business - and how can we achieve it? These are the questions that we asked ourselves, and our partners, when we developed and launched CORE following two years of close collaboration with our suppliers and the extraction industry.

Around half the non-renewables we buy originate in India and China. Those countries were also identified as places where we had the greatest opportunities both to manage our supply chain risk and build trust and to improve the livelihoods of workers. As a result, we began to roll out CORE with suppliers in India and China in 2016, using assessments at extraction sites to identify where its standards are not being met and working with suppliers to make the necessary improvements.

By the end of 2018, around 70% of our volumes sourced in India and China came from suppliers verified as complying with CORE. And thanks to the support of around 30 suppliers operating over 50 sites, this has meant improvements in areas such as compliance with regulations and ensuring that drinking water, sanitation facilities, rest shelters, adequate personal protective equipment and access to healthcare are all provided to workers.

While we are still at an early stage, there are encouraging signs that CORE is enabling positive social impacts. In the salt industry in India, for example, where it is not uncommon for workers to be exposed to extremely high temperatures, lack of sanitation facilities and access to water, CORE enabled suppliers to improve working conditions and strengthen workers' grievance mechanisms to highlight possible issues. So far, sanitation facilities have been built and access to water has been improved at around 40 sites.

Also in India, in Gujarat and Rajasthan our suppliers are taking the opportunity to support local communities by providing water pumped from their mines for non-drinking use.

“ Previously we used to travel long distances to use the toilet. Sometimes, we control our bladder and tend to not drink sufficient water despite the scorching heat due to lack of toilets. Now with the toilets built, I find it very convenient and I am able to work comfortably. ”

Salt pan worker, India

Related links

- > Our approach to sustainable sourcing (/sustainable-living/reducing-environmental-

Downloads

- ↙ Human Rights Report 2017
PDF | 10MB

< Previous

Sustainable dairy

Next >

Our sustainable agriculture programme

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Protecting biodiversity

Sustainable
sourcing

Biodiversity underpins the health of the natural world - and is essential to the prosperity of communities, economies, and our business. By protecting biodiversity, we aim to have a positive impact on people's livelihoods while strengthening the agricultural systems on which we depend.



Why biodiversity matters to our business

We are one of the world's largest users of agricultural raw materials such as tea, vegetables and vegetable oils. Agriculture - and the livelihoods of farmers and farming communities - is dependent on the ecosystems in which crops and commodities are grown. Soil, water, the diversity of pollinating insects and the large-scale natural systems that surround them, such as forest and wetland - these and other forms of natural capital all provide what are called 'ecosystem services' from which we benefit as a business.

Conserving these biodiverse ecosystems is therefore essential to us in two ways: it strengthens the supply of ingredients on which our brands depend; and it supports the flourishing of the societies and economies in which we do business. In particular, the loss of crop biodiversity carries specific risks by compromising nutritional security and reducing crop resilience.

The importance of protecting biodiversity for communities and landscapes the world over is highlighted in the UN's Sustainable Development Goal (SDG) 15 Life on Land, although the success of a number of the other SDGs, such as SDG 2 on ending hunger, rely on biodiversity too.

That's why we need to protect biodiversity and ensure that our sourcing activities do not encourage detrimental land use changes or practices if we are to achieve our ambition of sourcing our agricultural raw materials sustainably while growing as a business.

“ The business case for protecting biodiversity is quite simple. Without biodiversity, there is no business. **”**

Giulia Stellari, our Sustainable Sourcing Director

At the heart of our Sustainable Agriculture Programme

Protecting biodiversity is central to our Sustainable Agriculture Programme, which drives our work with suppliers and farmers. One of the four principles in our Programme is: 'Ensuring any adverse effects on biodiversity from agricultural activities are minimised and positive contributions are made where possible'. Biodiversity is also one of the 11 core indicators we use to measure sustainable farming practices.

The [Unilever Sustainable Agriculture Code 2017 \(PDF | 2MB\) \(/Images/sustainable-agriculture-code--sac---2017_tcm244-515371_1_en.pdf\)](#) has a specific chapter devoted to biodiversity, which is explained in detail on Our sustainable agriculture programme ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/our-sustainable-agriculture-programme/](#)). It covers both ecosystem services and the protection of rare and vulnerable species and ecosystems on and around farms. The Code aims to ensure that our agricultural sourcing activities minimise impacts from land use, or land use change, on biodiversity, natural capital and ecosystem services. The third-party certification schemes that we use, including Rainforest Alliance and the Roundtable on Sustainable Palm Oil, share these aims too.

Taking action to eliminate deforestation

Forests support 80% of terrestrial biodiversity, and around 1.6 billion people worldwide depend on them for food, medicines, fuel, shelter, jobs and livelihoods. So deforestation is a social as well as an environmental threat - especially given the major contribution deforestation makes to climate change.



80%

Of biodiversity
on land is
supported by
forests

We're committed to taking action against deforestation associated with sourcing our agriculture-based ingredients, paper and pulp for packaging and the extraction of non-renewable resources.

Together with the other 400 members of the Consumer Goods Forum (CGF), in 2010 we made a commitment to zero deforestation (/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/) by 2020 with four commodities: palm oil, soy, paper and pulp, and beef. We've since extended this 2020 commitment to our own tea businesses and supply chains, reflecting the importance of tea in our portfolio and the impact this commitment will make on others to act.

Unilever led the foundation of the Tropical Forest Alliance 2020 (TFA), a public-private partnership between the CGF and the governments of the US, UK, Netherlands, Norway, Indonesia and Liberia. The TFA is committed to reducing and eventually eliminating the deforestation associated with the sourcing of palm oil, soy, paper and pulp and beef.

Working with farmers to protect biodiversity

We have run pilot programmes with some of our suppliers that have shown that it is possible to adopt better agricultural practices that are sensitive to biodiversity without harming agricultural yield or profitability.

Spotlight



Biodiversity Action Plans

We want to inspire farmers to start their own Biodiversity Action Plans (BAPs). The scope for a BAP can range from field to landscape level in the growing area of any crop. The ideas behind the plans often come from farmers and suppliers themselves, based on the wild animals or plants they value or have observed.

Since biodiversity issues vary widely across the world, farmers' efforts have resulted in a wide range of projects. Some are showcased in our booklet, [Unilever Suppliers – A Closer Look at Biodiversity \(PDF | 998KB\)](#) ([/Images/unilever-suppliers_a-closer-look-at-biodiversity_2015_tcm244-423993_en.pdf](#)).

Improving our understanding of biodiversity

Our Safety and Environmental Assurance Centre (SEAC) is developing new scientific approaches that will enhance knowledge of our biodiversity impact, for example through the development of predictive land change models and activities aimed at linking trade flow information with land use and biodiversity.

These activities build on SEAC's previous work in this area. For instance, through collaboration with the  Natural Capital Project (<http://www.naturalcapitalproject.org/what-is-natural-capital/>) at Stanford University, we've developed approaches to predict impacts on biodiversity and ecosystem services associated with the sourcing of bio-based materials. Our new approach is called Land-Use Change Improved Life Cycle Assessment (LUCI-LCA) and was published in 2017. The method predicts the impacts of future large-scale increases in demand for agricultural materials. It can be used to guide future policy, innovation and sourcing decisions.

Find out more about the other organisations we are working with to understand and assess natural capital (</sustainable-living/reducing-environmental-impact/natural-capital/>).

Related links

- Our approach to sustainable sourcing (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/>)
- Natural capital (</sustainable-living/reducing-environmental-impact/natural-capital/>)
- Transforming the palm oil industry (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/>)

Downloads

- Unilever Suppliers – A Closer Look at Biodiversity, 2015
PDF | 998KB
(/Images/unilever-suppliers_a-closer-look-at-biodiversity_2015_tcm244-423993_en.pdf)
- Unilever Sustainable Palm Oil Sourcing Policy, 2016
PDF | 167KB
(/Images/unilever-palm-oil-policy-2016_tcm244-479933_en.pdf)

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Sustainable sourcing

This work supports the following UN Sustainable Development Goals



Transforming the palm oil industry

Our ambition is to make sustainable palm oil commonplace - which means working with partners and through our own supply chain to drive sustainable change.



Why we're driving change

Palm oil is an important raw material for many of our brands – and securing a supply of sustainable palm oil is vital to the future success of our business.

Our Sustainable Palm Oil Policy sets out our commitment to 100% traceability for all the crude palm oil and derivatives that we buy and our target of achieving, by the end of 2019, 100% physically certified palm oil and its derivatives for our core volumes. But tackling the complex social and environmental issues in the palm oil supply chain requires more than policy commitments – it requires the transformation of an industry.

Through partnerships, advocacy, and committed work on the ground, we're helping to lead real progress towards our vision of a supply chain in which sustainable palm oil is commonplace. In this section, we describe our work in the following areas:

- Our approach to sustainable palm oil ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/our-approach-to-sustainable-palm-oil/](#))
- Engaging our palm oil suppliers ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/engaging-our-palm-oil-suppliers/](#))
- Improving the visibility of our supply chain ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/improving-the-visibility-of-our-supply-chain/](#))
- The importance of smallholders ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/the-importance-of-smallholders/](#))
- Partnerships for transformational change ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/partnerships-for-transformational-change/](#))

Everything you need to know about palm oil

Palm oil . . . Most people have never seen it. Some people may never have heard of it. But there's a good chance that almost everyone has used it.

i What exactly is palm oil?

Palm oil is a vegetable oil, which comes from the fruit of oil palm trees.

There are two types of oil that can be extracted from palm fruit: palm oil, which comes from the pulp of the fruit; and palm kernel oil, which comes from the seed, or kernel, of the fruit. The process involves crushing the fruit and removing the liquid oil inside. Both types of oil are edible with palm kernel oil more solid at room temperature. This makes it ideal for cooking as well as a key ingredient in many products, such as shampoos, ice cream and chocolate.

Where does palm oil originate?

The vast majority of today's commercial palm oil derives from a specific type of palm called the African oil palm – or 'Elaeis guineensis', to give it its scientific name. As the name suggests, it originates from the rainforests of West Africa.



>85%

Of all palm oil comes from Indonesia and Malaysia

Oil palms only grow in the tropics, the narrow band around the Equator.

Today, over 85% of all palm oil comes from Indonesia and Malaysia. In recent years, palm oil production has also begun to expand into the tropical regions of Latin America and back to where it originates, West Africa.

Palm oil is big business nowadays, right?

Palm oil has grown into a major global industry over recent decades. Farmers today produce over 70 million tonnes¹ of palm oil annually – that's more than double what they were producing just 20 years ago². Estimates indicate that palm oil plantations now cover more than 27 million hectares³ - an area bigger than the size of New Zealand.⁴

Palm oil plantations cover

27
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- an area bigger
than New Zealand

So why is palm oil in such high demand these days?

Palm oil is a highly versatile crop. Not only is it a popular cooking oil, but it is also an ingredient found in many foods and beauty products, such as ice cream, chocolate, shampoo and make-up. Of course, as the world's population grows, so does the demand for the crop. In recent years, it is used as a biofuel too.

What does Unilever use palm oil for?

Palm oil is used across a variety of our products. We buy around 1 million tonnes of crude palm oil and around 0.5 million tonnes of palm kernel oil and other derivatives every year. This makes us one of the largest buyers of palm oil in the world.

One of the great attributes of palm oil is that it helps lock in flavours and creates a smooth and creamy texture. This makes it perfect for food products like our mayonnaises and salad dressings and for chocolate and ice cream brands too.

It also works as a stabilising agent, helping to bind products together, which makes it ideal for shampoos, moisturising lotions, soaps, body oils and many other personal care products. It also serves a similar function in household cleaners and a host of other home care products.

Is palm oil bad for people's health?

When consumed in moderation as part of a balanced diet, palm oil is not bad for your health. People have been consuming palm oil for thousands of years. It is used as a home cooking ingredient in many countries around the world, particularly in West Africa, South East Asia and Brazil and is also included in a range of food products.

Like all fats and oils, palm oil is a concentrated source of energy for our body. A small amount of fat is a key part of a healthy, balanced diet. Fat is a source of essential fatty acids, which the body can't make itself. The World Health Organization recommends that in a healthy diet between 15 and 35% of daily calories should come from fat.

Most fats and oils contain both saturated and unsaturated fats in different proportions. However, too much fat in our diets, especially trans fats and saturated fats, can raise cholesterol, which increases the risk of heart disease. Palm oil is virtually trans fat free

and although the proportion of saturated fats is lower than the saturated fat content of similar fats such as coconut oil, butter and cocoa butter, palm oil is still relatively high in saturated fat.

Palm oil is often used in products because it provides the ‘hard or solid’ fat that is needed for pastries, cookies, crackers and other items that require long shelf stability and a particular mouth feel or texture. These properties can also be provided by dairy fats, but these are high in both trans fats and saturated fats. Another alternative to palm oil is partially hydrogenated oils, but these fats are high in trans fats and for this reason we do not use them in our products.

Is palm oil production causing deforestation and harming local wildlife?

Palm oil only grows in the tropics, which is where there are tropical rainforests home to a host of flora and fauna. The rising demand for palm oil and other agricultural commodities has led to forest loss in these areas.



100%

We have committed to sourcing 100% of our palm oil sustainably by 2019

A balance clearly needs to be struck between the rising demand for the crop and the economic benefit this brings to millions of people working in the industry, and protecting the world’s forests and the wildlife that lives there. That is why we are at the forefront of driving sustainable production and have committed to sourcing 100% of our palm oil sustainably by 2019 as well as eliminating deforestation from our supply chain.

What is Unilever doing to address the environmental and social problems of palm oil?

For more than 15 years now, we have been at the forefront of driving industry-wide change. We do this in two ways. First, by focusing on our own operations and supply chain, and second by working to transform the wider industry.

In our own operations, we work closely with our suppliers. All of our suppliers need to adhere to our [Sustainable Palm Oil Sourcing Policy \(PDF | 167KB\)](#) (/Images/unilever-palm-oil-policy-2016_tcm244-479933_en.pdf), which was updated in 2016 with stronger commitments to human rights and inclusion of smallholder farmers amongst other requirements.

We are also working to increase traceability in this complex supply chain to enable clearer visibility of issues and how we can work with our suppliers and partners to resolve them. Find out more about how we are doing this here (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/improving-the-visibility-of-our-supply-chain/) and how we address any

concerns in our supply chain here (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/engaging-our-palm-oil-suppliers/).

To help transform the wider industry, in 2004, we helped pioneer the  Roundtable on Sustainable Palm Oil (RSPO) (<https://www.rspo.org/>), the only globally recognised certification standard, to help drive sustainable production. We did this because we realised that no single business can turn the industry around. All those with a stake in the industry need to be involved. So, the RSPO represents both growers and buyers, as well as mill operators, commodity traders, non-profit environmental and social groups, and other influential organisations.

Roundtable on Sustainable Palm Oil

We helped pioneer the RSPO in

2004

because we
realised that no
single business
can turn the
industry around.

Is certification of palm oil producers the best solution?

Certification is one of the ways to help to transform how palm oil is produced and traded and the role of the RSPO has played a key role in this. However, we know that certification alone does not guarantee solutions to all the social and environmental issues facing the sector.

The sheer complexity of the global palm oil industry means a single approach is not suitable. Therefore, we have a number of different programmes in place with our partners as we strongly believe that is the most effective way to promote widespread change in the industry.

Read more about this here ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/improving-the-visibility-of-our-supply-chain/](#)).

Why aren't you using an alternative to palm oil?

As well as the unique properties of palm oil, which make it well-suited for many of our products, palm oil is also in fact the most land-efficient vegetable oil available. Oil palms produce more oil per hectare of land than any other oil-producing crop. For example, to get the same amount of oil from soybeans, you would need seven times more farmland⁵. That means more agricultural land devoted to non-food crops, as well as more forests coming under threat. In addition, the production of oil palm requires less energy, as well as fewer fertilisers and pesticides.



4.5m

People in Indonesia and Malaysia rely on the palm oil industry for their livelihood

It's important to also not forget the economic benefit the industry has had on the millions of smallholder farmers and economies of producing countries. For example, in Indonesia and Malaysia, 4.5 million people rely on the palm oil industry for their livelihood.

Realistically, will the palm oil industry ever become 100% sustainable?

We fully believe it can, and we are doing everything in our power to make it happen. Over the years, however, we have learned two important lessons about sustainability. First, there is no quick-fix. The necessary solutions are multiple and often take time to implement. Second, no single organisation can deliver sustainability alone. Even though Unilever is one of the world's biggest buyers of palm oil, we form just a small part of a vast and complex global industry.

A 100% sustainable palm oil industry, which meets growing global demand while simultaneously protecting the planet and people's livelihoods and human rights, can only ever come about through cooperation and collective action. That means everyone involved in the palm oil sector – buyers, traders, suppliers, farmers, consumers and governments – working together. This is already happening, but lots more needs to be done and it needs to happen faster.

Find out more about how we are driving sustainable palm oil production here
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/improving-the-visibility-of-our-supply-chain/).

¹  https://gain.fas.usda.gov/Recent%20GAIN%20Publications/Oilseeds%20and%20Products%20Annual_Jakarta_Indonesia_3-15-2017.pdf (PDF | 940KB)

(https://gain.fas.usda.gov/Recent%20GAIN%20Publications/Oilseeds%20and%20Products%20Annual_Jakarta_Indonesia_3-15-2017.pdf)

²  <https://gro-intelligence.com/insights/palm-oil-production-and-demand> (PDF | 1MB)

(https://gain.fas.usda.gov/Recent%20GAIN%20Publications/Oilseeds%20and%20Products%20Annual_Jakarta_Indonesia_3-15-2017.pdf)

³  <https://www.spott.org/palm-oil/landbank/> (<https://www.spott.org/palm-oil/landbank/>)

⁴  <https://data.worldbank.org/indicator/AG.SRF.TOTL.K2?locations=NZ&view=chart>

(<https://data.worldbank.org/indicator/AG.SRF.TOTL.K2?locations=NZ&view=chart>)

⁵ See stats for 'land use':  <http://www.palmoilresearch.org/statistics.html>

(<http://www.palmoilresearch.org/statistics.html>)

Related links

-
- > Our approach to sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)

 - > Transforming global food systems (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/)

 - > Protecting our forests (/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/)

 - > Global climate action (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/global-climate-action/)
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Our approach to sustainable palm oil

We're making progress towards a sustainable palm oil supply chain through a clear strategy and implementation plan.



A policy aimed at transformational change

Our [✓ Sustainable Palm Oil Sourcing Policy \(PDF | 167KB\)](#) (/Images/unilever-palm-oil-policy-2016_tcm244-479933_en.pdf) drives our efforts to achieve our target of 100% physically certified palm oil and its derivatives for our core volumes by 2019, as part of our vision of transforming the palm oil industry.

At the heart of our Policy is our commitment to the principles of 'No deforestation, No development on peat, No exploitation of people and communities'. Often referred to as 'NDPE', this is the focus of multi-sector efforts to transform the palm oil industry.

We aim to build a supply chain that delivers more efficient land use and forest protection, while increasing our positive social impact, with a focus on the inclusion of smallholders and women to support improvements in their productivity and incomes. This commitment is embodied in the Five Principles for Sustainable Palm Oil that we require all our suppliers to meet.

i Our Five Principles for Sustainable Palm Oil

- No deforestation.
- No development on peat.

- No exploitation of people or communities.
- Driving positive social and economic impact for smallholders and women while protecting forests.
- Transparency.

These Five Principles are set out in full in our [✓ Sustainable Palm Oil Sourcing Policy \(PDF | 167KB\) \(/Images/unilever-palm-oil-policy-2016_tcm244-479933_en.pdf\)](#).

A framework for ensuring NDPE

We support the principles of NDPE through our framework of policies, which cover both environmental and social objectives.

Our [✓ Sustainable Palm Oil Sourcing Policy \(PDF | 407KB\) \(/Images/unilever-sustainable-palm-oil-sourcing-policy-2016_tcm244-507621_en.pdf\)](#) and [✓ Responsible Sourcing Policy \(PDF | 9MB\) \(/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf\)](#) include criteria which aim to address prevailing and systemic human rights issues in the palm oil supply chain. This includes respect for land rights, which are critical for people's food security and for inclusive social and economic development.

One of the Fundamental Principles of our Responsible Sourcing Policy (RSP) ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/](#)) is that the land rights of communities, including indigenous peoples, will be protected and promoted. Due diligence relating to established rights to property and land is a mandatory requirement of our RSP. We've also identified land rights as one of our salient issues in our [✓ Human Rights Report 2017 \(PDF | 10MB\) \(/Images/human-rights-progress-report_tcm244-513973_en.pdf\)](#) and we recognise that the rights of women to land ownership and access to land play an important part in closing the global gender gap.

i Free, prior & informed consent

We are committed to the principle of free, prior and informed consent (FPIC). This principle forms part of the UN Declaration on the Rights of Indigenous Peoples and the UN Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security. We support the implementation of these guidelines by national authorities.

To achieve our ambition of driving sustainable market transformation, we work beyond our own supply chain – through collaboration with key suppliers, governments, NGOs and the broader industry. For details of this wider work, see Partnerships for

[transformational change \(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/partnerships-for-transformational-change/\).](#)

Our policy in action

Addressing the social and environmental issues associated with palm oil requires more than commitments. We are delivering on our strategy with an implementation plan that is driving our progress in several key areas. We are working towards our end 2019 target; engaging our direct suppliers; improving traceability and transparency to manage risk; and bringing more smallholder farmers into our supply chain.

Our time-bound plan to 100% physically certified palm oil by 2019

We've set out milestones towards our goal of sourcing 100% physically certified palm oil and its derivatives for our core volumes by the end of 2019. The chart below shows our actual performance versus our commitment as well as the actual tonnage of physically certified sustainable palm oil that we have purchased each year. Physically certified palm oil is sustainable palm oil certified through either the RSPO Mass Balance or Segregated certification standards or an equivalent standard that is independently verified by a third party. We publish our progress towards achieving our sustainable palm oil sourcing targets annually.



While we have had a clear path and roadmap in place to achieve 100% sustainable palm oil for our core volumes by 2019, the situation for palm kernel oil (PKO) and its derivatives is very different – and much less straightforward. There is a limited supply of sustainable PKO and looking at all the commitments in place across the industry, this shortage will become even greater in the coming years.

In addition, the supply chain for PKO is hugely complex, making it very difficult to identify where PKO originates, which means we need to be very diligent in selecting the suppliers and regions we source our PKO from.

To overcome this, Unilever is working on a range of initiatives to achieve a positive breakthrough in the market aimed at bringing more suppliers on board the sustainability journey and improving traceability of PKO. In parallel, we are looking at an acceptable timeline and glidepath to achieve 100% sustainable PKO.

There are a number of options for buying and certifying that the core volumes of palm oil we use are sustainable.

i What do we mean by core volumes, physically certified, mass balance & segregated?

Core volumes exclude derivatives of palm fatty acid distillates (which are by-products of the refining process), tail ingredients and materials processed by third-party manufacturers.

'Physically certified' palm oil means sustainable palm oil that is certified through either the Roundtable on Sustainable Palm Oil's (RSPO) Mass Balance or Segregated certification standards, or an equivalent standard that is independently verified by a third party.

Mass balance means physically certified palm oil that has been mixed with uncertified palm oil at any stage in the supply chain, provided that volumes of certified palm oil are administratively monitored and controlled throughout the supply chain.

Segregated palm oil is physically certified palm oil that has been kept separate from uncertified palm oil throughout the supply chain.

For more information about certification and the RSPO see www.rspo.org (<http://www.rspo.org>).

Engaging our direct suppliers

Our direct suppliers are crucial partners and working closely with them has helped us make significant progress towards our targets. For details of our continuing work with suppliers, see Engaging our palm oil suppliers (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/engaging-our-palm-oil-suppliers/).



56%

Of our core volumes of palm oil[†] from physically certified sources in 2017

Traceability, transparency & identifying risks

By enhancing our own and our stakeholders' understanding of where our palm oil comes from, we improve our ability to identify and address risks and build trust in our supply chain.



78%

Of our core volumes of palm oil traceable in 2017

We've made real progress on mapping our suppliers, third-party suppliers and mills in our extended supply chain.

We were the first major consumer goods company to publish our supplier and mill data: we have now identified around 1,400 of the palm oil mills in our 'mill universe'. For details see, Improving the visibility of our supply chain ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/improving-the-visibility-of-our-supply-chain/](#)).

Including smallholders & driving a jurisdictional approach

We're developing and trialling programmes that support the inclusion of smallholders in sustainable supply chains, with a focus on a jurisdictional approach.



2,100

Smallholder farmers directly supported in our supply chain in 2017

More detail on many of our smallholder farmer programmes can be found [here](#) ([/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/mapping-our-farmers-programmes/](#)). For details of our approach and progress, see [The importance of smallholders](#) ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/the-importance-of-smallholders/](#)).

The road to sustainable palm oil & systemic change

Since the late 1800s our business has needed supplies of palm oil, for soap and later for many products from shampoos to spreads. But as world demand for this versatile oil grew, so did demands on the environment. The future of the industry began to look bleak as concerns about people, forests and wildlife increased. In 2004 we co-founded the Roundtable on Sustainable Palm Oil with WWF to improve standards in the palm

oil industry. Since then we've been working hard, not only to deliver on our own ambitious commitments but to drive much-needed systemic change across the industry.

Transforming the industry relies on many partners, from the farmers and suppliers who provide our palm oil, to governments and NGOs and even fund managers who are starting to catalyse specific investment in sustainably produced palm oil. [Our timeline \(PDF | 581KB\) \(/Images/unilevers-sustainable-palm-oil-journey_tcm244-521245_en.pdf\)](#) highlights some of the seminal steps we've taken in pursuing our commitments, partnerships and projects over the last decade and a half.

How others view our progress

We welcome external scrutiny of our sustainable palm oil commitments and our progress in meeting them. Recent external views include:

- **The Dow Jones Sustainability Index** named Unilever as Personal Products sector leader in 2017. We achieved an overall score of 89 out of a possible 100.
- **CDP (The Carbon Disclosure Project) Forests** report in October 2017 awarded Unilever leadership and A grades on all four assessed commodities - palm oil, timber, cattle products and soy – out of 201 companies that disclosed their progress. CDP also recognised us as a world leader for corporate action on climate change for the 13th consecutive year.
- **Greenpeace's** Palm Oil Scorecard assesses the progress global consumer brands are making on their no deforestation commitments. In the 2018 Scorecard we were commended for our transparency in publishing our supplier and mill data.
- **WWF's** 2016 Palm Oil Buyers Scorecard gave Unilever 9 out of 9. WWF mentioned Unilever as being a leader, but also challenged us to increase our uptake of physical certified sustainable palm oil, which we are actively working towards with our target of 100% physically certified palm oil and its derivatives for our core volumes by the end of 2019.
- **Global Canopy Programme's** Forest 500 Annual Report 2017 gave Unilever a score of 5 out of 5, whilst highlighting that the sector as a whole is not on track to meet 2020 no deforestation goals.

[†]Independently assured by PwC (/sustainable-living/our-approach-to-reporting/independent-assurance/)

Related links

- > Our approach to sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)

Downloads

- ✗ Sustainable Palm Oil Sourcing Policy PDF | 167KB (/Images/unilever-palm-oil-policy-2016_tcm244-479933_en.pdf)

> Transforming global food systems (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/)

↳ Sustainable Palm Oil Report - Nov 2014 - High Resolution PDF | 18MB (/Images/uslp-unilever-palm-oil-report-nov14_tcm244-424235_en.pdf)

> Protecting our forests (/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/)

↳ Sustainable Palm Oil Report - Nov 2014 - Low Resolution PDF | 3MB (/Images/uslp_unilever-sustainable-palm-oil-progress-report-lr_tcm244-424222_en.pdf)

> Global climate action (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/global-climate-action/)

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Sustainable
sourcing

Engaging our palm oil suppliers

Working with our suppliers plays a vital role in achieving our target of making sustainable palm oil commonplace.



Suppliers hold the key to sustainable palm oil

The suppliers we buy our palm oil from are at the heart of our ambition to make sustainable palm oil commonplace. By working closely with them to drive improved standards, we have progressed more than halfway to our target of 100% physically certified palm oil and its derivatives for our core volumes by the end of 2019 – and they will play a central part in our future progress.

This work is underpinned by our [Sustainable Palm Oil Sourcing Policy \(PDF | 167KB\)](#), which describes our commitment to respecting human rights, adhering to national laws, becoming more inclusive of smallholder farmers and increasing the traceability of our supply chain. We require all our suppliers to comply with our Five Principles for Sustainable Palm Oil throughout their operations, including traders and their third parties.

Within this framework, we know that our suppliers are at different stages of progress towards sustainability. That means working with them in different ways so that, together, we can have the most impact. In practice, that results in a combination of approaches: proactive engagement aimed at improving standards, and responding to challenges brought to our attention.

We believe transparency plays an important role – and we have published a full list of our direct suppliers on our website. For more details of our work in this area, see [Improving the visibility of our supply chain \(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/improving-the-visibility-of-our-supply-chain/\).](https://www.unilever.com/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/improving-the-visibility-of-our-supply-chain/)

Spotlight



Industry-first partnership with direct suppliers to support smallholders & 'NDPE'

Our suppliers can help us get closer to the people who grow our palm oil – which in turn helps us ensure it comes from sustainable sources.

In January 2018, for example, we signed a Memorandum of Understanding (MoU) with the Indonesian government-owned palm oil plantation company PT Perkebunan Nusantara (PTPN). It sets out how we will work together to support local mills and smallholder farmers to produce palm oil according to the standards of no deforestation, no development on peat and no exploitation of people and communities (NDPE).

As part of the partnership, PTPN will provide Unilever access to its mills and its supplying farmer base, and we will support the mills and farmers to obtain sustainability certification through a combination of dedicated resources, funding and technical expertise. This will ensure smallholder farmers are better positioned to enter the palm oil supply chain – they will be able to increase their productivity while producing palm oil to the right standards.

Marc Engel, our Chief Supply Chain Officer, said: “The MoU with PTPN is the first time we can apply the produce-protect model at scale – our partnership will have a positive impact in Indonesia from an environmental, social and economic perspective, which makes it unique to the industry.”

Addressing concerns with our palm oil suppliers

We know that serious issues, including human rights issues, exist within the palm oil industry. So as well as working alongside our suppliers to help them improve their standards, we need to respond whenever concerns about a particular supplier are brought to our attention – and to make sure our response is transparent and appropriate.

We're committed to handling all allegations of supplier non-compliance with our Policy responsibly and have a clear Grievance Procedure for doing so.

i Our Grievance Procedure for Sustainable Palm Oil

Our [✓](#) Grievance Procedure for Sustainable Palm Oil (PDF | 2MB) (/Images/palm-oil-grievance-procedure_tcm244-510633_en.pdf) provides a systematic framework for handling, investigating and resolving both social and environmental issues within our supply chain in a timely, transparent and effective manner.

The process includes three important steps:

- An acknowledgement of the grievance and a preliminary review to determine whether the grievance is applicable to our supply chain.
- An in-depth review of the grievance, working with the supplier and an independent organisation to develop a time-bound action and remediation plan.
- Actions implemented by the supplier to resolve the issue, with the outcomes monitored.

We will often involve an independent organisation at various stages to collate further information and outline the requirements that the supplier needs to adhere to. We have found that it is better to work with suppliers to help improve practices and resolve issues. However, we will take appropriate action, consistent with our Five Principles for Sustainable Palm Oil, against suppliers who are unwilling or unable to comply.

In line with our Grievance Procedure and our commitment to a sustainable palm oil industry, we have a Palm Oil Grievance Form (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/engaging-our-palm-oil-suppliers/locate-a-palm-oil-grievance-with-unilever.html) where you can lodge a palm oil grievance, or you can email us at feedback.palmoil@unilever.com (<mailto:feedback.palmoil@unilever.com>).

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- > Our approach to sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)
 - > Transforming global food systems (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/)
 - > Protecting our forests (/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/)
 - > Global climate action (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/global-climate-action/)
-
- ✓ Sustainable Palm Oil Sourcing Policy
PDF | 167KB
(/Images/unilever-palm-oil-policy-2016_tcm244-479933_en.pdf)
 - ✓ Grievance Procedure for Sustainable Palm Oil
PDF | 2MB
(/Images/palm-oil-grievance-procedure_tcm244-510633_en.pdf)
 - ✓ Unilever Palm Oil Grievance Tracker
PDF | 721KB
(/Images/unilever-palm-oil-grievance-tracker_tcm244-530071_1_en.pdf)
 - ✓ Unilever response to the allegations against the Salim Group - November 2018
PDF | 61KB
(/Images/unilever-response-to-the-allegations-against-the-salim-group-november-2018_tcm244-528518_en.pdf)
 - ✓ Unilever response to Greenpeace Final Countdown report (2018)
PDF | 102KB
(/Images/unilever-response-to-greenpeace-final-countdown-report-2018_tcm244-526325_en.pdf)
 - ✓ Unilever response to the allegations against the Salim Group (2018)
PDF | 46KB
(/Images/unilever-response-to-allegations-against-salim-group_tcm244-523124_1_en.pdf)
 - ✓ Unilever response to the allegations against the HSA Group (2018)
PDF | 236KB
(/Images/hsa-statement-040518_tcm244-522002_en.pdf)

⌄ Unilever responds to the allegations against palm oil company Sawit Sumbermas Sarana (2017)
PDF | 82KB
(/Images/ssms-response-26-june-2017_tcm244-507478_en.pdf)

⌄ Unilever response to Amnesty International - March 2018
PDF | 228KB
(/Images/unilever-response-to-amnesty-international---mar-2018_tcm244-522764_1_en.pdf)

⌄ Unilever response to Amnesty International - April 2017
PDF | 507KB
(/Images/unilever-response-to-amnesty-international---apr-2017_tcm244-522763_1_en.pdf)

⌄ Unilever response to Amnesty International - November 2016
PDF | 477KB
(/Images/unilever-response-to-amnesty-international---nov-2016_tcm244-522765_1_en.pdf)

⌄ Unilever response to Amnesty International - October 2016
PDF | 531KB
(/Images/unilever-response-to-amnesty-international---oct-2016_tcm244-522766_1_en.pdf)

⌄ Unilever response to Amnesty International report (2016)
PDF | 153KB
(/Images/unilever-response-to-amnesty-international-report-30112016_tcm244-496177_en.pdf)



Sustainable
sourcing

Improving the visibility of our supply chain

Our Sustainable Palm Oil Sourcing Policy is helping us drive progress towards a visible, traceable supply of sustainable palm oil that is produced with respect for people's rights and without deforestation.



Knowing more about where our palm oil comes from

Gaining greater visibility of our supply chain is crucial: it helps us identify issues on the ground and remediate them effectively, often in partnership with our suppliers, NGOs and government stakeholders.

We're working towards greater visibility in two main ways: by mapping the suppliers, third-party suppliers and mills in our extended supply chain to really understand where our palm oil comes from; and through our grievance mechanism, which enables others to raise issues with us, and which is described in Engaging our palm oil suppliers ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/engaging-our-palm-oil-suppliers/](#)). Our work on identifying smallholders in our supply chain is described in The importance of smallholders ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/the-importance-of-smallholders/](#)).

i Improving traceability & visibility of our palm oil mills

In 2018 we were able to trace 88% of our palm oil back to the mill it originates from. And we have visibility of more than 1,600 mills in our extended supply chain.

Our aim is to achieve full traceability for all the palm oil we buy – but there are challenges. In the palm oil supply chain, palm oil may be traded repeatedly before we buy it – and not all suppliers currently have the capability to trace back to the source. Therefore, we have various initiatives in place to achieve full traceability.

These range from industry-leading mapping and data programmes, to projects such as our €130 million investment in our own palm oil refinery in the Sei Mangkei Special Economic Zone of North Sumatra, which aims to increase traceability by bringing more smallholders into our supply chain.

A first for traceability

We believe that alongside gaining a better understanding of our palm oil supply through mapping, we will make greater progress towards transformation by sharing the information we have. In February 2018, we became the first consumer goods company to publicly disclose the suppliers and mills we source from, both directly and indirectly, and published our [✓ palm oil supplier list \(PDF | 187KB\) \(/Images/-palm-oil-suppliers_updated-january-2019_tcm244-530096_1_en.pdf\)](#) on our website.

“ Unilever believes that complete transparency is needed for radical transformation. We want this to be the start of a new industry-wide movement. **”**

Marc Engel, our Chief Supply Chain Officer

We have also shared the names and locations of around 1,600 mills and 100 refineries (sourcing from many mills) from around the world from which our suppliers source palm oil. These form our 'mill universe', shown in the map below.



1,600

Mills mapped and published in 2018

Mill locations are an important indicator of where palm fruit is processed and therefore tell us more about where oil palm plantations are located. A [✓ full mill \(PDF | 299KB\) \(/Images/-unilever-s-universal-palm-oil-mill-list_h1-2018_final_tcm244-530097_1_en.pdf\)](#) and [✓ refinery list \(PDF | 124KB\) \(/Images/-unilever-s-universal-palm-oil-refinery-list_h1-2018_final_tcm244-530098_1_en.pdf\)](#) can be found on our website. We are currently working with Rainforest Alliance and Daemeter to improve the 'traceability to mill' of our supply chain.

Our mill and refinery universe



Disclaimer:

The basis for this palm oil mill list is to increase traceability and is part of the work we are conducting in partnership with our suppliers and Rainforest Alliance using the RSPO PalmTrace platform. In 2018, our suppliers declared that they supplied directly or indirectly from a list of around 1,600 palm oil mills and 100 palm oil refineries, which have been validated based on the methodology applied by Rainforest Alliance, Daemeter, and the World Resources Institute (WRI).

The disclosed mill data is correct to the best of Unilever's knowledge at the time of publication. Although we have made considerable effort to validate the disclosed data, we cannot guarantee its full accuracy and therefore welcome any corrections that may be needed.

Mapping mills, mitigating risk



Rauf Prasodjo, our Sustainable Sourcing Manager, explains an important part of his role – mapping the origins of the palm fruit we buy.

"I've been working in the palm oil sector since 2010. Since then, I've seen the progress made by both Unilever and the rest of the industry, particularly in areas such as adopting No Deforestation, No Peat, and No Exploitation policies. Coming from Indonesia, I also see how important palm oil is to the country's economy and to the many smallholder farmers and entrepreneurs in rural parts of this precious archipelago.

There's still much to do, particularly in engaging with our suppliers to ensure continuous improvement in sustainability and the full implementation of our Sustainable Palm Oil Sourcing Policy.

An important step in this is understanding the mills in our supply chain. When we know which mills in our supply chain are located in high-risk areas, we've been able to talk to our suppliers to understand the sourcing strategy of particular mills.

With this knowledge, we can then better mitigate environmental and social risks – including deforestation – through assessments and direct engagement. The better our analysis, the more we can refine our approach. And in the long term it will help us increase business efficiencies and sustainability by enabling us to engage directly with more actors in our supply chain, such as mills and smallholder farmers."

Understanding our supply chain helps us manage risk

With the information we've gained from mapping our supply chain, we're better able to assess and identify risk.

By combining our mill data and the geospatial PALM Risk tool on the Global Forest Watch Commodities platform in a pilot programme, we've assessed risk using an index of five environmental factors: fire severity; extent of forest; recent deforestation; peat; and overall risk across these factors. There is no standardised method of measuring social risk at the moment, but social indicators are included when we conduct site verification of mills located in high-risk areas.

Through our pilot of the PALM Risk Tool, our team identified various mills located in areas of high deforestation risk according to this methodology (PDF | 450KB)

(https://www.wri.org/sites/default/files/Palm_Risk_Assessment_Methodology_Prioritizing_Areas_Landscapes_And_Mills.pdf) We're working with the consultancies Daemeter and Proforest on a more detailed analysis of these high-risk mills and their locations. In particular, we're researching landscapes to enable us to set up strategic sustainability and remediation programmes with partners to address risks to forest cover, peat lands and fires.

Related links

- Our approach to sustainable sourcing
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)
- Press release: 100% of palm oil bought will be traceable to known sources by end 2014
(Nov 2013)
12/11/2013
(/news/press-releases/2013/13-11-12-100pc-of-Palm-Oil-bought-will-be-traceable-to-known-sources-by-end-2014.html)
- Transforming global food systems
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/)
- Protecting our forests (/sustainable-living/reducing-environmental-

Downloads

- Unilever Palm Oil Supplier List
PDF | 187KB
(/Images/-palm-oil-suppliers_updated-january-2019_tcm244-530096_1_en.pdf)
- Unilever Palm Oil Mill List
PDF | 299KB
(/Images/-unilever-s-universal-palm-oil-mill-list_h1-2018_final_tcm244-530097_1_en.pdf)
- Unilever Refinery List
PDF | 124KB
(/Images/-unilever-s-universal-palm-oil-refinery-list_h1-2018_final_tcm244-530098_1_en.pdf)

[impact/greenhouse-gases/protecting-our-
forests/\)](#)

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- [Global climate action \(/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/global-climate-action/\)](#)
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Sustainable sourcing

The importance of smallholders

Unlocking the potential of smallholder farmers through sustainable agriculture will play a vital role in transforming the palm oil industry and strengthening our supply chain.



Bringing more smallholders into our supply chain

Smallholder farmers already play an important role in the palm oil industry, producing 40% of all palm oil in South East Asia. Increasing the amount of sustainable palm oil we buy from suppliers who can trace it to known smallholders is a real opportunity for us to both help transform the sustainability of the palm oil industry, and ensure that we have a secure supply of a vital ingredient.

40%



Of all palm oil in SE Asia comes from smallholder farmers

But many smallholder farmers face issues in terms of their productivity, profitability and sustainability. These include land tenure challenges, poor agricultural practices, and a lack of access to markets or to finance for replanting and certification.

We want to include more smallholders in our supply chain and help them overcome these barriers – and have been developing a range of programmes that support sustainable agricultural practices, improve the visibility of our supply chain, and in

many cases enhance the livelihoods of smallholder farmers. Examples can be found in our interactive map ([/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/mapping-our-farmers-programmes/](#)).

Since we stopped buying GreenPalm certificates in 2016, our aim has been to repurpose \$50 million over five years that we would have spent on GreenPalm certificates and invest it in place-based partnerships. This will help increase the availability of physically certified sustainable palm oil and scale up direct sourcing from smallholder farmers. We're investing directly in a number of projects with strategic suppliers and in 2017 we committed to contribute up to \$25 million to the &Green Fund.

i Investing in the &Green Fund

In 2017 we committed to contribute up to \$25 million to the &Green Fund (target size \$400 million) for investments in projects that remediate or avoid the need for deforestation. The &Green Fund aims to protect 5 million hectares of forests and peatlands by 2020.

See Partnerships for transformational change ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/partnerships-for-transformational-change/](#)).

We aim to support 25,000 farmers and work with NGO partners to help and incentivise smallholders to adopt sustainable management and agricultural practices.

Spotlight



Farm Start for Palm smallholders

Working with independent mills and the networks of smallholder farmers they buy from is a major opportunity to improve practices and increase the visibility of our supply chain.

In 2017, we began a pilot of our Farm Start for Palm programme in Riau province, Indonesia. This aims to give smallholders the knowledge and resources they need to commit to the principles of no deforestation, no development of peat and no exploitation, while increasing their profitability.

In its first year, the programme mapped nearly 4,000 smallholdings supplying one independent mill and began sustainable agriculture training with nearly 600 smallholder farmers.

Over time, the programme aims to integrate thousands of smallholders into our supply chain – expanding across Sumatra and using digital technology and traditional field training approaches to monitor, analyse and change practices to make them more sustainable.

To put our policies into practice and make our projects happen, it's essential with work with expert partners on the ground. Our six key implementation partners are:

- Daemeter
- IDH – the Sustainable Trade Initiative
- Institut Penelitian Inovasi Bumi (INOBU)
- Proforest
- UTZ
- World Resources Institute (WRI).

For instance, we are testing the potential of a jurisdictional approach with the research institute INOBU in Central Kalimantan.

Spotlight



A jurisdictional approach – a first for Kalimantan's smallholder farmers

We believe one of the best ways to achieve transformational change is through adopting a 'jurisdictional approach' – which means we preferentially buy from areas that have comprehensive climate and forest policies in place.

In Central Kalimantan, Indonesia, we are testing this new approach with independent smallholder farmers, addressing a set geographical area and working with communities of smallholders and local government to increase yields and prevent deforestation.

We're working with Yayasan Penelitian Inovasi Bumi (INOBU), a leading non-profit research institute based in Indonesia, and a number of other partners in the district of Kotawaringin Barat, mapping independent smallholdings and training farmers according to the Roundtable on Sustainable Palm Oil (RSPO) principles on good agricultural and management practices.

In 2017, 190 independent smallholder farmers of the KUD Tani Subur cooperative became RSPO and Indonesian Sustainable Palm Oil (ISPO) certified – the first cooperative in Kalimantan to achieve this. Overall, the initiative will reach some 600 smallholders farming 1,400 hectares.

More training in 2018 is setting another 400 smallholders on the path to certification. If this new approach continues to be successful, we think it has the potential to reach 12,000 farmers in the region.

As Roni, a palm oil farmer explains: "I'm 64 and married with three children. I became an oil palm smallholder in 2009 as it provided a higher income for me to support my family. Being part of the Unilever-Inobu programme has helped me improve my knowledge – in areas such as fertiliser use – to increase the amount and quality of my crops, while cultivating them in a more sustainable way. I'm very proud to say that, with the additional income I now earn, I was recently able to send my youngest son to university."

A traceable supply chain: putting our ambition into action

By working closely with suppliers, we're able to include more smallholders in our supply chain while driving progress towards certification and sustainable agriculture.

One example is our partnership with our supplier PTPN 5 in Rokan Hulu District, Indonesia. We agreed this in 2016 to develop a traceability and certification mechanism for smallholder farmers.

5,000



Smallholder farmers will benefit from training for certification

The project began with the mapping of over 1,000 smallholdings supplying one PTPN 5 mill. With the World Resources Institute Indonesia and other partners, we're developing plans to expand the project to include more than 5,000 smallholders and more PTPN 5 mills.

Related links

- Our approach to sustainable sourcing (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/>)
- Transforming global food systems (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/>)
- Connecting with smallholder farmers to enhance livelihoods (</sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/>)

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Sustainable
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Partnerships for transformational change

To achieve the systemic change we want to see, we work with others in the industry and beyond



Driving change at scale is crucial

To drive true transformational change in the palm oil industry, we need to go beyond our work with suppliers and smallholder farmers. That means working with NGOs, governments, industry partners and smallholder farmers to change practices, fight deforestation and make a real impact on the ground.

We want to help lead actions that catalyse large-scale, transformational change across industry sectors. Major producer companies and traders have all committed to 'no deforestation' policies, which now cover over 90% of globally traded palm oil. The financial sector has also responded by pledging to support sustainable commodity production through the  Banking Environment Initiative (<http://www.cisl.cam.ac.uk/business-action/sustainable-finance/banking-environment-initiative>). Commitments such as these have sent a strong signal to the market – and there has been significant movement from growers and traders.



90%

Of globally traded palm oil is now covered by 'no deforestation' policies

“ We know that when we and our peers come together to meet joint commitments, it can create impact. The Consumer Goods Forum (CGF) brings together CEOs and senior management from over 400 retailers, manufacturers, service providers and other stakeholders across 70 countries.

In 2010, together with other CGF members, we committed to mobilise resources within our business to help achieve zero net deforestation associated with four commodities by 2020: palm oil, soy, paper and board, and beef. We have since extended our commitment to our tea businesses and supply chains. **”**

Dhaval Buch, our Chief Procurement Officer

Advancing industry standards

Certification and assurance schemes have played an important part in driving progress in the industry. We're a founding member and co-chair of the Roundtable on Sustainable Palm Oil (RSPO), the not-for-profit, industry-led initiative set up in co-operation with conservation organisation WWF. We're committed to supporting and strengthening its standards, which are uniquely recognised across the palm oil industry.



19%

Of globally produced palm oil is RSPO certified

At the same time, our Sustainable Palm Oil Sourcing Policy goes beyond those standards, in the areas of no deforestation, no development on peat, no exploitation of people or communities, driving positive social and economic impact for smallholders and women while protecting forests and transparency – areas where we think the industry as a whole needs to show more progress.

Safeguard forests. Safeguard our future



Hannah Hislop is our Global Agriculture & Land Use Partnerships Manager.

"Forests are being lost or degraded because of increasing global demand for agricultural commodities. Many people will naturally mourn the loss of majestic forests, and the astonishing biodiversity they harbour, in their own right. But we also fundamentally rely on the ecosystem services they provide, not least water and climate regulation – both of which are vital to global food production.

We know it's possible to have a world in which protected forests help to sustainably increase food production. But there is no silver bullet solution. We need many complementary approaches that add up to a complete transformation of how we use land.

With better support, skills and financing, smallholder farmers could be helped to dramatically improve their yields and livelihoods – on the condition that they do not encroach further into the forest. And more traditional community management of forests could prevent indigenous people suffering violence or being forced off their lands – and offer a key to curbing carbon emissions too.

Governments have a huge role to play too, as do businesses. They can shift the vast sums of money (around \$780 billion) currently flowing into the sectors that drive deforestation towards conservation and restoration instead."

Meaningful & practical 'no deforestation' policies

What should a 'no deforestation' policy look like - and how should it be put into action? We've been working with grower companies and NGOs to help develop a single set of principles for the implementation of companies' commitments to no deforestation in their palm oil operations and supply chains.

In November 2016, the High Carbon Stock Approach (HCSA) and the High Carbon Stock Study (HCS+) agreed a set of principles – which are explained in the HCS Approach Toolkit 2.0 (<http://highcarbonstock.org/the-hcs-approach-toolkit/>). We encourage all growers and users of palm oil to adopt this methodology and move to implementation – while recognising that the next big challenges will be to ensure the application of the High Carbon Stock Approach in highly forested landscapes and with smallholder farmers.

Going beyond business: the Tropical Forest Alliance

Company commitments tell only one part of the story. Just as important are the roles of government and civil society. We need to align business action with public policy, through partnership and collaboration.

We helped to create the Tropical Forest Alliance 2020 (TFA) to promote exactly that. The partnership's goal is to eliminate deforestation from the supply chains of consumer goods companies. TFA's initial focus is on palm oil, soy, paper and pulp and beef products in South East Asia, Latin America and Africa.

The TFA is one of several public-private partnerships we're involved in, and which we think can achieve real change. For example, we've committed to contribute up to \$25 million to the &Green Fund. With a capitalisation goal of \$400 million by 2020 and an aim to trigger \$1.6 billion in private capital investments, the Fund is an exciting opportunity to jointly shape solutions to mitigate deforestation.

It was set up as a public-private partnership led by the government of Norway, in partnership with IDH the Sustainable Trade Initiative, environmental NGOs and consumer goods companies and announced at the World Economic Forum in Davos in January 2017. It is designed to attract investments in deforestation-free agriculture and aims to protect 5 million hectares of forests and peatlands.



0

Net
deforestation
by 2020 – the
aim of the
Tropical
Forest
Alliance



\$400m

Fund to combat
deforestation

Related links

- > Our approach to sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)

- > Transforming global food

Downloads

- ∨ New York Declaration on Forests, September 2014 PDF | 65KB (/Images/cgf-us-gov-deforestation_tcm244-423303_en.pdf)

External links

- ☒ Banking Environment Initiative (<https://www.cisl.cam.action/sustainable-finance/banking-environment-initiative>)

- ☒ Roundtable on Sustainable Palm Oil (<http://www.rspo.org/>)

systems
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/)

- > Protecting our forests
(/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/)

- > Global climate action
(/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/global-climate-action/)

✉ The Tropical Forest Alliance
(<https://www.tfa2020.c>

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This work supports the following UN Sustainable Development Goals



可持续茶 - 领导行业

作为世界上最大的茶叶包装商，我们相信通过领导可持续茶叶采购，创造了一个巨大的机会：既确保我们所需的茶叶，又对社区和环境产生积极影响。



Why we want to lead the way to a sustainable tea industry

Our brands include some of the biggest and most innovative names in tea. Lipton, the world's leading tea brand, is enjoyed in more than 110 countries, while iconic brands such as PG tips, Brooke Bond and Bushells refresh millions of tea-drinkers every day.

In 2017 we acquired two new tea brands. The first is Pukka Herbs Ltd which uses 100% certified, organic and ethically sourced ingredients to produce its herbal teas and supplements. Its health and wellness philosophy centres on benefiting people, plants and planet, so Pukka has a clear strategic fit with our business.

The second acquisition is TAZO®, which we acquired from Starbucks. Founded in 1994, TAZO® has a strong position in speciality black, green and herbal teas, as well as the liquid concentrates used in chai lattes. Both represent good opportunities to expand our business in the fast-growing speciality tea market. Our portfolio means we're one of the biggest buyers of tea in the world. And across every brand, we're committed to sustainably sourcing 100% of our tea, including loose tea, by 2020.

Why? Because investing in sustainable tea is essential for our future success. We want to ensure that we will continue to have a supply of quality tea from expert tea farmers to underpin our growth. We need to show that we're committed to long-term partnerships with stakeholders in societies and economies where tea is grown, and inspire consumers to trust, and choose, the quality and sustainability of our tea.

But tea is also essential to our ambitions to make a positive impact through our business. Our brands connect us to millions of people whose livelihoods depend on tea production, and to the ecosystems they share – including 750,000 smallholdings, mostly in Africa and Asia, as well as our own estates in Kenya and Tanzania. Such a wide-ranging supply chain brings its own challenges – but it also gives us the opportunity to make a real difference to communities and to the environment.

We met our target to source all the tea for Lipton tea bags from 100% Rainforest Alliance Certified™ sources by the end of 2015, and are making good progress towards our 2020 target for all tea, see Targets & performance ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#)).

Cross-cutting programmes that aim to change lives

In 2017, we were working on around 40 major programmes in our tea supply chain. The objectives of these programmes included increasing tea workers' and smallholders' incomes, improving health, empowering women, improving sanitation, supporting biodiversity and addressing climate change – with individual programmes often addressing multiple issues.

Shaping the change we want to see

To achieve our ambitions for tea, we need to work with many partners, from tea-growers, suppliers and NGOs to local and national governments, the wider tea industry and beyond.



20%

Of world tea production is now Rainforest Alliance Certified™

One of the most important ways to drive change in any agricultural sector is through certification. In 2007, we assisted the Rainforest Alliance in the development of local indicators for sustainable tea production in Kenya in accordance with the Sustainable Agriculture Network certification standard and began to certify our tea farms, in the process helping to transform both our own supply chain and the wider industry.

In 2007, we became the first major tea company to commit to sustainably sourcing tea on a large scale. In the same year Kericho, our largest tea estate in Kenya, was the first tea farm to achieve Rainforest Alliance certification.

Today, Rainforest Alliance Certified™ tea accounts for around 20% of the world's tea production, and we work with suppliers in 14 countries in Africa and Asia to train smallholder farmers so they can achieve farm certification.

However, certification is not the only way to create change. We recognise the importance of exploring alternative approaches which in some cases are a better fit or go further than existing schemes.

Partnerships for impact

Public–private partnerships provide the opportunity to develop sustainable practices and improve the livelihoods of the people working in tea supply chains. We have signed public–private partnerships in Kenya, Malawi, Tanzania and Vietnam, helping us reach nearly 568,000 farmers since 2006.

One of our longest-running partnerships of this kind was in Kenya, with the Kenya Tea Development Agency (KTDA) and The Sustainable Trade Initiative (IDH). Launched in 2006, it enabled 86,000 lead farmers – including around 42,000 women – to train at Farmer Field Schools for guidance on how to share best agricultural practices, increase yields, improve quality and improve their health and nutrition. As a result, around 580,000 farmers have met the standards for Rainforest Alliance farm certification. In 2016, with the Farmer Field Schools fully embedded, we handed over full responsibility for them to KTDA.

Partnerships also address labour conditions on tea estates in regions such as Assam in India, where more needs to be done to eradicate unacceptable practices. The strengthening of certification models, particularly regarding labour rights and working conditions, is a key part of the solution. Read more about our approach in Fairness in

the workplace (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/) and our  Human Rights Report 2017 (PDF | 10MB) (/Images/human-rights-progress-report_tcm244-513973_en.pdf).

Spotlight



Unlocking smallholders' potential through technology

Our Lipton brand has deep roots in Sri Lanka, where Sir Thomas Lipton grew his first tea more than a century ago. Today, more than 70% of the tea leaves grown on the island are farmed by smallholders, working in plots that average less than an acre (under half a hectare). But too often they have been unable to access the information and support they need to unlock their full potential.

As Neville Ratnayake, Chairman of Sri Lanka Federation of Tea Smallholders, describes it: “The average monthly tea yield in Sri Lanka is 300 kg. However, we have identified cases where farmers have been able to get yields of up to 800 kg through an organised, scientific approach. But these methods are not widely adopted because most farmers use localised, traditional practices due to a lack of access to information. This is holding back individual farmers and the progress of an entire industry.”

In 2017, we began a new partnership with the Federation and telecoms provider Dialog Axiata to reach 400,000 smallholders with knowledge and sustainable growing techniques. By using technology to ensure smallholders get advice just when they need it, the partnership aims to help them grow their yields and incomes – while making our supply chain more resilient and sustainable.

Smallholders in the scheme get agricultural advice through Dialog's Govi Mithuru (Farmer's Friend) mobile platform. With content provided by a number of organisations, such as the Ministry of Agriculture, Govi Mithuru delivers voice mails tailored to a farmer's crop, location and stage of cultivation. With the Federation and a local university, we also aim to set up model farms where farmers from neighbouring areas will be invited to study and learn face to face.

Sustainable agriculture & beyond

We work with a range of partners on initiatives that take sustainable agricultural practices as a starting point, and go beyond them to tackle wider social and environmental issues.

In 2017 we joined the Ethical Tea Partnership (ETP), a non-governmental organisation which works with tea companies and retailers to drive improvements in sustainability. It focuses on improving the lives and livelihoods of tea workers and farmers and the environment in which tea is produced. We worked with the ETP on a number of programmes in 2017, including our Safety for Women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/promoting-safety-for-women/) and Girls partnership, as described in our Human Rights Report 2017, see Safety for women.

Through the Malawi Tea 2020 programme, we joined the ETP and public and private partners in establishing 50 Farmer Field Schools in Malawi in 2017, as well as working to increase tea sector wages, see Fair compensation (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/).

We are founder members of trustea, the Indian tea industry collaboration on sustainability. The trustea logo guarantees the social, economic, agronomic and environmental performance of Indian tea estates, smallholders and ‘bought leaf factories’ – factories that buy tea from multiple sources. The initiative covers over 600 tea factories and will impact 40,000 smallholders, and 500,000 tea estate workers. By the end of 2017, 536 factories had achieved trustea verification, impacting over 38,000 smallholders and around 490,000 tea estate workers, over half of whom were women. Find out more about trustea in this short film.

536



Indian tea factories achieved trustea verification by 2017

Working with tea farmers in India



In 2014 we launched Tea 2030 with Forum for the Future. Tata Global Beverages, Yorkshire Tea, James Finlays, the Ethical Tea Partnership and Fairtrade International have also joined the initiative. Tea 2030 focuses on three areas: sustainable landscapes, market mechanisms and engaging consumers.

For further details of how our partnership programmes are enhancing the lives of smallholders and encouraging young farmers to maintain the tea industry, see Inclusive business (</sustainable-living/enhancing-livelihoods/inclusive-business/>).

Understanding how to reduce pesticides

The climate and agricultural practices on our plantations in Kenya and Tanzania allow tea to be grown without pesticides, but in some parts of the world conditions currently require pesticides to preserve yields.

We encourage the global tea industry to reduce the use of pesticides to a minimum. Our Unilever Guidelines on Use of Pesticides in Sustainable Tea Sourcing are applied through our Sustainable Agriculture Code.

Spotlight



No pesticides, no pests?

In 2014, we commissioned  CABI (<http://www.cabi.org/>) – the Centre for Agriculture and Biosciences International – to conduct an independent scientific study to evaluate non-pesticide methods for protecting tea crops in India.

In partnership with the Tocklai Tea Research Institute, CABI conducted field trials over 2015–2017 on tea estates in Assam. In the Phulbari tea garden, for example, the results showed that an ecologically managed plot can deliver a comparable yield to one conventionally managed with pesticides. This is the first time this has been demonstrated through a scientific study.

CABI has now developed a toolkit of best practice to help tea growers combat common pests such as red spider mite, loopers, thrips, black rot and the tea mosquito bug.

Ensuring tea has a long-term future

Tea is second only to water as the world's most popular non-alcoholic drink – and our brands are long-standing favourites the world over.

While we believe the tea industry and our tea brands have a bright future, we recognise the challenges presented to their growth. These include climate change, water scarcity, competition for land, working conditions and rapidly changing consumer markets.

We've started an R&D project to cultivate more sustainable varieties of tea – as a contribution to helping safeguard the future of the world's tea supply. Our project is run in partnership with Nature Source Genetics in our tea gardens in Kenya. It aims to increase the number of crops that can withstand drought, disease and pests.

Working with tea research institutes, universities and tea companies, we've sourced more than a thousand tea cultivars from around the world and are mapping their genetic diversity. We will preserve a selection of these as a living core collection, to secure tea resilience for future generations of farmers and the people who drink their tea.



1,000

Tea cultivars studied
to understand their
genetic diversity

Related links

- > Targets & performance (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

- > Driving transformational change (/sustainable-living/transformational-change/)

Downloads

- ✗ The Farmer Field School project: Growing sustainable tea in Kenya, 2009 PDF | 5MB (/Images/sd_the-farmer-field-school-project-growing-sustainable-tea-in-kenya_tcm244-424147_en.pdf)

External links

- ☞ Sustainable Trade Initiative (IDH) (<http://www.idhsustain>)

- ☞ Tea 2030 (<http://www.forumforth2030/overview>)

- ☞ Ethical Tea Partnership (<http://www.ethicaltea>)

> Transforming global food systems (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-global-food-systems/)

↳ Unilever guidelines on use of pesticides in sustainable tea sourcing, March 2014 PDF | 482KB (/Images/unilever_guidelines_424148_en.pdf)

> Safety for women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/promoting-safety-for-women/)

↳ Human Rights Report 2017 PDF | 10MB (/Images/human-rights-progress-report_tcm244-513973_en.pdf)

> Fair compensation (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/)

> Inclusive business (/sustainable-living/enhancing-livelihoods/inclusive-business/)

↳ Rainforest Alliance (<https://www.rainforestalliance.org/>)

↳ trustea (<http://www.trustea.org>)

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Sustainable sourcing

This work supports the following UN Sustainable Development Goals



Transforming global food systems

We're working with others to transform food systems for the better.

Sustainable agriculture can make a critical difference to many of the world's most pressing challenges, including hunger and food insecurity, poverty, and climate change.



Unlocking the potential of food – and farmers

The world needs to increase food production by 60% to feed a population that could reach 9 billion people by 2050. But scarce resources, environmental degradation and a changing climate are all putting strains on agricultural productivity and threatening food security.



60%

More food is needed if we are to feed 9 billion people in 2050

At the same time, millions of people involved in food production are held back from achieving their full potential. The farmers working on the world's estimated 500 million smallholdings face a range of systemic challenges that prevent them increasing their yields and improving their livelihoods.

To a progressive food business like ours, these issues present a commercial as well as humanitarian imperative – because we depend on a supply of sustainably sourced, nutritious ingredients, many of which come from farms and forests.

So we believe global food systems have to change, to better serve farmers and their communities, the planet, and the people who buy our brands.

How will that change be achieved? We think the widespread adoption of sustainable agriculture will be transformative.

What are we calling for?

We think there has to be a change in the nature of farming – and that the process of change will bring enormous opportunities. We advocate a move away from purely production-led approaches, which run at the expense of people and planet. In their place, we want to see more integrated, holistic approaches – ones that both improve livelihoods for farmers and enable sustainable agriculture.

Sustainable agriculture has the potential to help address some of the world's biggest challenges. It can play a vital role in ending hunger, tackling climate change and protecting life on land – aims at the heart of the UN's Sustainable Development Goals (SDGs) 2, 13 and 15. But sustainable sourcing has wider impacts too by making a contribution to ending poverty (SDG 1), quality education (SDG 4) and decent work and economic growth (SDG 8). And none of these ambitions can be achieved without partnerships (SDG 17) to drive collaborative action.

Transforming an industry takes collective action

We're committed to sourcing our agricultural raw materials sustainably. We've been working with our suppliers and farmers for more than 20 years to drive up standards in our supply chain. But transforming an entire sector is not something any single business can do alone. The systemic changes that are needed will only come about through concerted action by a range of partners, and through committed advocacy.

Making food & agriculture a global priority

We want the debate on food and agriculture to be high on the political and business agenda. We co-founded the Business Commission for Sustainable Development (BCSD) in January 2016. It brought together businesses and other stakeholders who share our belief that implementation of the Sustainable Development Goals would help create a world where responsible business can continue to thrive. The same year, we contributed to the BCSD report [Valuing the SDG Prize](#)

(<http://businesscommission.org/our-work/valuing-the-sdg-prize-in-food-and-agriculture>) in Food and Agriculture, which found that achieving food security could create 80 million jobs and unlock 14 major business opportunities worth \$2.3 trillion annually by 2030.

To help unlock this potential, we supported the World Business Council (WBCSD) and [EAT partnership](#) (<https://www.wbcsd.org/Programs/Food-Land-Water/Food-Land-Use/FReSH/News/EAT-and-WBCSD-take-action-to-transform-the-global-food-system>) launched at the EAT Stockholm Food Forum in June 2016. This global initiative seeks to accelerate the transformation towards a healthy and sustainable global food system, and will bring together stakeholders across science, business, government and civil society to form science-based targets for the food system – and develop scalable business solutions to achieve those targets.

In 2018 the Business Commission for Sustainable Development closed its doors, leaving a number of legacy organisations to continue key strands of its work. One of these is [The Food and Land Use Coalition](#) (<https://www.foodandlandusecoalition.org/our-vision/>) (FOLU). FOLU aims to define, co-ordinate and accelerate the transformation of foods and land use systems – in short, to transform these broken systems, and to do it at speed and scale while creating new economic value.

These systems need to protect and ultimately regenerate natural resources, become a carbon sink rather than a carbon contributor, feed 9 billion people in a healthier, less wasteful way, and provide a more prosperous and resilient lifestyle for farmers.

FOLU was launched in 2017, bringing together an alliance of around 30 progressive businesses, forward-thinking policy makers, foundations, investors, academics, international organisations and members of civil society to act as a flywheel for transformative change. We are one of its founder members and part of its management team.

25%



Of world greenhouse gas emissions are generated by food and land use systems¹

Breaking the link between deforestation & agriculture

Deforestation contributes up to 15% of global greenhouse gas emissions – and the principal driver of deforestation is commercial agriculture. As populations grow and their demand for key commodities increases, so does the pressure on forests.



1.6

bn

People
worldwide
depend on
forests

Yet forests are essential for life on earth – and to the future of agriculture. They sustain the livelihoods of 1.6 billion people who depend on them for food, medicines and fuel. They help regulate our climate and are invaluable reserves of biodiversity.

Together with others in our industry, we have committed to achieving zero net deforestation associated with four commodities – palm oil, soy, paper and board, and beef – no later than 2020. We have extended this commitment to our tea businesses and supply chains. 'No deforestation' is one of the five key areas identified in our Sustainable Agriculture Code, which we updated in 2017. To find out more about the Unilever Sustainable Agriculture Code, see Our sustainable agriculture programme ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/our-sustainable-agriculture-programme/](#)).

A particular focus is on palm oil sourcing ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/](#)), where we can use our scale to make a difference. As the world's largest single buyer of palm oil, we cannot countenance this essential commodity being a source of deforestation and exploitation. Our key business objective is therefore to assure that we have affordable access to sustainably sourced palm oil for the long term.

Working with partners in our industry & beyond

In 2010, we obtained a commitment to zero deforestation by 2020 by the Consumer Goods Forum (CGF). CGF comprises 400 members, including all the world's major consumer goods manufacturers, retailers and service providers.

At a multi-sectoral level, we co-founded the Roundtable on Sustainable Palm Oil in 2004 and the Round Table on Responsible Soy in 2006. We have also led the foundation of the Tropical Forest Alliance 2020 (TFA), a public-private partnership between CGF and governments of the US, UK, Netherlands, Norway, Indonesia and Liberia. TFA is committed to reducing, and eventually eliminating, deforestation associated with the sourcing of palm oil, soy, beef, pulp and paper.

The Sustainable Agriculture Initiative Platform

The Sustainable Agriculture Initiative Platform (SAI Platform), which we co-founded with Nestlé and Danone in 2002, brings together around 90 companies from the food and beverage industry to communicate and build knowledge on sustainable agriculture.

The SAI Platform launched the world's first industry-aligned Farm Sustainability Assessment (FSA) of sustainable agriculture practices in 2014. The agreed set of assessment criteria for farmers meets the sustainable sourcing needs of many companies. Any farmer can complete the assessment online and it can be used for most crop types, farm sizes and locations around the world.

Smallholders: at the heart of transformation

Smallholders are an essential part of the global food system, producing around 80% of the food in Asia and sub-Saharan Africa. They are among the groups with most to gain from, and contribute to, the transformation opportunity presented by sustainable agriculture.

Our work with smallholders is described in Inclusive business (/sustainable-living/enhancing-livelihoods/inclusive-business/) and our interactive map (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/mapping-our-farmers-programmes/) shows where we're working with smallholders on sustainable agriculture.

Our aim is to enhance the livelihoods of more than 500,000 smallholders in our supply chain through partnerships which focus on the themes of nutrition, women, WASH (water, sanitation, and hygiene), and finance, as well as encouraging agricultural entrepreneurs and sustainable agriculture.

Tackling food waste

Around a third of the food produced worldwide never gets eaten. Reducing that waste is an opportunity to address food insecurity and reduce the environmental impact of food production.

We are working to reduce wasted food in our value chain through innovation, design and outreach – but

80%



Of the food produced in Asia & sub-Saharan Africa comes from smallholders



1/3

Of the world's food is wasted

tackling the issue at scale requires a global approach.

We helped to shape the Consumer Goods Forum resolution on Food Waste, which commits to halving food waste by 2025 in retail and manufacturing operations, as well as supporting food waste reduction at consumer level and across supply chains. Our work in this area is described in Reducing food loss & waste (/sustainable-living/reducing-environmental-impact/waste-and-packaging/reducing-food-loss-and-waste/).

¹ ⓘ The Food and Land Use Coalition (<https://www.foodandlandusecoalition.org/our-vision/>)

Related links

> Driving transformational change (/sustainable-living/transformational-change/)

> Connecting with smallholder farmers to improve livelihoods (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/)

> Protecting our forests (/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/)

External links

ⓘ EAT partnership (<https://www.wbcsd.org/Land-Water/Food-Land-Use/FReSH/News/EAT-and-WBCSD-take-action-to-transform-the-global-food-system>)

ⓘ The Food and Land Use Coalition (<https://www.foodandlandusecoalition.org/our-vision/>)

ⓘ Sustainable Agriculture Initiative (SAI) Platform (<http://www.saiplatform.org>)

> Transforming the palm oil industry (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming)

> Reducing food
loss & waste
(/sustainable-
living/reducing-
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Connecting consumers & sustainability

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Connecting consumers & sustainability

People want high-performing, value-for-money products from ‘purpose-driven’ brands that they trust to act responsibly. By inspiring consumers to buy sustainably sourced ingredients, we can grow our business – and help drive a movement for sustainable living.



Sustainable Living brands are driving growth

Our consumer research tells us that 1 in 3 people are already buying sustainably. What's more, a further 1 in 5 (21%) of the people surveyed said they would actively choose brands if they made their sustainability credentials clearer on their packaging and in their marketing¹.

We want to build this on movement, to encourage more consumers to choose sustainable products. It will help us achieve our purpose of making sustainable living commonplace while driving growth for our brands. Every day, 2.5 billion people use a Unilever brand. And thirteen of the world's top 50 brands are owned by Unilever, with our nearest competitor owning just five, according to Kantar's analysis² of fast-moving consumer goods brands which measures which brands are being bought by the most consumers, most often, around the world. So we have a big opportunity to make a difference.

The success of our Sustainable Living brands tells us that putting sustainability at the heart of our brands is inspiring our consumers and growing our sales. These are the brands that have met our benchmark of having a clear purpose that, over time, helps to tackle a social or environmental concern. The product itself must also contribute to one or more of the targets we have set in our Unilever Sustainable Living Plan (USLP), which in turn contribute to the UN's Sustainable Development Goals.

We have 18 household-name brands in this group. They include our six biggest brands – Knorr, Dove, Dirt is Good (our laundry brands which have different names in different markets), Lipton, Rexona and Hellmann's. Through our USLP, we're working to increase the positive social and environmental impacts of all our brands – and to increase the number that reach the Sustainable Living brand benchmark.



1 in

3

People are
buying
sustainably



1 in

5

People would
choose
brands with
clearer
sustainability
credentials
on-pack

“ Increasingly we see that people want to buy from companies and brands that not only have great products at the right price, but also fit with their values.

Our experience is that brands whose purpose and products respond to that demand are delivering stronger and faster growth. Our business is investment-led, innovation-led and sustainability-led. We will continue to invest in our brands to drive their growth, popularity and consumer benefits whilst ensuring they are contributing positively to society and the environment.”

Keith Weed, our Chief Marketing and Communications Officer

Inspiring consumers to choose sustainable ingredients

Consumers are becoming much more aware of the positive difference brands can make to social and environmental issues, and also to the difference they themselves can make through their everyday shopping choices. We want to help consumers choose products that make sustainable living more commonplace by giving them the information they need and inspiring them with our purpose, as well as through quality and price. And we've got a clear business incentive: in 2017 we published our latest thinking on how purpose-driven brands can drive growth in [Making Purpose Pay: Inspiring Sustainable Living \(PDF | 2MB\)](#) ([/Images/making-purpose-pay-inspiring-sustainable-living_tcm244-506468_en.pdf](#)).

That means using on-pack messaging, our brand websites, social media, TV and print advertising to connect consumers with the purpose behind our brands. For example, Knorr's sustainable living purpose is to unlock flavour and goodness from everyday food from farm to fork, through sourcing 100% of ingredients sustainably to nutritious cooking. In fact, as our biggest brand, Knorr takes a lead role in communicating our commitment to sustainable agriculture.

When Knorr's Tomato and Mascarpone soup was launched in France in 2012, it carried the label 'Made with sustainably grown tomatoes' – the first time we'd promoted an ingredient as sustainably sourced.

Today, Knorr's Sustainability Partnership on-pack logo tells people that at least 50% of the product contains sustainably grown ingredients, or that 100% of the main ingredient is sustainably grown. In 2017, 98% of the top 13 vegetables and herbs in

our Knorr sauces, soups and seasonings were sourced sustainably. Fifteen of our Knorr country  websites (<https://www.knorr.com/uk/sustainability.html>) shared stories of our farmers in 2017 – from growing sustainable tomatoes in Turkey and onions in France, to pumpkins in  Australia (<http://sustainability.continental.com.au/>).

In Brazil, Knorr's 'Know me better' sustainability campaign reached an estimated 31.8 million people. And in Spain, media coverage of Knorr's second National Sustainable Agriculture Day reached over 12.5 million people.

Lipton's purpose is to support farmers by working to improve their livelihoods and those of their families while protecting the planet for the future. By 2015, all the tea for our Lipton tea bag blends was sourced from Rainforest Alliance Certified™ estates, a major step for the world's biggest tea brand. It communicates the importance of these issues to consumers in a range of ways, including through a video series – Be a Maker – celebrating Lipton's tea pickers and farmers.

 [Meet the Makers](http://www.youtube.com/watch?v=OduEgXxVcFU) (<http://www.youtube.com/watch?v=OduEgXxVcFU>)

 [Meet the Makers: Nancy](https://www.youtube.com/watch?v=pjWLeoFPh3o) (<https://www.youtube.com/watch?v=pjWLeoFPh3o>)

 [Meet the Makers: Hillary](https://www.youtube.com/watch?v=lZcTI_HumRE) (https://www.youtube.com/watch?v=lZcTI_HumRE)

 [Meet the Makers: Aroma 3](https://www.youtube.com/watch?v=6jf_mVBrpAw) (https://www.youtube.com/watch?v=6jf_mVBrpAw)

We launched Hellmann's Red and Green Tomato Ketchup in April 2017. It's a good example of how Hellmann's is putting in place sustainable business practices as it champions real food and the people who grow and harvest it. Our new ketchup uses red and green tomatoes, whereas traditionally only red would be included. But by only using red tomatoes, 10% of the total harvest was being discarded.

So we developed a new recipe to include both – which has potentially saved 2.5 million tomatoes from going to waste each year. And our consumers' feedback tells us there's no compromise on taste.

Find out more about how Hellmann's did this and the action we're taking on Reducing food loss & waste (</sustainable-living/reducing-environmental-impact/waste-and-packaging/reducing-food-loss-and-waste/>).

¹ Unilever research in 2015 by Flamingo and Euromonitor

²  Kantar Worldpanel Global Top 50 (<http://www.kantarworldpanel.com/brand-footprint-ranking>), May 2017

Related links

- > Targets & performance
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

Downloads

- ✗ Making Purpose Pay: Inspiring Sustainable Living
PDF | 2MB
(/Images/making-purpose-pay-inspiring-sustainable-living_tcm244-506468_en.pdf)

> Our approach to sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/)

> Grown for good (/sustainable-living/improving-health-and-well-being/improving-nutrition/grown-for-good/)

> Reducing food loss & waste (/sustainable-living/reducing-environmental-impact/waste-and-packaging/reducing-food-loss-and-waste/)

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Transforming global food systems

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Our approach to sustainable sourcing

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Eco-efficiency in manufacturing

We want to make our manufacturing as efficient as possible – using fewer resources and generating less waste. Our ambitious eco-efficiency targets focus on water, waste, energy and CO₂ and cover all 274 of our manufacturing sites in 69 countries.



Reducing the environmental impacts of our manufacturing – eco-efficiency – is a key part of the Unilever Sustainable Living Plan (USLP). It enables us to reduce our environmental footprint, as our business grows. It reduces costs and contributes to better overall factory performance. The USLP sets out our greenhouse gas, water and waste reduction targets and our ambition to play a leadership role in the transition to a zero carbon economy by becoming carbon positive in our manufacturing by 2030.

Becoming carbon positive in manufacturing

By 2020, CO₂ emissions from energy from our factories will be at or below 2008 levels despite producing significantly higher volumes. This represents a reduction of around 40% per tonne of production. Versus a 1995 baseline, this represents a 63% reduction per tonne of production and a 43% absolute reduction.

By 2030 we will become carbon positive in our manufacturing:

- We will source 100% of our energy across our operations from renewable resources by 2030
- We will source all our electricity purchased from the grid from renewable resources by 2020

- We will eliminate coal from our energy mix by 2020
- In order to achieve our target of carbon positive by 2030, we intend to directly support the generation of more renewable energy than we consume and make the surplus available to the markets and communities in which we operate.
- All newly built factories will aim to have less than half the impact of those in our 2008 baseline.

These activities support our engagement the UN Sustainable Development Goal on Clean & Affordable Energy (SDG 7).

Find out more about our greenhouse gas targets and performance ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/](#)), our carbon positive ambition ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/](#)) and how we are reducing emissions in our own operations ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/investing-for-a-sustainable-future/](#)).

Reduce water abstracted by manufacturing sites

By 2020, water abstraction by our global factory network will be at or below 2008 levels, despite significantly higher volumes. This represents a reduction of around 40% per tonne of production. Versus a 1995 baseline, this represents a 78% reduction per tonne of production and a 65% absolute reduction. We will focus in particular on factories in water-scarce locations. Furthermore, all newly built factories will aim to abstract less than half the water of those in our 2008 baseline.

These activities support our engagement the UN Sustainable Development Goal on Clean Water & Sanitation (SDG 6).

Find out more about our water targets and performance ([/sustainable-living/reducing-environmental-impact/water-use/](#)) and how we are driving water efficiency in our factories ([/sustainable-living/reducing-environmental-impact/water-use/sustainable-water-use-in-our-manufacturing-operations/](#)).

Reduce waste from manufacturing

By 2020, total waste sent for disposal will be at or below 2008 levels despite significantly higher volumes. This represents a reduction of around 40% per tonne of production. Versus a 1995 baseline, this represents an 80% reduction per tonne of production and a 70% absolute reduction. Furthermore, all newly built factories will aim to generate less than half the waste of those in our 2008 baseline.

These activities support our engagement the UN Sustainable Development Goal on Responsible Consumption & Production (SDG 12).

Find out more about our waste targets and performance ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/](#)) and how we are going beyond zero waste to landfill ([/sustainable-living/reducing-environmental-impact/waste-and-](#)

packaging/going-beyond-zero-waste-to-landfill/).

Delivering savings

Eco-efficiency is not just about reducing our environmental footprint – it also makes good business sense. The Unilever Sustainable Living Plan (USLP) delivers significant savings to our business. We collect financial information through our Environmental Performance Reporting system for all manufacturing sites and by each energy and water type, which enables us to measure the economic benefits of our eco-efficiency programme. Since 2008, we have achieved:

- around €82 million of water savings across our factories
- around €493 million of energy savings across our factories
- around €262 million by using less material and producing less waste (materials - around €245 million, waste disposal – around €17 million)

External recognition

Our progress on eco-efficiency has been recognised by external indices:

- Dow Jones Sustainability Index (DJSI) 2017: we were awarded leadership of the Personal Products sector.
- CDP Climate 2017: we achieved a grade A score and were included in the CDP Climate A List for the sixth year running.
- CDP Water 2017: we achieved an A grade score and were included in the CDP Water A List.
- CDP Forests 2017: we achieved an A grade score and were included in the CDP Forest A List.
- CDP Supply Chain: we achieved an A grade score and were included in the CDP Supplier Engagement A List.

Related Links

> Our manufacturing sustainability strategy
(/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/our-manufacturing-sustainability-strategy/)

> Our eco-efficiency performance
(/sustainable-living/reducing-environmental-impact/eco-efficiency-in-

manufacturing/our-eco-efficiency-performance/)

> Environmental management system (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/environmental-management-system/)

> Our carbon positive ambition (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/)

> Reducing emissions in our own operations (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/investing-for-a-sustainable-future/)

> Driving water efficiency in our factories (/sustainable-living/reducing-environmental-impact/water-use/sustainable-water-use-in-our-manufacturing-operations/)

> Going beyond zero waste to landfill (/sustainable-living/reducing-environmental-impact/waste-and-packaging/going-beyond-zero-waste-to-landfill/)

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Our manufacturing sustainability strategy

We are reducing the greenhouse gas emissions, waste and water impacts of our manufacturing operations as our business grows.

How are we achieving our targets?

To achieve our ambitious manufacturing eco-efficiency targets, such as those relating to our carbon positive commitment, we are focusing on five areas of change:

1. Increasing use of data to identify new opportunities
2. Embracing new technologies and promoting best practices
3. Empowerment of our teams to implement projects
4. Increasing access to our capital investment fund
5. Increasing the efficiency of our global and regional procurement processes

We aim to repeat technology implementation once proven to locations where it makes obvious sense. Not only does this reduce equipment purchasing and design costs, but leverages our global scale to speed up implementation, rolling out what we learn in one site to others across our business and raising awareness among our colleagues.

Investing for a sustainable future

In March 2014, Unilever issued a £250 million Green Sustainability Bond, inviting investors to support our vision for sustainable growth while investing in Unilever credit. The four-and-a-half year bond, due 19 December 2018, was a first for Unilever, the first green bond in the sterling market and also the first to be issued by an FMCG company. Proceeds are being used on projects linked to greenhouse gases, water and waste targets in the Unilever Sustainable Living Plan.

We worked with independent sustainability service provider DNV GL to develop a Green Sustainability Bond framework which provides clarity and transparency around the Environmental and Use of Proceeds criteria. Together these criteria meet the guidance given in the Green Bond Principles (comprising Voluntary Process Guidelines for Issuing Green Bonds dated 13 January 2014) that there should be a robust process and disclosure by an issuer to facilitate understanding of the characteristics of a bond by investors and others in this area.

This is the fourth Unilever Green Sustainability Bond Report for the year to 31st December 2017.

Projects benefiting from proceeds of the Bond:

- a new Home Care powders plant in China
- a new laundry liquid plant in South Africa
- a new Beauty & Personal Care and Home Care factory in Turkey
- a factory extension at our spreads factory in USA, and

- a HFC-free freezer cabinets programme which uses natural hydrocarbon refrigerants

For more information on our Green Sustainability Bond, see Independent Assurance (</sustainable-living/our-approach-to-reporting/independent-assurance/>).

Our World Class Manufacturing programme

Our World Class Manufacturing (WCM) Programme builds on our existing Total Productive Maintenance (TPM) tools and techniques and focuses on integrating sustainability through continual improvement and investment in efficient equipment and new technologies. This covers more than half our production cost and environmental footprint.

Within the target setting process, every factory is given improvement targets. This helps to measure their performance against our sustainability performance indicators, to ensure that sustainability is part of what we do each day and that the link between eco-efficiency and better factory performance is clear.

Every year we ring-fence capital investment for projects that reduce energy, CO2, water use and waste that deliver the strongest environmental and financial benefits. This is generated through our internal carbon penalty on CO2 emissions from our manufacturing sites.

In 2017 we invested €43 million in energy, CO2 and water saving projects through this capital fund. Together the projects will reduce our global CO2 emissions by 4.4%, global energy use by 3.8% and water use by 3.4%. The projects will achieve an average payback period of less than two years.

Training, awareness and best practices

Everyone in our company has a part to play in reaching the targets in our Unilever Sustainable Living Plan (USLP) and we can learn a lot from each other.

For instance, we've found that a practice from one factory can often be easily replicated elsewhere. This helps speed up the delivery of environmental benefits and inspire new ideas. We have a central Best Practice Portal, with over 360 environmental replicable examples which range from methods for using data to drive energy reduction, through cost effective sludge dewatering initiatives to large scale wastewater recycling technologies.

Efficient purchasing

By consolidating our procurement through global, regional or national contracts we can achieve environmental improvements in a cost-effective way.

While we are reducing our energy intensity, we are scaling up our use of renewable energy. By the end of 2017, 107 of our manufacturing sites across 35 countries were using 100% renewable grid electricity. Where it is not possible to produce our own renewable electricity on our sites, we make direct purchase agreements with large-scale solar or wind installations, and with small-scale hydropower schemes. For example, in 2017 around 82% of the electricity used across our factories, distribution centres and offices in Mexico has been produced from wind power.

This table summarises our energy and renewable energy use since the implementation of the USLP in 2010.

Energy	2010	2011	2012	2013	2014	2015	2016	2017
Total energy use (GJ)	33,176,585	30,181,865	30,480,293	30,054,697	28,422,211	27,080,563	27,267,621	26,507,528

Renewable energy use (GJ)	5,278,522	6,549,465	7,442,875	8,114,768	7,986,641	7,663,799	8,616,568	8,899,486
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Related links

- > Our manufacturing sustainability strategy (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/our-manufacturing-sustainability-strategy/)
- > Our eco-efficiency performance (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/our-eco-efficiency-performance/)
- > Environmental management system (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/environmental-management-system/)
- > Greenhouse gas targets & performance (/sustainable-living/reducing-environmental-impact/greenhouse-gases/)
- > Water use targets & performance (/sustainable-living/reducing-environmental-impact/water-use/)
- > Waste & packaging targets & performance (/sustainable-living/reducing-environmental-impact/waste-and-packaging/)
- > Our carbon positive ambition (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/)
- > Reducing emissions in our operations (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/investing-for-a-sustainable-future/)
- > Improving water efficiency in our factories (/sustainable-living/reducing-environmental-

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- ▼ DNV GL Independent Limited Assurance Report – Unilever Green Bond 2018
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impact/water-use/sustainable-water-use-in-our-manufacturing-operations/)

> Going beyond zero waste to landfill
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Our eco-efficiency performance

We made good progress in 2017 against our targets for CO₂, energy, water and waste in manufacturing, reducing our environmental impact and saving money for the business.

Our eco-efficiency targets

The Unilever Sustainable Living Plan commits us to long-term targets for CO₂ from energy, renewable energy, water and total waste.

To ensure we make progress year on year, we also set annual global targets for each of our eco-efficiency performance indicators. Our regions and divisions assign targets to specific manufacturing sites in order to deliver our overall targets.

2017 manufacturing performance summary and progress



KEY:

- Achieved
- Off-plan

- On-plan
- Of target achieved

We use four principal indicators to monitor eco-efficiency improvements against our annual performance targets and since 2008 (our baseline for the Unilever Sustainable Living Plan). Data covers 274 manufacturing sites and indicators are reported per

tonne of production. This section details how we set our targets and the scope of our data.

Parameter	Units (per tonne of production)	Target: 2017 annual reduction target (% vs 2016)	2017 performance reduction since 2016 (%)	2017 performance: reduction since 2008 (%)
CO ₂ from energy	kg/tonne	5.0%	8.1%	47%
Energy use	GJ/tonne	3.0%	2.8%	26%
Total water abstracted	m ³ /tonne	3.0%	2.8%	39%

Eco-efficiency is not just about reducing our environmental footprint – it also makes good business sense. Since 2008, we have achieved cost avoidance from eco-efficiency in our factories of around €82 million in water savings, €493 million in energy savings and around €262 million by using less material and producing less waste.

Additional indicators

We have been reporting and monitoring our eco-efficiency performance for over 20 years. In addition to our four principal indicators we use a number of other metrics to track progress.

This table summarises our performance since 1995.

Parameter	Units (per tonne of production)	1995	2015	2016	2017	2017 performance: Change compared to 2016 (%) ^Φ	2017 performance: Change compared to 1995 (%)
Energy	GJ/tonne	2.92	1.35 [†]	1.34 [†]	1.30 [†]	-2.8%	-55.6%
CO ₂ from energy	kg/tonne	238.7	88.5 [†]	83.5 [†]	76.77 [†]	-8.1%	-67.8%
Total water	m ³ /tonne	7.95	1.88 [†]	1.85 [†]	1.80 [†]	-2.8%	-77.3%
Total COD	kg/tonne	3.94	1.14 ^{*†}	1.17 [†]	1.13 [†]	-3.4%	-71.4%
Disposed waste	kg/tonne	24.27	0.26 [†]	0.35 [†]	0.18 [†]	-49.5%	-99.3%

[†]Independently assured by PricewaterhouseCoopers (PwC) LLP for 2015, 2016 and 2017 (/sustainable-living/our-approach-to-reporting/independent-assurance/)

^{*} The COD values from effluent discharge were under-reported in 2015 for 4 sites. We have calculated 2015 COD values for these sites using actual data, where available, and estimates. The total adjustment results in emissions of chemical oxygen demand (COD) in kg per tonne of production to be restated for 2015 from 0.95 to 1.14.

[◊] The numbers in the 2015, 2016 and 2017 columns are rounded. Percentage change therefore reflects underlying numbers, not the rounded values stated in this table.

You can find out more about our performance in other sections of our website. CO₂ from energy and energy use are covered in detail in reducing emissions in our own operations ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/investing-for-a-sustainable-future/](#)). Water use is discussed in driving water efficiency in our factories ([/sustainable-living/reducing-environmental-impact/water-use/sustainable-water-use-in-our-manufacturing-operations/](#)), and waste in going beyond a zero waste business ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/going-beyond-zero-waste-to-landfill/](#)).

Environmental prosecutions and fines

We aim to maintain the highest possible standards of environmental management. However, occasionally we do encounter setbacks. We monitor and report all occurrences of environmental prosecutions and resulting fines associated with infringements from our manufacturing sites. The table below shows these since 2004. The data is reported for 100% of our factory sites.

	Number of factory sites in Unilever	Number of prosecutions/fines	Total cost of fines (€)
2004	374	8	24,430
2005	345	5	4,226
2006	325	1	643
2007	295	1	9,718
2008	284	1	873
2009	273	2	2,345
2010	267	1	10,500
2011	268	7	13,332
2012	270	0	0
2013	257	2	3,300
2014	257	1	4,170,000 [^]
2015	261	3	36,193
2016	263	3	374,653 ^Δ
2017	274	1	3,242 [◊]

[^] Violation occurred in 2008.

[◊] Violation occurred in 2016.

^Δ Restated to include penalties from the US that were paid in 2016

How we collect data

We collect eco-efficiency data from our manufacturing sites monthly using our web-based reporting system. This covers both key measures of environmental performance and qualitative measures of environmental management. Manufacturing sites also report detailed utility cost data, enabling us to measure the financial benefits associated with eco-efficiency. Financial achievements and environmental benefits are included in our routine management reports.

We continually improve how we collect and report data. Since 2007, we have focused on improving our reporting on renewable energy, biogenic fuels and our resulting CO₂ emissions, with reference to the Greenhouse Gas Reporting Protocol. This enables us to monitor performance more closely and act quickly to maintain progress against targets.

In parallel, through a globally co-ordinated programme, many of our manufacturing sites make use of real-time eco-efficiency data, collected through automated measurement, monitoring and targeting (MM&T) systems. This helps them to better track their performance and identify reduction opportunities. We now have more than 80,000 data reading points across the manufacturing network. By the end of 2018, we are aiming to have 100% of sites covered by the MM&T programme.

Scope of data 2017

Our data for 2017 covers our 274 manufacturing sites across the reporting period 1 October 2016 – 30 September 2017.

We adjusted our reporting period in 2013. Data for years prior to 2013 is for calendar year (1 January - 31 December).

Our data does not cover third-party companies that manufacture or pack our products, with the proportion of total production volume varying across regions and product divisions. We aim to improve the environmental impact of these products with our suppliers through our Partner to Win programme.

Assurance of data

Our eco-efficiency data has been independently assured since 1996.

In 2017 PricewaterhouseCoopers LLP (PwC) provided independent limited assurance of 11 environmental manufacturing indicators. PwC's work in 2017 included visiting a sample of 9 manufacturing sites around the world, 2 desktop reviews and reviewing the data collection, aggregation, validation and reporting processes used for these indicators.

The definitions and basis of reporting of the environmental manufacturing performance indicators shown on these pages with a † are described in  Unilever's Basis of Preparation 2017 (PDF | 6MB) (/Images/basis-of-preparation-2017_tcm244-519548_en.pdf) document.

Related links

- > Our manufacturing sustainability strategy (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/our-manufacturing-sustainability-strategy/)
- > Our eco-efficiency performance (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/our-eco-efficiency-performance/)
- > Environmental management system (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/environmental-management-system/)
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- > Waste & packaging targets & performance (/sustainable-living/reducing-environmental-impact/waste-and-packaging/)
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> Reducing emissions in our operations (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/investing-for-a-sustainable-future/)

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Our environmental management system

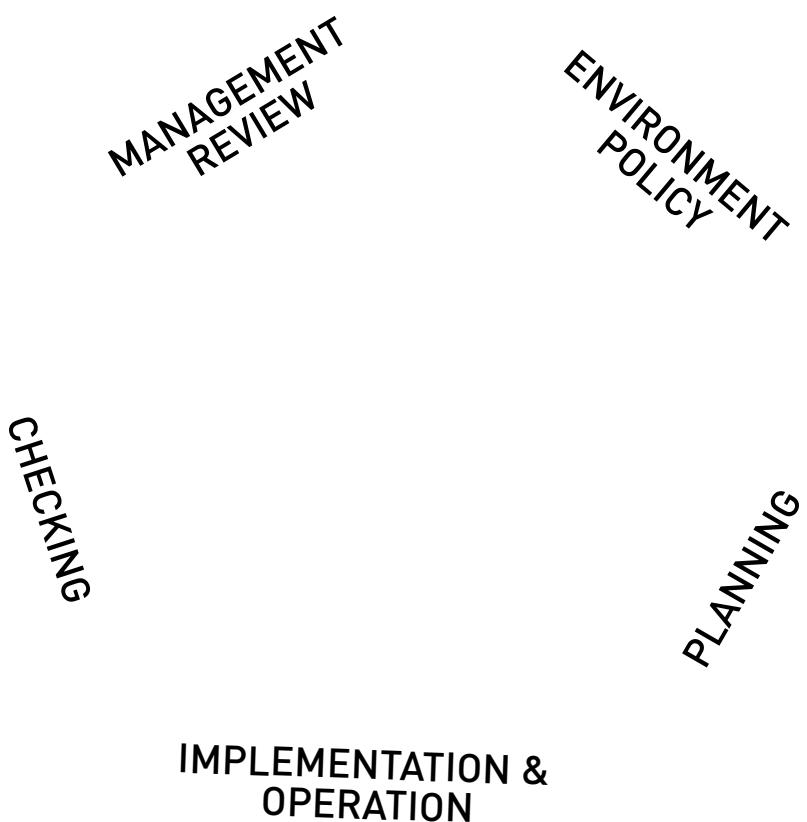
Our environmental management system provides a framework for continual environmental improvement in our manufacturing sites. It helps us achieve the ambitious environmental targets in the Unilever Sustainable Living Plan.

About our management system

As well as local legislation, all of our manufacturing and office sites companies must comply with the Unilever SHE Framework Standards for occupational safety and health and environmental care (SHE), and our Consumer Safety Policy.

Under our Environmental Care Framework Standard, all Unilever operations must establish a formal environmental management system (EMS), based on the ISO 14001 management systems standard. 36% of our sites are certified solely through ISO 14001 and 33% are certified via other third parties, and 31% internally.

This diagram shows the elements of our EMS from policy, planning and implementation to monitoring and review.



Environment Policy

- Environmental strategy & policy
- Code of Business Principles
- Roles & responsibilities

Planning

- Environmental management system standards & guidance
- Environmental aspects
- Site-level objectives & targets

Implementation & Operation

- Lifecycle assessment
- Training
- Good environmental practice transfer
- Total productive maintenance (TPM)

Checking

- Supplier assurance
- Auditing
- Positive assurance

Management Review

- Environmental performance reporting
- Benchmarking
- Review of performance data against targets

Environmental policy

Unilever's policy commitments with regards to the environment are encapsulated within Unilever's Sustainable Living Plan ([Greenhouse Gases](#) (/sustainable-living/reducing-environmental-impact/greenhouse-gases/), [Water Use](#) (/sustainable-living/reducing-environmental-impact/water-use/), [Waste and Packaging](#) (/sustainable-living/reducing-environmental-impact/waste-and-packaging/) and [Sustainable Sourcing](#) (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/) pillars).

Our Code of Business Principles also contains a specific principle on the environment: "Unilever is committed to making continuous improvements in the management of our environmental impact and to the longer-term goal of developing a sustainable business. Unilever will work in partnership with others to promote environmental care, increase understanding of environmental issues and disseminate good practice."

The Code of Business Principles ensures our conduct is in compliance with laws and regulations, protects our brands and reputation, and prevents harm to people or the environment.

Environmental standards

Our businesses must also comply with more detailed standards and guidance documents. Our standards cover areas such as third-party manufacturing, SHE management systems' auditing, environmental performance reporting and the notification and investigation of SHE incidents.

Detailed guidance documents are in place for areas such as environmental aspects evaluation, incident investigation and audit protocols to assess compliance with our SHE Framework Standards.

Assurance process

All our operating units conduct an annual review of business risks and compliance with corporate policies such as the Unilever SHE Framework Standards and Consumer Safety Policy. They also conduct a continual self-assessment of their operating controls.

The results of these processes are reported to the Corporate Risk Committee each year via a Positive Assurance letter.

This assurance process is based on the principle that managers are accountable for all aspects of corporate behaviour and performance in their units.

Our environmental indicators for manufacturing directly contribute to the achievement of the nine commitments that make up the Unilever Sustainable Living Plan and we consider them crucial for our business, so they will always be assured.

Internal and external auditing

Regular environmental audits help our sites to achieve continuous improvement. We use a mixture of internal and external audits.

All manufacturing sites not certified to ISO 14001 undergo an environmental audit at least once every three years under our Environmental Care Framework Standard. Audits are carried out by trained Unilever employees who are not employed at the site being audited. Our World Class Manufacturing programme also includes an audit of environmental performance.

Sites certified to ISO 14001 are audited annually by the relevant certifying body. As part of our annual environmental performance reporting assurance process, our independent external auditors visit 9 manufacturing sites each year. They review each site's processes for environmental and occupational safety data collection, collation and validation.

Our purchase of certified renewable electricity is also subject to external audit annually.

Related links

- > Our manufacturing sustainability strategy (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/our-

> Our eco-efficiency performance
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Natural capital

We rely on nature for many of the ingredients and raw materials that make up our products. We are working in partnership with others to explore how natural capital can be better integrated into business decision-making.



Approaches to managing natural capital

Natural capital is another term for the stock of renewable and non-renewable resources (eg plants, air, water, soils, and minerals) that combine to yield a flow of benefits to people.

The benefits provided by natural capital include clean air, food, water, energy, shelter, medicine, and the raw materials we use in the creation of our products. It also provides less obvious benefits such as flood defence, the regulation of the climate and pollination of crops.

Studies have shown that as a global population we are depleting natural resources faster than the earth can replenish them, and at an accelerating rate. As a society, we have effectively grown financial capital in large part through the use, exploitation, and degradation of natural capital.

Measuring natural capital impacts

Like many businesses, our first step towards considering our relationship with natural capital has been to consider our principal environmental impacts. We defined these as greenhouse gases (GHG), water and waste – three ‘pillars’ of the Unilever Sustainable

What sets the USLP apart is that it takes a value-chain approach, seeking to identify these impacts not only within our own operations but also within our supply chain and in consumer use. We developed methodologies for measuring our footprint in each of these areas and set time bound targets for reducing them. Find out more about our greenhouse gas ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/Our-greenhouse-gas-footprint/](#)), waste ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/our-waste-footprint/](#)) and water ([/sustainable-living/reducing-environmental-impact/water-use/our-water-footprint/](#)) footprint approaches.

Beyond these three pillars, Unilever also considers broader natural capital issues in a variety of specific contexts related to the USLP.

Natural capital & deforestation

Our efforts to eliminate deforestation ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/](#)) from commodity supply chains are driven in part by the GHG impacts of tropical deforestation, but also through a recognition of the rich natural capital and biodiversity at risk in areas of high conservation value.

Natural capital & sustainable agriculture

Unilever's [!\[\]\(2836f432db5e6765b3683ecd2a39c691_img.jpg\) Sustainable Agriculture Code \(PDF | 2MB\) \(\[/Images/ul-sac-v1-march-2010-spread_tcm244-423998_en.pdf\]\(#\)\)](#), includes 11 social, economic and environmental indicators. Many of these relate to natural capital, including soil health, soil loss, nutrients, pest management, and biodiversity.

In our tea supply chain we actively manage the relationship between our tea plantations and the ecosystems that support them, including the Mau Forest in Kenya which borders our plantations and is integral in ensuring a water supply to our site.

Natural capital & water

We routinely consider dependencies on natural capital such as water when considering the location or relocation of manufacturing plants, recognising that without these supplies we may be unable to operate competitively. Additionally, we place extra focus on water efficiency in water-scarce locations ([/sustainable-living/reducing-environmental-impact/water-use/water-smart-products-for-water-stressed-living/](#)).

We are also actively considering our consumers' dependencies on water as a critical driver of our own innovation, helping to improve access to clean water through innovations such as our patented SmartFoam technology in Sunlight 2-in-1 Handwashing Laundry Powder and RIN detergent bars – both of which use up to half the water needed for rinsing, making the washing process easier and less water-intensive for consumers in water-scarce regions.

Developing tools to integrate natural capital in decision-making

Many of our raw materials come from agriculture. They are the fundamental ingredients for our food and refreshment products, as well as our beauty & personal care and home care products such as detergents and soaps.

The interest in bio-based materials for these product divisions is likely to increase in the future, a phenomenon which is not unique to Unilever. Global food production is expected to increase by 70% by 2050 and demand for non-food agricultural products, including biofuels, wood products, and textiles, is also expected to increase, heightening competition for land and water. We believe that it will be increasingly important to manage the demands of competing uses for these resources and their impacts on the environment.

For these reasons, Unilever's Safety and Environmental Assurance Centre contributed to a partnership with Stanford University and the University of Minnesota called the [Natural Capital Project](http://www.naturalcapitalproject.org/) (<http://www.naturalcapitalproject.org/>). Consumer goods companies often rely on life cycle assessments (LCA) to establish the potential consequences of design and sourcing decisions. This kind of assessment, while sophisticated, often lacks detail about how the products impact natural resources such as land, water and biodiversity.

The project resulted in a new kind of assessment to integrate these impacts in a more detailed way. Called 'Land Use Change Improved Life Cycle Assessment' (LUCI-LCA), the approach can help researchers and companies more accurately predict impacts of new designs and sourcing approaches and is especially helpful for Unilever in the context of our zero net deforestation commitment. We continue to work on developing approaches to predict land use change and plan to publish our research in 2018.

Working with others to advance best practice in natural capital management

Since the USLP was launched, there has been a wide ranging global conversation on how natural capital approaches can be improved and strengthened. Many now recognise the need to move beyond managing impacts on natural capital, and consider more holistically the management of stocks of natural capital, flows of natural capital within systems, and dependencies of organisations on natural capital.

We are working with others to understand more about how to do this. One of the principal developments has been the establishment of the [Natural Capital Coalition](http://naturalcapitalcoalition.org/) (<http://naturalcapitalcoalition.org/>), of which Unilever is a member. The Coalition is made up of organizations in many sectors including science, academia, business, finance and government. These organizations have united under a common vision of a world where business conserves and enhances natural capital.

One of the key outputs of the coalition has been the [Natural Capital Protocol](http://naturalcapitalcoalition.org/protocol/) (<http://naturalcapitalcoalition.org/protocol/>), launched in July 2016, which aims to guide businesses in the identification, measurement and management of natural capital

impacts and dependencies. The development of the Protocol was led by the  World Business Council for Sustainable Development (<http://www.wbcsd.org/>) as part of its 'Redefining Value' Programme.

Unilever provided technical comments on the draft Protocol and has shared outputs of the Natural Capital Project with this group to encourage wider uptake of the methodology developed. In 2017 we gave feedback on the Natural Capital Protocol toolkit, amongst other things incorporating our research on Land Use Change Improved Life Cycle Assessment.

Taking it further - valuation

We recognise that the world is in the early days of understanding and measuring natural capital in ways that can be systematically integrated into business decision making. Current approaches focus predominantly on impacts, and more can be done to understand flows, states and dependencies.

There are important questions about whether the valuation of natural capital will assist in the integration of natural capital decision-making, or whether it is preferable to understand the value of these resources independent of a monetary value being applied.

We have implemented an internal price on carbon for internal investment decisions in anticipation of future external costs of carbon being levied; find out more about how we have applied a €40 internal carbon price to fund investments (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/) in, for example, renewable energy generation. Other natural capital impacts within our value chain are significantly more complex and the regulatory conversation less advanced.

We have conducted an internal study to assess the feasibility and benefit of applying monetary values to impacts for a case study on bioplastics. We found that while monetisation can be useful to show the magnitude of impacts on natural capital, the availability of suitable data is not yet sufficient for decision making between options, owing to the uncertainties involved. There is a risk that summing to one monetary value may hide trade-offs between environmental impacts, that are highlighted by our Land Use Change Improved Life Cycle Assessment approach.

We remain committed to working with others through the Natural Capital Coalition and with its members to continually evolve our approach to conserving and enhancing natural capital as part of our approach to building a more sustainable business.

External links

 [Natural Capital Coalition \(<http://naturalcapitalcoalition.org/>\)](http://naturalcapitalcoalition.org/)

 [World Business Council for Sustainable Development \(<http://www.wbcsd.org/>\)](http://www.wbcsd.org/)

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Lifecycle assessments

Our products have an impact on the environment at each stage of their life cycle from the sourcing of raw materials through to product manufacture, distribution, consumer use and disposal. Understanding and managing these impacts is crucial to achieving our Sustainable Living Plan goals.



Life cycle assessment (LCA) is one of several techniques we use to help us understand the impacts of our products on the environment. We use LCA in three ways: in new product design; for assessments of existing products; and in science and methodological development.

New product design

Insights and knowledge from LCAs enable us to compare new and existing products and to measure the differences in their respective environmental profiles. This information helps guide product developers during the innovation process and may be used to communicate the environmental performance of our products to consumers.

Existing product assessment

We conduct LCAs on our existing products and ingredients to identify opportunities to reduce environmental impacts, and to improve the quality, availability and relevance of data used for our own studies and by other organisations. For example, we have used LCAs to support our work with supply chain partners on some of our key crops such as palm oil and tomatoes. This includes publishing papers on the carbon footprint of

field grown tomatoes (<https://doi.org/10.1016/j.jclepro.2017.05.004>) and an assessment of the  variability in laundry washing in Europe (<https://doi.org/10.1007/s11367-017-1426-4>).

We have also worked with the European surfactant industry to update the Life Cycle Inventories of the key surfactants used in home and beauty & personal care products. Our environmental sustainability scientists have supported the life cycle work of several organisations including the  International Association for Soaps (<https://www.aise.eu/>),  Detergents and Maintenance Products (AISE) (<https://www.aise.eu/>),  Cosmetics Europe (<https://www.cosmeticseurope.eu/>),  the Roundtable on Sustainable Palm Oil (RSPO) (<http://www.rspo.org/about>) and the World Food Life Cycle Database initiative.

Science & methodological development

We engage with partners to develop and promote the science used for LCA, aiming to improve both the robustness and scope of life cycle-based approaches and assessment. We have published a number of papers (2017 publications list below) on new impact assessment methods for LCA within the areas of land use, biodiversity and water-related impacts and the challenges of applying a planetary boundary-based approach.

Our scientists also support the development of the science and capability for life cycle thinking. We sponsor programmes such as and the UNEP Life Cycle Initiative and participate in one of the EU Product Environmental Footprinting pilots on liquid laundry detergent. We are working with Radboud University in the Netherlands on the European Industrial Doctorate project ( RELIEF project (<http://relief-project.eu/>)), through which we support the studies of five PhD students, who are working to improve the reliability of LCA for product footprinting.

Related publications in 2017

A model and tool to calculate life cycle inventories of chemicals discharged down the drain

 Muñoz I, Otte N, Van Hoof G, Rigarlsford G (2017)
International Journal of Life Cycle Assessment, v22, p986-1004
(<https://link.springer.com/article/10.1007/s11367-016-1189-3>)

Developing and testing a global-scale regression model to quantify mean annual streamflow

 Barbarossa V, Huijbregts MAJ, Hendriks AJ, Beusen AHW, Clavreul J, King H, Schipper AM (2017) Journal of Hydrology, v544, p479-87
(<https://www.sciencedirect.com/science/article/pii/S0022169416307685>)

Freshwater ecotoxicity as an impact category in life cycle assessment

✉ Otte N, Claessens M, Cooper C, Hoke R, King H, L'Haridon J, Palais F, Schmidt F, Schowanek D, Wolf T, Burgos MG (2017)
ECETOC Technical Report 127 (PDF | 2MB) (<http://www.ecetoc.org/wp-content/uploads/2016/11/ECETOC-TR-127-Freshwater-ecotoxicity-as-an-impact-category-in-life-cycle-assessment.pdf>)

Intra- and inter-year variability of agricultural carbon-footprints
- A case study on field-grown tomatoes

✉ Clavreul J, Butnar I, Rubio V, King H (2017)
Journal of Cleaner Production, v158, p156-64
(<https://www.sciencedirect.com/science/article/pii/S0959652617309216>)

Life cycle assessment needs predictive spatial modelling for biodiversity and ecosystem services

✉ Chaplin-Kramer R, Sim S, Hamel P, Bryant B, Noe R, Mueller C, Rigarlsford G, Kulak M, Kowal V, Sharp R, Clavreul J, Price E, Polasky S, Ruckelshaus M, Daily G (2017)
Nature Communications, v8, Article number: 15065
(<https://experts.umn.edu/en/publications/life-cycle-assessment-needs-predictive-spatial-modelling-for-biod>)

Technology choices in scaling up sanitation can significantly affect greenhouse gas emissions and the fertiliser gap in India

✉ Kulak M, Shah N, Sawant N, Unger N, King H (2017)
Journal of Water, Sanitation and Hygiene for Development, v7, p466-76
(<http://washdev.iwaponline.com/content/7/3/466>)

The Challenges of Applying Planetary Boundaries as a Basis for Strategic Decision-Making in Companies with Global Supply Chains

✉ Clift R, Sim S, King H, Chenoweth JL, Christie I, Clavreul J, Mueller C, Posthuma L, Boulay A-M, Chaplin-Kramer R, Chatterton J, DeClerck F, Druckman A, France C, Franco A, Gerten D, Goedkoop M, Hauschild MZ, Huijbregts MAJ, Koeliner T, Lambin EF, Lee J, Mair S, Marshall S, McLachalan MS, Milà i Canals L, Mitchell C, Price E, Rockström J, Suckling J, Murphy R (2017)
Sustainability, v9, Issue 2, Article number: 279 (PDF | 300KB)
(<http://epubs.surrey.ac.uk/813566/1/sustainability-09-00279.pdf>)

Related links

> About our strategy
(/sustainable-living/our-

Download links

↳ Life cycle assessment of bio-based

External links

✉ Water Footprint Network
(<http://www.waterfootprint.org>)

strategy/about-our-strategy/)

> Our greenhouse gas footprint (/sustainable-living/reducing-environmental-impact/greenhouse-gases/Our-greenhouse-gas-footprint/)

> Our water footprint (/sustainable-living/reducing-environmental-impact/water-use/our-water-footprint/)

> Our waste footprint (/sustainable-living/reducing-environmental-impact/waste-and-packaging/our-waste-footprint/)

ethanol produced from different agricultural feedstocks PDF | 2MB (/Images/life-cycle-assessment-of-bio-based-ethanol-produced-from-different-agricultural-feedstocks_tcm244-423775_en.pdf)

↳ Pilot application of PalmGHG, the RSPO greenhouse gas calculator for oil palm products PDF | 2MB (/Images/pilot-application-of-palmghg-the-rspo-greenhouse-gas-calculator-for-oil-palm-products_tcm244-423777_en.pdf)

☒ UNEP-SETAC Life Cycle Initiative (<http://www.lifecyclein>)

☒ ISO (<http://www.iso.org/isc>)

☒ WRI GHG Protocol (<http://www.ghgprotocol>)

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❸ Enhancing livelihoods



Unilever's work on enhancing livelihoods supports
7 of the UN Sustainable
Development Goals

▼ Learn more about how we are taking action on these goals

OUR BIG GOAL ENHANCING LIVELIHOODS FOR MILLIONS

By 2020 we will enhance the
livelihoods of millions of people as
we grow our business.

Enhancing livelihoods

Our performance

In 2017 we made steady progress across the three pillars of our Enhancing
Livelihoods goal – Fairness in the Workplace, Opportunities for Women and Inclusive
Business.



75,000
EMPLOYEES ACROSS 74
COUNTRIES ENROLLED IN
OUR LAMPLIGHTER HEALTH
PROGRAMME



1.3M WOMEN

ENABLED TO ACCESS
INITIATIVES AIMING TO:
PROMOTE SAFETY
DEVELOP SKILLS
EXPAND OPPORTUNITIES



47%
OF MANAGERS
WERE FEMALE[†]

WE ENABLED ACCESS TO INITIATIVES AIMING TO IMPROVE
AGRICULTURAL PRACTICES OR INCREASE INCOMES FOR:

716,000 SMALLHOLDER FARMERS^{†‡}



1.6M SMALL-SCALE RETAILERS[‡]

KEY:

- Achieved
- On-plan
- Off-plan

- Achieved
- On-plan
- Of target achieved

Our approach

Our business contributes to the economic livelihoods of many people and communities across our value chain. In developing and emerging markets, we have an even greater impact. Our supplier and distribution networks involve millions of smallholder farmers, distributors and retailers, many of whom are women.

We want to deliver both business growth and positive social impact. We are embedding human rights across our business and are using the power of our brands to advocate important social issues to our consumers.

Three pillars of our Plan support our big goal to enhance livelihoods for millions. These commitments are fundamental to the way we aspire to do business and support our continued growth.

Our approach, which directly supports a number of the UN Sustainable Development Goals, focuses on:

- Driving fairness in the workplace – by implementing the UN Guiding Principles on Business and Human Rights throughout our operations, and working with suppliers who commit to promote fundamental human rights
- Advancing opportunities for women – empowering 5 million women by advancing opportunities for women in our operations, promoting safety, providing up-skilling and expanding opportunities in our retail value chain. And challenging the harmful gender norms that can hold women back
- Developing an inclusive business – by improving the livelihoods of 500,000 smallholder farmers and the incomes of 5 million small-scale retailers, and by increasing the participation of young entrepreneurs in our value chain.

In order to achieve these commitments, we need to work in our own operations, through our extended supply chain and our distribution channels. We want to see fairness in the workplace, opportunities for women and inclusive business as standard in the business world and aim to work in partnership to create wider movement in the industry.

[†]Independently assured by PwC (</sustainable-living/our-approach-to-reporting/independent-assurance/>)

^{††}The description of the implementation activities for human rights in 2017 and the series of activities to create the Framework for Fair Compensation have been independently assured by PwC (</sustainable-living/our-approach-to-reporting/independent-assurance/>). See [Unilever's Basis of Preparation \(PDF | 6MB\)](#) (/Images/basis-of-preparation-2017_tcm244-519548_en.pdf) for the description of activities.

^{*} In 2017 we amended the way we assess compliance with the RSP, hence prior years' numbers are not comparable.

[♦] The number of women enabled to access initiatives aiming to promote their safety, develop their skills or expand their opportunities in 2017 was 1,259,000 which has been independently assured by PwC (</sustainable-living/our-approach-to-reporting/independent-assurance/>).

^{*^K}Around 370,000 women have accessed initiatives under both the Opportunities for Women and Inclusive Business pillars in 2017 .

Enhancing livelihoods pillars

Fairness in the workplace



(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)

We're taking action on human rights, fair compensation, improving employee development, and health and safety, to ensure the well-being of all who work with us.

(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)

Opportunities for women



(/sustainable-living/enhancing-livelihoods/opportunities-for-women/)

We aim to challenge harmful gender norms and empower women by working with our brands, value chain and partners across industry and society. We're advancing diversity, promoting safety for women and enhancing skills.

(/sustainable-living/enhancing-livelihoods/opportunities-for-women/)

Inclusive business



(/sustainable-living/enhancing-livelihoods/inclusive-business/)

We're committed to improving the livelihoods of smallholder farmers, supporting small-scale retailers, and helping young entrepreneurs.

(/sustainable-living/enhancing-livelihoods/inclusive-business/)

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Fairness in the workplace

Fairness in the workplace is about respecting the rights of all those who work with us.

Millions of people work in our operations and extended supply chain, helping us create the products used by billions more. For us, fairness in the workplace is about respecting, and advancing, their human rights - everywhere we operate, and in everything we do.

Our guiding principle is that business can only flourish in societies in which human rights are respected, advanced and upheld. We believe respecting and promoting human rights forms the foundation for a healthy, sustainable and equitable business, and are essential for effective relationships with everyone we depend on. This is reflected throughout the Unilever Sustainable Living Plan, and in many areas of this Sustainable Living Report, including in [Sustainable sourcing](#), [Opportunities for women](#), and [Inclusive business](#).

Through the work described in the Fairness in the Workplace section of this report, we aim to contribute to a number of the UN's Sustainable Development Goals (SDGs), primarily: Good Health and Well-being (SDG 3), Decent Work and Economic Growth (SDG 8), and Reduced Inequalities (SDG 10). Underpinning the achievement of these goals is SDG 17 Partnerships for the Goals. See our Human [Human Rights Report \(PDF | 10MB\)](#) for how our activities support other SDGs.

By working in collaboration with others and through a process of continuous improvement, we aim to achieve fairness in the workplace for all the people with whom we work.

Our strategy

We will drive fairness in the workplace by advancing human rights across our operations and in our extended supply chain.



Why fairness in the workplace matters to us

We want to deliver positive social impact as well as business growth – it is fundamental to our purpose as a business. Fairness in the workplace is a vital element of maintaining people's trust in our business - and is directly linked to our licence to operate, and to the reputation of Unilever and our brands. It contributes to business continuity, helps us attract and retain the best talent, increases productivity, and builds long-term value to shareholders. We've set a number of targets to advance human rights and to enhance the health and safety of our employees.

Our approach to human rights

We aim to uphold and promote human rights in three main ways:

- In our operations by upholding our values and standards.
- In our relationships with our suppliers and other business partners.
- By working through external initiatives, such as the UN Global Compact, the Consumer Goods Forum and the Institute of Human Rights and Business to name a few.

We focus on our 'salient' human rights issues - that is, those that are at risk of the most severe negative impacts through our activities or business relationships.

This approach is in line with the UN Guiding Principles on Business and Human Rights, which we endorsed in 2011. We use the Guiding Principles to underpin our own high standards of corporate behaviour: they help us to identify and tackle systemic causes of abuse, and to work collaboratively and openly with others. We continue to align our policies with the Guiding Principles – for example, by strengthening our Code of Business Principles and our internal Respect, Dignity and Fair Treatment Code Policy.

Our policies and codes drive our internal and external compliance requirements along our whole value chain. Our Framework for Fair Compensation sets out the principles which we require all our businesses to comply with by 2020 - and includes the ambition that all employees should have guaranteed fixed earnings to be above a living wage by 2018. Read more about [Fair Compensation](#).

Our approach to health & safety

Improving our employees' health, safety and well-being is integral to fairness in the workplace. We instill safety in the behaviour of our people and the design of our sites and products, guided by a vision of Zero: Zero fatalities; Zero injuries; Zero motor vehicle incidents; Zero process incidents; and Zero tolerance of unsafe behaviour and practices.

This sits alongside our aim to promote, maintain and enhance the health of our employees to maximise their fitness to work safely and effectively. We seek to make a positive impact on their health and well-being – to bring benefits for individuals and our business – through our health promotion and protection programmes. Our strategy for medical and occupational health focuses on promoting emotional, physical, mental and purposeful well-being for our employees and preventing occupational ill-health.

Our commitment

By 2020, we will drive fairness in the workplace by further building human rights across our operations and advancing human rights in our extended supply chain, developing a continuous improvement roadmap and promoting best practice. We will create a framework for fair compensation, and help employees take action to improve their health (physical and mental), nutrition and well-being. We will reduce workplace injuries and accidents in our factories and offices.

Progress to date

In our inaugural [Human Rights Report \(PDF | 5MB\)](#) in 2015, we explained how, and why, we identified our eight most salient human rights issues. With these in mind, we prioritised the need to address human rights impacts across our own and extended supply chain, with a focus on commodities and specific countries. We describe our progress in our second [Human Rights Report \(PDF | 10MB\)](#), published in December 2017.

Our Supply Chain's Integrated Social Sustainability team (established in 2016) drives our human rights strategy and advocacy. Through a series of implementation activities in 2017^{††}, we continued to embed human rights with a focus on our eight salient human rights issues as documented in our 2015 and 2017 Human Rights Reports.

We also updated our [Responsible Sourcing Policy \(RSP\) \(PDF | 9MB\)](#), which sets out our commitment to do business with suppliers who are working to ensure transparency, remedy shortcomings and drive continuous improvement in the area of responsible sourcing. 55%* of our procurement spend was through suppliers meeting the mandatory requirements of our RSP in 2017. In tandem, we updated and aligned our Responsible Business Partner Policy with the RSP. We also published our first [Modern Slavery and Human Trafficking Statement](#), and our second was published in spring 2018.

In April 2017, we created new guidance for mergers, acquisitions or joint ventures (the guidance provides a structure to help us integrated consideration for human rights into the following stages of the process: pre-transaction, during due diligence, contract negotiation and post-acquisition/joint venture governance).

We continued to make progress through our [Framework for Fair Compensation \(PDF | 449KB\)](#), which outlines how the various elements of our compensation packages deliver fair compensation. We increased our ambition on one particular element of the Framework – the principle of a living wage – by advancing our target from 2020 to 2018. We are using the Fair Wage Network to refine our understanding of living wages, and compare our lowest level employees' compensation against relevant living wage thresholds.

Our Lamplighter employee health programme, Thrive well-being workshops and our newly developed Purpose workshops as well as our Vision Zero safety strategy meant that we continued to improve the health and safety of our workforce. Around 75,000 employees across 74 countries enrolled in Lamplighter and our accident rate improved to 0.89† accidents per million hours worked (measured as Total Recordable Frequency Rate).

Future challenges

Human rights, and our work to embed and promote respect for them, cannot be separated from the changing economic and political conditions in the markets where we operate. Rapidly changing political climates all over the world continue to generate new human rights issues or accentuate existing ones.

We are looking at the potential impact on human rights of developments in technology - sometimes called the Fourth Industrial Revolution. The use of technology – and in particular digital – can bring further transparency and agility to identify the issues that workers are facing, so that we can focus on remediation, prevention and best practices. But we need to ensure that technological development doesn't undermine the rights of workers.

At the same time, we need to carry on addressing the issues that are most salient to rights-holders, such as harassment and modern slavery.

Addressing salient human rights issues in our value chain helps us build a more resilient business. We'll continue to make both the moral and the business case for this, while strengthening our internal capability, and the capability of our suppliers and other business partners to own and self-manage issues. We welcome and promote increasing requirements for transparency to create positive fundamental change.

[†][Independently assured by PwC](#)

^{††}The description of the implementation activities has been [independently assured by PwC](#). See [Unilever's Basis of Preparation](#) for the description of activities.

*In 2017 we amended the way we assess compliance with the RSP, hence prior years' numbers are not comparable

Downloads

Human Rights Report 2017

Targets & performance

As part of the Fairness in the Workplace pillar of our Unilever Sustainable Living Plan, we have set ambitious targets on advancing human rights, fair compensation, improving employee health, nutrition and well-being, and reducing workplace injuries and accidents.

Fairness in the workplace

Our commitment

By 2020, we will drive fairness in the workplace by further building human rights across our operations and advancing human rights in our extended supply chain, developing a continuous improvement roadmap and promoting best practice. We will create a framework for fair compensation, and help employees take action to improve their health (physical and mental), nutrition and well-being. We will reduce workplace injuries and accidents in our factories and offices.

Our performance



Through a series of implementation activities in 2017^{††}, we continued to embed human rights with a focus on our eight salient human rights issues which are documented in our 2015 and 2017 Human Rights Reports. To support this, we integrated our Human Rights function into our Supply Chain organisation. 55%^{†*} of our procurement spend was through suppliers meeting the mandatory requirements of our Responsible Sourcing Policy.

We continued to make progress through our [Framework for Fair Compensation \(PDF | 449KB\)](#), which outlines how the various elements of our compensation packages deliver fair compensation. We brought forward the living wage element of the Framework with the ambition that all our 161,000 employees should have sufficient guaranteed fixed earnings to be above a living wage by 2018 rather than 2020.

74 countries ran our Lamplighter employee health programme and our safety performance (Total Recordable Frequency Rate) was 0.89[†] accidents per million hours worked, an improvement on 2016. We continued to reinforce our Vision Zero strategy, focusing on training programmes on safety leadership and process safety.

Our Perspective

We continued to embed human rights with a focus on our eight salient issues (ie those at risk of the most severe negative impact through Unilever's activities or business relationships) as described in our Human Rights Reports in 2015 and 2017. We continue to focus on the eradication of forced labour in global supply chains by supplier audits, awareness raising and training events, and have made progress on the removal of worker recruitment fees through the Leadership Group for Responsible Recruitment and the Consumer Goods Forum. We joined the Ethical Tea Partnership to drive improvements for tea workers and farmers and created Unilever Land Rights Principles and Implementation Guidance.

For suppliers, we continued to roll out the Responsible Sourcing Policy to a rapidly increasing number of suppliers, while continuously reviewing and improving the operation of our programme since its introduction in 2014. We are using the learnings to accelerate the inclusion of all our suppliers while improving the remediation of issues identified.

For our workforce, as well as rolling out our global Framework for Fair Compensation, we continued our Lamplighter employee health programme and our Thrive workshops designed to improve well-being. We also continued to reinforce our Vision Zero strategy (ie zero: fatalities; injuries; motor vehicle incidents; process incidents; tolerance of unsafe behaviour and practices) and our safety performance improved compared to 2016.

^{††}The description of the implementation activities has been [independently assured by PwC](#). See [Unilever's Basis of Preparation](#) for the description of activities.

[†][Independently assured by PwC](#)

* In 2017 we amended the way we assess compliance with the RSP, hence prior years' numbers are not comparable



Achieved 3



On-Plan 4



Off-Plan 0



% of target achieved 0

Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Implement UN Guiding Principles on Business and Human Rights

We will implement the UN Guiding Principles on Business and Human Rights throughout our operations and report on progress publicly.



Through a series of implementation activities in 2017^{††}, we continued to embed human rights, focusing on our eight salient human rights issues as documented in our 2015 and 2017 Human Rights Reports.

Our Perspective

In publishing our Human Rights Progress Report 2017 we showed the progress made against our salient human rights issues since 2015, how we are tackling emerging issues and provided an update on how we see our approach developing in the future.

Re-positioning our Integrated Social Sustainability Team to cover strategic regions improved the implementation of our human rights strategy. A key focus of 2017 was our work to eradicate forced labour in global supply chains, including our internal webinar series, awareness raising articles, events and efforts to eliminate worker employment fees.

To continue to address land rights, we developed Unilever Land Rights Principles and Implementation Guidance, which we are rolling out for our own operations in 2018. An additional focus has been human rights considerations in mergers and acquisitions and joint ventures with the creation of internal guidance in April 2017.

^{††}The description of the implementation activities has been [independently assured by PwC](#). See [Unilever's Basis of Preparation](#) for the description of activities.

Advancing human rights in our own operations

Source 100% of procurement spend in line with our Responsible Sourcing Policy

We will source 100% of our procurement spend through suppliers who commit to promote fundamental human rights as specified in our Responsible Sourcing Policy.



55%^{†*} of procurement spend through suppliers meeting the mandatory requirements of our Responsible Sourcing Policy in 2017.

Our Perspective

In 2017 we purchased over €34 billion of goods and services. The suppliers of these goods and services are central to driving efficiencies to enhance profitability and to helping us implement the Unilever Sustainable Living Plan.

In 2017 we initiated a review of our learnings from operating the Responsible Sourcing Policy (RSP) since its introduction in 2014 – with the aim of improving our approach and increasing the number of suppliers committing to and then meeting its requirements.

Our review resulted in improved verification and remediation requirements and better anti-bribery and corruption compliance processes, as well as a more effective way of assessing compliance with the Policy. Using this revised compliance assessment, 55%^{†*} of our procurement spend was through suppliers meeting the RSP's mandatory requirements in 2017.

[†][Independently assured by PwC](#)

*In 2017 we amended the way we assess compliance with the RSP, hence prior years' numbers are not comparable

Advancing human rights with suppliers

Create a framework for fair compensation

- We will create a framework for fair compensation, starting with an analysis in 180 countries by 2015.

We will work with external organisations, including our social partners, referring to approaches such as living wage methodologies.



Through a series of activities^{††}, in 2015 we created a Framework for Fair Compensation which we rolled out in 2016. We use the Fair Wage Network to provide a global database of relevant living wage benchmark data for each country in which we have operations. This enables us to compare non-management employees' lowest fixed earnings levels against relevant living wage benchmarks.

Our Perspective

Our Framework for Fair Compensation provides a structured way for Unilever to outline how the various elements of our compensation packages deliver fair compensation to our employees. We want all our businesses worldwide to comply with the principles of our Framework, including no discrimination in pay, by 2020. In 2017 we brought forward the living wage element of the Framework with the ambition that all our 161,000 employees should have sufficient guaranteed fixed earnings to be above a living wage by 2018 rather than 2020.

We use the Fair Wage Network to provide a global database of relevant living wage benchmark data for each country in which we have employees. This gives us an ongoing system and methodology to monitor our employees' rewards against relevant living wage benchmarks, and supports compliance with the Framework by our businesses around the world. In the UK, we published our first Gender Pay Gap report.

^{††}The description of activities has been [independently assured by PwC. See Unilever's Basis of Preparation](#) for the description of activities.

Fair compensation

Improve employee health, nutrition and well-being

Our Lamplighter employee programme aims to improve the nutrition, fitness and mental resilience of employees. By 2010 it had already been implemented in 30 countries, reaching 35,000 people.

- In 2011 we aimed to extend the reach of Lamplighter to a further eight countries. We will implement Lamplighter in an additional 30 countries between 2012 and 2015. Our longer-term goal is to extend it to all the countries where we operate with over 100 people.
- We will implement a mental well-being framework globally.



Our Lamplighter programme reached 91,000 employees across 70 countries by 2014, achieving our target a year early. In 2017 the programme reached 74 countries.



In 2015 we completed the two-year roll-out of our new module for mental well-being and established a global steering committee to monitor progress.

Our Perspective

Our Lamplighter employee health programme is key to addressing the top three health risks across our business: mental well-being; lifestyle factors (eg exercise, nutrition, smoking, obesity); and ergonomic factors (eg repetitive strain injury).

Lamplighter helps to safeguard employees' health, improve productivity and reduce costs. It reached 91,000 employees across 70 countries in 2014, fulfilling our target to reach 68 countries a year early. In 2017, there were nearly 75,000 employees in 74 countries enrolled on the programme (this number fluctuates from year to year as we do not cover every employee on a yearly basis).

In 2015, we rolled out Unilever's mental well-being module. This helps people manage pressure, offering practical advice on how to focus and practise mindfulness techniques, to feel more empowered and to work in an agile manner. Over 2015-2017, around 50,000 employees completed one of our Thrive workshops to help them put well-being into practice.

[Improving employee health & well-being](#)

Reduce workplace injuries and accidents

We aim for zero workplace injuries. By 2020 we will reduce the Total Recordable Frequency Rate (TRFR) for accidents in our factories and offices by 50% versus 2008.



Over 50% reduction in TRFR achieved by 2017, down to 0.89[†] from 2.10 accidents per 1 million hours worked in 2008.

Our Perspective

Our Total Recordable Frequency Rate (TRFR) improved to 0.89[†] accidents per 1 million hours worked (measured October 2016-September 2017), down from 1.01 in 2016. This was driven by the continuous focus on safety in high risk areas. We will consider our target fully achieved once we reach 2020; until then, our challenge is to keep our performance on track.

We continue to reinforce our Vision Zero strategy, ie zero: fatalities; injuries; motor vehicle incidents; process incidents; tolerance of unsafe behaviour and practices. In manufacturing, we focused on process safety through standards and enhanced individual qualifications as well as through our partner programme, Safety to Win. As a result of these initiatives, we achieved a 46% reduction in process safety incidents versus prior years. On our construction sites, we focused on a global Work at Heights training programme, while for travel we continued to promote safe driving.

[†][Independently assured by PwC](#)

Fairness in the workplace

This work supports the following UN Sustainable Development Goals



Advancing human rights in our own operations

We have a responsibility to respect human rights. And we know that by advancing human rights in our operations, we're strengthening our business and building trust.



“ When I think about Unilever’s potential to advance respect for human rights, I naturally think about our responsibility – but I am also inspired and humbled by our opportunity. **”**

Paul Polman, our Chief Executive Officer

Respect for human rights is at the core of our business

Our [Human Rights Policy Statement \(PDF | 609KB\) \(/Images/unilever-human-rights-policy-statement_tcm244-422954_en.pdf\)](#) describes our commitment to respect universal principles, our due diligence processes and our governance. We’re using the framework provided by the UN Guiding Principles on Business and Human Rights to monitor, influence and improve the business practices of our own operations, as well as those of our suppliers and business partners.

We published our first [Human Rights Report \(PDF | 5MB\) \(/Images/unilever-human-rights-report-2015_tcm244-437226_en.pdf\)](#) in June 2015, fulfilling our commitment to report publicly on our implementation of the UN Guiding Principles.

Our report used the  [UN Guiding Principles Reporting Framework \(http://www.ungpreporting.org/\)](#) – making Unilever the first company to do so comprehensively. We describe our progress in our second [Human Rights Report \(PDF | 10MB\) \(/Images/human-rights-progress-report_tcm244-513973_en.pdf\)](#), published in December 2017. On page 16, we describe how we identified, and report against, our eight most salient human rights issues - the human rights that are at risk of the most severe negative impacts through our activities or business relationships.

Respect for human rights is core to our business, and examples of this can be found throughout our Sustainable Living Report. In particular, the Opportunities for women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/) and Inclusive business (/sustainable-living/enhancing-livelihoods/inclusive-business/) pillars of our Unilever Sustainable Living Plan address specific aspects related to diversity, inclusion, non-discrimination and other human rights issues.

i How we define human rights

In line with the UN Guiding Principles on Business and Human Rights (2011), we base our human rights commitment and policy on:

- the International Bill of Human Rights (which, in addition to the Universal Declaration of Human Rights (UDHR), consists of the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights) and

- the principles concerning fundamental rights set out in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

We also support the OECD Guidelines for Multinational Enterprises.

The Universal Declaration of Human Rights

Over 70 years after it was adopted by the United Nations in 1948, the Universal Declaration of Human Rights (UDHR) remains the cornerstone of modern human rights law. It calls upon “every individual and every organ of society” to promote respect for human rights.

We support the call of the UN Office for the High Commissioner on Human Rights to

☒ ‘Stand up for someone’s rights today’
(http://www.standup4humanrights.org/en/highlights_04.html).

☒ <http://www.un.org/en/events/humanrightsday/>
(<http://www.un.org/en/events/humanrightsday/>)

“Changing one mind, one heart at a time”



Winfridah Moraal Myakwara is by training a human rights lawyer.

She joined Unilever Tea Kenya in 2013 to translate human rights into practical benefits for our employees and the surrounding community. In 2017 she became our Integrated Social Sustainability Manager for Africa.

“From my work I found two essential reasons to embed human rights in our operations. First, it is the ‘human’ thing to do, the right and smart thing to do. And secondly, to drive productivity and profitability with people at the core of business.

The journey to embed human rights is a longstanding one that is nowhere near complete. It is a journey of integrating social good into the core business strategies. It is a journey of changing one mind, one heart at a time.”.

Our commitment to our employees

We're committed to ensuring that all our employees work in an environment that promotes human rights by supporting diversity, trust and equal opportunities, and is free from discrimination or victimisation. This is one of the foundations of our business culture. It enables our employees to work at their best, wherever they are in the world.

Our Respect, Dignity and Fair Treatment Code Policy sets out what we and our employees must do to uphold this culture. It forms part of the framework of 24 Code Policies supporting our [Code of Business Principles \(Code\) \(PDF | 5MB\)](#) ([/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf](#)) and defining the ethical behaviours all employees need to demonstrate when working for Unilever. In 2016 we updated the Policy specifically to prohibit discrimination on the grounds of gender identity. We expect and encourage employees to bring to our attention any breach of our Code.



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Code Policies support our [Code of Business Principles \(PDF | 5MB\)](#) ([/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf](#))

“Moving from commitments to everyday actions”



After joining Unilever in 2013 to lead our work on human rights, in 2016 Marcela Manubens was appointed our Global Vice President, Integrated Social Sustainability.

In this role she took on responsibility for all areas of supply chain social sustainability, including strategy and advocacy and social accountability for our own operations, suppliers and third parties. She's also responsible for integrating all aspects of our social impact agenda in our Supply Chain function and across Unilever. Marcela describes how the Integrated Social Sustainability team works:

“Despite all the progress made in recent years, there are many challenges and threats to human rights, some longstanding, some newly emerging.

I believe that if we are to succeed in advancing human rights worldwide, we must all share a responsibility to move from commitments to impactful everyday actions. And we must challenge ourselves to prevent abusive conditions from happening. What does that mean to our business? It means that we must be a company prepared to rethink its business and work with others to embed human rights in all we do until respect for human rights becomes a universal reality.

The way our Integrated Social Sustainability team works reflects the importance of looking at these issues holistically. The team tackles our eight salient human rights issues, taking action on three fronts.

- In Social Accountability we focus on working with our suppliers to create truly socially, environmentally and economically sustainable supply chains.
- Human Rights Stewardship looks at endemic strategic emerging human rights issues: helping the business address issues we know are endemic in global supply chains.
- Our Social Impact work operationalises human rights efforts on the ground.

By bringing these elements together, we're moving closer to the vision for our business we all want to see: a company in which respect for human rights is embedded in everything we do, creating a positive social impact for millions of people."

How we check on our progress

i **Compliance, monitoring & reporting**

We support our commitment with an active process of compliance, monitoring and reporting. The Board of Unilever has overall responsibility for ensuring this is carried out. Day-to-day responsibility lies with senior management around the world. Checks are also made by our Corporate Audit function and by our external auditors.

Responsibility for the strategy and execution of our global Code compliance programme is held by our Chief Business Integrity Officer, who reports to our Chief Legal Officer. She heads up a network of national and regional Business Integrity Officers who are part of our Legal function.

Providing ‘access to remedy’

We’re developing a single integrated Code and grievance channel to ensure that our employees can raise issues and concerns as simply as possible. Our grievance procedure enables employees to raise workplace issues and concerns about their

employment. Our Code procedure is for raising concerns about the Code or related policies. We are also creating better systems to analyse the grievances and Code breaches we receive. Our Chief Business Integrity Officer leads this work.

How can people raise concerns & make reports?

Transparency is essential. We believe grievance mechanisms play a critical role in opening channels for dialogue, problem solving, investigation and, when required, providing remedy. They enable workers and other rights-holders to raise complaints freely and obtain effective and transparent resolutions. They can also help identify country-specific solutions and pre-emptive action.

We encourage individuals and communities to raise any concerns with us directly. On occasions where they feel they aren't able to do this, we would never seek to impede access to state-based judicial or non-judicial mechanisms for those who feel human rights have been impacted, and would aim to co-operate as required with competent authorities in investigating or adjudicating alleged human rights impacts.

Speaking up: a vital part of a values-based culture



Anny Tubbs is our Chief Business Integrity Officer. She explains the mechanisms we've put in place.

"We encourage all our employees and third parties to speak up, without fear of retaliation and in strict confidence (or anonymously if they prefer), regarding any concerns about Code issues. Encouraging people to speak up early helps us manage risk and builds trust in our business. Likewise, by communicating the number of substantiated breaches and dismissals each year we make 'living the Code' a very visible part of our culture.

We invite employees to discuss concerns directly with their line manager, Business Integrity Officer or a member of their local leadership wherever possible – that's our primary route. But they can also use an externally-hosted confidential Code Support Line (<https://app.convergent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e>) (a 'whistle-blowing' line) – on the phone or internet. All the Business Integrity awareness and learning materials we've created highlight these channels.

Similarly, while we require our suppliers to provide their workers with their own robust internal procedures to raise any issues, our Code Support Line (<https://app.convergent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e>) is open to third parties. That means our suppliers and their

employees can also contact us if they're concerned about any breaches (by us or within their own operations) of our Code, our Responsible Sourcing Policy or Responsible Business Partner Policy.

I took on this role in 2015 and it's increasingly clear to me that capacity-building is key. We need to continuously promote the Code around the business in ways that show its relevance and normalise the fact of speaking up. Our teams work hard to ensure the Code remains an everyday part of working here."

Bringing human rights to life for our employees

Training and support are essential if we are to embed respect for human rights across Unilever. We run a wide range of training on compliance and integrity, and all our employees are trained on respect for human rights every three years. This training is supported by our new internal Integrated Social Sustainability online hub which contains our key policy publications, reports, and best practice guidance documents. And each year, we celebrate Human Rights Day.

i How we've celebrated Human Rights Day (10 December) within Unilever

2013

We celebrated our first Unilever Human Rights Day with activities that included a film in which our senior leaders described why human rights mattered to them and to the business.

2014

We promoted our new Fairness in the Workplace pillar of the Unilever Sustainable Living Plan.

2015

We helped people to understand the eight salient human rights issues included in our first  Human Rights Report (PDF | 5MB) (/Images/unilever-human-rights-report-2015_tcm244-437226_en.pdf).

2016

We encouraged employees in around 60 offices and factories worldwide to support the UN Human Rights Office's global campaign  Stand up for someone's rights today (<http://www.standup4humanrights.org/en/>).

2017

We launched our second  Human Rights Report (PDF | 10MB) (/Images/human-rights-progress-report_tcm244-513973_en.pdf) and publicised it via 'Human rights: the foundation on which our business is built' (/news/news-and-features/Feature-article/2017/human-rights-the-foundation-on-which-our-business-is-built.html) on our website.

2018

We published highlights of our progress to address our  salient human rights issues (<https://www.unilever.com/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/understanding-our-human-rights-impacts/>) and a  Global Women's Safety Framework in Rural Spaces (<https://www.unilever.com/sustainable-living/enhancing-livelihoods/opportunities-for-women/promoting-safety-for-women/>) as part of our work with UN Women.

Related links

- > Working with others on human rights (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-in-our-own-operations/working-with-others-on-human-rights/)

- > Business integrity (/about/who-we-are/our-values-and-principles/business-integrity/)

- > Advancing diversity & inclusion (/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-

Downloads

-  Unilever Human Rights Report 2017 PDF | 10MB (/Images/human-rights-progress-report_tcm244-513973_en.pdf)

-  Unilever Human Rights Report 2015 PDF | 5MB (/Images/unilever-human-rights-report-2015_tcm244-437226_en.pdf)

-  Human Rights Policy Statement PDF | 609KB (/Images/unilever-human-rights-policy-statement_tcm244-422954_en.pdf)

-  Unilever Responsible Sourcing Policy

External links

-  Voluntary Principles on Security and Human Rights (<http://www.voluntaryprinciples.org>)

-  UN Guiding Principles on Business and Human Rights (<https://www.unglobalcompact.org/our-work/guiding-principles>)

diversity-and-inclusion/)

> Targets & performance (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)

PDF | 9MB
(/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf)

✗ Arabic Human Rights Policy
PDF | 599KB
(/Images/arabic_human_rights-policy_tcm244-438217_en.pdf)

✗ Chinese Simplified Human Rights Policy
PDF | 424KB
(/Images/chinese-simplified_human-rights-policy_tcm244-438219_en.pdf)

✗ Chinese Traditional Human Rights Policy
PDF | 809KB
(/Images/chinese-traditional_human-rights-policy_tcm244-438220_en.pdf)

✗ Czech Human Rights Policy
PDF | 373KB
(/Images/czech_human_rights-policy_tcm244-438221_en.pdf)

✗ Dutch Human Rights Policy
PDF | 430KB
(/Images/dutch_human_rights-policy_tcm244-438222_en.pdf)

✗ French Human Rights Policy
PDF | 149KB

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∨ German Human Rights Policy
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∨ Greek Human Rights Policy
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(/Images/greek_human_rights-policy_tcm244-438226_en.pdf)

∨ Hungarian Human Rights Policy
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∨ Indonesian Human Rights Policy
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∨ Italian Human Rights Policy
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∨ Japanese Human Rights Policy
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∨ Korean Human
Rights Policy
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∨ Polish Human
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∨ Portuguese
Brazil Human
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∨ Russian Human
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∨ Spanish Mexico
Human Rights
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Advancing human rights with suppliers & business partners

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

[Contact us >](#)

This is Unilever's global company website

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Fairness
in
the
workplace

Working with others on human rights

We believe we can better advance human rights by working with others on a local and global level.



Supporting – & leading – collaborative action

We have a clear responsibility to address human rights issues in our value chain - and we're taking action on them. But we know that the lasting, systemic changes needed to make a positive difference in many areas will not be achieved by one company acting alone: they can only come about through collaborative action at scale.

Other companies, labour and civil society organisations, NGOs, multinational initiatives – partnerships with these and many other organisations give us opportunities to increase the positive impact we can make. By drawing on the research, access, expertise and scale of our stakeholders and partners we can learn more, make better decisions and create more of a difference.

i Key collaborations driving change

Consumer Goods Forum (CGF) Social Sustainability Committee: drives global collaboration between retailers and manufacturers in identifying and tackling key social sustainability issues such as the eradication of forced labour

World Economic Forum (WEF) Global Future Council: the future of Human Rights: aims to better understand the potential impact of the fourth industrial revolution on human rights.

AIM-PROGRESS: promotes responsible sourcing practices and sustainable supply chains for fast-moving consumer goods (FMCG) manufacturers with common suppliers.

Leadership Group for Responsible Recruitment: works towards the eradication of recruitment fees and related costs and the responsible recruitment of migrant workers

For more details of these and other collaborations, see our [Human Rights Report 2017 \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf)

Supporting human rights defenders

A wide range of individuals and organisations are engaged in the global effort to advance human rights. We recognise that there is increasing pressure and insecurity for human rights defenders, including trade unionists. We're committed to supporting them.

i Human rights defenders

We do not tolerate threats, intimidation, physical or legal attacks against human rights defenders in relation to our operations.

Collaborating to address forced labour & human trafficking

Collaborative action is essential to eradicating forced labour from global value chains, including ours. By working together, industry groups can identify and address issues and geographies of shared concern. That enhances the efficiency of individual company initiatives

Tackling endemic human rights issues

Rachel Cowburn-Walden, Global Head of Social Sustainability.

Rights Stewardship, Integrated

"In my role - Human Rights Stewardship, I work on endemic human rights issues such as forced labour, land rights and working conditions."



I work on endemic human rights issues such as forced labour, land rights and working conditions.

I know that these are most effectively addressed by working with and learning from others, including other businesses, industry organisations, governments, civil society and trade unions. That's why it's crucial we take an active part in collaborations to drive action, share best practice and report on progress. This strengthens the embedding of commitments.

I have seen how most progress can be made when everyone comes together with a shared vision and determination to make positive change. The size of our value chain means that we have much to do. I am both humbled and driven by the continuing challenge."

As members of the  Consumer Goods Forum (CGF) (http://www.theconsumergoodsforum.com/about-the-forum/our-board-of-directors?utm_source=TCGF+News+Release&utm_campaign=70039e8407-Social_Resolution_Members_1_14_2016&utm_medium=email&utm_term=0_0efe68d81b-70039e8407-65415953), and in particular its Social Sustainability Committee, we support its  resolution to fight forced labour (<http://www.theconsumergoodsforum.com/strategic-focus/social-sustainability/>) issues throughout global supply chains and its Priority Industry Principles to drive action:

- every worker should have freedom of movement
- no worker should pay for a job, and
- no worker should be indebted or coerced to work.

We support this work through internal and external training including and through workshops with our suppliers that include a focus on forced labour. We continue to work with our suppliers to identify and address existing and emerging issues through impact assessments, capacity building and stronger engagement with workers.

Making sure 'the employer pays'

We work on the eradication of forced labour through a number of other partnerships too. For example, in 2016 we were one of five companies to form the  Leadership Group for Responsible Recruitment (<https://www.ihrb.org/employerpays/leadership-group-for-responsible-recruitment>), which is facilitated by the Institute for Human Rights and Business. The Leadership Group focuses on promoting ethical recruitment – the 'employer pays' principle, specifying that no workers should pay for a job – and combating the exploitation of migrant workers. As part of the Leadership Group for

Responsible Recruitment, we've created an enhanced vetting process for our employment agencies. We're also rolling out a new policy on the sustainable employment of temporary workers.

For more details, see our [Human Rights Report 2017 \(PDF | 10MB\)](#) (https://www.unilever.com/Images/human-rights-progress-report_tcm244-513973_en.pdf).

Working with suppliers to eradicate forced labour



Sanjiv Kakkar is Executive Vice President for our North Africa, Middle East, Turkey, Russia and Belarus region, based in Dubai.

"Forced labour is prevalent in all regions of the world. Issues such as the responsible recruitment and management of migrant labour are not easy to address and resolve. That's why we believe so strongly in an approach of partnership where we can work together and advance best preventative practices to create positive change.

In March 2017, we co-sponsored a Responsible Sourcing Supplier Event in Dubai with peer companies, organised by AIM-PROGRESS. It gave me the opportunity to emphasise the critical role suppliers play – and the event included workshops focusing on migrant workers, recruitment and passport retention.

Unilever also took part in similar supplier training events in India, Thailand and Malaysia during 2017 and in China in 2018. It's a good way to share learning on how we can all take action to combat abusive practices."

Supporting the UN Global Compact

We are a founding signatory to the UN Global Compact (UNGC). We pledged to uphold its commitments in relation to human rights, labour, the environment and anti-corruption. We're also members of UNGC's Human Rights Working Group.

In 2013, we endorsed the Women's Empowerment Principles, a collaboration between UNGC and UN Women. We are implementing these principles across our business, as well as taking steps to increase women's rights and economic inclusion in our supply chain. Read more about how we're increasing Opportunities for women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/).

For more information on the UN Global Compact, including our annual Communication on Progress, see our UNGC index ([/sustainable-living/our-approach-to-reporting/ungc-index/](#)) page.

Engaging on labour rights

Labour rights, including the right to freedom of association, are an integral part of human rights.

i Freedom of association

Freedom of association is one of our eight salient human rights issues. Our Code of Business Principles, through its Respect, Dignity and Fair Treatment Policy, makes clear that all Unilever companies must:

“Respect employees’ rights to join or not to join a legally recognised trade union, or any other body representing their collective interests, and establish constructive dialogue and bargain in good faith with trade unions or representative bodies on employment conditions, labour management relations and matters of mutual concern, to the extent practicable taking national laws into consideration.”

We engage in a wide range of consultation with our stakeholders on labour rights, including with the OECD, International Labour Organization, UN Global Compact, the IUF (International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers’ Associations) and IndustriALL.

i Consultations with trade unions

We consider dialogue with trade unions to be very important and we continue to engage with them and learn from best practices. In those countries where the right to freedom of association is restricted, we’re exploring how we can develop dialogue through joint working groups

We have formal and informal consultations with unions. Formal consultations are in addition to the day-to-day interactions our leadership teams have with union representatives in the factories, and regional and global consultations we have with trade union executives.

Our formal consultations

We run a biannual consultation forum with the IUF and IndustriALL. This provides a face-to-face engagement between our senior industrial relations leaders and IUF leadership. Via its affiliates, the IUF represents over 10 million workers, including thousands of our employees.

These discussions allow us to communicate directly with our trade union partners and set the tone for how we expect local management teams to interact with local trade unions. Worker representatives discuss local and global rights issues which then can be addressed by our senior team. These discussions also give us a platform to communicate our own business context, and new policies and programmes that impact workers. We discuss rights issues in our own operations, in joint ventures, and involving our suppliers. We also focus on our key commodities such as palm oil and tea, and particularly on working conditions for women in those sectors.

This enables us to identify any emerging issues at an early stage and work together on human rights concerns. For example, in 2017, following a joint commitment signed by Unilever, IUF and IndustriALL, the IUF produced a booklet called 'No Place for Sexual Harassment at Unilever'. More information about our work with trade unions, including our working group with the IUF on Sustainable Employment, is on pages 38-40 of our [↗ Human Rights Report 2017 \(PDF | 10MB\) \(https://www.unilever.com/Images/human-rights-progress-report_tcm244-513973_en.pdf\)](#).

Today, around 75% of our blue-collar workers (based at factory sites) are covered by an independent trade union or collective bargaining agreement. We have to date focused on collecting data from factory sites but have plans to include all sites.

In October 2018 we signed a joint memorandum of understanding (MOU) between Unilever, the IUF and IndustriALL Global Union, recognising the IUF and IndustriALL Global Union as the internationally representative bodies of unionised workers within our worldwide operations.

i Suppliers & freedom of association

Our approach to freedom of association is carried through to our suppliers via our Responsible Sourcing Policy. One of its Fundamental Principles (8) is that all workers are free to exercise their right to form and/or join a trade union of their choice. Our [↗ Responsible Business Partner Policy \(PDF - 2.1MB\) \(https://www.unilever.com/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf\)](#) for our customers and distributors also recognises this right.

See [↗ Advancing human rights with our suppliers & business partners \(https://www.unilever.com/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers/\)](#)

Related links

> [Advancing human rights](#)

Downloads

↙ [Unilever Human Rights Report](#)

External links

↗ [Women's Empowerment](#)

with suppliers & business partners (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/)

> UNGC Index (/sustainable-living/our-approach-to-reporting/ungc-index/)

> Targets & performance (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)

2017
PDF | 10MB
(/Images/human-rights-progress-report_tcm244-513973_en.pdf)

☒ Labour Rights in Vietnam – Unilever's Progress and Systemic Challenges - 2016
(http://policy-practice.oxfam.org.uk/rights-in-vietnam-unilevers-progress-and-systemic-challenges-614926)

☒ Labour rights in Unilever's supply chain – 2013
PDF | 2MB
(/Images/labour-rights-in-unilevers-supply-chain_tcm244-422959_en.pdf)

Principles
(http://www.weprinciples.com)
☒ United Nations Global Compact
(https://www.unglobalcompact.org)

☒ International Union of Food Workers
(http://www.iuf.org/)

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

[Contact us >](#)

Fairness in the workplace

This work supports the following UN Sustainable Development Goals



Advancing human rights with suppliers & business partners

From the fields and factories from which we source our raw materials to the many businesses that provide services to us or contribute to our distribution network, our value chain is long and complex. By connecting us with millions of people, it gives us one of our most important opportunities to advance human rights and address risks – and helps us build the trust that is vital to our business success.



A supply & distribution network with purpose

Our business success is intertwined with the integrity, strength and sustainability of the many thousands of business partners in our value chain.

We believe that by working with and supporting our suppliers, distributors and other business partners and their workers, we can create a socially and environmentally sustainable value chain.

Advancing human rights in our supply chain gives us the opportunity to make a positive difference to the lives of many hundreds of thousands of people and to contribute to the Sustainable Development Goals. It also provides a lasting foundation for our growth.

€34b

 Our spend on goods and services in 2017

At the heart of our ambition: our Responsible Sourcing Policy & Responsible Business Partner Policy

i Our Policies

Our [✓ Responsible Sourcing Policy \(PDF | 9MB\) \(/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf\)](#) (RSP) and [✓ Responsible Business Partner Policy \(PDF | 3MB\) \(/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf\)](#) (RBPP) embody our commitment to conduct business with integrity, openness and respect for universal human rights and core labour principles.

The RSP applies to our suppliers, while the RBPP applies to the business partners who deliver our products to consumers.

While the Responsible Sourcing Policy is our overarching policy and code, we also assess specific commodity suppliers against the Unilever Sustainable Agriculture Code, our Sustainable Paper and Board Packaging Policy or the Unilever Sustainable Palm Oil Sourcing Policy.

Introduced in 2014 and updated in 2017, our RSP sets mandatory requirements on human and labour rights for suppliers who have a business relationship with Unilever. It sets out our 12 Fundamental Principles and defines the mandatory requirements that suppliers must achieve to do business with us.

THE 12 FUNDAMENTAL PRINCIPLES OF OUR RESPONSIBLE SOURCING POLICY

- | | | | |
|--|--|--|--|
| 1
LAWFUL BUSINESS WITH INTEGRITY
Anti bribery & corruption | 2
TERMS OF EMPLOYMENT
Documented & freely agreed | 3
EQUAL TREATMENT WITH RESPECT & DIGNITY
No discrimination | 4
VOLUNTARY WORK
No forced or slave labour |
| 5
APPROPRIATE AGE
No child labour | 6
FAIR WAGES
Ensuring wages, overtime & benefits | 7
WORKING HOURS
Controlling regular & overtime hours | 8
FREEDOM OF ASSOCIATION
Trade unions & associations |
| 9
HEALTH & SAFETY
H&S mindset & practices | 10
FAIR PROCEDURES & REMEDIES
Grievance mechanisms | 11
LAND RIGHTS
Respecting title & rights to land | 12
SUSTAINABILITY & ENVIRONMENT
Protect & preserve environment |

The RSP also gives guidance and tips on how suppliers can progress up the ‘continuous improvement ladder’ that we use to engage suppliers in working towards leading practices. We expect suppliers to work with us and to make progress over time from the mandatory requirements towards good and best practices. We review and update our guidance regularly, working with suppliers and external experts to share examples of best practice to ensure the guidance continues to set a benchmark that the industry can aspire to. We’re committed to applying our RSP across our entire supply chain.

Our Responsible Sourcing Policy is crucial to creating change at scale



Marc Engel, our Chief Supply Chain Officer and member of the Unilever Leadership Executive.

"As a company operating in over 190 countries, with tens of thousands of suppliers and communities all over the world touched by our value chain, the Responsible Sourcing Policy shapes how we operate. We expect the highest standards of behaviour from ourselves and this extends to all our suppliers, their workers and those with whom we do business.

We have a responsibility and opportunity through the Responsible Sourcing Policy to create fundamental, positive change at scale."

We introduced our Responsible Business Partner Policy in 2015. It applies to our many business partners in the networks that deliver our products to consumers.

We aligned the RBPP with the RSP in 2017. The two now set out common values and principles at the mandatory requirements level, and use similar self-assessment questionnaires and risk evaluation methodologies. The RBPP shares the same principles as the RSP, grouped as:

- conducting business lawfully and with integrity
- respecting terms of employment and human rights, and
- a commitment to sustainability (which includes the need to respect the land rights of communities).

Why a responsible business needs responsible partners



Ritva Sotamaa, our Chief Legal Officer, explains why we need a Responsible Sourcing Policy and a Responsible Business Partner Policy.

"From sourcing raw materials into our factories to the way consumers access and use our products, Unilever's global reach gives us a unique opportunity to lead the way in championing ethical business practices. We want business integrity to be business as usual across our entire operational footprint.

Breaches of human rights ruin lives and livelihoods. The cost of corruption is a powerful obstacle to sustainable economic growth. Doing business with integrity is a non-negotiable for Unilever: we are committed to working with others who share our values and seek to operate to the same standards as we do. Collective action is key to successfully upholding human rights and fighting corruption in all its forms."

Our Responsible Sourcing Policy - a source of growth & trust

We've set high ambitions for our RSP. We're convinced of the moral and business case for working only with suppliers who commit to transparency, providing remedy of shortcoming and driving continuous improvement. We want our supply chain to be a trusted foundation for our growth, and a force for good on human rights – this requires a continuous review and adaptation of our approach to achieve the most impact.

Spotlight



Impact at pace through our Responsible Sourcing Policy

We're reaching more of our suppliers than ever through our Responsible Sourcing Policy.

And as we extend its reach we're also focusing on impact. When we introduced our RSP in 2014, replacing a previous Supplier Code, we focused on our production item suppliers (suppliers of the raw materials that go into the products we make) and a select number of other strategic suppliers. By the end of 2016, around 5,500 suppliers had made a commitment to the RSP - and they represented about two-thirds of our total procurement spend, and more than 90% of procurement spend from production item suppliers.

But we knew that the remainder of our spend represented roughly 90% of the total number of our suppliers, spread across thousands of small service providers. So in 2017 we extended the RSP programme significantly, bringing into scope all our production item suppliers and all our indirect procurement suppliers (suppliers of services such as marketing, workplace or professional services).

At the same time, we simplified our processes for registration, including our self-assessment questionnaire. We refined our approach to risk evaluation, and increased due diligence by providing new guidelines for our teams on how to mitigate and escalate any instances of bribery and corruption. Finally, we strengthened how we calculate and report compliance.

By the end of 2017, more than 27,000 suppliers (largely indirect procurement suppliers) had made a positive commitment to comply with the principles of the RSP through signing an RSP Pledge - an important first step. This brought the total number of suppliers in our programme to over 33,000. Throughout this process, we worked to fully on-board these suppliers and improve our due diligence so we could evaluate their compliance with the RSP, prioritising suppliers through risk evaluation.

In 2018 over 20,000 suppliers completed the next step in the process - to become fully registered in our system. This now includes all suppliers evaluated as representing higher risks. In 2019 we aim to complete the registration of suppliers representing medium and low risk, covering all the suppliers in our supply chain. We will also strengthen the governance of the RSP by launching a programme where we will only source from suppliers that are compliant with the RSP's mandatory requirements.

Collaborating to improve human rights

We recognise that addressing endemic issues often depends on working closely with suppliers and others in our industry. While we will not compromise on the principles of our RSP, we collaborate with others in the industry and listen to our suppliers' experience of working with us, so we and our suppliers can have the biggest impact.

i Extending our reach

Until June 2017, we only recognised our own audit protocol, the Understanding Responsible Sourcing Audit (URSA), as a means of evaluating compliance.

Since 2017, we've built on two ways to make advancing human rights in our supply chain more impactful and efficient, for us and our partners: through the concept of mutual recognition and the use of trusted monitoring systems.

Mutual recognition

'Mutual recognition' means recognising those suppliers who have their own mature, comprehensive compliance and responsible sourcing programmes in place, and agreeing that



2017

they meet our RSP requirements through the implementation and governance of their own programme.

We only do this after an evaluation to check that their programme aligns with the RSP and appropriately addresses risks. We also check that the supplier has an effective remediation process.

This arrangement can only apply to a relatively small number of large, trusted suppliers. But it brings huge advantages, because it allows them to focus on improvements, eliminating duplicate audits, and allows us to focus our resources and efforts on other parts of our supply chain that are potentially higher risk.

Using trusted monitoring systems

We also work with external monitoring systems where we are confident they meet our goals and standards. This allows suppliers to demonstrate compliance to multiple customers using the same system. It helps limit unnecessary duplication and audit fatigue, while freeing resources and cost to make improvements when needed.

By June 2017  Sedex

(<https://www.sedexglobal.com/>) (the largest collaborative platform for sharing responsible sourcing data on supply chains) had updated and extended its Sedex Members Ethical Trade Audit, known as  SMETA (<https://www.sedexglobal.com/smeta-audit/>). This update incorporated critical elements of our RSP and our URSA audit protocol.

We now accept SMETA audits as a means of verifying compliance to the RSP, as long as the audit is performed by one of the eight audit companies that we recognise.

In 2018, we introduced the use of the  EcoVadis (<https://www.ecovadis.com/>) assessment to evaluate indirect procurement suppliers. EcoVadis is an online rating and scorecard platform that evaluates suppliers across 21 criteria covering environment, fair labour and human rights, ethics and sustainable procurement. The desktop EcoVadis assessment suits small and medium indirect procurement companies which are often office-based. EcoVadis is a tool used by other industry peer companies for indirect procurement suppliers.

Using a common tool allows us to align our approaches and increase the impact with industry peer companies, while reducing costs and audit fatigue for our suppliers. We continue to use the URSA and SMETA protocols for production item suppliers which

We extended the concept of 'mutual recognition' to more suppliers

2017



We started to accept SMETA audits

2018



We introduced EcoVadis for indirect procurement suppliers

typically have manufacturing facilities needing on-site assessment.

Our RSP's [Audit Requirements \(PDF | 249KB\) \(/Images/current-unilever-audit-requirements_tcm244-520095_en.pdf\)](#) set out the details of what we accept.

Spotlight



Our Responsible Sourcing Policy: 12 fundamental principles

Our RSP contains 12 Fundamental Principles based on internationally recognised standards, including the UN Guiding Principles on Business and Human Rights. It includes guidelines and tips designed to assist our suppliers to improve their practices relating to all the Policy's Fundamental Principles.

1. Business is conducted lawfully and with integrity

This addresses the issues of compliance with laws, bribery, conflicts of interest, gifts and hospitality, confidential and competitor information and financial records. It also addresses money laundering and insider trading, safeguarding information and property, product quality and responsible innovation, prohibition of any and all forms of facilitation of tax evasion, reporting concerns and non-retaliation.

2. Work is conducted on the basis of freely agreed and documented terms of employment

All workers, both permanent and casual, are provided with employment documents that are freely agreed and which respect their legal and contractual rights.

3. All workers are treated equally and with respect and dignity

All workers are treated with respect and dignity. No worker is subject to any physical, sexual, psychological or verbal harassment, abuse or other form of intimidation. There is no discrimination in employment, including hiring,

compensation, advancement, discipline, termination or retirement. Discrimination based on race, ethnicity, age, role, gender, gender identity, colour, religion, country of origin, sexual orientation, marital status, pregnancy, dependants, disability, social class, union membership or political views is prevented. In particular, attention is paid to the rights of workers most vulnerable to discrimination.

4. Work is conducted on a voluntary basis

Under no circumstances will a supplier use forced labour, whether in the form of compulsory or trafficked labour, indentured labour, bonded labour or other forms. Mental and physical coercion, slavery and human trafficking are prohibited.

5. All workers are of an appropriate age

Under no circumstances will a supplier employ individuals under the age of 15 or under the local legal minimum age for work or mandatory schooling, whichever is higher. When young workers are employed they must not do work that is mentally, physically, socially or morally dangerous or harmful or interferes with their schooling by depriving them of the opportunity to attend school.

6. All workers are paid fair wages

All workers are provided with a total compensation package that includes wages, overtime pay, benefits and paid leave which meets or exceeds the legal minimum standards or appropriate prevailing industry standards, whichever is higher, and compensation terms established by legally binding collective bargaining agreements are implemented and adhered to.

7. Working hours for all workers are reasonable

Workers are not required to work more than the regular and overtime hours allowed by the law of the country where the workers are employed. All overtime work by workers is on a voluntary basis.

8. All workers are free to exercise their right to form and/or join trade unions or to refrain from doing so and to bargain collectively

The rights of workers to freedom of association and collective bargaining are recognised and respected. Workers are not intimidated or harassed in the exercise of their right to join or refrain from joining any organisation.

9. All workers' health and safety are protected at work

A healthy and safe workplace is provided to prevent accidents and injury arising out of, linked with, or occurring in the course of work or as a result of the employer's operations.

10. All workers have access to fair procedures and remedies

All workers are provided with transparent, fair and confidential procedures that result in swift, unbiased and fair resolution of difficulties which may arise as part of their working relationship.

11. Land rights of communities, including indigenous peoples, will be protected and promoted

The rights and title to property and land of the individual, indigenous people and local communities are respected. All negotiations with regard to their property or land, including the use of and transfers of it, adhere to the principles of free, prior and informed consent, contract transparency and disclosure.

12. Business is conducted in a manner which embraces sustainability and reduces environmental impact

Operations, sourcing, manufacture, distribution of products and the supply of services are conducted with the aim of protecting and preserving the environment.

Related links

- > Our Responsible Sourcing Policy in action (</sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/our-responsible-sourcing-policy-in-action/>)
- > Targets & performance (</sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/>)

Downloads

- ↳ Responsible Sourcing Policy
PDF | 9MB
(/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf)
- ↳ Responsible Sourcing Policy Audit Requirements
PDF | 249KB
(/Images/current-unilever-audit-requirements_tcm244-520095_en.pdf)
- ↳ Responsible Sourcing Policy in Arabic
PDF | 739KB
(/Images/unilever-rsp-2017-arabic_tcm244-509003_en.pdf)
- ↳ Responsible Sourcing Policy in Chinese
PDF | 585KB
(/Images/unilever-rsp-2017-chinese_tcm244-509005_1_en.pdf)

↳ Responsible Sourcing Policy in French
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(/Images/unilever-rsp-2017-japanese_tcm244-509008_en.pdf)

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↳ Responsible Sourcing Policy in
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turkish_tcm244-
509012_en.pdf)

☒ Responsible Sourcing Policy in
Vietnamese (Responsible
Sourcing Policy - Vietnamese)

↳ Responsible Business Partner
Policy
PDF | 3MB
(/Images/responsible-business-
partner-policy-may-
2017_tcm244-504807_en.pdf)

↳ Unilever Sustainable
Agriculture Code 2017
PDF | 2MB
(/Images/sustainable-
agriculture-code--sac--
-2017_tcm244-
515371_1_en.pdf)

↳ Unilever Sustainable Palm Oil
Sourcing Policy
PDF | 9MB
(/Images/responsible-sourcing-
policy-interactive-final_tcm244-
504736_en.pdf)

↳ Sustainable Paper and Board
Packaging Policy 2018
PDF | 168KB
(/Images/unilever-paper-and-
board-packaging-policy-
2018_tcm244-529491_en.pdf)

Next >

Understanding our human rights impacts

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

Contact us >

This is Unilever's global company website

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Fairness
in
the
workplace

Our Responsible Sourcing Policy in action

The success of our Responsible Sourcing Policy (RSP) depends on the ability of our suppliers to put its requirements into action in their operations. We're working closely with suppliers to help them. And the journey does not end with complying with the mandatory requirements. The RSP helps suppliers to seek improvements and progress to good and best practices.



We know that moving up the continuous improvement ladder takes individual effort and will also require systemic and industry change. We're working directly with suppliers to build skills and develop capabilities across important issues such as eliminating forced labour, avoiding child labour, wages, working hours, management systems, fire safety and the environment. We also run joint projects on responsible sourcing innovation to help more of our suppliers move from the RSP's mandatory requirements towards its good and best practice levels.

i **How do we drive compliance with our Responsible Sourcing Policy?**

Underpinning our RSP is the process of due diligence and compliance assurance, which includes third-party audits where our suppliers have been assessed as a potential high risk.

Service suppliers that we classify as high risk undergo a desktop auditing assessment, provided by an industry-recognised third-party organisation.

Raw material and finished goods suppliers undergo an on-site audit.

If the audits identify non-conformances to the mandatory requirements of the RSP, the supplier must develop a corrective action plan to remediate the issue. The third-party auditor must assess the effectiveness of the supplier's remediation actions and confirm they are sufficient within a specific timeframe in order to close the non-conformance. A supplier must close all non-conformances to be considered compliant and continue to supply us.

The full process is described in our [Human Rights Report 2017 \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf), where we also provide an insight into the work we are doing on our eight salient human rights issues. See [Human Rights 2018 Supplier Audit Update \(PDF | 4MB\)](#) (/Images/unilever-human-rights-2018-supplier-audit-update_tcm244-529375_en.pdf) for an analysis of the latest findings from our supplier audits.

While audits are a core part of our process, we've learned that we and other companies need to keep refining our overall approach to drive change across the industry.

Spotlight



Our RSP: improving conditions for workers & supporting the SDGs

Our third-party audit process plays a crucial role in driving up standards in our supply chain. We see that as critical to our efforts both to build a stronger business, and to advance human rights and support the Sustainable Development Goals (SDGs).

In 2017, for the first time, our [Human Rights Report \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf) contained a detailed breakdown of our audit findings against our eight salient human rights issues. We published an update (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/understanding-our-human-rights-

impacts/) on this data at the end of 2018, drawing on the findings from our [☒ Human Rights 2018 Supplier Audit Update \(PDF | 4MB\) \(/Images/unilever-human-rights-2018-supplier-audit-update_tcm244-529375_en.pdf\)](#).

The findings tell us that 44% of the non-conformances found in 2017 related to health and safety issues. Over 8,500 non-conformances were identified from just under 1,000 sites.

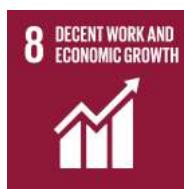
When the audits find non-conformances, the result is corrective action, of the kind that has potentially saved lives or prevented human rights abuses. In 2018, our inspections showed that overall 75% of non-conformances are now closed.

Simon Hindley, our Social Accountability Director, explains: “People in my team are passionate about driving up standards for workers in our supply chain. We know that third-party audits of suppliers help identify hugely important issues – such as dangerous working practices, risks of forced labour or discrimination against women. And finding these non-conformances triggers a process that leads to better conditions.

We know that there are even greater challenges on issues that are harder to identify and remediate through audit, such as forced labour. And it's important to remember that audit, while a vital part of the process, cannot transform our supply chain on its own. But we believe our overall RSP work contributes directly to SDG 8, which is about promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. And it aligns with the [☒](#) individual targets within SDG 8 (<https://sustainabledevelopment.un.org/sdg8>). Addressing equal pay, for example is part of SDG 8.5.

Working to eradicate forced labour is at the heart of SDG 8.7. And protecting labour rights and promoting safe working environments contributes to SDG 8.8. I think Unilever should be proud of this contribution.

At the same time, we've learnt that the biggest advances in supply chain standards come from collaborative efforts between us and suppliers, and with peer companies across industries. This insight has helped shape our approach, and we'll keep refining what we do in the knowledge that these efforts are making a difference to people's lives every day they go to work.”



We expect our suppliers and their employees or contractors to report actual or suspected breaches of our RSP. We will investigate any reported non-conformity reported in good faith and discuss findings with the supplier. If remediation is needed, we will work with the supplier to identify the root causes of the issue and to develop a time-bound corrective action plan to resolve the failure effectively and promptly.

Raising grievances in our extended supply chain

Alongside worker representation, effective grievance mechanisms play an important part in hearing the voices of workers throughout our supply chain.

i **Fundamental Principle 10 of our Responsible Sourcing Policy**

This Principle states that: “All workers have access to fair procedures and remedies”.

The mandatory requirement for suppliers in the RSP is that their workers have access to a confidential grievance mechanism which prohibits retaliation against the worker, ensures the matters are investigated and results in swift, unbiased and fair resolutions.

Over and above a supplier’s own grievance mechanisms, Unilever also provides a hotline that anyone can access to report on responsible sourcing issues. We have also developed a specific V grievance procedure for workers in our palm oil supply chain (PDF | 2MB) ([/Images/palm-oil-grievance-procedure_tcm244-510633_en.pdf](#)).

Collective action to drive progress on human rights with our suppliers

“ We know neither we nor our suppliers can solve all the endemic challenges in our supply chain on our own. We also understand the complex demands made on suppliers by their customers, including us. Improving standards within the supply chain requires a common approach and focused, sector-based initiatives involving many participants. **”**

Simon Hindley, our Social Accountability Director, Supply Chain

We’re founder members of AIM PROGRESS, a forum of consumer goods manufacturers and suppliers who enable and promote responsible sourcing practices and sustainable production systems. It’s a global initiative, which is supported and

sponsored by AIM in Europe and the Grocery Manufacturers Association (GMA) in North America.

Along with four other companies, we're part of the [Leadership Group for Responsible Recruitment \(PDF - 645kB\)](#) (<https://www.ihrb.org/pdf/reports/IHRB-Statement-of-Intent-Employer-Pays-Principle-Leadership-Group-for-Responsible-Recruitment.pdf>), facilitated by the Institute for Human Rights and Business. This promotes ethical recruitment and helps combat the exploitation of migrant workers in global supply chains. It includes the commitment to the 'employer pays' principle, meaning that no worker should pay for a job.

We are members of the [Consumer Goods Forum \(CGF\) Social Sustainability Committee](#) (<https://www.theconsumergoodsforum.com/initiatives/social-sustainability/>) having led the creation of its ambition on the eradication of forced labour and the creation of the [Priority Industry Principles](#) (<https://www.theconsumergoodsforum.com/initiatives/social-sustainability/key-projects/priority-industry-principles/>). We're also part of the CGF's [Sustainable Supply Chain Initiative](#) (<https://www.theconsumergoodsforum.com/initiatives/sustainable-supply-chain-initiative/>) (SSCI), which is working to benchmark and recognise sustainability standards. The SSCI sets a standard for the content and governance of the responsible sourcing audit standards, in order to increase confidence in using mutually recognised standards.

We work through organisations such as the World Business Council for Sustainable Development, the United Nations Global Compact and the World Economic Forum to improve environmental and social sustainability, including human rights, in supply chains.

See also Working with others on human rights (</sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-in-our-own-operations/working-with-others-on-human-rights/>). More on our commitment to achieving positive impacts in our supply chain are in Inclusive business (</sustainable-living/enhancing-livelihoods/inclusive-business/creating-and-sharing-wealth/>) and our [Human Rights Report 2017 \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf).

Related links

> Targets & performance (</sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/>)

Downloads

✗ Responsible Sourcing Policy PDF | 9MB (/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf)

External links

✉ Grocery Manufacturers Association (GMA) (<http://www.gmaonline.com>)
✉ AIM-PROGRESS

> Working with others on human rights (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-in-our-own-operations/working-with-others-on-human-rights/)

> Inclusive business (/sustainable-living/enhancing-livelihoods/inclusive-business/creating-and-sharing-wealth/)

↳ Responsible Sourcing Policy Audit Requirements PDF | 249KB (/Images/current-unilever-audit-requirements_tcm244-520095_en.pdf)

↳ URSA 2.0 - Final Checklist v2.1 XLSX | 2MB (/Images/ursa-2.0---final-checklist-v2.2_tcm244-523681_1_en.xlsx)

↳ Unilever Human Rights 2018 Supplier Audit Update PDF | 4MB (/Images/unilever-human-rights-2018-supplier-audit-update_tcm244-529375_en.pdf)

↳ Responsible Business Partner Policy PDF | 3MB (/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf)

↳ Unilever Sustainable Agriculture Code 2017 PDF | 2MB (/Images/sustainable-agriculture-code--sac--2017_tcm244-515371_1_en.pdf)

(<http://www.aim-progress.com/>)

↳ Consumer Goods Forum (<http://www.theconsum>

✗ Unilever
Sustainable
Palm Oil
Sourcing Policy
PDF | 9MB
(/Images/responsible-
sourcing-policy-
interactive-
final_tcm244-
504736_en.pdf)

✗ Sustainable
Paper and
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Packaging
Policy 2018
PDF | 168KB
(/Images/unilever-
paper-and-
board-
packaging-
policy-
2018_tcm244-
529491_en.pdf)

✗ Human Rights
Report 2017
PDF | 10MB
(/Images/human-
rights-progress-
report_tcm244-
513973_en.pdf)

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

[Contact us >](#)

Fairness in the workplace

This work supports the following UN Sustainable Development Goals



Understanding our human rights impacts

To make sure we're respecting – and advancing – the human rights of everyone in our value chain, we need to be sure we understand our impacts.

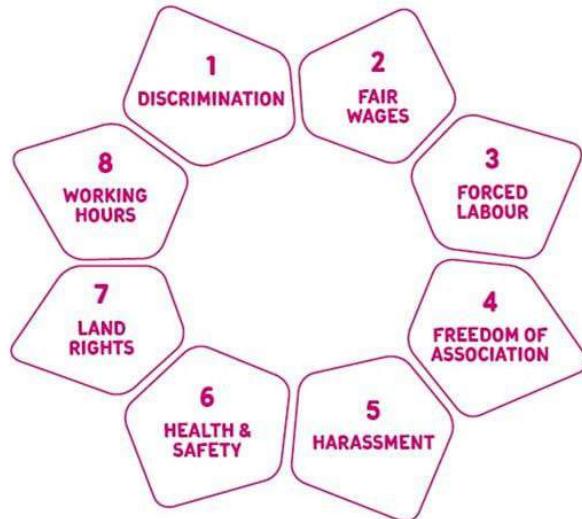


Addressing endemic human rights issues & their root causes

We know that human rights abuses exist in the sectors and markets in which we operate – and at times, in our own value chain. These abuses are unacceptable. We're committed to respecting human rights, which means we need to understand the issues and where they occur.

The salient issues for our business

OUR 8 SALIENT HUMAN RIGHTS ISSUES



In our inaugural [Human Rights Report \(PDF | 5MB\)](#) (/Images/unilever-human-rights-report-2015_tcm244-437226_en.pdf) in 2015, we explained how, and why, we identified our eight most salient human rights issues - those human rights at risk of the most severe negative impacts to right-holders through our activities or business relationships. Identifying our salient issues has helped us prioritise how we address human rights impacts across our operations and extended supply chain. We reported our progress in our second [Human Rights Report \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf), published in December 2017.

In this section, we report some of the highlights of our progress on these issues in 2018. See [Human Rights 2018 Supplier Audit Update \(PDF | 4MB\)](#) (/Images/unilever-human-rights-2018-supplier-audit-update_tcm244-529370_en.pdf) for an analysis of the latest findings from our supplier audits.

i Keeping our salient issues under review

As well as addressing the salient issues we've identified, we know we need to keep working to make sure they are still relevant. We recognise that rights-holder engagement is an on going process, and we want to increase our direct engagement with stakeholders in addition to engaging with credible representatives.

In 2018, we started a review of our salient human rights issues, carrying out internal and external consultations with rights-holders and their representatives. In 2018, we held an initial consultation in London which we are following up with regional consultations. Our first regional consultation was held in Kenya with a wider Africa focus. In 2019 we are continuing with consultations in Asia, the Americas and Europe.

Our progress in 2018

What difference have we made in 2018 - and why does it matter? In this video, leaders in our business describe 2018 as a year of collaboration and driving impact at scale and describe highlights of our progress - and the challenges we continue to face. In addition, a series of videos from our leaders cover each of our eight salient human rights issues.

Unilever's Human Rights Progress Highlights



Action on discrimination: highlights in 2018

Our longstanding work to tackle discrimination in the workplace is embedded in our Unilever Sustainable Living Plan and described in Advancing diversity and inclusion ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-diversity-and-inclusion/](#)) and Fair compensation ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/](#)). It is also an important focus in Promoting safety for women ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/promoting-safety-for-women/](#)).



1

Discrimination

As part of our work on this issue, in 2018 we:

- introduced a Global Paternity Leave Standard, enabling fathers to take three weeks of paternity leave; global roll-out will be complete in 2019
- announced our ambition to be No.1 employer of choice for people with disabilities, and set a target to reach 5% disability inclusion in our global workforce by 2025. We've launched pilots in ten countries, and we track our progress against a scorecard of ten criteria based on Business Disability Forum's Disability Standard
- signed the United Nations Standards of Conduct for Business: Tackling Discrimination against Lesbian, Gay, Bi, Trans & Intersex people, which sets out actions companies can take to protect the rights of LGBTI individuals.

Action on fair wages: highlights in 2018

Fair wages are the bedrock of a truly responsible and sustainable business. In 2014 we created a Framework for Fair Compensation for all our direct employees which included our commitment to be a living wage employer. Our approach and progress are described in Fair compensation (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/).

As part of our commitment to fair wages, in 2018:

- across our total employee population, we reduced the number of employees being paid less than a living wage to 611 people in 16 countries. This is down from 7,252 across 37 countries in 2017. We're working with our HR teams to ensure that all our businesses comply with all five principles of our Framework by 2020
- we worked with our tea suppliers in Malawi, helping them to improve quality and become more competitive, with the aim of ensuring that higher prices result in higher wages via an externally auditable and measurable mechanism.

Action on forced labour: highlights in 2018

As the nature of employment around the world continues to change, with borderless labour, increasing focus on flexibility and the gig economy - the rights of workers are increasingly at risk, including through modern slavery and forced labour.

Temporary workers, for example, can be subject to differing labour conditions and compensation, particularly if recruited through labour agencies.

We have identified temporary labour as an area of focus both in our own operations and our extended supply chain, and addressing labour rights is core to our work in implementing our Responsible Sourcing Policy (RSP) (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-



2

Fair
wages



3

Forced
labour

[business-partners/our-responsible-sourcing-policy-in-action/](#)). A key element of our work is our commitment to the “Employer Pays Principle” that no worker should pay for a job.

As part of this ongoing work, in 2018 we:

- rolled out our Policy and process for the Sustainable Employment of Temporary Workers; it sets out 10 Golden Standards, which are guiding principles that include fair and equal treatment, gender equality, diversity and freedom of association
- worked to develop the right level of oversight of our third-party labour agencies and brokers, checking that they are compliant with our Responsible Sourcing Policy and continued work on improving the vetting process
- reviewed our country risk rating for our suppliers, classifying more countries as higher risk; this results in additional onsite audits.
- expanded our cross-industry supplier capacity building, including in China, and worked with organisations including the International Labour Organization, International Organization for Migration, Leadership Group for Ethical Recruitment and the Consumer Goods Forum to promote best practices.
- worked with governments including the Argentinian Government as President of the G20 and B20, and the United Kingdom Government through their Human Rights Advisory Group, Business Against Slavery Working Group and others. This means that we help support change at scale across countries and industries, rather than just our own extended supply chain.

i Eradicating forced labour & human trafficking

We identified forced labour and human trafficking as a salient issue for our business in 2014. Since then, we've included guidelines on preventing forced labour and human trafficking in our policy framework, including in our Human Rights Policy Statement, our Code of Business Principles, our Code's Respect, Dignity and Fair Treatment Policy, our Responsible Sourcing Policy and our Responsible Business Partner Policy.

Following the publication of our first Modern Slavery Statement ([PDF | 2MB](#)) in January 2017, we published an updated ~~✓~~ Statement ([PDF | 2MB](#)) ([/Images/unilever-slavery-and-human-trafficking-statement-2018_tcm244-521391_en.pdf](#)) in April 2018. The Statement covers Unilever PLC and Unilever N.V. and their group companies, with reporting companies proceeding with their own board approvals according to the Act. We share our progress in yearly update statements.

Collaboration is an essential part of eradicating forced labour from supply chains. As well as working with suppliers, we work with industry groups including the Consumer Goods Forum.

“When it comes to eradicating forced labour, there’s no time to waste.”



Marc Engel, our Chief Supply Chain Officer and member of the Unilever Leadership Executive.

“All over the world, victims of forced labour are coerced or deceived into jobs which they cannot leave. Forced labour can take many forms, but each time someone is working or providing a service against their freedom of choice and cannot leave without penalty or the threat of penalty, it’s forced labour.

We've strengthened our efforts to eradicate forced labour through a number of activities, in our own business and through collaboration with others. Our [Modern Slavery Statement \(PDF | 2MB\) \(/Images/unilever-slavery-and-human-trafficking-statement-2018_tcm244-521391_en.pdf\)](#) explains the steps we've taken to prevent, detect and respond to slavery, human trafficking and forced labour throughout our business and extended supply chain. We've defined a roadmap to strengthen our efforts and we're supporting it through training programmes to build capacity. It's a fundamental principle of our Responsible Sourcing Policy that work is conducted on a voluntary basis.

At the same time, we realise that it will take a collaborative approach to eradicate forced labour from global supply chains. We're a member of the Consumer Goods Forum (CGF), which is helping to drive work in this area, including advocacy and capacity building. In December 2016, we supported the CGF's three [Priority Industry Principles \(<https://www.theconsumergoodsforum.com/initiatives/social-sustainability/key-projects/priority-industry-principles/>\)](#). These were produced to help prioritise action on the primary drivers of forced labour within the consumer goods industry and beyond.

We're also working with our suppliers: over 2016–2017, around 1,000 suppliers were trained in Turkey, Dubai, India, Bangkok and Malaysia on eradicating forced labour and responsible management of migrant labour, including those in our extended supply chain.”

For more details, see [Working with others on human rights \(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-in-our-own-operations/working-with-others-on-human-rights/\)](#).

Supporting freedom of association: highlights in 2018

Our longstanding commitment to Freedom of Association and our work with trade unions, including through our joint working groups, is described in Working with others on human rights (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-in-our-own-operations/).

4



Freedom
of
association

As part of this work, in 2018 we:

- signed a joint memorandum of understanding ([MOU](http://www.iuf.org/w/sites/default/files/Signed%20Unilever%20MOU.pdf) (<http://www.iuf.org/w/sites/default/files/Signed%20Unilever%20MOU.pdf>)) between Unilever, the IUF and IndustriALL Global Union, recognising the IUF and IndustriALL Global Union as the internationally representative bodies of unionised workers within our worldwide operations. The MOU underlines our commitment to ensure that throughout our worldwide operations workers can freely exercise their internationally recognised rights and in particular their rights to union membership and collective bargaining without fear of retaliation, repression or any other form of discrimination. We also recognise our obligation to act to ensure that these rights are similarly respected in our extended supply chain
- created a new Guidance Document to accompany our Responsible Sourcing Policy specifically designed to address working conditions in the trucking industry.

Spotlight



Tackling working conditions in the trucking industry

Our business relies on logistics operators to keep our supply of raw materials moving and to provide vital links between our factories and our customers. But we know that by its nature, the trucking industry can be a challenging sector in which to implement responsible sourcing policies.

That's why we've worked with the Transport Workers Federation (ITF) to address poor working conditions in transportation. Our new Guidance Document, aimed specifically at transporters was piloted in 2018. It builds on the principles of our Responsible Sourcing Policy and uses the OECD Due Diligence Guidance for Responsible Business Conduct as its Framework.

We also introduced a new pre-tender questionnaire for trucking suppliers so that we could gain better insights into conditions. Beginning in Europe, we're piloting the new approach while engaging with others, including industry colleagues. We aim to learn from the pilot before rolling out the approach to improve conditions within the trucking sector more widely.

Action on harassment: highlights in 2018

Unilever will not tolerate harassment in any form, and our approach to this issue is described in Promoting safety for women ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/promoting-safety-for-women/](#)).

As part of our ongoing work, in 2018 we:

- worked with UN Women to develop  A Global Women's Safety Framework in Rural Spaces (PDF | 7MB) ([/Images/a-global-womens-safety-framework-in-rural-spaces_tcm244-529405_1_en.pdf](#)), building on the experience of programmes in our own tea plantations and those of our suppliers. We launched this on 10 December 2018. In 2019 we are publishing detailed implementation guidance and launching the Framework in our operations and with our suppliers. You can hear more about this [here](#)
- carried out a progress review with UN Women of our safety programme in our tea plantations in Tanzania. The objective of the review was to identify opportunities for strengthening the safety programme and extending it to the smallholder farmers and the community in which the business operates. The programme targets 6,000 plantation workers and their children and 1,000 women smallholder farmers with training on how to address and report all forms of violence, including gender-based violence and sexual harassment
- trained 2,282 women in Kenya on financial opportunities; establishing small businesses such as sorghum planting or bakeries helps to reduce the risk factor of financial dependence associated with gender-based violence. Working with UN Women we addressed social norms and attitudes and strengthening self-help groups



5

Harassment

2,282

Women trained in entrepreneurship skills on tea plantations in Kenya

- held consultation and feedback meetings with women tea workers and growers in Assam, India.

i Zero tolerance

Zero tolerance of any form of discrimination, including sexual harassment, is embedded in the policies that govern our operations and value chains. These include our Code of Business Principles (PDF | 5MB), our Respect, Dignity and Fair Treatment Code Policy, our Responsible Sourcing Policy (PDF | 9MB) and our Responsible Business Partner Policy (PDF | 3MB).

Action on health & safety: highlights in 2018

Safety is a non-negotiable commitment, shared by everyone at Unilever. Our approach and performance are described in detail in Building a safer business (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/). We also work to improve Employee health (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/), nutrition and well-being (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/our-employee-health-programme/).

As part of our work in 2018, we:

- continued to reduce our accident rate, as measured by Total Recordable Frequency Rate (TRFR)
- achieved a marked improvement in process safety, reducing incidents by 39.5%
- improved our construction safety accident rate (from 0.82 to 0.73 as measured by Total Recordable Frequency Rate TRFR), reducing project contractors' lost-time injuries from 0.33 to 0.31 per million hours worked (measured by Lost Time Injuries Frequency Rate LTIFR), and recruited a senior construction safety professional to lead our global effort
- continued to focus on safe driving by identifying risky behaviour and providing training whilst listening to our drivers on key safety issues
- continued to work with suppliers to improve health and safety, which remains the biggest non-conformance with our Responsible Sourcing Policy identified by

6



Health
&
safety

39.5%

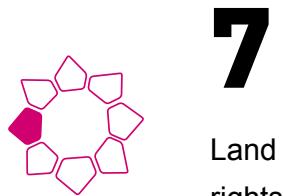
Improvement in
process safety in 2018

supplier audits; this included issuing guidance for our suppliers to help them create effective Health and Safety Committees, which enable workers to raise concerns and give their views on improvements needed.

Action on respect for land rights: highlights in 2018

Land is the basis of millions of people's livelihoods.

Legal or customary rights to land protect those livelihoods and provide a platform on which many forms of sustainable development can be built. That makes it vital that we are aware of the impact that our business can have.



As part of our work on this issue in 2018, we:

- began operationalising our Global Land Rights Principles and Implementation Guidance, starting in our own operations, and held awareness raising and capacity-building webinars to support their use.

We put our Land Rights Principles into action in Rwanda, where Unilever successfully bid for a Rwandan Government concession to set up a tea processing factory and commercial tea estates that will support extensive smallholder tea development in South West Rwanda. This project will transform one of the poorest areas of Rwanda by creating around 1,000 jobs and providing financial and agricultural support to smallholder farmers, who will provide 70% of the tea produced.

The land for the core estate and factory site is leased by Unilever and was expropriated by the Government for the project. As a condition of the bid, we required that land acquisition and resettlement would be implemented in line with International Finance Corporation (IFC) Performance Standards, in particular Performance Standard 1: Assessment and Management of Environmental and Social Risks, and Impacts and Performance Standard 5: Land Acquisition and Involuntary Resettlement.

We worked closely with the Government during their expropriation process. We used external experts to independently verify that the Resettlement Action Plan (including the Livelihoods Restoration Plan and Grievance Mechanism) properly ensured that potentially affected persons and communities were identified and engaged. This included a risk-mapping plan and a socio-economic survey focusing on vulnerable groups to ensure that no one in local communities is left worse off by the project. New model villages with infrastructure were constructed by the Government, together with livelihood support programmes. Unilever gives priority for employment to people affected by the project. Due diligence around this work is ongoing and we've put in place a local Unilever Welfare Manager to work with communities and local authorities.

Land rights are a salient issue for all aspects of our business, including operational considerations such as the siting of factories or offices. But it is our extended supply chain that gives rise to the most opportunity to have a positive impact in this area, as well as the most risk.

Respect for land rights is part of our overall policy framework: it is one of the 12 Fundamental Principles of our Responsible Sourcing Policy and one of the commitments in our Responsible Business Partner Policy.

In 2017, we created Land Rights Principles and Implementation Guidance. Beginning with our own operations, we're using awareness-raising and capacity-building materials to roll out these Principles and Guidance

Working hours: highlights in 2018

Excessive working hours and inadequate periods of rest can damage workers' health and increase the risk of accidents. In many parts of the world, there is a significant link between low wages and excessive working time.

Some of our work in this area is described in Building a safer business (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/), and Improving employee health (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/our-employee-health-programme/), nutrition and well-being (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/). And we know that working hours continues to be one of the most challenging areas of our Responsible Sourcing Policy for our suppliers to address.

In 2018, we:

- continued to work with suppliers to address both excessive working hours and their root causes, for example low pay
- helped suppliers improve production processes, including through planning, employing additional workers, and changing shift patterns including new rotation systems.



8

Working
hours

i How we're embedding human rights

Our Integrated Social Sustainability Team is responsible for setting and implementing our human rights strategy and advocacy across Unilever.

Led by Marcela Manubens as Global Vice President, our team now has members in each Unilever regional cluster of countries. They support the implementation of our Unilever Sustainable Living Plan (USLP) Fairness in the Workplace ambitions, including the implementation of the UN Guiding Principles on Business and Human Rights, our Responsible Sourcing Policy and Programme, and address the endemic business and human rights issues often found in global value chains.

Human rights at the heart of our RSP

Our Responsible Sourcing Policy (RSP) embodies our commitment to conduct business with integrity, openness and respect for universal human rights and core labour principles. It sets mandatory requirements on human and labour rights for suppliers who have a business relationship with Unilever - based on 12 Fundamental Principles that are closely aligned with our salient human rights issues.



Read more about how our RSP is helping us in Advancing human rights with suppliers and business partners. ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/](#))

Ensuring that grievance mechanisms are effective, trusted & used

Alongside worker representation, effective grievance mechanisms play an important part in hearing the voices of workers in our business and throughout our supply chain. This is the third element of the United Nations Protect, Respect and Remedy Framework and remains a vital focus of our work.

Grievance mechanisms open channels for dialogue, problem solving and investigation, and, when appropriate, providing remedy. We use grievance mechanisms to help us identify wider trends, so we can develop country-specific solutions and pre-emptive

actions to prevent negative impacts. Safeguarding the rights of everyone to raise a concern or grievance is vitally important and we will not accept any type of retaliation.

More information on our grievance mechanisms can be found in Advancing human rights in our own operations ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-in-our-own-operations/](#)), Advancing human rights with our suppliers & business partners ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/](#)) and our  Responsible Sourcing Policy (RSP (PDF | 9MB) ([/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf](#))) (PDF | 9MB) ([/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf](#)).

Willing to listen, learn & improve

We welcome stakeholders who contact us with their concerns and aim to be open in our response. We realise that in running a business of the size and scale of Unilever, we will not always get things right. We want to hear from people who have concerns, learn from our mistakes and make improvements that help us make a positive social impact.

It is an approach that is embedded in our business values – Our Code of Business Principles commits us to running our operations with honesty, integrity and openness. We aim always to investigate, understand and discuss any issues of concern and respond. Given our size and the long reach of our supply chain, some of the issues people raise are complex. That doesn't mean we shouldn't address them – but where issues are systemic or endemic, we don't claim to have all the answers, and often we need to work with others to resolve them.

We discuss some of the issues that stakeholders have raised with us on our website in What matters to you ([/sustainable-living/what-matters-to-you/](#)). These include stakeholders' concerns about a breach of our environmental operating guidelines at our former thermometer factory at Kodaikanal, India and over safety for women in our tea plantations in Kericho, Kenya.  Our work to advance human rights in Kericho is also discussed in our Human Rights Report 2017 (PDF | 10MB) ([/Images/human-rights-progress-report_tcm244-513973_en.pdf](#)).

Working with the OECD to resolve issues

We support the  OECD Guidelines for Multinational Enterprises (<http://www.oecd.org/daf/inv/mne/oecdguidelinesformultinationalenterprises.htm>), which provide voluntary principles and standards for responsible business conduct in a variety of areas, including employment and industrial relations. The Guidelines take the form of recommendations addressed by governments to multinational enterprises.

i The OECD's conciliation process

OECD National Contact Points seek to resolve issues through amicable discussion to the satisfaction of all parties involved – a process the OECD describes as conciliation.

If conciliation fails, complaints are referred to the second stage in the process – mediation – in which an independent facilitator takes a more formal role in brokering an agreement.

Should this also fail, the national contact point issues a statement or makes a recommendation. Inherent in the OECD process is an investigation of the facts in order to validate the substance of the complaint.

Between 2006 and 2009, four complaints were brought to Unilever's attention by the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF), all relating to our operations in India and Pakistan. These complaints concerned site closure (Sewri factory, India), freedom of association and collective bargaining (Doom Dooma, India), and the use of temporary and contracted labour at our factories in Pakistan (Rahim Yar Khan and Khanewal). A further complaint was submitted by the Turkish transport union TUMTIS in 2008.

The unions referred their complaints to the OECD's National Contact Points in the UK and Turkey for investigation. Each of these cases was resolved. Since these cases we have implemented a range of actions across our business, including the development of guidelines and training, a review of our use of contract labour, and more dialogue with our stakeholders.

Human Rights videos



> **Antoinette Irvine
on forced labour**

(//www.youtube.com/watch?v=7jhI7KgYjH4)

> **Javier Huerta on
freedom of
association**

(//www.youtube.com/watch?
v=qGbO_I_xHOw)

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human rights
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521391_en.pdf)

External links

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(http://www.ilo.org/wcl
-ed_protect/---
protrav/---
travail/documents/pub

☒ International
Labour
Organization
Conventions on
Freedom of
Association and
Collective
Bargaining
(http://www.ilo.org/dec
-en/index.htm)

☒ International
Labour
Organization
Conventions on
Working Time
(http://ilo.org/global/st
covered-by-
international-
labour-
standards/working-
time/lang--
en/index.htm)

☒ International
Labour
Organization
Convention on
Minimum Age
(http://www.ilo.org/dyr
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↳ Code of
Business
Principles and
Code Policies
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(/Images/code-
of-business-
principles-and-
code-
policies_tcm244-
409220_en.pdf)

☞ International
Labour
Organization
Conventions on
Worst Forms of
Child Labour
(<http://www.ilo.org/dyr/p=NORMLEXPUB:12>)

☞ International
Labour
Organization
Convention on
Forced Labour
(<http://ilo.org/global/st/covered-by/international-labour-standards/forced-labour/lang--en/index.htm>)

☞ International
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Organization
Convention on
Abolition of
Forced Labour
(<http://www.ilo.org/dyr/p=1000:12100:0::NO>)

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Advancing human rights with suppliers & business partners

Next >

Fair compensation

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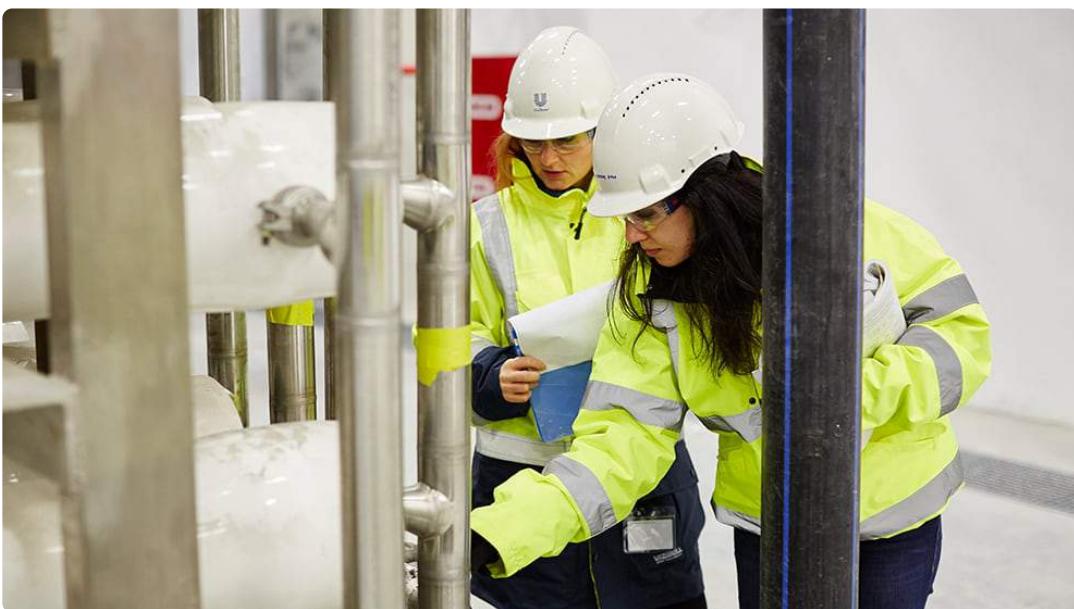
Fairness in the workplace

This work supports the following UN Sustainable Development Goals



Fair compensation

A skilled, motivated and engaged workforce is essential to achieving our growth ambition. Fair compensation is an important factor in achieving this.



Our Framework for Fair Compensation

If economic growth is to be inclusive and sustainable, workers need to receive fair compensation. Not only is this core to achieving the Sustainable Development Goals, it's vital to our ongoing success as a responsible, sustainable business.

As part of our Unilever Sustainable Living Plan (USLP), in 2014 we set ourselves the target of creating a structured way to define and assess how the elements of our compensation packages deliver fair compensation for our employees. The result was our Framework for Fair Compensation, which we finalised in 2015 and rolled out across our business in 2016. See Targets & performance ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/](#)).

i The principles of our Framework for Fair Compensation

Five principles underpin our [✓](#) Framework for Fair Compensation (PDF | 449KB) ([/Images/unilever-framework-for-fair-compensation-2015-final_tcm244-502647_en.pdf](#)):

1. Fair and liveable compensation
2. Market-based compensation
3. No discrimination in compensation
4. Performance-focused compensation providing alignment to our business
5. Open and explainable compensation.

We aim to achieve full compliance with these principles, by all our businesses across the world, by 2020.

For each principle, our Framework outlines how we should deliver fair compensation by listing a number of standards. We require each country business to report its status against the standards of our Framework each year, and where appropriate, country reports must include a remediation plan to rectify any issues of concern as soon as possible. This is how we make sure that if any country is falling short of our principles, we can take swift action to put a plan in place to rectify the situation.

A Living Wage for all employees

At the heart of our Framework is the principle of a 'living wage' – that is, one that gives our employees enough to "provide for their family's basic needs, for food, housing, education and healthcare as well as some discretionary income."

While what we pay employees in any country is generally based on that country's 'market' for similar jobs (that is, defined by objective analysis of independent pay market surveys), applying the living wage principle means that our lowest-paid employees should always receive pay that is fair and liveable. We audit compliance against this principle to ensure it is upheld.

We have worked closely with the  Fair Wage Network (FWN) (<http://fair-wage.com/>), an independent NGO which works to promote better wage practices. FWN have helped us develop our understanding of living wages, how many of our existing compensation arrangements deliver fair wages and how they fit in to our overall Framework for Fair Compensation. Since 2015, FWN have provided us with access to their global Living Wage database. This gives us an objective external source of the living wage amount for each of the countries (109) where we have employees.

While some of the national benchmarks need further development, we're using this database to assess whether the current fixed compensation paid to all our lowest pay grade full-time employees (including factory and non-factory employees) in each country is meeting our living wage standard. This standard means employees receive, at the very minimum, fixed and guaranteed levels of earnings that are above their country's living wage benchmark.

Checking our principles are upheld

By auditing for compliance against our Framework we can check that:

- fixed compensation is achievable without the need to work an excessive number of hours
- our country payroll processes deliver employees' full pay correctly and on time, every time
- we have no issues of unequal pay between genders.

In 2017 our checks revealed that 7,252 employees from 37 countries were receiving less than the living wage for their country, down from 9,987 across 34 countries in 2016. This is against an employee population of 161,000 in 2017. Remediation plans were put in place to increase pay for these employees so that they gain sufficient guaranteed fixed earnings to be above the living wage. See our  Human Rights Report 2017 (PDF | 10MB) (/Images/human-rights-progress-report_tcm244-513973_en.pdf) for more detail.

Spotlight



Promoting a Living Wage in the UK

We are a founding member of Mercer's Responsible Employer Forum, which aims to raise industry awareness on fair wage issues and share best practice on how multinational organisations can implement fairness in the workplace initiatives.

In the UK, Unilever became an accredited Living Wage employer in 2015. This is awarded by the  Living Wage Foundation (<http://www.livingwagemovement.org/>), a national charity that promotes the Living Wage. We believe that using this accreditation will help to raise the profile of the issue.

Putting fair compensation in place in Vietnam

Working with others has helped shape our Framework. For example,  Oxfam's 2013 report, Labour Rights in Unilever's Supply Chain (PDF | 2MB) (/Images/rr-unilever-supply-chain-labour-rights-vietnam-310113-en_tcm244-409769_en.pdf), highlighted a need to improve the compensation arrangements for the lowest level workers at our Vietnam factory. This was more than just the actual pay amounts and included ensuring the workers understood how their pay was set, what it covered, what benefits were available and clarifying whether they were direct employees or contractors.

The publication coincided with the launch of our global HR for Factories project to introduce consistent practices to how our factory employees are developed and importantly, how they are rewarded. This provided our Vietnamese leadership team with a template to identify how to make the necessary changes needed to address the issues highlighted by Oxfam.

Oxfam's follow-up report was released in 2016.  Labour Rights in Vietnam – Unilever's Progress and Systemic Challenges (<http://policy-practice.oxfam.org.uk/publications/labour-rights-in-vietnam-unilevers-progress-and-systemic-challenges-614926>) acknowledges the significant improvements made. See Working with others on Human Rights (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-in-our-own-operations/working-with-others-on-human-rights/) for more.

Sharing our principles with suppliers & partners

Through our  Responsible Sourcing Policy (PDF | 5MB) (/Images/slp-unilever-responsible-sourcing-policy-2014_tcm244-409819_en.pdf) (RSP), we also aim to extend the concepts of the Framework to the many organisations that supply our business with materials, services or contingent labour. Similarly, our  Responsible Business Partner Policy (PDF | 3MB) (/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf) sets out the employment terms we expect our network of distributors and sales agents to adopt.

Ensuring that fair wages are paid throughout our value chain remains a challenge, particularly as the cost of living rises. We are continuing to raise awareness of this issue with our suppliers and partners. When it comes to our RSP, we are focusing our conversations initially with our providers of temporary labour.

Over 2015–2016, audits of our RSP's fundamental principle 6 ("All workers are paid fair wages") showed 2,039 non-conformances. The majority of these were attributed to four factors: the lack of fair and equal wages for all workers; local legal requirements not being respected; payments to workers not being transparent; and records not maintained consistently.

A good example of the improvement audits can trigger is provided by one of our Turkish suppliers. The audit revealed inconsistencies between time records and production records, which meant normal and overtime working hours and payments could not be verified. To fix this, the supplier organised extra training for staff on correct procedures, ensuring better management oversight and control. This non-conformance was resolved and verified in a follow-up audit which confirmed that back-pay had been paid to the workers.

For more detail of our approach, see our [▼ Human Rights Report 2017 \(PDF | 10MB\) \(/Images/human-rights-progress-report_tcm244-513973_en.pdf\)](#).

Spotlight



Better pay for tea sector workers

While our employees in our own tea plantations are paid above a living wage, often progress on compensation in our extended tea supply chain can only be made through collaboration with others – collaboration that seeks to improve wages while ensuring the market remains competitive and respects anti-trust rules. We have significant influence in some of our own supply chains and can use our policies to catalyse change.

One example of this is in Malawi, where we are members of the Malawi Tea 2020 Coalition, which is aiming to revitalise the country's tea sector. In its first year, the Coalition helped to bring about a 20% rise in tea sector wages

following the first-ever collective bargaining agreement between the tea industry and the Plantation Union.

While there is much more to do, and Malawi's inflation rate threatens to erode pay increases in real terms, this is a significant step forward in a country where average wages in the rural economy are significantly below living wage levels. See our sustainable tea ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/sustainable-tea-leading-the-industry/](#)) section and our  [Human Rights Report 2017 \(PDF | 10MB\)](#) ([/Images/human-rights-progress-report_tcm244-513973_en.pdf](#)) for more detail.

See No discrimination in pay ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/no-discrimination-in-compensation/](#)) for details of how we're progressing the third principle of our Fair Compensation Framework.

Related links

- > Targets & performance
([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/](#))
- > Opportunities for women
([/sustainable-living/enhancing-livelihoods/opportunities-for-women/](#))

Downloads

-  [Framework for Fair Compensation](#)
PDF | 449KB
([/Images/unilever-framework-for-fair-compensation-2015-final_tcm244-502647_en.pdf](#))
-  [Human Rights Report 2017](#)
PDF | 10MB
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Understanding our human rights impacts

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Fairness
in
the
workplace

No discrimination in compensation

Avoiding a gender bias in pay is central to our ambition for fair compensation.



Discrimination of all kinds holds back individuals and our business – and it has no place in the culture we want to create in Unilever.

i Equal pay for equal work

We have a longstanding commitment to equal pay for equal work, which is one of five principles of our [Framework for Fair Compensation \(PDF | 449KB\)](#) (/Images/unilever-framework-for-fair-compensation-2015-final_tcm244-502647_en.pdf).

It's a key part of our commitment to developing an inclusive culture and respecting the contribution of all employees regardless of gender, age, race, disability or sexual orientation.

Our compensation structures are intended to be gender neutral, with any pay differences between employees in similar jobs fairly reflecting levels of individual performance and skill.

We review our pay structures in each country annually as part of our Framework's compliance process. If our analysis indicates any average pay differences between genders at a country or grade level (a 'gender pay gap'), we will support and identify opportunities to address gaps via our diversity and inclusion initiatives. This will help us achieve our ambition for our Framework for Fair Compensation to support full equal opportunities for all.

We also cascade the principles of our Framework to our suppliers through our [↳ Responsible Sourcing Policy \(PDF | 5MB\) \(/Images/slp-unilever-responsible-sourcing-policy-2014_tcm244-409819_en.pdf\)](#). Its Fundamental Principle 3 requires that "all workers are treated equally and with respect and dignity", which includes compensation. See [Advancing human rights with our suppliers & business partners \(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/\)](#). Our [↳ Responsible Business Partner Policy \(PDF | 3MB\) \(/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf\)](#) sets out the employment terms we expect our network of distributors and sales agents to adopt, including no discrimination.

Looking out for gender pay gaps

i What is the gender pay gap?

The gender pay gap is the average difference in pay between men and women, measured at a company level within a country. It's explained through various statistics and is influenced by a range of factors, including the demographics of a company's workforce.

Our analysis of the average pay gap between women and men – at a country level and at job grade level – helps us identify any areas of gender representation imbalance, such as in the types of jobs held by women compared to men. We use this information for targeted interventions to create more balanced gender representation wherever possible.

Explaining gender pay gaps: the importance of demographics

Our analysis on gender pay gap highlights a broad trend: a lower pay gap in those countries with a larger female Unilever workforce. How balanced the workforce is at each work level also has a significant impact on average pay differences. Average gender pay gap analysis therefore needs to be viewed in the context of a country's workforce gender demographics.

When we look at our worldwide business as a whole, in countries with more than 250 employees, the average female pay was 25% higher than male pay in 2017. This is largely due to demographics, with female employees often being in higher-paying,

white-collar roles. While there are often more men than women in these higher-paying roles, the average male pay is often reduced by high numbers of men in lower-paying, blue-collar roles.

For example, Singapore had 63% female managers in 2017 and a relatively solid gender progression upwards. However, the average female pay was lower than the male average because there are proportionately more males in director roles or above. This demographic raises the overall male average pay above the average for females. By contrast, Pakistan had only 1% female employees at blue-collar level. More women are in senior roles and the large male blue-collar population reduces the average male pay compared to average female pay.

As is the case in most businesses, we have historically seen proportionately more men progress to senior job levels compared to women, both at global corporate level and at individual country level. At the global corporate level, our average pay gap between genders at our executive (most senior) level was 9.3% in 2017. This is lower than in previous years, and primarily a result of our two highest-paid roles (Chief Executive Officer and Chief Financial Officer) being held by men. Length of service also contributes to the pay gap, with men typically serving longer.

Similar analysis across our management levels shows the average pay gap between genders is less than 3.8%. Our analysis at factory level for 2017 showed no significant differences in gender pay within equal roles.

Spotlight



UK gender pay gap

In December 2017, we published our [UK gender pay gap results for our UK business \(PDF | 5MB\)](#) (/Images/unilever-gender-pay-report-2017-final_tcm244-514178_en.pdf), in line with the UK Government's new Gender Pay Gap regulations.

Unilever UK's overall results are broadly balanced: the median hourly pay for women is 2.2% more than men. This compares favourably to UK median hourly pay where women earn 18.4% less than men.

These results reflect our UK-based workforce, in which women hold just over half of all management positions (up from 41.8% in 2010) and there are a large number of men who work in non-managerial factory roles.

The difference between gender pay gap & equal pay



Louise Sutton, Global Equity & Reward Manager in our HR function, explains gender pay gap is not a measure of equal pay.

“Gender pay gap is high-level diversity indicator of whether a company has a gender-balanced workforce. To understand this we believe it's useful to have clear definitions of equal pay and gender pay gap.

Equal pay is about ensuring there is no pay difference between genders doing the same job. Gender pay gap is the average pay difference between genders at a company level within a country.

Just because a gender pay gap exists at a company level, it does not mean that female employees are paid less than male employees at a grade or individual job level. The gender pay gap simply shows that the company average pay is different between the genders.

Even if a company has a rigorously applied equal pay reward practice, there could be a company level gender pay gap showing the average female salary is lower than the average male. This could be due to gender demographics.”

Advocating equal pay for women

We believe that reducing the average pay gap across society between men and women is a crucial part of fair compensation.

On Women’s Equality Day in August 2016, we joined 29 companies in signing the White House Equal Pay Pledge. For our US business, this pledge means we will conduct an annual gender pay analysis, review hiring and promotion processes and procedures to reduce unconscious bias and structural barriers and embed equal pay.

These measures reaffirm our commitment to the advancement of women's economic inclusion as a business priority – see Opportunities for Women ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/](#)) for more details.

“ Unilever continues to be vocal about the equality of women in the workplace. By signing the White House Equal Pay Pledge, we remain committed to reviewing our policies and ensuring Unilever is a leader in providing benefits that empower women at work. ”

Mike Clementi, our Vice President of Human Resources, Unilever North America

Related links

- Targets & performance ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/](#))
- Opportunities for women ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/](#))

Downloads

- Framework for Fair Compensation PDF | 449KB ([/Images/unilever-framework-for-fair-compensation-2015-final_tcm244-502647_en.pdf](#))
- Human Rights Report 2017 PDF | 10MB ([/Images/human-rights-progress-report_tcm244-513973_en.pdf](#))

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Fairness in the workplace

This work supports the following UN Sustainable Development Goals



Improving employee health, nutrition & well-being

We protect and promote the health, nutrition and well-being of our employees so that they can enjoy fit and healthy lives at work and at home.



Helping employees be the best they can be

We aim to support our employees to be the best they can be. This includes giving them tools to promote, maintain and enhance their health so they can maximise their fitness and, at the same time, improve their capacity to work safely and effectively. This benefits the individual and our business.

Our global strategy for Medical and Occupational Health has two core elements:

- health promotion – to promote, maintain and enhance the health of our employees, maximising their wellness and enabling them to work safely and effectively. Examples include our focus on tackling HIV/AIDs in Africa, and our company-wide focus on physical and mental well-being
- health protection – to protect our employees from work-related hazards to their health, including in our manufacturing facilities, ergonomically or while travelling.

We bring our strategy to life through targeted health promotions and health protection programmes, including our flagship Lamplighter programme and our global Well-being Framework.

We take a holistic view of well-being

We've defined holistic well-being as a sustainable state of feeling good and functioning well, as a 'whole human'. Well-being unleashes the energy in our people to drive sustainable performance. In 2014 our Global Well-being Steering Committee created a four-pillar Well-being Framework to address the physical, mental, emotional and purposeful well-being of our employees. The Framework guides us in tackling the health risks we've identified across our business. The top three of these are:

- mental health
- lifestyle factors (for example, exercise, nutrition, smoking and obesity), and
- ergonomic factors (for example, physical health issues such as repetitive strain injury).

Our well-being strategy includes creating a working environment that is supportive of employees' personal lives, while meeting our business needs. One of the ways we do this is through 'agile working'. This means providing our colleagues with safe, adaptable working practices and technology, allowing them to perform their job anywhere, at any time, as long as the needs of the business are met. We offer more formal flexible working arrangements, too, such as job-sharing and flexible or reduced hours. Read more on agile working in [Cutting office impacts \(/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/reducing-office-impacts/\)](#).

Our strategy also includes planning to respond to pandemics, when taking care of our employees' health becomes even more crucial for protecting individuals and business continuity alike.

i Our programmes for addressing occupational ill-health include

- the prevention of work-related illness and occupational diseases
 - ergonomics in the workplace
 - environmental health
 - protection from noise
 - enzyme-related surveillance, and
 - the delivery of occupational health for factory workers through our Manufacturing Excellence programme.
-

The potential of purpose

We believe that people are better able to perform and unlock their potential when they can live and work ‘with purpose’. Defining their individual purpose helps employees see meaning in their work and home life and contributes to greater resilience and well-being, enabling them to perform at their best. We also see purpose as a driver of an ‘owner’s mindset’ – where employees work with an entrepreneurial spirit and feel a strong sense ownership. And we’ve found it builds empowerment and collaboration within and between teams too.

According to research among consumer companies by executive search consultancy Korn Ferry:

“ “Purpose-driven companies with humanistic values outperformed the S&P 500 by 14 times over 15 years. People with a positive, energizing purpose tend to be focused, optimistic, and successful. Great purposes inspire both people and organizations to do great things.” **”**

People on a Mission Report, Korn Ferry, December 2016

In 2017 we developed our People with Purpose initiative and workshop to bring this potential to life.

“To build an organisation that creates sustainable value, we need people with sustainable energy, engagement and resilience.”

Tim Munden, Chief Learning Officer



Tim continues: “Research continues to show that people whose purpose is fulfilled by their work are more physically and emotionally resilient. They are also more engaged and much more likely to stay. We need all the energy and resilience we can to create transformational change through our business. Helping our people discover their purpose is key to achieving this.”

Although 2017 was the first year of this initiative, around 10,000 employees have already taken part in our Purpose workshops. They've been received with great enthusiasm, with employees saying they found them hugely valuable, would recommend them to other colleagues, and would use what they've learned in their job.

As one workshop participant said: “This session was very useful in articulating who you are as a person and what drives you. It's by no means a piece of cake, be prepared for a lot of deep reflection. It is challenging to uncover or arrive at key “aha” points but once you get them – it's quite rewarding.”

Well-being for new mothers

Ensuring that new parents receive proper support is an important part of improving employee well-being and achieving our ambitions to be a diverse and inclusive business. In 2017, we introduced our Global Maternal Well-being Standard, which among a range of principles makes sure every new mother everywhere in the business receives at least 16 weeks' paid maternity leave. This has resulted in an increase in maternity leave in over half the countries where we operate.



16

Our new worldwide standard is at least 16 weeks' paid maternity leave

More details of the Standard and our Maternity and Paternity Support (MAPS) programme are in Advancing diversity and inclusion (/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-diversity-and-inclusion/).

Evaluating the impact of our health & well-being initiatives

Lamplighter is our worldwide programme for improving employee health. In 2017, it covered 74 countries, reaching around 75,000 employees (see Targets & performance (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)).

Programmes such as this have important short- and long-term health and business benefits. In the short term, we expect to see healthier, more motivated and more productive employees, with lower levels of sick leave. We aim to have more conversations about well-being and support our employees to work towards improving their well-being. We see the long-term benefits as achieving a sustainable workforce with long-lasting good health, happiness and purpose for our colleagues. And for our business, we see lower healthcare costs, which in turn also contribute to reducing the burden on public healthcare.

We evaluate the impact of our programmes by measuring health risk factors at country level over a three-to-five-year period, giving us feedback on what needs to improve and how we can provide bespoke interventions. We also measure the frequency of work-related illness per million hours worked. We've developed an interactive self-audit tool for our country teams to assess and monitor health data. This in turn helps them make the right decisions for their business, in alignment with our global Well-being Framework. The assessments also feed into our annual Global Health and Well-being Awards.

Good health is good business

We've commissioned multi-year studies to evaluate the return on investment (ROI) of our health programmes. These analyses examined risk prevalence data across ten lifestyle-related risk factors from 2008 to 2017. We also looked at data around programme participation, programme investments, and median annual compensation – which we used to determine productivity savings associated with changes in risk prevalence.



1:2.44

Return on investment in our Lamplighter programmes

Our aggregated results show that for every €1 we spend on Lamplighter programmes, we see a return of €2.44 – indicating that good health really is good for business.

Related links

- > Our employee health programme (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/our-employee-health-programme/)
- > Tackling HIV/AIDS (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/tackling-hiv-aids/)

aids/)

- > Targets & performance (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)
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Building a safer business

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We're always looking to connect with those who share an interest in a sustainable future.



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Our employee health programme

Lamplighter is our global programme for assessing and improving four modifiable risk factors – physical health, exercise, nutrition and mental resilience.



Lamplighter is a core part of our Well-being Framework as it provides structure and guidance on how to develop strategic initiatives around physical and mental health. This means each of our country businesses can provide support to our employees in the most locally appropriate way, such as guidance on managing long-term health conditions, diabetes, HIV or musculoskeletal concerns.

Specific goals for Lamplighter include:

- ensuring that Lamplighter is in place in all countries with 100 or more employees, which we aim to achieve by 2020
- addressing local health risks and establishing local and national health improvement plans with partnerships between occupational health and our human resources and supply chain teams.

i Independent recognition for Lamplighter

2015

Global Healthy Workplace Award for the large enterprise category, Brazil

2016

Global Multinational Healthy Workplace Award (global achievement)

People Investor Award, Russia

National Business Group on Health Award, North America

2017

BUPA–Business in the Community Well-being Award – UK & Ireland

Special Corporate Health Award in the category of Healthy Nutrition – Germany

HR Professional and Boussias Communications Workplace Wellbeing Award – Greece

Promoting mental well-being

There is increasing recognition of the need for mental well-being. Its importance to individuals and to society as a whole cannot be overlooked. According to the World Health Organization¹, depression is expected to be the leading disease burden globally by 2030.

For the first time, world leaders are recognizing the promotion of mental health and well-being, and the prevention and treatment of substance abuse, as health priorities within the global development agenda. In 2015, mental health and substance abuse was included in the UN's Sustainable Development Agenda (within Sustainable Development Goal 3 on Health and Well-being). This is likely to have a positive impact on communities and countries where millions of people will receive much needed help.



Estimated cost to the global economy of poor mental health by 2030²

While our business has long appreciated the value of a healthy workforce, today attitudes to mental health have changed radically. It's become one of our top three health issues and is rightly high on the agenda across society too.

Changing times, changing attitudes

- > A snapshot of the last eight decades of mental health in Unilever

We're committed to promoting mental health within our business, and beyond. In 2016 we became founding corporate partners of Heads Together in the UK, an initiative that combines a campaign to tackle stigma and change the conversation on mental health, with fundraising for a series of innovative mental health services. Twice a year, we promote mental health-specific communications for employees, including on World Mental Health Day in October.

Promoting the mental well-being of our employees is a vital element of our Lamplighter programme, which recognises that mental health is especially important in times of change or uncertainty. By listening and responding to the emotional needs of our employees, we give people a better chance of fulfilling their potential. We've identified four elements that need to be in place to promote mental health initiatives:

- leadership and management
- communication and culture
- scoping resilience, managing pressure
- support.

¹ World Health Organisation, 2011 http://apps.who.int/gb/ebwha/pdf_files/EB130/B130_9-en.pdf (PDF | 48KB) (http://apps.who.int/gb/ebwha/pdf_files/EB130/B130_9-en.pdf)

² Scaling-up treatment of depression and anxiety: a global return on investment analysis, *The Lancet Psychiatry*, 2016 [http://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366\(16\)30024-4/fulltext](http://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366(16)30024-4/fulltext) (PDF | 45KB) (http://apps.who.int/gb/ebwha/pdf_files/EB130/B130_9-en.pdf)

A tectonic shift in attitudes to mental health



Dr Thirumilai Rajgopal – Dr Raj
*Vice President of Global Medical and
Occupational Health.*

He recognises it's crucial to support employees' mental well-being.

"Asking for help is the most important thing individuals can do when it comes to mental health. That's why we've put a strong emphasis on ensuring that our employees are aware of our support and resources on all aspects of their well-being, and how to contact our assistance programmes. We ensure that employees are only one conversation, one click or one call from the help and support they need."

Across society, we're experiencing a tectonic shift in people's attitudes to mental health and well-being as mental health is acknowledged as a serious and growing problem. Of course, people still face difficulties in overcoming cultural and social stigma associated with mental health, but we're creating a culture where mental health is actively discussed, managed and understood. The role of our senior leadership and their willingness to share their personal stories on the topic of mental well-being have been pivotal to the success of this programme.

Now we're seeing how this approach is having an effect. While our Occupational Illness Frequency Rate (OIFR) has increased compared to 2016, paradoxically I am comfortable with this feedback, since it reflects better reporting systems being put in place as a direct consequence of an increase in employee awareness of mental health issues – and their comfort in reporting them. This has helped us to provide appropriate support to our employees. It strengthens the adage "if you can't measure accurately, you can't provide the support needed."

We've always been a business that sees it as our fundamental responsibility to promote and enhance the health of employees – and if our people are the best they can be, then that's good for our business too."

Easy access to support and training

Everyone employed by Unilever should be just one conversation, one phone call or one click away from support.

Spotlight

#1CHAT 1CALL 1CLICK

One conversation, one phone call, one click

Behind this simple statement is a range of options which include access to counselling services and employee assistance programmes that also extend access to family groups.

Employees can access online training on mental health and we have also developed a personal resilience assessment and training tool. Alongside this, we've set up a global partnership to provide mindfulness training.

As part of our initiatives in the UK, we've trained some employees to become 'mental health first aiders'. Our first aiders are points of contact who can share a first conversation or guide someone in accessing a range of professional help. They're valuable in identifying early help for those who may be on the verge of developing a mental health issue. Another UK innovation is our new well-being app, which we piloted in 2017. This is an example of our "#1chat1click1call" commitment and offers employees 24 hour-a-day support in choosing the best available source of help or guidance.

Making time to talk

Suicide has a devastating impact on individuals and families across Ireland, which has the second highest youth suicide rate in Europe. There remains a stigma around the topic of suicide and self-harm, and Irish people don't talk openly about mental health issues.

In 2017, for a second year, our Lyons Tea brand formed a partnership with Pieta House (<http://www.pieta.ie/>). This is a national charity that provides free counselling and support services for those suffering from suicidal thoughts, self-harm or bereavement. Since Pieta House first opened their doors, they have helped over 29,000 people, including nearly 6,000 people in 2017 alone. And 25% of those helped were under 25 years old. Research also shows that around 135 people are impacted by every life lost to suicide.

Through tea, which is often at the heart of conversations, we can encourage people to talk about their mental health and direct them to a place where they can receive help if they need it. To coincide with World Mental Health Day on 10 October, we launched limited edition packs of our Lyons 80s Original which included a tear-out card on Pieta House and the work that they do. Lyons also donated 10c to Pieta House for every pack purchased. With the funds raised through these donations, Pieta House was able to provide 1,305 hours of counselling.

We also carried out some research to uncover the mindset of Irish residents when it comes to mental health. Amongst the findings we discovered that just over half of adults (52%) say they always make time to speak with someone when they need to, while 48% say they should make more time to talk. To amplify our message we created a five-week national radio campaign '#Timetotalk' across Spin 1038 & iRadio. The campaign included 132 broadcasting hours dedicated to mental health.

Following our campaign, consumer research showed that 84% of adults rated the fit between Lyons and Pieta House as excellent or good (77% in 2016). 84% of all adults agreed it was beneficial in raising awareness of suicide prevention (78% in 2016), and 81% said it made them more aware of the services of Pieta House (71% in 2016).

Helping our employees thrive

Today's fast-paced and rapidly changing world is exciting, but can also be stressful. We want our employees to understand their holistic health status; if we can help motivate them to reduce their well-being risks and adopt healthy habits, they'll have the skills to thrive and work more sustainably.

That's the thinking behind our Thrive well-being workshops. In tandem with Lamplighter's health checks and advice, we use them to bring to life the four pillars of our Well-being Framework (physical, emotional, mental and purposeful well-being). During the workshops we explain each of the pillars as a battery of energy that needs to be charged and used safely, as well as replenished and cared for in a sustainable way.

The workshops also engage senior leaders, as they play an important role in demonstrating, supporting and empowering leadership behaviours. We know that employees often follow behaviour patterns set by managers, so this engagement with leaders from across the business allows us to demonstrate that the Well-being Framework is not just theoretical, but a vital contribution to our way of operating sustainably. Over 2015-2017, around 50,000 employees have taken part in our Thrive workshops.

In 2017, we developed short videos to train people in what we call 'healthy performance habits' – ie keeping work and life in balance. These are available on our intranet and cover adaptability, collaboration, demands and pressure, emotional energy, empowerment, energy recovery, experimentation, focus and purpose.

“ The Thrive workshop was a good moment for me to take a look at different areas of my life and see how they all come together. Do they work well together? Are there any patterns that need change? That really added a lot of value. ”

Thrive workshop participant, 2017

Related links

- Tackling HIV/AIDS (</sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/tackling-hiv-aids/>)
 - Monitoring our safety performance (</sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/monitoring-our-safety-performance/>)
-



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Tackling HIV/AIDS

HIV/AIDS has an impact on our business, not only in terms of our own employees but also in wider socio-economic terms in many of our markets.



In recent years, advances in health interventions have reduced the incidence of HIV/AIDS. In 2016, 1.8 million people became newly infected with HIV, a drop of 20% since 2013.

Measures such as behaviour-change campaigns, condom use and prevention of mother-to-child transmission have all helped. But still HIV remains a huge problem and we have seen the reality of people with HIV/AIDS presenting at our company clinics, particularly in Africa, often with devastating consequences for individuals and communities.

We formulated our first policy on HIV in 1989. Since then we have maintained our resolve to combat the disease not only in our workplace but also in wider society through the use of partnerships. We've had some



36.7

m

People are living with HIV/AIDS



30%

Don't know they have the virus

success in our workplaces in Africa where the incidence of HIV is now below the average and the mortality rate has dropped by up to 50%. But we know we have more to do.

Our approach to HIV/AIDS

Our HIV/AIDS programmes are an integral component of our medical and occupational health strategy and are a priority for our business. We revised our HIV/AIDS policy in 2016. This means it now embraces the principles and recommendations set out by the International Labour Organization (2010) and the UN High Level Meeting (2011), and is based on human rights ethics in accordance with the UN High Level Meeting on Ending HIV (2016).

i What do our occupational health strategies cover?

- access to primary healthcare
 - protecting health in the workplace
 - ensuring medical fitness for the job
 - actively promoting health and well-being.
-

Our company-wide standard of healthcare reinforces our commitment to the care and protection of employees living with the disease and to help prevent new infections. The standard underpins our approach to prevent discrimination against employees based on HIV status and to offer care and support when needed. It's based on the principle of treating HIV/AIDS similarly to any other chronic disease and providing appropriate steps to combat it. To this end, we've integrated our HIV/AIDS programme into Lamplighter (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/), our global health and well-being programme.

The key inputs to our HIV/AIDS programme in Africa include:

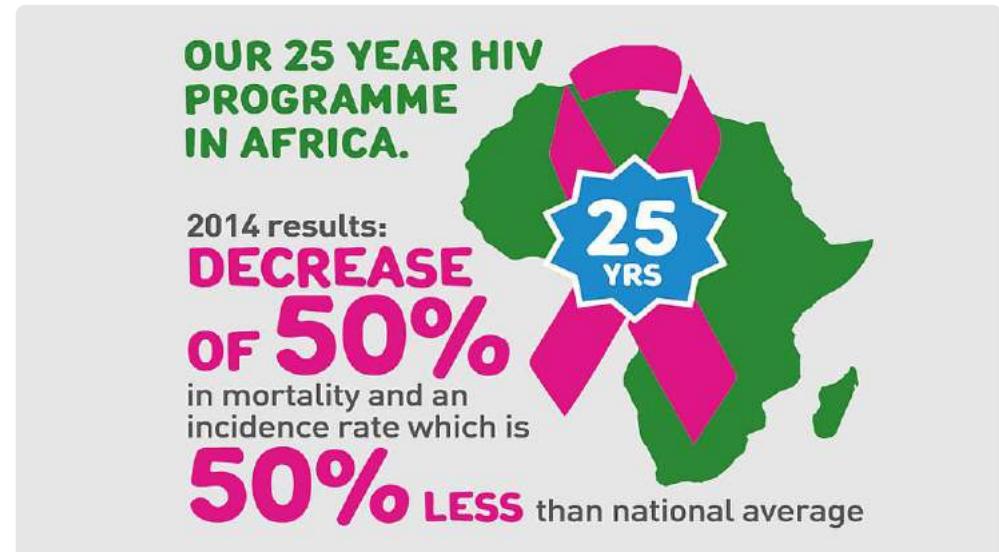
- spreading awareness, information and education through employee 'peer group educators' and by training management groups in the latest developments
- voluntary counselling and testing by healthcare providers
- condom distribution for all employees
- providing anti-retroviral treatment based on World Health Organization guidelines
- monitoring treatment adherence and viral suppression
- treatment of TB and other opportunistic infections
- promotion of male medical circumcision.

In the case of pregnant women, we help with treatment to prevent mother-to-child transmission. These policies are aligned with the key principles of the International Labour Organization (ILO) Code of Practice on HIV/AIDS.

Assessing the impact of our programmes

Our first local HIV programme started more than 25 years ago in the form of a life-threatening disease policy in South Africa. We went on to develop a roadmap for implementing a comprehensive programme across all our sites, using global and local business coalition networks to substantially increase testing and treatment in Africa.

Spotlight



The results of our HIV programme in Africa

In 2010 we revised our roadmap to include the latest technologies, treatments and prevention-campaign methods, tailored according to the HIV/AIDS risk in different countries. In 2012 our results were published and shared with leading HIV/AIDS experts to gain insight into our future strategy.

We published a [25-year review of our efforts \(PDF | 7MB\)](#) in 2014. As Doug Baillie, our Chief Human Resources Officer at the time, said:

“As we look back, we can see we have made progress and we are pleased to report a 30–50% drop in mortality across our sites, with an incidence rate that is at least 50% less than the national average.

“Mother-to-child transmission has dropped to under 1% due to treatment for all, and the quality of life of our employees and families has improved through our Lamplighter programme.”

Recognising the ongoing need for care of HIV/AIDS, he also acknowledged that “more needs to be done in the workplace and we are committed to the ILO’s recommendation of getting to zero new infections, zero discrimination and zero AIDS-related deaths”.

Working with others to drive change

We're one of the founding members of the Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria (GBC). We work closely with a range of other international organisations, such as UNAIDS, PEPFAR, USAID, WHO, the World Economic Forum, the Gates Foundation and the WWA (Workplace Wellness Alliance) as well as the Institute for Health and Productivity Management. In the spirit of sharing our learning, our programmes are available as models on the GBC and the Global Health Initiative websites.

We believe it's important to mark World AIDS Day each December. Our sites contribute to awareness campaigns using a combination of the GBC, UNAIDS and WHO on HIV/AIDS campaign materials and local NGO and government messages.

Related links

- > Targets & performance (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)
- > Improving employee health, nutrition & well-being (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/)

Downloads

- ✗ Unilever HIV/AIDS: 25 Years of Experience PDF | 7MB (/Images/unilever-hiv-aids-25-years-of-experience_tcm244-481139_en.pdf)

External links

- ✉ Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria (GBC) (<http://www.gbchealth.org>)

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[Contact us >](#)

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Fairness in the workplace

This work supports the following UN Sustainable Development Goals



Building a safer business

We want to grow our business responsibly. That means safety is a non-negotiable commitment, shared by everyone at Unilever.



Safety is about people - and we all play a part

Facts and figures are a vital tool for measuring safety and driving the progress we continue to see in our business – but they do not tell the full story. Behind any set of safety statistics are real people, who should be able to live and work free from the risk of injuries or accidents. These rights are echoed in the UN's Sustainable Development Goals (SDGs).

SDG 3 on Good Health and Well-being flags the need to halve road deaths and injuries by 2020, while SDG 8 on Decent Work and Economic Growth highlights the need to protect labour rights and provide safe and secure working conditions. None of this can be achieved without working in partnership (SDG 17).

Our approach to safety begins with the recognition that our business has a responsibility, not only to our 161,000 employees who make the products we sell in more than 190 countries, but also to all the people and communities we work with and among. It's a moral obligation that's captured in our Code of Business Principles - and a business imperative too, since our commercial success depends on the trust people place in us.

Accountable leadership and a strong policy framework are critical, and we describe them below. But a true safety culture is not delivered exclusively from the top down. Instead, it relies on everyone working together in a culture where the protection of all is non-negotiable. It is this principle that underpins our Unilever safety mission.

i Our Code of Business Principles and our Safety Mission

Our Code of Business Principles commits us to provide safe and healthy working conditions for all employees. And our Code Policy on Occupational Health and Safety spells out what employees must and must not do to 'live the Code.'

Our Safety Mission: Through authentic leadership, to build an interdependent safety culture that protects the well-being of our employees, visitors, contractors and assets, and delivers on responsible growth.

As well as being a target within the Unilever Sustainable Living Plan, health and safety is one of our eight salient human rights issues, and we are committed to improving safety throughout our value chain. More details on the work we do with our suppliers to drive up safety standards through our Responsible Sourcing Policy and Responsible Business Partner Policy can be found in our [Human Rights Report 2017 \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf) and Advancing Human Rights with suppliers & business partners (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/).

Towards an interdependent safety culture



RS Ravi, Group Safety Director.

"I think of safety as being at the heart of the Unilever Sustainable Living Plan's (USLP) vision. You cannot have holistic, responsible growth unless you care about people, and that means making sure those people go home safely to their families every day." This is the firm belief of RS Ravi, our Group Safety Director.

The safety culture has come a long way since I first became a safety practitioner, 33 years ago – and even since I joined Unilever, as the business began to implement its USLP. More and more, we've come to see how safety is interconnected with every part of the business – and indeed with the people in our supply chain and the communities around us.

We have more we need to do to reduce injuries and fatalities to zero, and there are always fresh challenges, such as when Unilever acquires new businesses which we need to bring in to our way of working. But the commitment of everyone in the business to safety, driven by our most senior leadership, has meant that we've built a culture in which people take responsibility for their own safety. As a result, we've seen significant progress in reducing injuries.

Now we need to move the whole business further towards what we safety practitioners call an 'interdependent' safety culture. That means that everyone works together because they share a belief that our vision is attainable: zero injuries and fatalities."

We are reducing injuries – but there's more to do

Thanks to the dedication and effort of people throughout Unilever, we've made progress against the target to reduce injuries we set ourselves in the Unilever Sustainable Living Plan in 2010. We first met this target in 2013, seven years ahead of schedule. Our target remains challenging, however, and we will only continue our progress by remaining vigilant throughout our business.

In 2017, we continued to reduce our accident rate, see Targets & Performance ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/](#)). The progress we've made was through visible leadership, the positive behaviour of our people, the design of our plants, facilities and products, and by implementing safe systems and procedures throughout Unilever.

But there is no such thing as a 'tolerable' level of accidents. The only acceptable aim is zero accidents.

i Vision Zero

The right to a safe and healthy work environment is non-negotiable. We are transforming safety with our Vision Zero strategy which underpins everything we do as a business. It aims for:

- zero fatalities
 - zero injuries
 - zero motor vehicle accidents
 - zero process incidents
 - zero tolerance of unsafe behaviour and practices.
-

One fatality is one too many

We are sorry to report that we lost one of our colleagues through a road accident in Mexico in 2017. Accidents of this kind are what our procedures and policies are intended to prevent, and we are sharing the lessons from this sad incident across the business.

How we're making people safer

Throughout our business, we're building on the culture we've created over many years by adding capability, building professionalism and reinforcing leadership responsibility.

i Our safety programme

In 2017, we continued to strengthen the pillars of our safety programme, described in detail in Making our safety vision a reality ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/making-our-safety-vision-a-reality/](#)):

- prioritising safe travel and transport
 - behaviour-based safety
 - process safety
 - machinery safety
 - contractor and construction safety.
-

Accountable, responsible, visible - our approach to leadership

Our commitment to safety comes from the most senior levels in our organisation, including our CEO. Ultimate responsibility for our safety performance rests with the Unilever Leadership Executive (ULE). The Chief Supply Chain Officer is a member of

the ULE and is charged with ensuring that safety is championed as a regular part of the ULE agenda.

In addition to regular reviews among the ULE, the Unilever Board's Corporate Responsibility Committee also reviews a safety progress scorecard and conducts regular in-depth discussions with our Safety leaders. This level of review and analysis of our performance ensures that safety gets the attention it needs to become embedded in the organisation.

Helping our leaders 'walk the talk'

Our training programmes aim to ensure our leaders understand and implement the safety culture we want to create. In 2016, we introduced a mandatory safety training programme for all Unilever leaders who manage a team. The training is designed to give them the skills and knowledge they need to ensure that everyone on their team gets to go home safely every day. It underlines the importance of them 'walking the talk' on safety, every minute of every day.

Our safety policies and standards

We believe a safe working culture has to be founded on clear policies and standards that everyone understands.

i Our Health and Safety Policy

Our global Health and Safety Policy and Mandatory Standards are based on the international standard OHSAS 18001.

They guide our management systems, along with Mandatory Standards and Best Practice Guidelines on individual aspects of health and safety. All these are made available to all Unilever locations worldwide through our intranet.

We also collate safety data from each of our sites to give us an overview of our performance and ensure we continue to use best practice at all times. This information is shared globally through our Safety, Health and Environment (SHE) team members, who work closely with their local leadership teams.

The local teams are supported, in turn, by our senior health and safety professionals who meet regularly as the Unilever Group Safety and Health Leadership Team. Their role is to:

- advise the leadership team on areas of focus and recommend and support specific improvement projects
- review progress against targets and recommend remedial actions
- follow up on serious incidents and ensure lessons learned are shared and adopted
- share best practice and support local SHE teams.

Building a safer value chain

Our business depends on thousands of people in our supply chain – and they have just as much right to a safe workplace as our employees. We aim to drive up safety standards throughout our supply chain through our [Responsible Business Partner Policy \(PDF | 3MB\)](#) (/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf) as well as our [Responsible Sourcing Policy \(PDF | 9MB\)](#) (/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf) which makes providing a healthy and safe workplace a mandatory requirement for suppliers.

Details of the findings of our third-party audits of suppliers and the work we do with suppliers to remediate health and safety issues can be found in our [Human Rights Report 2017 \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf).

Related links

- > [Making our safety vision a reality \(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/making-our-safety-vision-a-reality/\)](#)

- > [Monitoring our performance \(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/monitoring-our-safety-performance/\)](#)

- > [Targets & performance \(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/\)](#)

[**< Previous**](#)

Improving employee health, nutrition & well-being

Next >

Advancing human rights in our own operations



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Making our safety vision a reality

We'll achieve Vision Zero when no one is harmed in the course of Unilever business. To get there, we assess the risks attached to all our activities and develop programmes to tackle them. In 2017 we continued our focus on safe travel in vehicles, behavioural safety, machinery safety, process safety, and construction and contractor safety.



Making the roads safer, for us and for others

Our business couldn't succeed without people driving on our behalf – and sharing the roads with the people around us. We have a responsibility to ensure that our employees keep themselves and the public safe when they are behind the wheel. And the need to reduce road injuries and deaths has been recognised as a worldwide priority in the UN's Sustainable Development Goal 3 on Good Health and Well-being.

i Safe Travel in Vehicles

We put our Safe Travel in Vehicles Standard into action with the help of our new Safe Travel Roadmap, introduced in 2016 to give drivers step-by-step guidance. The Roadmap also enables local managers to design robust programmes tailored to the risks and conditions on the roads their employees are using. Our approach reflects the reality that road safety standards and other conditions vary from market to market.

Alongside policies and standards, technology plays an important role too – whether by delivering online training, or through the use of ‘telematics’ (also known as ‘black boxes’) to track and record driving behaviour and promote safe driving techniques. Every country tracks safe travel through a range of parameters, such as driver training or mileage.

In 2017 we introduced a new tool for high and medium risk countries – our Airsweb Safe Travel Module. We use it to ensure that all drivers complete their obligatory defensive driving training courses, report any safety incidents, track driver mileage and make the best of route risk assessments.

“ Our innovative Safe Travel Module is a practical, hands-on tool to help people get home safely at the end of each day.

For example, in a number of countries, it’s our established practice that drivers check information about the route they’re planning to take and then make a risk assessment. The result might be that they take a different route – one that might be longer, but is safer because of traffic or road conditions. In some countries, our risk assessments might lead to wider travel rules – like no night-driving which we apply in Africa where the roads are particularly dangerous in the dark. ”

Zakhar Boyarintsev, Group Safety Manager

These efforts are starting to pay off: in 2017 we saw a 50% reduction in road-related collisions resulting in employee injuries – from 26 to 13 accidents. But there’s still more to do to reach our vision of zero accidents.

We understand that violations of the rules need to be addressed fairly and objectively. Countries have ‘consequence management policies’ in place aligned with local legislation and frameworks. This means that we can impose a range of disciplinary actions on those responsible for poor safety oversight – which can include dismissal in the most serious cases.

Safer behaviour, safer people

Guidelines and policies on their own do not achieve a safe working environment. People's safety depends to a large degree on how they, and the people around them, behave. That's why one of our biggest areas of focus is on behaviour-based safety (BBS) which is part of our World Class Manufacturing Programme (WCM).

WCM is the continuous improvement system we use in our manufacturing sites. It's implemented through a structured, step-by-step approach that drives extensive involvement by our employees and a set of rigorous behaviours. WCM's safety pillar is built on behaviour-based safety principles. We've made sure these are well-defined and articulated as they're the non-negotiable foundations of the way we work. Using these company-wide foundations, sites develop tailored plans that drive continuous improvement at each site.

By taking this approach, we can create a solid and consolidated safety culture across all levels of our organisation. As a result, a fifth of our 'mature' (most advanced) sites have demonstrated a dramatic reduction in accidents of over 40% (measured as Total Recordable Accident Frequency over 2013–2017).

Our leadership team receives mandatory training on the importance of WCM, and we expect leaders to 'walk the talk'. We remind our employees that we're all responsible for making good choices when it comes to the safety of ourselves and others. That's whether people work in a factory, an office or elsewhere. Our Make the Right Choice communications campaign underlined this message in 2017 with a renewed emphasis on the importance of individual decision-making.

Office = safe. Factory = hazardous. Right? Wrong!



Muhtesem Edis, our SHE and Security Director based in Turkey, describes how our Make the Right Choice campaign is making our workplaces safer.

"Most people assume that safety is an issue just for our factories. That's just not the case!"

Slip, trip and fall (STF) incidents can happen anywhere – and they're potentially very serious. In the worst case, a slip can result in life-changing injuries, and sadly sprains and strains, bruises and concussions, fractures and dislocations are all too common. Far from being exclusively a 'factory' problem, just over a quarter of the STFs in our business happen on non-manufacturing sites, which include offices, R&D and distribution sites. Between 2014 and 2016, the number of STFs in our business grew, peaking at 247 in 2016 – so we knew it was an area that needed urgent improvement.

Often inattention or distraction is the reason for these accidents – rushing or carrying too many items so we don't hold the handrail when using the stairs. Broken items can be replaced, but our people can't.

Our Make the Right Choice campaign brings home to people the importance of good decisions in every working environment, with the result that we saw a steady reduction of incidents in 2017.”

Encouraging progress on process safety incidents

Process safety is the way we manage our production by applying good design principles, engineering, and operating practices from the very beginning of a project.

We drove our 2017 process safety improvement through three main routes:

- We improved our people's qualifications through the launch of our Process Safety Competent Operator / Leader programme, making them part of people's career development.
- Our Global Process Safety Team assessed and classified all Unilever manufacturing sites so we can develop our risk-based approach and target our audits.
- We continued to work with partner firms in the Safety to Win programme, launched in 2016.



46%

Reduction in process safety incidents in 2017 v 2016

What is 'process safety' – and why does it matter?



Jonathan Jett-Parmer, our Global Engineering Director for process safety explains.

“Put simply, process safety means hardwiring safety into every aspect of our production processes. It involves looking at every detail of production – how we design, build, operate and maintain our manufacturing sites – with safety in mind,

and building a disciplined framework that delivers safe processes.

It matters, because good process safety saves lives and prevents injuries. It helps prevent and control the most serious incidents – ones that could cause toxic effects, fires or explosions, for example. Our process safety work focuses on what we call Major Accident Event Prevention – a term that speaks for itself.

What drives process safety people like my colleagues and me is the difference safety makes to people's lives – but there are wider benefits too. When you have effective process safety, it leads to improved site reliability and higher community confidence. Employee morale is higher too, which can boost retention and help attract the best talent. A safe business is also often less expensive to underwrite, often over-delivers on results, and can earn the trust of customers, consumers and suppliers – all essential elements of business growth.”

Construction & contractor safety

Keeping people safe during construction of all kinds is a priority for us. Following the introduction of our Construction Safety Standard in 2015, we have continued to expand construction safety standards into our supply chain. In 2017 we focused on specific high-risk activities and launched our new Work at Heights training across our business.

In 2014 we began collecting data specifically related to contractor safety. Contractors' recordable injuries (measured by Lost-Time Injuries Frequency Rate, LTIFR) have progressively reduced since then. This is due to better application of our standards, higher levels of engagement from our leaders and enhanced training of project leaders and safety professionals. In 2017 we saw a 42% reduction compared to 2014. See Monitoring our safety performance ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/monitoring-our-safety-performance/](#)) for details.

Machinery safety

We continue to work on improving the safety of people who work with machines. A particular focus has been reducing injuries caused when people's hands get caught in machines. While these injuries have fallen, they still remain one of our most common factory injuries so we're working hard to assess all the risks related to our equipment and to ensure that appropriate safeguards are in place.



16%

Reduction in
'hand in
machine'
incidents in
2017 v 2016

We have developed tools that involve employees in identifying hazards and assessing their risks – this makes safety more personal and builds greater individual accountability for it. We've also completed our worldwide machinery safety training and are working with vendors and industry experts to assess existing machinery safety risks and identify improvements.

We ensure that any new machinery arriving at our sites is 'safe by design' – and we are working with vendors and industry experts to assess existing machinery safety risks and identify improvements.

Related links

- > Building a safer business
(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/)
- > Monitoring our safety performance
(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/monitoring-our-safety-performance/)
- > Targets & performance
(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)

Downloads

- ✗ USLP: PwC's Independent Limited Assurance Report 2017
PDF | 281KB
(/Images/pwc-limited-assurance-report-2017_tcm244-519550_1_en.pdf)
- ✗ Unilever's Basis of Preparation 2017
PDF | 6MB
(/Images/basis-of-preparation-2017_tcm244-519548_en.pdf)

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Monitoring our safety performance

Monitoring our performance closely and publishing the results helps us keep track of our progress and identify areas where we need to increase our efforts.



Monitoring our accident rates

We report safety data from October to September. Our Total Recordable Frequency Rate (TRFR) from 1 October 2016 to 30 September 2017 was 0.89[†] accidents per million hours worked. This compares to 1.01 accident per million hours for the same period in the previous year.

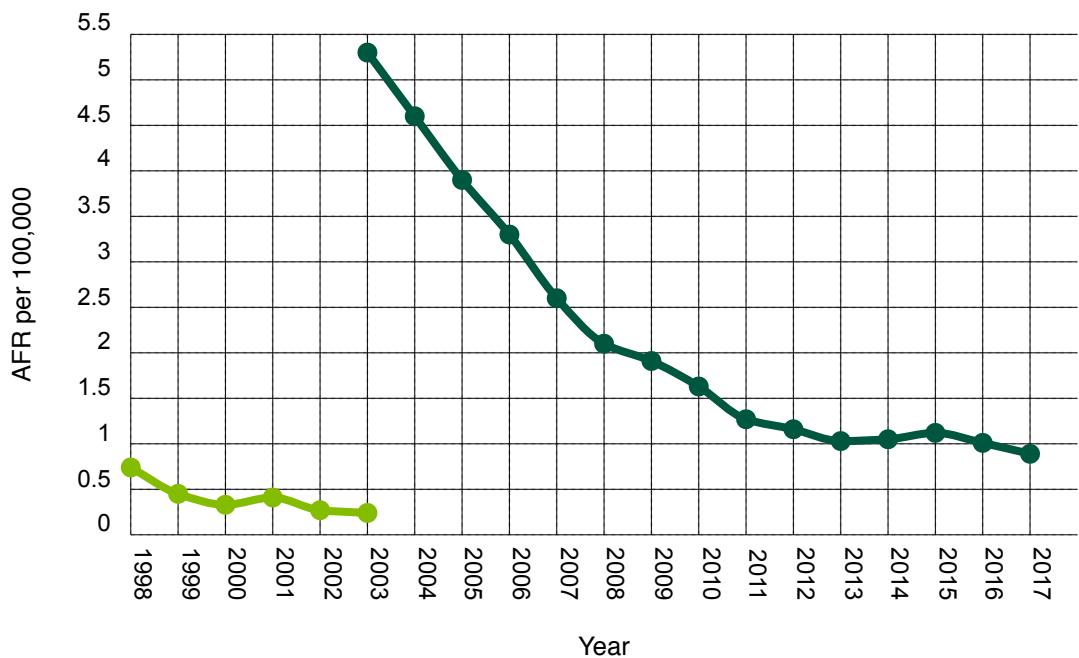
Our performance meets our Unilever Sustainable Living Plan (USLP) target of halving our 2008 TRFR of 2.10 – but we still have much to do to maintain this progress, not just to our USLP target date of 2020, but beyond in pursuit of our Vision Zero strategy.



0.89

Accidents per
million hours
worked[†] in 2017

Accident rates (1998 - 2017)



Key

- Accident frequency rate (AFR) per 100,000
- Total recordable frequency rate (TRFR) per 1,000,000

Notes

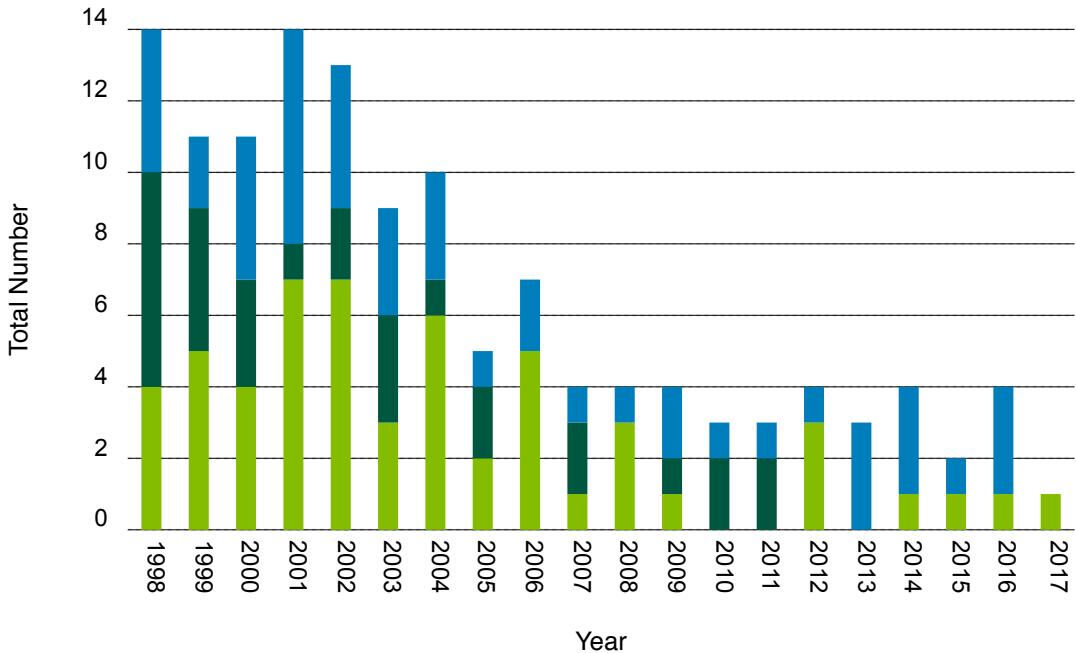
The chart above shows our preferred accident rate indicator for reporting – Total Recordable Frequency Rate (TRFR) – over the period 2003 – 2010. While we no longer use Accident Frequency Rate (AFR) for reporting purposes, an earlier trend is presented here for comparison. Please note that as a consequence of improving our safety performance over many years, in 2009 Unilever decided to increase the denominator used to calculate TRFR from 100,000 to 1,000,000 hours. The chart has thus been re-stated using this new, higher factor which has had the effect of increasing our current and historical TRFR data by a factor of ten. In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September.

PricewaterhouseCoopers (PwC) assured from 2014 onwards. <https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/> (<https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/>)

TRFR is one of two occupational safety performance indicators that has been independently assured by PwC ([/sustainable-living/our-approach-to-reporting/independent-assurance/index.html](#)) in 2017. The other is the number of fatal accidents, which is described below.

We work hard to ensure that everyone working for Unilever – whether employee or contractor – understands the procedures and policies we've put in place to prevent fatal accidents, and we share the lessons learned from them across the business.

Fatal accidents (1998-2017)



Key

- Employees off site
- Employees on site
- Contractors on site

Notes

In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September.

PricewaterhouseCoopers (PwC) assured from 2014 onwards. <https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/> (<https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/>)

Monitoring our injury rates

In tandem with tracking accidents, it's vital we understand the frequency and nature of the injuries these accidents can cause. We introduced our Airsweb reporting system to do just. The system allows us to collect more granular data on our Lost-Time Injuries Frequency Rate (LTIFR) which measures injuries per million hours worked and includes all safety injuries from simple first aid cases to those that are more serious. We measure this for all our direct employees and all our contractors.

While we have collected data on LTIFR for our employees for many years, since 2014 we've used Airsweb to help us deliver one of the pillars of our safety programme, namely improved safety for contractors. This has resulted in a 42% reduction in LTIFR for contractors over 2014-2017. See Making our safety vision a reality (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/making-our-safety-vision-a-reality/).

Lost-Time Injuries Frequency Rate (LTIFR) (2014-2017)

	2014	2015	2016	2017

Direct employees	0.51	0.59	0.51	0.53
Contractors	0.96	0.63	0.57	0.56

Achieving zero injuries

Some of our sites are achieving zero recordable injuries on an ongoing basis. For example, our Phoenix aerosol factory in South Africa is rated a Major Hazardous Installation under South African law due to the nature and quantity of the substances it processes, (namely liquid petroleum gas). But from first opening its doors in 1990, it's had no recordable injuries.



27

Years without a recordable injury in our Phoenix factory, South Africa

Advances in the way we approach the whole process of establishing new sites has also helped. Our Dubai Beauty & Personal Care factory in the United Arab Emirates was built with a focus on safety excellence at all stages of the project including design, construction, commissioning, installation and operation. Since 2015, the factory has run for more than 3.4 million hours – with no recordable injuries.

Monitoring occupational illnesses

Our World Class Manufacturing and Occupational Health teams work together to make our factories and offices healthy places to work. Our programmes cover the prevention of work-related illness and occupational diseases, ergonomics, environmental health and protection from noise and enzymes.

We track occupational illnesses for our employees under the criteria laid down by the US Occupational Safety & Health Administration (OSHA). Using Occupational Illness Frequency Rate (OIFR) we measure the number of work-related ill health cases per million hours worked for all our direct employees. In 2017, our OIFR was 0.78 per million hours worked. This result was validated by Health Improvement Solutions, a specialist health consultancy.

We've seen an increase of 44% in OIFR since 2014. This has been prompted by two factors. The first is the changes we made to our in-house reporting systems to enable better data collection. The second is an increase in employee awareness and reporting of mental health issues in particular, driven by our communication campaigns and training. See Our employee health programme ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/our-employee-health-programme/](#)).

Occupational Illness Frequency Rate (OIFR) (2014-2017)

	2014	2015	2016	2017
Direct employees	0.54	0.53	0.60	0.78

[†]Independently assured by PwC

Related links

-
- > Building a safer business
(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/)

 - > Making our safety vision a reality
(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/making-our-safety-vision-a-reality/)

 - > Our employee health programme
(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/our-employee-health-programme/)

 - > Targets & performance
(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)
-

CONNECT WITH US

CONTACT US



Opportunities for women

We want to help create a world in which every woman and girl can create the kind of life she wishes to lead, unconstrained by harmful norms and stereotypes. We believe a world where women are economically empowered will be a fairer, happier and more prosperous place to live – and that our business will flourish in it.

Changing the norms & closing the gender gap

At the current rate of progress, women will have to wait 100 years to close the gender gap with men – a wait that, despite advances over the last decade, actually got longer in 2017. The annual World Economic Forum [Global Gender Gap Report](#), published in November 2017, found the gap between men and women across health, education, politics and the workplace widening for the first time since records began in 2006.

This wait is unacceptable – for current and future generations of women and girls, and for the societies and economies of which they and our business are a part.

We want our business to be a leading force in closing that gap, and to challenge and change the harmful norms and stereotypes that are a barrier to women's economic empowerment – and the norms and stereotypes of masculinity that confine men too.

Empowering women can transform the world

Empowering women will transform individual lives, and it will also transform societies. It's essential to the United Nations 2030 Sustainable Development Agenda and its Sustainable Development Goals (SDGs). Empowering women and girls is the focus of SDG 5, Achieving Gender Equality. But, like the need to work in partnership (SDG 17), women's empowerment is a red thread that stitches all the SDGs together. In particular, it underpins those that aim to improve access to skills and employment and the resulting economic empowerment this brings.

Our business, too, will be transformed: women are 70% of our consumer base, 50% of the talent pool from whom we recruit our workforce, and play critical roles in our supply chain and in enabling us to reach consumers with our products. By creating and supporting opportunities for women in society and the economy, we have the possibility to grow our markets, brands and business.



Our strategy

We believe that women's empowerment is the single greatest enabler of human development and economic growth – and that changing the norms and stereotypes that hold women back will enable society and our business to transform for the better.

Empowered women: creating a better business & a brighter future

Empowered women are playing a vital part in creating the prosperous economies in which our business can grow – and increasing their opportunities further will increase ours. Worldwide, women control 64% of consumer spending and are the fastest-growing group of consumers. Equality for women in the global labour force would add up to \$28 trillion to the global economy by 2025, according to the McKinsey Global Institute. That's a very significant opportunity for any business, especially one like ours where more than 70% of our consumers are women.

But as the World Economic Forum's [Global Gender Gap Report](#) 2017 shows, the gap is not closing fast enough. So what is holding equality back?

Challenging the gender norms that hold back growth

The UN High-Level Panel on Women's Economic Empowerment report stated that "changing norms should be at the top of the 2030 Agenda to expand women's economic opportunities". Our own research supports the widening evidence that some of the strongest forces behind persistent gender gaps are harmful social norms and stereotypes that limit expectations of what women can or should do. These outdated norms that discriminate against women are all around us and they are deeply ingrained.

Challenging and changing those norms is therefore a vital part of our strategy. We have a vision of a world in which every woman and girl can create the kind of life she wishes to lead, unconstrained by harmful norms and stereotypes. And a world, too, in which men are also free from the confines of adverse social norms and stereotypes of manhood and masculinity, and in which economies are growing and creating opportunities for men and women alike.

Empowering women across our value chain

We have a great opportunity to help create this vision of [unlocking women's potential](#) throughout our extended value chain and in society at large. We start with progressive policies and practices in our own workplace and supply chain operations. Building on this foundation, we collaborate with others to create opportunities for women in our extended supply chain, through our distribution networks, our brands and products. By engaging in partnership, thought leadership and advocacy, we unleash the power of collective action for sustainable, transformational change.

In our 2017 [Opportunities for Women report](#) (PDF | 7MB) we outlined how this approach across the value chain aims to:

- build a gender-balanced organisation with a focus on management
- promote safety for women in the communities where we operate
- enhance access to training and skills
- expand opportunities in our retail value chain
- work with others to challenge outdated gender norms and stereotypes.

A global effort in which partnership is key

Cultivating fair and balanced gender norms and progressive portrayals of women and girls calls for broad, collective action. Stakeholders across sectors need to work together, and business must be part of the solution. We participate in platforms that help us bring insight into Unilever and share our own insights with the wider world. Many of our partnerships are described in the Taking Action pages in this report. Some key platforms which focus on driving change across systems and industries include:

- we have aligned with the UN Secretary-General's High-Level Panel on Women's Economic Empowerment and participated in working groups focused on tackling adverse norms and changing business culture
- we are committed to UN Women's [HeForShe](#) movement to drive the advancement of women. Its goal is to achieve equality by encouraging men and boys as agents of change and take action against negative inequalities faced by women and girls
- our [TRANSFORM](#) public-private partnership with the UK Department for International Development is a £40 million joint investment. It aims to develop market-based solutions to enable 100 million people in sub-Saharan Africa and Asia to gain access to products and services that have been shown to improve health, livelihoods, the environment or well-being by 2025. A key outcome for TRANSFORM is female empowerment
- we are a member of the [Unstereotype Alliance](#) – a UN Women-led initiative in partnership with Unilever and industry leaders including WPP, IPG, Facebook, Google, Mars, Microsoft and J&J, set to banish stereotypical portrayals of gender in advertising and all brand-led content.

A core priority across our Unilever Sustainable Living Plan

Creating opportunities for women is not an isolated goal – in fact, it runs right through the Unilever Sustainable Living Plan and is a core element in many of our transformational sustainability aims. Examples can be found throughout this report, including how Dove is helping to [build self-esteem and body confidence](#) in young people, how we're [enhancing access to training and skills](#) for women in our agricultural supply chain via our Enhancing Livelihoods Fund and how we're [creating economic opportunities for women](#) to participate in our customer development network through our Shakti initiative.

Our commitment

By 2020, we will empower 5 million women by advancing opportunities for women in our operations, promoting safety, developing skills and expanding opportunities in our retail value chain.

Progress to date

- We have improved our gender balance, with the proportion of female managers reaching 47%[†] in 2017.
- In partnership with others, by 2017 we had enabled 1,259,000[‡] (or around 1.3 million) women to access initiatives aiming to promote their safety, develop their skills or expand their opportunities.

[†] Independently assured by PwC

[‡] Around 370,000 women have accessed initiatives under both the Inclusive Business and the Opportunities for Women pillars in 2017

Future challenges

As the World Economic Forum [Global Gender Gap Report](#) 2017 shows, progress towards gender equality cannot be taken for granted, and there is no room for complacency despite the gains made within our business and in society at large over recent years.

If we are to achieve the world we want by 2030, we must create a gender-equal society. That means more than focusing on the achievement of the UN Sustainable Development [Goal 5](#), the specific target on gender. Gender equality and the empowerment of women and girls must happen across the SDGs to ensure their success. As our CEO, Paul Polman, wrote in November 2017: "Concerted, consistent and continuous action is required and I urge leaders to apply a gender lens – and in particular, a social norms lens – to all their programmes, irrespective of which SDG they might address, even though the benefits might not necessarily be seen in the short term."

As well as being holistic, it's clear that action must be collaborative. We must maintain our own efforts to tackle gender barriers throughout our value chain. But deeply embedded harmful social norms and gender stereotypes will not disappear without collective action from governments, civil society and business.

Unilever, like everyone who wants to see women's potential enabled and fulfilled, needs to keep finding new approaches. That means new ways of measuring and managing our social impact cost-effectively and at scale. And new ways of partnering with others, including government and civil society. In particular, it requires us to harness the collective influence of the wider business community so that we can help change the way the world works for women for the better. We've highlighted three priority areas for accelerating gender equality and women's empowerment in the private sector: we're calling on business to be gender aware, be gender active and be the new norm. See our [Opportunities for Women](#) White Paper for more detail.

Downloads

[Opportunities for Women White Paper](#) (PDF | 7MB)

[Unlocking Women's Potential: our Approach](#)

Targets & performance

We have set ambitious targets to empower 5 million women through a variety of initiatives.

Opportunities for Women

Our Commitment

By 2020, we will empower 5 million women by advancing opportunities for women in our operations; promoting safety; providing up-skilling; and expanding opportunities in our retail value chain.

Our Performance

- We have improved our gender balance, with the proportion of female managers reaching 47%[†] in 2017. In partnership with others, by 2017 we had enabled 1,259,000[†]* (around 1.3 million) women to access initiatives aiming to promote their safety, develop their skills or expand their opportunities.

Our Perspective

Our approach to empowering women is based on the tripod of rights, skills and opportunities. Women's rights must be respected and women need to be given the skills and opportunities to succeed.

Increasing agricultural yields and securing our supplies can be better achieved if women have fair and equal access to skills and opportunities. The impact of economically empowering women has a transformative effect on lifting families out of poverty.

To achieve women's empowerment and business growth, we need entire systems change, driven by our own business activities and initiatives but also requiring dialogue with key stakeholders at global and national levels. The insights and perspectives we gain from others are critical to our understanding of women's issues and priorities as we continue to develop our policies and practices.

[†] [Independently assured by PwC](#)

* Around 370,000 women have accessed initiatives under both the Inclusive Business and the Opportunities for Women pillars in 2017



Achieved 0



On-Plan 5



Off-Plan 0



% of target achieved 1

Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Build a gender-balanced organisation with a focus on management

We will build a gender-balanced organisation with a focus on management.



The percentage of women managers in Unilever reached 47%[†] in 2017.

Our Perspective

Since 2009, we have been committed to building a gender-balanced organisation. We set a clear ambition to have 50% women in management positions by 2020.

We continue to make progress, although work remains. By the end of 2017, 47%[†] of our total management were women, up from 46% in 2016. At the most senior levels however, the ratios are not as high: among our top 93 executives, 22% were women in 2017. Five out of our 13 Board members were female (38%) in 2017, compared with six out of 14 in 2016 (43%).

As part of our Maternity and Paternity Support Programme, we launched our Global Maternal Well-being Standard which offers 16 weeks' paid maternity leave to all employees. Although our previous entitlements already met local regulatory requirements, the new Standard is a major advance as in 54% of the countries in which we operate, it exceeds the local regulatory requirement.

[†] [Independently assured by PwC](#)

[Advancing diversity & inclusion](#)

Promote safety for women in communities where we operate

We will promote safety for women in the communities where we operate.



By 2017, we had enabled around 7,000[†] women to access initiatives that aimed to promote their safety.

Our Perspective

We introduced a new target on safety in 2014 following our study in Kenya – which confirmed safety as a critical issue for women in the communities where we operate.

We continue to engage our workers and wider community through awareness-raising and training on sexual harassment and strengthened grievance mechanisms.

Our approach is systematic and inclusive and we work alongside communities. We continue to partner with expert external organisations to further strengthen this work, raising awareness, providing more information on what constitutes sexual harassment and advancing more opportunities for girls to engage in social activities.

In 2016, we agreed a Global Partnership Framework on women's safety with UN Women, who are reviewing and strengthening our Safety for Women and Girls programme in Kericho, Kenya, so that it can be adapted to other countries and regions. In 2017, we extended this programme to work with our suppliers in Assam, India.

[†] [Independently assured by PwC](#)

[Promoting safety for women](#)

Enhance access to training & skills

We will enhance access to training and skills across our value chain.



By 2017, we had enabled around 1,175,000[†] [‡] (around 1.2 million) women to access initiatives aiming to develop their skills.

Our Perspective

Our target is critical for expanding female participation in the economy.

Accessing training is one of the major barriers to women's participation in training. This is why our training is designed to encourage the full and equal participation of women, for example, by being held at convenient times in accessible locations or by providing online courses. We're also working with partners, which helps us reach more women and encourages mutual learning.

We take a holistic approach when providing access to training and skills, offering complementary training wherever possible. For instance, we are developing agricultural training for smallholder farming families which is supplemented by education on nutrition with the aim of improving dietary diversity. Similarly, we are aiming to roll out financial literacy training for smallholder farmers where we have previously delivered other types of training.

[†] Independently assured by PwC

[‡] Around 370,000 women have accessed initiatives under both the Inclusive Business and the Opportunities for Women pillars in 2017

* In 2017 our total includes women enrolled on programmes providing virtual or remote training, see [Unilever's Basis of Preparation](#) for details

[Enhancing women's access to training & skills](#)

[Enhancing entrepreneurial & life skills through our brands](#)

Expand opportunities in our retail value chain

- We will expand opportunities for women in our retail value chain.
- We will increase the number of Shakti entrepreneurs that we recruit, train and employ from 45,000 in 2010 to 75,000 in 2015.



By 2017, we had enabled around 77,000[†] women to access initiatives aiming to expand their opportunities in our retail value chain.



70,000 Shakti micro-entrepreneurs were selling our products in India by end 2015.

(Since 2016 this target has been part of our wider value chain target above.)

Our Perspective

In 2016, we integrated our Shakti ambitions into our wider target to expand opportunities for women in our retail value chain by 2020. By 2017, we had grown the number of Shakti entrepreneurs to around 74,800.

Our Shakti programme originated in India. It is a win-win initiative that catalyses rural affluence while benefiting our business by equipping women to distribute our products. in more than 162,000 villages., reaching over 4 million rural households. The programme has become our model to reach out to rural consumers on typically low incomes in developing and emerging markets. We are adapting this model in several South-East Asian, African and Latin American markets. For example, in Nigeria in 2017, around 2,200 women were selling our products as part of our Gbemiga initiative.

[†] Independently assured by PwC

[Expanding opportunities in our retail value chain](#)

⌚ Opportunities for women

This work supports the following UN Sustainable Development Goals



Challenging harmful gender norms

Outdated social norms and stereotypes can prevent women from achieving their full potential. By working with our brands, throughout our value chain, and with partners across industry and society, we aim to challenge harmful gender norms and empower women.



No limits

Some of the strongest forces behind persistent gender gaps are harmful social norms and stereotypes that limit expectations of what women can or should do. These barriers discriminate against women. They are all around us, and they are deeply ingrained.

What's more, these outdated norms are holding back the global economic growth and social progress that will come from women's empowerment and gender equality - the growth and progress that are at the heart of the UN's Sustainable Development Goals. The UN Secretary-General's recent High-Level Panel on Women concluded: "Changing norms should be at the top of the 2030 Agenda". We agree.

We want to use our influence, insight and expertise to challenge these adverse social norms and gender stereotypes - in our business, and in society at large. It is a central element of our Opportunities for Women strategy ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/](#)), which also embraces access to rights, skills, resources and jobs, and livelihoods across our full value chain - including through Advancing diversity and inclusion ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-diversity-and-inclusion/](#)) in our own business. And we believe that challenging those social norms can have a transformational impact.

i How we're challenging social norms

Our strategy aims to drive change in four main ways:

- by using our influence as one of the world's biggest advertisers – not just to change the way we market our own products, but also to advocate and partner for  change across the industry (<http://www.unstereotypealliance.org/>)
 - by building a diverse business and value chain, in which women are empowered and act as role models for change
 - by developing sustainable living brands that are progressing gender equality and women's empowerment
 - and by ensuring, in our business and through our programmes, that everyone, including men, is part of the movement to build positive cultural change.
-

Our vision of freedom

In all this work, we're guided by our  vision (PDF | 7MB) ([/Images/unilever-opportunities-for-women_tcm244-500987_en.pdf](#)) of a world in which every woman and girl can create the kind of life she wishes to lead, unconstrained by harmful norms and stereotypes. And a world in which men, too, are free from the confines of adverse social norms and stereotypes of manhood and masculinity.

That's also a world in which economies are growing and creating opportunities for men and women alike. One in which people - and our business - can flourish.

i Our definition of gender

We share the definition of gender used by the World Health Organization (WHO). Gender refers to the socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men. It varies from society to society and can be changed.

For a fuller definition, see the [World Health Organization](https://www.who.int/gender-equity-rights/understanding/gender-definition/en/) (<https://www.who.int/gender-equity-rights/understanding/gender-definition/en/>).

Unstereotype: driving change

We're convinced that business generally - including ours - can help change consumer behaviour and challenge social norms. That means changing the images we see, and the words we use, so we reflect the real aspirations, achievements and interests of women and men alike. Our Unstereotype initiative plays a vital role in this.

Why we're unstereotyping our advertising – & calling on others to join us



Aline Santos is our Executive Vice President of Global Marketing and our Head of Diversity & Inclusion.

“Gender stereotypes used to be a staple of advertising. In some cases, they still are, despite the fact that the world has changed, people’s lives have changed – and gender identity has changed, too. Stereotypes are becoming irrelevant. Consumers increasingly say they resent them. But too much advertising has not moved with the times.

We know our own business has, in the past, fallen back on stereotypes of men and women and their roles. But the crucial part of that phrase is ‘in the past’. We’re absolutely committed to evolving the way we market our products. We’ve started already, with our Unstereotype initiative, launched in 2016, which has challenged every single one of our global brands to move away from unhelpful stereotypes.

For some brands this is not new. Dove, for example, has been championing real beauty since 2004.

Others have changed their positioning to be more relevant today, like Axe/Lynx's new [Find Your Magic](#) (<https://www.youtube.com/watch?v=0WySfa7x5q0>) campaign, which embraces the individuality of real, modern men. Since we began Unstereotype, many other brands have embraced its creative freedom and the chance to make a deeper connection with the people who buy our products.

Personally, I love the fact that we are able to use the influence of our brands and our marketing reach to challenge these stereotypes.

But this isn't just about doing the right thing for society – it's also the right thing for our business. When consumers tell us they want fresh, progressive depictions of men and women, we need to listen. How else can we expect to build meaningful relationships with them?

Already, progressive advertisements are found to be 25% more effective than those featuring more traditional portrayals of gender. They also deliver better-branded impact. So, beneath the vital societal reasons for change, there's a compelling business case no brand can afford to ignore."

Moving an industry - the Unstereotype Alliance

Of course, any single business can only reach so far in tackling stereotypes that ail the industry and society. To make an impact at greater scale, we need everyone to embrace it. In 2017, at the Cannes Lions Festival of Creativity, we joined forces with UN Women to launch the [Unstereotype Alliance](#)

(<http://www.unstereotypealliance.org/>), which brings together industry leaders across creative, marketing and media to take collective, urgent action in eliminating outdated stereotypes in advertising and driving long-term, positive cultural change.

We believe this is a chance to make a real difference at an industry level – and to address some of the barriers that limit people's potential.



2017

Unstereotype
Alliance launched

“ Stereotypes reflect deep-rooted ideas of femininity and masculinity. Negative, diminished conceptions of women and girls are one of the greatest barriers for gender equality and we need to tackle and change those images wherever they appear. Advertising is a particularly powerful driver to change perceptions and impact social norms. UN Women is excited to partner with the foremost industry shapers in this Alliance to challenge and advance the ways women are represented in this field. ”

Phumzile Mlambo-Ngcuka, Executive Director of UN Women

Our brands: leading the way on Unstereotype

Through our brands, we have the chance to reach billions of people every day. That gives us an enormous opportunity to challenge stereotypes – watch how some of our biggest brands are leading the way.

Brooke Bond #SpeakYourHeart: tackling tensions globally

Beginning with their prize-winning campaign featuring 6 Pack – India’s first transgender band – Brooke Bond has been spreading the message of inclusiveness, portraying gender authentically and encouraging people to become more accepting, break barriers and bond over a cup of tea. ▶ Watch the #SpeakYourHeart advertisement (<https://www.youtube.com/watch?v=Hpfop-jFxec>).

Dove: #MyBeautyMySay: real women, real stories

Dove’s #MyBeautyMySay campaign features stories of amazing women who stand up for their own beauty, refusing to let comments about their looks hold them back.

▶ Find out more about #MyBeautyMySay (<https://www.dove.com/uk/stories/campaigns/my-beauty-my-say.html>) or watch the video (https://www.youtube.com/watch?time_continue=1&v=inQo43VKJVc).

Sunsilk: Hijab Recharge

A young taekwondo athlete who is also a proud hijab wearer helps Sunsilk continue to provide unstereotypical role models, with its new range for hijab wearers called Hijab Recharge. Sunsilk positions her as a source of inspiration, not only for hijab wearers but also for other girls who want to challenge social norms and craft their own exploration journey. ▶ See the Sunsilk Hijab video (<https://www.youtube.com/watch?v=uTxNdCccgk>).

Knorr: Love at First Taste

Knorr wanted to reflect how cooking has become much more inclusive and, by doing so, be relevant, inspirational and progressive. The [Love at First Taste](#) (<https://www.youtube.com/watch?v=xwx7NnPQ44U>) campaign appealed to millennials by reflecting the shared love of cooking and portraying men and women cooking for each other.

Axe #IsItOKForGuys

Men face stereotyping too. Axe seeks to readjust ‘toxic’ portrayals of masculinity and help liberate men to feel it’s OK to be themselves. [Watch the #IsitOKforGuys advertisement](#) (<https://www.youtube.com/watch?v=0WySfa7x5q0>).

Hellmann's: On the side of food

Who are Hellmann's consumers? People who are defined by their passion for food, not their gender or background. [Watch the Hellmann's #OnTheSideOfFood advertisement](#) (<https://www.youtube.com/watch?v=NAHOHZrJzKU>).

How unpaid work holds women back

Laundry, cooking, cleaning, collecting water and caring for people – in some parts of the world, these unpaid tasks in the home can take up to six hours a day. They’re the necessities of life and we should all be responsible for them. But all too often, they are done disproportionately by women and girls. Unpaid work like this is hampering women’s access to opportunities outside the home, holding individuals back and contributing to the gender gap.



Potential uplift in global economic output - if women's unpaid care work became paid

If women’s unpaid care work were compensated at a rate roughly equal to minimum wage, this would add about \$10 trillion to global economic output (around 13% of global GDP).¹ Globally, women spend between two and 10 times longer than men on household chores like laundry, cleaning and cooking, and caring for children and family members.

So how can we help change this gender norm? We don’t pretend complex issues like this can be solved by one business, with one initiative. But making people think about the status quo can be a first step to challenging it, if it isn’t fair. And by putting our brands at the centre of the change we want to create, we’ll keep building the consumer trust we need to grow our business.

Unfair & unpaid

Katja Freiwald, our Director of Social Impact, Research and Advocacy for Women's Empowerment and Livelihoods, explains the potential she sees in rebalancing unpaid work.

"Personally, the topic of unpaid care work is very present for me, having returned from maternity leave and trying to balance work and family life. Being a mother has made me realise that the inequitable distribution of unpaid care and domestic work is probably linked to the most deeply ingrained social norms in societies across the world.

There's enough evidence that addressing this issue will play a big part in unlocking true economic empowerment for women. For Unilever, unpaid care work is a priority area given that it directly impacts women every day in our workplace, supply chain and distribution network, as well as our consumers.

Unilever is taking its responsibility towards its own employees seriously, for example through progressive diversity and inclusion policies.

What I'm even more excited about is that we're amplifying the impact through the power of our brands to address this issue. Particularly, our Home Care brands like Surf and Sunlight have made this central to their brand purpose."

Our laundry brand Surf is one example of a brand that has started to address the issue of unpaid domestic work.

Spotlight



Surf: tackling the norms around unpaid domestic work

In 2017, our Surf brand began a unique three-year partnership with Oxfam. It aims to expand choices for women and girls by recognising, reducing and redistributing the amount of time they spend on unpaid care work.

Starting in the Philippines and Zimbabwe, the WE-Care programme seeks to change the social norms that allocate most of a household's chores to women. Communications are key to getting the message across: the programme involves using different channels as well as face-to-face household visits by local agents.

At the same time, the programme aims to provide better access to water and laundry infrastructure, with new or improved communal laundries, household laundry facilities and water systems or centres.

The programme sets out to reach 70,000 people directly. And millions more through our communications, which will challenge people to recognise the impact unpaid care work has on women and girls' lives, and change norms to achieve more equal responsibility for unpaid care work.

Unstereotyping our value chain

We're embedding the idea of unstereotyping throughout our business and value chain. Given the severity of the barriers to progress these norms present, they have to be tackled at multiple levels and in a variety of ways. Elsewhere within Opportunities for women, we describe our work on:

- advancing diversity and inclusion (/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-diversity-and-inclusion/), through which we're building a stronger business with empowered women, including by addressing unconscious bias
- promoting safety for women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/promoting-safety-for-women/), including by challenging harmful norms within communities, focusing on the ones we and our suppliers are operating in
- Working with our brands and functions to provide women with access to skills to enhance their entrepreneurial capabilities and life skills (/sustainable-living/enhancing-livelihoods/opportunities-for-women/enhancing-entrepreneurial-life-skills-through-our-brands/)
- expanding women's opportunities in our retail value chain (/sustainable-living/enhancing-livelihoods/opportunities-for-women/expanding-opportunities-in-our-retail-value-chain/) to empower them in their communities, showing it is possible to challenge limiting stereotypes, and to succeed.

¹  The power of parity: How advancing women's equality can add \$12 trillion to global growth (<https://www.mckinsey.com/global-themes/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>), McKinsey Global Institute

Downloads

⌄ Opportunities for Women White

Paper

PDF | 7MB

(/Images/unilever-opportunities-for-women_tcm244-500987_en.pdf)

⌄ Unlocking Women's Potential:

our Approach

PDF | 203KB

(/Images/unlocking-womens-potential_tcm244-521180_en.pdf)

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Expanding opportunities in our retail value chain

Next >

Advancing diversity & inclusion

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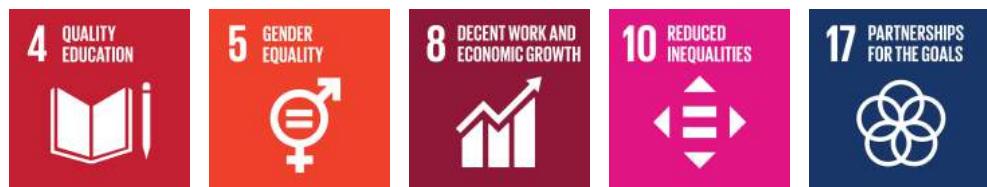
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⌚ Opportunities for women

This work supports the following UN Sustainable Development Goals



Advancing diversity & inclusion

We want to accelerate progress in equality and women's empowerment because they are central to our business growth and our social impact. Building a gender-balanced organisation with a truly inclusive work culture is a strategic priority.



What does a successful workforce look like?

For a business committed to having a positive social impact alongside sustainable growth, building a genderbalanced workforce is essential. And wider society cannot flourish while women lack equal rights (as recognised in Sustainable Development Goal 5 on Gender Equality) and the consequent benefits these rights bring in terms of access to education and jobs and the economic growth this would trigger.



>70%

Of the people who buy our products are women

161,000



Employees making and selling products that are on sale in over 190 countries

We believe a more diverse and inclusive workforce can boost financial performance, reputation, innovation, and staff motivation – a belief supported by multiple studies. As over 70% of the people who buy our products are women, mirroring our consumer base in our workforce helps anticipate consumers' needs.

We're a culturally diverse company and we're determined to develop an inclusive culture which respects the contribution of all employees regardless of gender, age, race, disability or sexual orientation. At the end of 2017, 33% of our total workforce was female and 47%[†] of our managers were women.

#Unstereotype in the workplace & beyond

As well as being vital to the success of our business, we know that advancing diversity within Unilever plays a part in our wider ambitions to challenge outdated gender norms throughout our value chain – and contribute to a more prosperous and just society by empowering women everywhere.

Diversity can only flourish in an environment that welcomes and nurtures it – an inclusive culture of the kind we want to build. We believe that stereotypes, unconscious bias, and outdated social norms are the biggest barriers to inclusion – so our internal #Unstereotype in the Workplace campaign aims to break them down, just as our #Unstereotype initiative aims to break stereotypes in the way we portray women and men in our advertising.

We launched #Unstereotype in the Workplace on International Women's Day in March 2017. By June 2017, it had reached 82,000 employees through a campaign that includes expert panels, films, quizzes and talks by external experts.

Read more about #Unstereotype and how we're challenging harmful gender norms ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/Challenging-harmful-gender-norms/](#)).

Diversity: a commitment at the heart of our business

Our Code of Business Principles applies to every Unilever employee everywhere in the world. It includes a commitment to diversity and inclusion.

i Our Code of Business Principles & Policies

Our Code of Business Principles states that we are “committed to a working environment that promotes diversity and equal opportunity and where there is mutual trust, respect for human rights and no discrimination. We will recruit, employ and promote employees on the sole basis of the qualifications and abilities needed for the work to be performed.”

Our Code of Business Principles is supported by 24 mandatory Code Policies that define the ethical behaviour employees must demonstrate when working in our business. Our Respect, Dignity and Fair Treatment Code Policy sets out what our employees must do to ensure that all our workplaces maintain our commitment to diversity. For example Unilever employees must:

- Respect the dignity and human rights of colleagues and all others they come into contact with as part of their jobs; and
- Treat everyone fairly and equally, without discrimination on the grounds of race, age, role, gender, gender identity, colour, religion, country of origin, sexual orientation, marital status, dependants, disability, social class or political views. This includes consideration for recruitment, redundancy, promotion, reward and benefits, training or retirement which must be based on merit.

See [✓ Our Code of Business Principles and Code Policies \(PDF | 5MB\)](#)

(/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf)

In addition to company-wide policies, we support our commitment with targets, and improving female representation in the workforce is linked to the goals of our leaders. Each country has its own targets, which reflect their particular diversity challenges. We've identified our Supply Chain and Customer Development functions as areas where we need to give this greater priority. A good example is our ice cream factory in Turkey, where the efforts of our leadership team have upped the number of women in the workforce from 26% in 2015 to 40% in 2016.

More details on our policy commitments to diversity and inclusion are included in Fairness in the workplace (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/). Our

✓ Human Rights Report 2017 (PDF | 10MB) (/Images/human-rights-progress-report_tcm244-513973_en.pdf) also describes our work to address obstacles to diversity, including discrimination and harassment, in our business and supply chain.

Spotlight



Saudi Vision 2030: a first for blue-collar women

We're creating opportunities for women across our business – including in the technical or supervisory roles where in some markets they are under-represented. This allows individuals to flourish and, often, secure higher pay. And it strengthens our business by widening our talent pool.

In the Kingdom of Saudi Arabia women represent 20% of the workforce, but only 2% are in the industrial sector.

In 2017, 11 female machine operators and one female supervisor joined our production line in Jeddah making Lifebuoy and Lux liquid soaps. They were the first local women to join our blue-collar workforce.

"Before joining Unilever, I had a job but it was pretty mundane," says Sahar Jamaan Alharthi. "Now I feel I have the chance of a career in which I can develop my skills, gain valuable experience and carve out opportunities for the future. One day, I would like to maybe move into a supervisor role. I am ambitious and this could open doors."

Hesham Abdulwahab, HR Director in our Kingdom of Saudi Arabia business, explains the significance of these appointments. "The move is an important step in our Saudi Vision 2030. We set this out in 2016 with the aim of increasing women across our workforce from 22% to 30% – and investing in their skills development so they can make a full contribution to society and the economy. Although progress is being made in terms of encouraging women into the workforce, female unemployment is estimated to be around 30%.

Unilever was the first fast-moving consumer goods company to obtain official permission from the Labour Office in Saudi Arabia to employ women. At the time – in 2003 – we recruited mainly into our Marketing and Consumer

Marketing Insight functions. Appointing our first factory workers means gender diversity has jumped from zero to 8% for blue-collar employees.”

Women leaders

In 2017, women comprised 47%[†] of our management, up from 38% in 2010. Sustained leadership accountability and awareness building, clear targets and measurement, programmes to recruit, retain and develop female talent, internal and external communications and engagement, and our network of Diversity and Inclusion Champions are all part of our overall approach.



47%

Of our
managers are
women

We want to ensure that the representation of women at the most senior levels in our business keeps increasing. But we still have much to do: among our top 93 executives, only 22% are women. The Women’s Leadership Development Programme, run by the INSEAD-Unilever Four Acres Consortium, aims to enhance the leadership skills of our senior female executives and talented women from other sectors. Since 2012 around 120 of our most senior managers have benefited from the programme.

Our brands also play an active role in supporting women as leaders. In 2017, Pond's and the Vital Voices Global Partnership launched the VVLead Fellowship (<https://www.vitalvoices.org/what-we-do/signature-programs/vvlead/>), which brings together women leaders of social change to advance and amplify their work through collaboration, visibility and training.

Recruiting & retaining the best female talent

We run programmes across the business aimed at attracting, retaining, and developing female talent. These are based on a global framework and tailored to meet the needs of individual countries and regions.

Our hiring managers must use 'balanced slates' (which means an equal number of qualified female and male candidates) to make sure there's a level playing field of talented people to promote. We've designed a range of initiatives to enable both women and men to reach their full potential. Our agile working policy, for example, allows people to work anytime, anywhere, as long as business needs are being fully met.

Changing the face of engineering

Not enough women become engineers – and not enough of our engineers are women. That's a reality in society and in our workforce – but it's one that we're working to change.

Spotlight



We need more women engineers

"Over 2016–2017, we doubled the number of female engineers in our workforce –but we need to go much further towards true gender balance" explains Marc Engel, our Chief Supply Chain Officer. "We're driving initiatives across our supply chain to make our culture and workplace more diverse and inclusive – because it's vital to our success today and into the future."

Our partnership with [WomEng](http://womeng.org/) (<http://womeng.org/>) (Women in Engineering) is a great example of the sort of initiatives we've set up. Together, we've run a series of programmes and events in Mexico, Brazil, Germany, Indonesia and the UK to raise the profile of engineering careers at Unilever and attract the new engineers we need to continue to grow as a business.

The WomEng programme is a two-day leadership conference which provides participants with opportunities to build their professional skills and expand their network. The events typically include our senior leaders alongside management trainees from our Future Leaders Programme who lead sessions as well as providing an insight into real-life engineering at Unilever.

Heather, a second year student who attended the WomENG event at our Hammond factory in Indiana, US, explains: "I had an incredible experience being a part of this programme. I learned a ton about networking, mentoring, and even about the future of Artificial Intelligence, and how best to continue my journey and become a leader. I enjoyed meeting fellow students and female leaders from Unilever and WomEng and learning from their experiences and making connections."

Removing barriers for mothers & fathers

Parenthood shouldn't be a barrier in anyone's career. We recognise the importance of supporting new parents so that they can continue to contribute to our business.

Our Maternity and Paternity Support programme (MAPS) helps employees make the transition to parenthood as smoothly as possible. In March 2017 we introduced our Global Maternal Well-being Standard. This gives returning mothers access to facilities that allow them to nurse their baby and to have all the flexibility they need to return to the workplace.

Among other measures, it entitles all employees to 16 weeks of paid maternity leave as a minimum. Although our previous entitlements already met local regulatory requirements, the new Standard is a major advance as in 54% of the countries in which we operate, it exceeds the local regulatory requirement.



16

Our new worldwide standard is at least 16 weeks' paid maternity leave

Spotlight



Baby no barrier: a new standard for new mothers

"We've come a long way in our support for working mothers" says Aline Santos, our Executive Vice President of Global Marketing and our Head of Diversity and Inclusion. "We believe our new Global Maternal Well-being Standard is industry-leading in terms of helping women in the transition to being a working mum – and in fostering the diverse business we need to attract and keep the best talent.

Our Global Standard is already improving support for mothers. For example, it includes a minimum of 16 weeks paid maternity leave, or the local statutory minimum – whichever is more favourable.

All mothers returning to work now have access to a variety of flexible options, such as part-time or agile working and job sharing, based on the requirements of their role. As we roll out our Global Standard, we'll be increasing the availability of breastfeeding facilities and ensuring nursing mothers have two 30-minute breaks in the day. And we'll be enabling sites with over 50 female employees to provide access to crèche services that are tailored to local needs."

Our HR Learning Manager, Abigail Collins is based in the UK. Her job is learning and development for people in Human Resources across Unilever. "I returned to work in April 2017, following the birth of my daughter Annabel. My boss was great at striking the right balance during my year off on maternity leave, keeping me in the loop and inviting me to things regularly.

"Now I'm back at work, life is busy, but being able to work from home sometimes is really helpful. My boss trusts me to get the job done, when and how it works for me. When I turn off my laptop, I can be with my daughter five minutes later. My childminder is very close to my home, so the time I save by not commuting is quality time with her."

Aline and Leena Nair, our Chief HR Officer explain the importance of MAPs ([/news/news-and-features/Feature-article/2017/yeah-baby-we-are-improving-our-support-for-working-mums.html](#)).

Equal pay for equal work

We believe in paying for performance with clear reward policies and have a longstanding commitment to equal pay for equal work.

Our compensation structures are intended to be gender neutral, with any pay differences between employees in similar jobs fairly reflecting levels of individual performance and skill. In the UK, we published our first [Gender Pay Gap Report \(PDF | 5MB\)](#) ([/Images/unilever-gender-pay-report-2017-final_tcm244-514178_en.pdf](#)) at the end of 2017, ahead of the regulatory requirement to publish in April 2018. Our no discrimination principle is set out as one of five principles in our [Framework for Fair Compensation \(PDF | 449KB\)](#) ([/Images/unilever-framework-for-fair-compensation-2015-final_tcm244-502647_en.pdf](#)).

Our commitments to equal pay and to addressing average pay gaps are described in [Fair compensation](#) ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/](#)), [No discrimination in compensation](#) ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/no-discrimination-in-compensation/](#)) and our [Human Rights Report 2017 \(PDF | 10MB\)](#) ([/Images/human-rights-progress-report_tcm244-513973_en.pdf](#)).

Mentoring & networking

Mentoring provides ongoing feedback and advice on career progression. It can also be a powerful means to gain confidence and take on more challenging assignments.

Our Global Mentoring Programme aims to help us secure a strong pipeline of talent for the future and accelerate the readiness of high-potential women for senior leadership positions. Through this programme our senior leaders act as mentors to top women who are within around 18 months from their next lateral move or promotion, to challenge and inspire them as they prepare to take the next step in their career. Worldwide, over 250 women's careers have been enriched through this initiative.

We complement our Global Mentoring Programme with mentoring that is tailored to specific country needs. In Canada for example, we run innovative 'speed mentoring' sessions, allowing women to gain valuable career advice from senior Unilever leaders, while in Nigeria, we partner with Women in Successful Careers (WISCAR) to provide access to a professional network of successful women leaders. In Sri Lanka, Women-Inspire-Connect-Empower (WICE) is a networking event covering professional development for women in management.

Helping men play their part in driving change

Our male employees will be important drivers of the change we want to see. They can be champions for women in the workplace, and they can model new norms in which men and women share household and family care duties more equally – enabling both to progress in their careers.

As part of our efforts to engage our male employees as champions, we are part of the UN Women's HeForShe campaign, which encourages men to take action against the barriers that women face.

In February 2018 we signed up to #MentorHer, a new campaign set up by  LeanIn.org (<https://leanin.org/>) that calls on men to mentor women. In the wake of the #MeToo movement, a survey by LeanIn.Org and SurveyMonkey showed that almost half of male managers are now uncomfortable participating in common work activities with women, such as working alone, socialising outside work, or mentoring. Our former CEO Paul Polman and Chief Marketing & Communications Officer Keith Weed pledged their support for the campaign and continue to mentor our senior women leaders.

For more details of how our work on diversity involves men as well as women, see Challenging harmful gender norms (</sustainable-living/enhancing-livelihoods/opportunities-for-women/Challenging-harmful-gender-norms/>).

[†]Independently assured by PwC (</sustainable-living/our-approach-to-reporting/independent-assurance/>)

Related links

> Targets &
performance
([/sustainable-](/sustainable)

Downloads

↳ Human Rights
Report 2017
PDF | 10MB

External links

 Unilever's
Commitment for

living/enhancing-livelihoods/opportunities-for-women/)

(/Images/human-rights-progress-report_tcm244-513973_en.pdf)

HeForShe
(<http://www.heforshe.com>)

> Fair compensation (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/)

✗ Gender Pay Gap Report PDF | 5MB (/Images/unilever-gender-pay-report-2017-final_tcm244-514178_en.pdf)

> No discrimination in compensation (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/no-discrimination-in-compensation/)

✗ Our Code of Business Principles and Code Policies PDF | 5MB (/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf)

> Challenging harmful gender norms (/sustainable-living/enhancing-livelihoods/opportunities-for-women/Challenging-harmful-gender-norms/)

> Enhancing entrepreneurial & life skills through our brands (/sustainable-living/enhancing-livelihoods/opportunities-for-women/enhancing-entrepreneurial-life-skills-through-our-brands/)

> Advancing human rights in our own

✉ Unilever's Maternity and Paternity Support Platform (<https://unilever.ttalaccess.com/>)

 INSEAD-Unilever Women Leadership Programme (<https://www.youtube.com/watch?v=q7IpeQO1CMQ>)

operations
(/sustainable-
living/enhancing-
livelihoods/fairness-
in-the-
workplace/advancing-
human-rights-
in-our-own-
operations/)

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Challenging harmful gender norms

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Promoting safety for women

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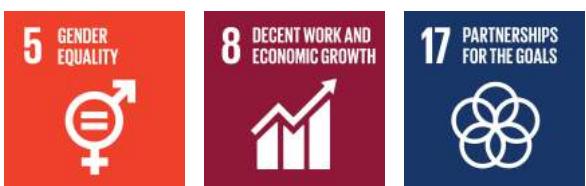
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⌚ Opportunities for women

This work supports the following UN Sustainable Development Goals



Promoting safety for women

Violence and discrimination can blight women's lives and hold them back from playing a full part in the workplace, society and the economy. We're taking action to improve women's rights and safety in the communities in which we operate.



Safe working cultures, stronger communities

We are committed to respecting and promoting women's rights, which includes the right to safety of women and girls.

Women have the right to be free from violence, harassment and discrimination. Removing the barriers of an unsafe environment can help women fulfil their potential as individuals and as contributors to work, communities and economies.

But the World Health Organization estimates that about 1 in 3 (35%) of women worldwide have experienced either physical and/or sexual intimate partner violence or non-partner sexual violence in their lifetime.



**1 in
3**

Women have suffered physical or sexual violence in their lifetime

2%



Of global GDP: the cost of violence against women

(<http://www.who.int/mediacentre/factsheets/fs239/en/>)¹ While it's hard to put a price on the emotional and physical impact of violence on women's health and well-being, research suggests the cost of violence against women each year is an estimated 2% of global GDP – that's around US\$1.5 trillion.

The importance of protecting women's rights is recognised in the UN's Sustainable Development Goals (SDGs), particularly those on Gender Equality (SDG 5) and Decent Work and Economic Growth (SDG 8).

We're promoting safety for women in our workplaces and our extended supply chain. Our aim is to implement policies and processes that women trust, with an emphasis on addressing the harmful social and cultural norms and behaviours that can leave women at risk. This is a moral obligation, and we know it is essential if our business is to maintain the trust and reputation we aspire to.

“ There cannot be real inclusion of women in society if women are subject to violence and harassment. We have a duty and opportunity to use our influence to expose and drive out intolerable behaviours and work together to promote a respectful environment. ”

Marcela Manubens, our Global Vice President, Integrated Social Sustainability

Zero tolerance of harassment

i Our key policies

Zero tolerance of any form of discrimination, including sexual harassment, is embedded in the policies that govern our operations and value chains. These include our [Code of Business Principles \(PDF | 5MB\) \(/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf\)](#), our Respect, Dignity and Fair Treatment Code Policy, our [Responsible Sourcing Policy \(PDF | 9MB\) \(/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf\)](#) and our [Responsible Business Partner Policy \(PDF | 3MB\) \(/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf\)](#).

We continue to revise and evolve our codes in order to address specific forms of harassment, including policies covering sexual harassment (for example, see below: Working with unions to prevent sexual harassment), child protection and violence prevention. Our zero tolerance of discrimination is described further in Fairness in the workplace ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/](#)).

Combating violence & discrimination

As well as our wider work in challenging harmful gender norms ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/Challenging-harmful-gender-norms/](#)) we work closely with partners, including suppliers, to address women’s safety and combat discrimination. This work is underpinned by our:

- policies and codes of conduct
- Code of Business Principles compliance and performance management systems
- grievance mechanisms, awareness-raising and training.

Partnerships to promote women's safety

We work with partners from a wide range of sectors, including government authorities, UN Women and other UN agencies, women's organisations, suppliers and others. This includes our work with the HeForShe movement as a corporate  IMPACT 10x10x10 Champion (<http://www.heforshe.org/impact>).

A good example of collaboration is our partnership with UN Women EVAW (Ending Violence Against Women). Announced in December 2016, it's designed to develop a human rights-based intervention programme across our tea supply chain.

The programme aims to ensure that women and girls are socially, economically and politically empowered, which includes freeing them from violence. It began with a progress review of our women's safety programme in our tea plantation in Kericho, Kenya. We then extended it to a supplier partnership in Assam, India in 2017.

i A track record of commitment

1995 Code of Business Principles introduced, containing zero tolerance of discrimination

2000 Founder member of the UN Global Compact

2011 Endorsed the UN Guiding Principles on Business and Human Rights

2013 Endorsed the UN Women's Empowerment Principles

2016 Announced our partnership UN Women EVAW (Ending Violence Against Women)

2016 Signed agreement with unions IndustriALL and IUF committing to prevent sexual harassment in the workplace

2017 Established new partnership in Assam with UN Women and our supplier McLeod Russel to strengthen women's rights on tea estates

2018 With our support, UN Women created A Global Women's Safety Framework in Rural Spaces

A new framework for women's safety

We took the next step in developing our approach in 2018. As a result of work in Assam and experience in Kenya, UN Women, with our support, created  A Global Women's Safety Framework in Rural Spaces (PDF | 7MB) (/Images/a-global-womens-safety-framework-in-rural-spaces_tcm244-529405_1_en.pdf). This was published in December 2018 and will be made available to the global tea industry and other value chains in 2019. More details can be found in the videos below explaining our work in Assam and Kenya

A Working in Assam

Women make up half of Assam's 6 million-strong tea workforce and perform the crucial, labour-intensive task of plucking tea leaves. But they are too often subjected to violence and further denied their rights by inadequate, or non-existent, grievance mechanisms and safe spaces. At the same time, men dominate the better-paid clerical and managerial positions in the plantations, with promotional opportunities denied to women. We've set up a new partnership to address this violence.

Spotlight



Addressing gender-based violence in Assam

Although we do not own tea estates in Assam, they are a vital part of our supply chain. In 2017, working with our suppliers, we began a new programme in Assam's Udaguri District. Its aim is to prevent and respond to gender-based violence, including sexual harassment in tea estates and surrounding communities. Leadership is important in this effort, as our Procurement Manager Daleram Gulia explains, "Women workers are our most valuable resource. They are also someone's daughter, mother or sister. Safety and feeling safe is a basic human right in a place of work - and in all spaces. Everyone should be treated with respect."

The partnership between Unilever, UN Women and our supplier McLeod Russel is part of Unilever's global partnership with UN Women.

Our current programme in Assam builds on existing initiatives to strengthen women's rights in the tea estates, such as mothers clubs and adolescent girls clubs, and takes a step-by-step approach to include the community. For example, over 2017–2018 we set up Women Empowerment Clubs (WECs) in six tea estates, training 76 women on the prevention and response to domestic violence, civil recourse through national laws, and on sexual harassment in the workplace. These women are now the change agents in their estates and run awareness-raising sessions, reaching more than 1,600 women working in the estates in 2018.

The programme aims to create systemic change by addressing gender inequality and fostering a multi-stakeholder approach to end gender-based violence. It helps to create sustained change by promoting favourable social norms, attitudes and behaviours to prevent violence against women, for example through comprehensive prevention programmes for elementary school children in the estates.

This  video (<https://www.youtube.com/watch?v=yx2bS8xnCvs&feature=youtu.be>) explains the details of this holistic approach to addressing gender-based violence.

Experience in Assam will help inform the creation of a sustainable model that further promotes women's safety and can be used in other regions and countries and beyond.

Our Safety for Women & Girls Programme, Kenya

Up to 50,000 people live in our company villages on our tea estate in Kericho, Kenya, where we employ more than 12,000 permanent workers and 4,000 seasonal workers. In 2013, we commissioned an extensive independent review following allegations of sexual harassment there in 2010 and 2013.

We have implemented the review's recommendations at Kericho and created our Safety for Women & Girls Programme. It includes expanding and strengthening our management team and increasing the proportion of female team leaders. We've instituted policies on sexual harassment, child protection, and violence prevention and management, all developed with the participation of local employees and community representatives. And we've conducted different types of training for management, employees, village elders and specialised groups such as medical personnel. We've also improved our grievance reporting process with a dedicated, confidential, toll-free and local language hotline. Once a month, our Friday Safety Talks focus on sexual harassment and related topics.

“ We're ensuring that all workers in Kericho – women and men – know how to report any cases of violence, harassment, or human rights abuses, and understand that they're supported by Unilever and protected by the law. **”**

**Winfridah Nyakwara, our Integrated Social Sustainability Manager,
Unilever Africa**

UN Women carried out a progress review of this programme as part of our partnership to develop  A Global Framework on Women's Safety (PDF | 7MB) (/Images/a-global-womens-safety-framework-in-rural-spaces_tcm244-529440_en.pdf). They are advising

us on behaviour and social norms change interventions and are working with smallholder farmers too. This has helped to strengthen our programme and adapt it to other countries and regions. Learn more in this video.

Breaking the Silence: Women and Girl's Safety Program...



In Kenya, our membership of the Gender Empowerment Platform involves work with the Sustainable Trade Initiative (IDH) to exchange best practices and share knowledge with the wider tea industry. We're also working with the Ethical Tea Partnership (ETP), and our supplier, the Kenya Tea Development Agency (KTDA), which is the largest tea producer in Kenya with 66 factories and more than half a million smallholder farmers. Through ETP's partnership with the KTDA, 1,000 managers, supervisors and members of staff out of a total KTDA workforce of 9,000 have been trained on stopping discrimination and harassment.

For more information on our work on safety in Kericho, see Kericho tea estates and our [Human Rights Report 2017 \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf).

Working with unions to prevent sexual harassment

We also work with partners to prevent sexual harassment in our operations. In 2017, following a joint commitment signed by Unilever, the IUF union and IndustriALL, the IUF produced a booklet called 'No Place for Sexual Harassment at Unilever'. This is designed to help IUF members understand the roles of workers, unions and management in preventing sexual harassment in the workplace, and is described on page 38 of our 2017 [Human Rights Report \(PDF | 10MB\)](#) (/Images/human-rights-progress-report_tcm244-513973_en.pdf). We also ran a range of initiatives on our sites in 2017 to raise awareness and enhance training to combat this issue.

Related links

- > Targets & performance
(/sustainable-living/enhancing-livelihoods/opportunities-for-women/)
- > Kericho Tea Estates
(/sustainable-living/what-matters-to-you/kericho-tea-estates.html)
- > Advancing diversity & inclusion
(/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-diversity-and-inclusion/)
- > Fairness in the workplace
(/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)

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Enhancing women's access to training & skills

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- ↳ Human Rights Report 2017
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- ↳ A Global Women's Safety Framework in Rural Spaces
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(/Images/a-global-womens-safety-framework-in-rural-spaces_tcm244-529405_1_en.pdf)

⌚ Opportunities for women

This work supports the following UN Sustainable Development Goals



Enhancing women's access to training & skills

We want to help women across our value chain – employees, farmers, entrepreneurs and consumers – to unlock their full potential. The gains are big, particularly for women farmers who can increase their yields, enhance their incomes and provide the sustainable supply of ingredients our business needs.



Empowering women farmers & strengthening our supply chain

Farmers need knowledge – and not just of sustainable agricultural practices. For smallholder farmers, skills in business, finance, nutrition, sanitation, hygiene and a range of other areas can make a difference to their own lives and the communities they live in. But too often, women and girls are left behind when it comes to education – so providing them with access to training and skills is critical to expanding female participation in the economy and closing the gender gap.

Empowering women farmers can make a significant difference to their livelihoods and to the wider communities in which they live. Women already comprise 43% of the agricultural workforce, and this proportion is growing.¹



43%

Of agricultural workers are women



30%

Potential uplift in yields on women's farms – if women have equality of access

According to the UN Food and Agriculture Organization, if women had the same access to land, technology, financial services, education and markets as men, yields on women's farms could increase by as much as 20%–30%.² An uplift that could feed between 100 million and 150 million more people, reducing world hunger by nearly half. So, by helping women gain the skills they need to unlock their potential, we have the opportunity to achieve a huge positive social impact.

The business case is clear. Hundreds of thousands of women grow the crops and commodities that we buy, usually through our suppliers, to make our products. Investing in the skills of women can strengthen the agricultural supply chains which we depend on for our ingredients, build trust in our business, and create a sustainable foundation for our future growth.

Overcoming barriers, creating opportunity

Many smallholder farmers have to tackle challenges ranging from limited knowledge and credit to poor access to markets. Women farmers can face additional barriers, often as a result of unhelpful existing customs and stereotypes. The lack of role models is one barrier, and research shows it's an important one, as positive role models can drive change.³ For example, women on village councils or on TV or radio, can challenge stereotypes on what is acceptable or typical for women to do.

Another common barrier is training programmes that have traditionally catered for men. These may be available only at inconvenient times and in the wrong places for women with childcare and family responsibilities. They may take place in locations that are unsafe or use learning materials designed with men in mind. At the same time, limited rights to land ownership may preclude women from raising finance to support farm investment programmes designed to improve yields and incomes.

Few of the farmers and smallholders in our agricultural supply chain sell directly to us – we generally buy from suppliers, who buy from the farmers. As a result, we've developed an approach that enables us to reach women farmers through:

- financial support for farmer training programmes, delivered by suppliers and NGOs
- premium prices for suppliers who invest in farmer training and provide quality planting material, such as high-yield seeds
- funding for technical solutions that improve productivity and environmental sustainability
- development of financial literacy, hygiene and nutrition training modules with experts
- access to labour- and time-saving devices such as cook-stoves and clothes washing equipment.

By the end of 2017, we had enabled access to training and skills for 1,175,000[†] (around 1.2 million) women, of whom around 935,200 were in our extended agricultural supply chain. Our work to address the barriers facing women more widely is described in Challenging harmful gender norms ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/Challenging-harmful-gender-norms/](#)).

Spotlight



Leaders, teachers, decision-makers: empowering women farmers to boost growth

All too often, women farmers miss out on training and support that could help them boost their yields – and in turn, support the livelihoods of their families and communities. Among gherkin farmers in India, for example, women do over half the farming work but receive less than 20% of training in traditional systems.

What if training was specifically designed to include women farmers – and training materials showcased local women farmers as decision-makers, leaders and teachers on the farm? Our partnership with our supplier Marcatus QED and the Enhancing Livelihoods Fund (which we launched with Oxfam and the Ford Foundation in 2015) shows what can be achieved when training programmes aim to empower women.

Using investment from the Enhancing Livelihoods Fund alongside its own funds, Marcatus QED researched and developed the Marcatus Mobile Education Platform (MMEP), which aims to increase yields of gherkins in its Indian supply chain. MMEP features videos of local farmers demonstrating sustainable agricultural practices in local languages. Research showed that households participating in the MMEP video programme are seeing an average 20% increase in yields within the first three months. This increase is even higher for women-led farming families, who saw a 30% increase in their yields.

The Platform is part of Marcatus QED's multi-faceted Responsible Farming Programme, which aims to reach more than 10,000 smallholder gherkin-farming families in southern India.

Access to land rights leads to better livelihoods

According to the UN Food and Agriculture Organization,⁴ while women are a large part of the agricultural workforce, they are often unpaid and can be excluded from sharing the profits of their labour. They tend to have smaller farms that are less productive.⁵

This is because they have less access to resources than men – fewer inputs, limitations on land ownership and barriers in access to training and financing. In places where women cannot own the land they work, they can be deterred from investing in productivity improvements.

We believe land rights are a powerful way to help people develop sustainable livelihoods. Enhancing land rights in general will empower women, as well as lay the foundation for other development investments to take root – such as education programmes, financial services and healthcare.

i Land rights are one of our eight salient human rights issues

They are relevant for all aspects of our business, including operational considerations such as the siting of factories or offices. But it is our extended supply chain that gives rise to the most opportunity to have a positive impact in this area, as well as the most risk.

Respect for land rights is part of our overall policy framework, and is one of the principles of our [Responsible Sourcing Policy \(PDF | 9MB\) \(/Images/responsible-sourcing-policy-interactive-final_tcm244-504736_en.pdf\)](#) and our [Responsible Business Partner Policy \(PDF | 3MB\) \(/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf\)](#).

In 2017, with the aid of an external implementation organisation, we created Global Land Rights Principles and Due Diligence Implementation Guidelines for our own operations. These will provide enhanced due diligence relating to all our transactions involving land. We will roll these out to our operations before extending to our suppliers.

For further details, see our [Human Rights Report 2017 \(PDF | 10MB\) \(/Images/human-rights-progress-report_tcm244-513973_en.pdf\)](#).

¹ Private Sector Engagement with Women's Economic Empowerment: Lessons Learned from Years of Practice (PDF | 1MB) (<https://www.sbs.ox.ac.uk/sites/default/files/research-projects/GBCWEE/RES-0054-GBCWEE-Report-171123.pdf>)

² Private Sector Engagement with Women's Economic Empowerment: Lessons Learned from Years of Practice (PDF | 1MB) (<https://www.sbs.ox.ac.uk/sites/default/files/research-projects/GBCWEE/RES-0054-GBCWEE-Report-171123.pdf>)

³ Leave no one behind: A call to action for gender equality and women's economic empowerment (<http://hlp-wee.unwomen.org/-/media/hlp%20wee/attachments/reports-toolkits/hlp-wee-report-2016-09-call-to-action-en.pdf?la=en>)

⁴ The Role of Women in Agriculture (PDF | 900KB) (<http://www.fao.org/docrep/013/am307e/am307e00.pdf>)

⁵ FAO. 2011. The State of Food and Agriculture 2010–2011. Women in Agriculture: Closing the Gender Gap for Development (PDF | 3MB) (<http://www.fao.org/3/a-i2050e.pdf>)

[†]Independently assured by PwC (/sustainable-living/our-approach-to-reporting/independent-assurance/)

Related links

-
- > Targets & performance (/sustainable-living/enhancing-livelihoods/opportunities-for-women/)
 - > Advancing human rights with suppliers & business partners (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/)
 - > Connecting with smallholder farmers to enhance livelihoods (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/)
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Promoting safety for women

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Enhancing entrepreneurial & life skills through our brands

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⌚ Opportunities for women

This work supports the following UN Sustainable Development Goals



Enhancing entrepreneurial & life skills through our brands

We're harnessing the power of our brands to empower women and build their skills.



Building on our brand connections to empower women

Our brands play a huge part in delivering our overall business commitment to making sustainable living commonplace. Given that over 70% of our consumers are women, we need our brands to engage with them in meaningful ways.



>70%

Of the people who buy our products are women

Many of our brands are empowering and enabling women every day. Our Beauty & Personal Care brands have developed sustainable living purposes that help women and girls unlock their potential by building confidence and enabling access to skills and training. And some brands in our Home Care Division are aiming to help to recognise, reduce and redistribute the burden of household chores and unlock women's time.

We're building on the connection our brands have with women, on the reach and scale of our business, and on collaborations with a range of partners, through projects and initiatives that enable women to increase their skills and create new opportunities. We believe that empowered women will help build stronger economies and fairer societies, which will be good for our business – and we want women to trust our brands to support them on their journey.

We do not want our brands to perpetuate unhelpful stereotypes about women – or men. Our #Unstereotype initiative is challenging us, and our marketing agencies, to portray women positively and progressively and avoid gender stereotypes. Our expansion of #Unstereotype in 2017 – and our work in mobilising other businesses in this area – is described in Challenging harmful gender norms ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/Challenging-harmful-gender-norms/](#)).

Spotlight



Pond's & Vital Voices: dare to change the world

Around the world, women are finding innovative ways to tackle the social, human rights and environmental challenges that face every society. They're daring to make a difference through their values – often in the face of adversity – and we want to strengthen and inspire them.

That's why in 2017, Pond's partnered with the women's organisation Vital Voices to launch a leadership skills-based fellowship programme. It aims to encourage women to grow and lead with values which challenge the conventional definitions of strength. The VVLead Fellowship aims to equip the next generation of changemakers with the skills and confidence to lead with a new vision of strength.

The curriculum is built around research that shows the qualities of a modern leader include vulnerability, empathy, collaboration, flexibility and patience. While such values have not traditionally been associated with leadership, they have been shown to be key to leading effectively.¹

In its first year, 50 female leaders of mission-driven companies and organisations have participated in the Fellowship, benefiting from webinars, forum discussions, in-person summits and virtual mentorship to grow the participants' initiatives.

Baiqu Gonkar, from Art Represent in the UK, described the Fellowship's first global summit in Johannesburg, South Africa, in June 2017. "I felt empowered, connected and motivated. We can only do so much alone; in order to drive real change in the world, we have to find allies and work together. Since our meeting, all the fellows and ambassadors have kept in touch. What's more, we're working together to drive the change we wish to see in the world."

Read more about the  Vital Voices Fellows (<https://www.vitalvoices.org/what-we-do/signature-programs/vvlead/>).

Dove's mission to increase confidence

Body confidence and self-esteem matter: our research shows they can have an impact on the decisions people take and the way they act. In 2017, our Dove Global Beauty and Confidence report found that 5 in 10 women and 7 in 10 girls have not been assertive in their opinion or stuck to a decision, in part because of self-esteem about their looks.



29m

Young people in
140 countries
reached via
Dove Self-
Esteem Project

Our Dove Self-Esteem Project (/sustainable-living/improving-health-and-well-being/health-and-hygiene/building-body-confidence-and-self-esteem/) helps young girls build body confidence and strengthen their self-worth. We have helped around 29 million young people across 140 countries with self-esteem education over 2005-2017. And we're aiming to reach 40 million by 2020.

As part of this, Dove's partnership with the World Association of Girl Guides and Girl Scouts (WAGGGS) has created a programme called 'Free Being Me' (<http://free-being-me.com/>), which helps young girls see that their opinions and views matter and can make a difference. This short film (<https://youtu.be/M1FawEtjcLo>) explains more about the Dove WAGGGS partnership.

i Key findings from the 2017 Dove Global Girls Beauty and Confidence Report

When girls don't feel good about the way they look

8 in 10: Avoid seeing friends and family or trying out for a team or club

7 in 10: Stop themselves from eating or otherwise put their health at risk

7 in 10: Will not be assertive in their opinion or stick to their decision

Read more in Building body confidence & self-esteem (/sustainable-living/improving-health-and-well-being/health-and-hygiene/building-body-confidence-and-self-esteem/).

Connecting job seekers with the skills they need

Youth unemployment is one of the biggest paradoxes of modern times: even though more young people are going into tertiary education than ever before, they're three times more likely to face unemployment than previous generations.

This trend is particularly acute in developing countries, home to 85% of the world's youth population² – two-thirds of whom do not have a formal job. There is a widening gulf separating what employers need and what's available in the market.

85%



Of the world's youth live in developing countries. 2/3 of them are jobless

Simply put, the skills and knowledge young people are working so hard to gain aren't enough to secure a job. Millions of young people are seeking opportunities to better their lives by improving their employability and rising above social limitations. But they

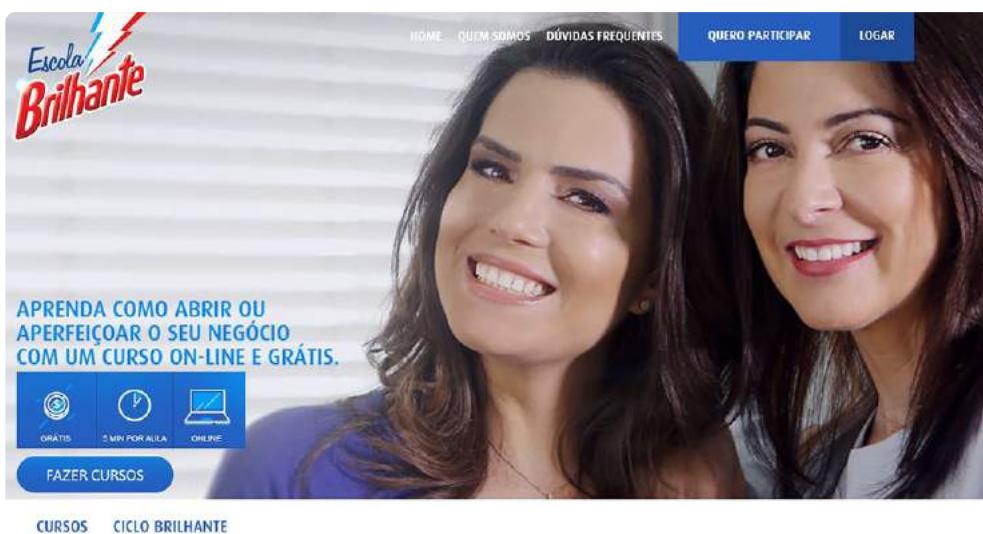
are often held back by a lack of confidence and skills to achieve the brighter future they seek.

In response, in 2015 our Radiant laundry brand launched its Academies of Shine in all its key markets. The Academies aim to upskill people and give them the confidence to shine.

Through teaching these livelihood skills, the Academies bring to life Radiant's brand purpose of fostering social mobility: helping progress-seekers improve their employability and increase their income potential through the right skills, confidence and bright clothes. And they support the aims of Sustainable Development Goal 4 on Quality Education, particularly SDG 4.4 which seeks to increase the numbers of young people and adults who have relevant skills (including technical and vocational skills) for employment, decent jobs and entrepreneurship.

Radiant is also known as Rin, Brilhante, Omo and Surf, giving rise to programmes such as the Rin Career Ready Academy in India and Bangladesh, Escola Brilhante in Brazil, Omo Bright Future Academy in Thailand and the Surf School of Shine in South Africa. Each is tailored to the specific needs and culture of the country.

Spotlight



Academies of Shine in action

In Brazil, our Brilhante laundry brand found that 70% of women want to start their own business – as it's seen as one of the best chances for women to provide for their children and pay for their education. But we also learnt that only 7% of women feel they have the confidence and skills to do so.

Fear of failure is a major cause of this hesitation. To combat this, we set up [Escola Brilhante](https://www.escoladevoce.com.br/escolabilhante) (<https://www.escoladevoce.com.br/escolabilhante>) (The Academy of Shine), an online women's entrepreneurship programme which includes a micro-finance helpline. Women can learn business skills and build their confidence in as little as five minutes a day through free courses. In 2017, Escola Brilhante supported nearly 35,000 women. After the programme, 98% say they will start their own business – up from 74% before they started.

In India, the  Rin Career Ready Academy (<https://www.rin.in/>) connects new joiners with alumni, giving joiners the chance to practise English, be mentored or take part in career fairs. In rural areas, we tackled the lack of access to technology by delivering training through an interactive voice recorder that's available via any feature phone. And to make the experience a more social one, we created a mobile conferencing facility so students can practise English by speaking to other participants and a teacher.

In Thailand, professions such as accountancy, engineering or medical services typically require advanced English-speaking skills, which are not common. So Omo's Bright Future Academy makes short, fun English language modules, which are accessible to aspiring Thais through YouTube and Facebook. Longer, in-depth modules are available on DVD, and are sold with packs of Omo. And we work with supermarket Tesco each year during back-to-school weeks to promote the programme in-store.

This is not only proving good for the people who enrol in the training, it's good for business too. Radiant remains our fastest-growing laundry brand in very competitive markets. And we've seen particularly strong sales in the countries where the Academies are most advanced – Brazil, India and Thailand. In India, the number of people who see Rin as trustworthy is up by 19%, while in Brazil 90% would recommend Brilhante to others.

But it's not only our Home Care brands that are helping women develop their careers. A number of our Beauty and Personal Care brands are looking at how they can connect women to new horizons too.

TRESemmé: connecting millennials to career advice

In 2016 and 2017, our hair care brand TRESemmé partnered with  LEVO (<https://www.levo.com/>), the fastest-growing network for millennials in the workplace. LEVO provides young professionals with the resources to help them navigate and advance their careers. Through this partnership, TRESemmé has democratised the tools and resources to help millennial women equip themselves with 'presence' in the workplace.

TRESemmé co-created resources in collaboration with industry experts, offering them free of charge to women around the world via the LEVO website. In addition, through our partnership with LEVO, we ran offline workshops and seminars across the US, UK and Canada. These enabled working millennial women to access the networks and support systems they need to sustain their professional presence as they move ahead in their careers.

TRESemmé is also partnering with TIME Inc and Marie Claire in the UK in 2018 to give readers the hints and tips to make their presence count and #BeYourOwnPro. The partnership will reach around 3.5 million women across the UK through Marie Claire's

print and online platforms.

Fair & Lovely: connecting women to opportunity

Full access to career guidance, education and skills that boost employability – these are all essential to empowering women. That's especially true where socio-cultural, infrastructural or economic barriers stand in women's way. Barriers such as gender stereotyping, safety concerns about studying outside the home or harmful norms about household responsibilities.

Our Fair & Lovely Foundation's Online Training initiative aims to overcome many of these barriers by improving access to quality career guidance, education and skills – delivered to women through their mobile phones.

It was launched in January 2017 to offer a curated selection of courses and resources on a mobile-friendly, online platform. The courses are chosen from well regarded, high-quality digital education providers such as edX.org (which was founded by Harvard and MIT). The platform is designed to help women discover the potential of online education and encourage them to enrol in a career guidance module and online courses. In its first nine months, around 76,000 women had registered on the  Fair & Lovely Foundation website (<https://www.fairandlovelyfoundation.in/>).

Sunsilk: connecting young women to wider horizons

In Brazil, Sunsilk has taken a similar approach and is seeking to open up possibilities for young women through the idea of 'horizon stretching' – showing them that they have access to opportunities beyond those their immediate surroundings might provide.

Due to adverse social norms, often girls and women find themselves with fewer education and employment opportunities than boys and men. This means that women and girls sometimes have a limited view of their own future, which can hold them back from realising their full potential. This is particularly true for girls from the Brazil's favelas (slums).

In 2017, Sunsilk put this thinking into action in a new partnership with non-profit Plano de Menina, where we co-created the "#JuntasArrasamos" (#TogetherWeRock) programme. This pilot programme aims to build a sisterhood between girls to support each other as they think about expanding their horizons through inspiration and tools.

Juntas Arrasamos's digital and face-to-face programme covers topics such as personal development, self-esteem and personal finance and profiles aspirational role models, as well as offering a support network.

Dermalogica: connecting women to financial independence

FITE – Financial Independence Through Entrepreneurship – helps women entrepreneurs start or grow a business by giving them access to education and skills.

FITE was started in 2010 by the founder of skincare brand Dermalogica, Jane Wurwand. Since then, it has helped support over 90,000 women to start and grow businesses and given scholarships to over 40 girls – who are the first in their family to attend school – across 10 emerging countries.

In 2017, the programme ran the first FITE Entrepreneur Accelerator, with an online course for salon entrepreneurs to fill the business skills gap in the beauty salon industry. Co-created with Santa Monica College in the US, the web-based learning platform and community offers a comprehensive curriculum to help take their business to scale. It's available free of charge for the industry by application. See [FITE](http://www.dermalogica.co.uk/social-impact/social-impact,en_GB,pg.html) (http://www.dermalogica.co.uk/social-impact/social-impact,en_GB,pg.html) to find out more and [hear the stories of some of its entrepreneurs](https://www.youtube.com/watch?v=xj3nmO_zIdU) (https://www.youtube.com/watch?v=xj3nmO_zIdU).

¹ The Athena Doctrine: How Women (and the Men Who Think Like Them) Will Rule the Future

² <http://www.advocatesforyouth.org/publications/publications-a-z/455-youth-and-the-state-of-the-world>

Related links

-
- > Targets & performance (</sustainable-living/enhancing-livelihoods/opportunities-for-women/>)
 - > Expanding opportunities in our value chain (</sustainable-living/enhancing-livelihoods/opportunities-for-women/expanding-opportunities-in-our-retail-value-chain/>)
 - > Enhancing women's access to training & skills (</sustainable-living/enhancing-livelihoods/opportunities-for-women/enhancing-womens-access-to-training-skills/>)
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Enhancing women's access to training & skills

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Expanding opportunities in our retail value chain

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⌚ Opportunities for women

This work supports the following UN Sustainable Development Goals



Expanding opportunities in our retail value chain

Empowered women play a vital role in reaching our consumers and enabling our business to grow. By building skills among our small-scale distributors and retailers, we're creating new opportunities for women while strengthening our business.



Why helping women is good for business

Our products reach consumers through around 25 million stores in more than 190 countries, as well as through direct sales from micro-entrepreneurs. We know that millions of women work in this network, and that women own or operate 30–40% of the outlets in what is known as 'traditional trade' – the mom-and-pop shops, corner stores, kiosks, open market stalls and street carts that are vital to our sales in developing markets.

We want to help women in our distribution network address the factors that can hold them back – such as a lack of training and skills, lack of childcare or social attitudes – while improving their access to markets, information and financing. We do this directly, or in partnership with civil society organisations, governments or financial institutions.

Research shows that by narrowing the gender gap in employment in emerging markets, income per capita could rise by as much as 20% by 2030.¹ By creating opportunities for employment and entrepreneurship, and addressing gender barriers, we can help women grow their businesses and gain greater control over their incomes. At the same time, they're helping us build stronger supply chains, distribution networks and markets as part of our drive to

25m



Stores sell our products in more than 190 countries

20%



Potential increase in income if gender gaps in employment are addressed

create a truly inclusive business

(/sustainable-living/enhancing-livelihoods/inclusive-business/empowering-small-scale-retailers-for-growth/).

Spotlight



Kabisig: supporting women store-owners, building our sales

In the Philippines, more than 90% of all retail outlets are small, 'mom and pop' style stores at the heart of their communities – and nine out of ten of them are owned by women.

These stores – also known as 'sari-sari' – play a vital role in bringing our products to consumers. But because they are not part of a group or chain, they often don't benefit from training or development and they can lack access to business skills and information. Helping these entrepreneurs unlock their potential boosts their businesses and gives us an opportunity to reach more consumers with our brands. A key element of Kabisig lies in making connections between us and our retailers, but also among retailers themselves.

The programme is run alongside our Super!Store initiative which works with bigger, established stores who each act as wholesalers for up to 120 Kabisig partners.

Our Kabisig programme brings store owners together with our distributors at Kabisig Summits, where they learn skills such as stock control, financial management, sales techniques and customer service. Since it began at scale in 2016, Kabisig has enhanced the skills and training of over 83,000 women store-owners, and helped around 24,000 people set up new businesses. At the same time, our sales volume in participating Super!Stores has grown by 12% – 7% higher than stores that have not been through the programme.

Read more about Kabisig and other programmes aimed at Empowering small-scale retailers for growth (/sustainable-living/enhancing-livelihoods/inclusive-business/empowering-small-scale-retailers-for-growth/).

New business models, new women entrepreneurs, new opportunities

As well as working to enhance the businesses of women within existing retail networks, we've created new distribution models, especially in developing countries. These enable women to use their entrepreneurial spirit and the skills learnt in their training to reach consumers in novel ways – increasing our sales while enhancing their incomes.

By recruiting, training and supporting women as independent sales agents, we can empower them to generate new business. It's a big opportunity, for us as well as them. Billions of people live in hard-to-reach rural areas, or in cities with limited retail infrastructure, and connecting these consumers with our brands is vital to our business growth.

We've developed a range of new distribution models which support sales agents in a variety of ways including extended credit, marketing, sales and accounting training and sometimes equipment. And by offering the new lines across our portfolio of brands, we can also help women-owned outlets stock a more diverse range of products – to attract more customers to their shops.

Shakti – empowered women reaching consumers

Our best-known distribution model is

Shakti, our door-to-door selling operation in India which began in 2001. In 2017, it provided work for nearly 75,000 women in low-income rural communities. Shakti means 'power' or 'empowered', and the programme's success has brought a new level of respect for many women, who are known as Shakti 'ammas' or 'mothers', especially in communities where the norm was traditionally for men to be responsible for any sort of commercial enterprise.



75,000

Women in our Shakti network in India

Shakti entrepreneurs distribute our brands in many thousands of villages across India. We provide training on basic accounting, sales, health and hygiene and relevant IT skills. We also equip them with smartphones containing a mini Enterprise Resource Package to help them run their business efficiently. The initiative expanded in 2010 to include Shaktimaans, typically the husbands or brothers of ammas, who sell Unilever products by bicycle to surrounding villages.

We asked Kantar Public to look at the impact of Shakti in four states (Karnataka, Maharashtra, Bihar and Uttar Pradesh). Completed in 2017, the analysis showed that the opportunity to earn an income was the biggest motivation in prompting women to

join the initiative, and that most of them had not been employed before. They felt that Shakti enhanced their monthly income, leading to an increase in spending capacity, and also improved their financial decision-making abilities.

The programme helped to increase their confidence, self-esteem, negotiating skills, communication and engagement capabilities, and supported the development of an entrepreneurial mind-set needed to run a business. Building good communication skills is crucial: many of the women said they lacked confidence to speak to customers. But once they'd gained this confidence, customers said the Shakti ammas' explanation of product benefits motivated them to try and buy our products.

“ My contacts have increased. I was not social but now I speak to many ladies and I share information with them as well. Now people know me. I have an identity in society. We normally can't go out but because of this programme, I can go out now. I get to know many people. It's like a designation to me in society. My credibility has increased in society. People know me now. ”

Shakti amma, Maharashtra

Shakti has become our model to reach out to rural consumers on low incomes in developing and emerging markets – and we're adapting it at scale for other countries. We've launched related programmes in many more countries, such as Ethiopia, Sri Lanka, Pakistan, Haiti and Colombia. In Nigeria, our Gbemiga programme incorporates our Shakti model along with nutrition and hygiene education, using an innovative mobile platform to encourage long-term behaviour change and reaching around 2,200 women in 2017.

Spotlight



Guddi Baji: building knowledge, confidence & sales in Pakistan

Farah Qadri, our Project Manager of Guddi Baji, explains: "Guddi Baji shows it is possible to create opportunities in rural areas where women face many challenges. The programme began in 2012, when it trained rural women to become beauticians, which is a service and a career that is sought in many villages.

In 2015, we enhanced it by looking for ambitious women retailers with small 'hole-in-a-wall' shops that could sell our products. Today, the programme recruits entrepreneurs and supports them in running shops from their own homes, where they make an income selling our brands.

Some of these women live impoverished lives and are the sole breadwinners in male-dominated societies. Many have become a symbol of advice in rural areas – with a real impact in terms of boosting their confidence and self-esteem. And we've seen that female shoppers who would hesitate to deal with a male shopkeeper are now happy to buy from a woman shopkeeper.

By September 2017, Guddi Baji had trained 1,015 women, refurbished their home shops and helped them with sales and marketing. Guddi Baji entrepreneurs are increasing their disposable income. Using these well trained and well stocked retailers has lowered the risk of shops selling counterfeit products, a common problem in many areas. And armed with a good knowledge of our products and how to use them correctly, Guddi Baji sales and the reputation of our brands have flourished. The network is now reaching nearly 350,000 customers and is providing a substantial uplift in our sales growth.

We've also started a collaboration with Women's World Banking and Jazz Mobile to promote financial inclusion for Guddi Baji retailers, as around 50 million women in the country don't have access to bank accounts. Through this partnership, we're aiming to develop a network of JazzCash Guddi Baji retail agents who can offer access to financial services for their customers.

Water Centres: saving time & supporting skills in Nigeria

Over 2014–2017 we've created 18 Water Centres in Nigeria through our Home Care brands, in partnership with Oxfam and TechnoServe.

The Water Centres alleviate the burden of collecting water. In sub-Saharan Africa alone, around 40



40bn

Working hours lost
a year to collecting
water in sub-

billion working hours are lost every year just to the daily task of collecting water for household use. The brunt of this is borne by women who often walk many miles each day just to pick up their supplies, which are frequently of poor quality.

Saharan Africa

Run by women from the community, our Centres provide clean water for domestic activities. We train local women to run them – which gives them the skills, experience and opportunity to generate an income. Water is sold at an affordable cost, as are food and household products.

Selling household and laundry products has been a key component of making the Water Centres sustainable. All proceeds go towards the management of the Centres. At the same time, we provide education on the responsible use of water to help people get the most out of what's available. Read more in Smart solutions for a water-scarce future (/sustainable-living/reducing-environmental-impact/water-use/water-smart-products-for-water-stressed-living/).

¹  Private Sector Engagement with Women's Economic Empowerment: Lessons Learned from Years of Practice (PDF | 1MB) (<https://www.sbs.ox.ac.uk/sites/default/files/research-projects/GBCWEE/RES-0054-GBCWEE-Report-171123.pdf>)

Related links

-
- > Targets & performance (/sustainable-living/enhancing-livelihoods/opportunities-for-women/)
 - > Smart solutions for a water-scarce future (/sustainable-living/reducing-environmental-impact/water-use/water-smart-products-for-water-stressed-living/)
 - > Empowering small-scale retailers for growth (/sustainable-living/enhancing-livelihoods/inclusive-business/empowering-small-scale-retailers-for-growth/)
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Enhancing entrepreneurial & life skills through our brands

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CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

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Inclusive business

Millions of people help source, make and sell our products. We want to help them unlock even more of their potential – so they can support themselves, their communities and our business.

Building connections, removing barriers

There's a story behind every one of our products – the story of the people who make them possible. The people in our factories and sites who make our brands play a crucial part. But beyond our walls, there is a network of millions more, from the smallholder farmers in our extended supply chain, to the retailers and entrepreneurs who bring our brands to new and existing consumers.

All over the world, we rely on and support the people who contribute to our success. We have strong connections with them already and we want to make them even stronger. By helping to remove the barriers to growth faced by the people in our value chain, we aim to help them grow and thrive.

Unlocking the potential of millions

Through technology, training, increased access to markets and better ways of working, we believe we can help millions of people unlock their potential and, in the process, contribute to the UN Sustainable Development Goals including No Poverty (SDG1), and Decent Work and Economic Growth (SDG8).

Making our organisation more inclusive also makes strong business sense. It helps to secure our essential raw materials, expands the markets for our products and increases the resilience of our business model in an uncertain world.

Our strategy

We aim to contribute to economic wellbeing through wealth creation, employment, improving skills and providing access to markets – creating a virtuous cycle of growth that both drives, and is driven, by our business.

We aim to make our approach holistic and integrated with the business, because we recognise that social, environmental and commercial progress are all interconnected. We know that smallholder farmers, for instance, often lack access to markets, to financial support, and to information and training. They can also be held back by poor diet, gender inequalities and health problems, including those caused by inadequate sanitation.

Our programmes and partnerships aimed at helping smallholders, bring in elements from across our Unilever Sustainable Living Plan, including promoting sustainable agriculture practices, [empowering women](#), [advancing human rights](#) and [fairness in the workplace](#), and improving [health & hygiene](#) and [nutrition](#).

Similarly, our work with small-scale retailers and entrepreneurs in our distribution network focuses on helping them build their capacity and addressing the barriers that currently hold them back, such as limited market information, access to credit, and a lack of business or financial management skills. By tackling these obstacles to growth, we create further ways to have a positive social impact – such as by expanding [opportunities for women](#) in our value chain.

OUR COMMITMENT

By 2020, we will have a positive impact on the lives of 5.5 million people by improving the livelihoods of smallholder farmers, and the incomes of small-scale retailers, and by increasing the participation of young entrepreneurs in our value chain.

PROGRESS TO DATE

In 2017, we enabled around 716,000[†] smallholder farmers and 1.6 million small-scale retailers to access initiatives aiming to improve their agricultural practices or increase their incomes.[‡] [§]

[†] Independently assured by PwC.

[‡] Around 370,000 women have accessed initiatives under both the Inclusive Business and the Opportunities for Women pillars in 2017.

[§] Measured 1 October – 30 September.

FUTURE CHALLENGES

While we have made good progress in improving the agriculture practices of many of our smallholder farmers through certification programmes, the challenge is to provide proof of impact that extends beyond agricultural practices, in areas such as health and nutrition, which can act as barriers to improved livelihoods. These issues must be addressed holistically and systematically. That's why we are working with a wide range of partners to improve the systems and infrastructure in which smallholders operate.

Similarly, for small-scale retailers, our ambition is to increase their incomes through our programmes such as Shakti and Kabisig Summits. We have evidence that our sales increase through such initiatives but there is more work to be done to quantify the impact on small-scale retailer incomes. It is our aim to capture this information as part of our new small-scale retailer learning platform.

Targets & performance

As part of the Inclusive Business pillar of our Unilever Sustainable Living Plan, we have set ambitious targets to create a positive impact on the lives of 5.5 million people.

Our Commitment

By 2020, we will have a positive impact on the lives of 5.5 million people, by improving the livelihoods of smallholder farmers, improving the incomes of small-scale retailers and increasing the participation of young entrepreneurs in our value chain.

OUR PERFORMANCE

 In 2017, we enabled around 716,000[†] smallholder farmers and 1.6 million small-scale retailers to access initiatives aiming to improve their agricultural practices or increase their incomes.^{*Φ}

OUR PERSPECTIVE

We have enabled around 1.6 million small-scale retailers in our distribution network to access initiatives aiming to increase their incomes, principally through Perfect Store, Kabisig Summits in the Philippines and Shakti in India and Nigeria. We do not report all small-scale retailer initiatives due to data availability and quality issues.

Through our commitment to sourcing sustainably – in particular cocoa, tea, palm oil, vanilla and vegetables – we are strengthening smallholder farming and making good progress towards our 2020 target. By working with our suppliers and partners, we have enabled around 716,000 smallholder farmers to access initiatives aiming to improve their agricultural practices.

[†] Independently assured by PwC.

^{*} Around 370,000 women have accessed initiatives under both the Inclusive Business and the Opportunities for Women pillars in 2017.

^Φ Measured 1 October – 30 September.



Achieved 0



On-Plan 2



Off-Plan 2



% of target achieved 0

Our targets

Please see [Independent Assurance](#) for more details of our assurance programme across the Unilever Sustainable Living Plan.

Improve livelihoods of smallholder farmers

Our goal is to engage with at least 500,000 smallholder farmers in our supply network. We will help them improve their agricultural practices and thus enable them to become more competitive. By doing so we will improve the quality of their livelihoods.

 In 2017, we enabled around 716,000 smallholder farmers to access initiatives aiming to improve their agricultural practices.[†]

OUR PERSPECTIVE

We continue to roll out programmes aiming to improve the agricultural practices of smallholder farmers. New initiatives reported this year include the Black Soy Bean Bango Initiative in Indonesia and smallholder tea farmer certification in Sri Lanka.

Through our programmes, we're working to help smallholders improve their yields and increase the quality and consistency of the crops they grow. That gives them the platform to increase their incomes, while giving us the visibility and resilience we need to achieve a truly sustainable supply chain.

Improving yield and quality is only part of the story. Smallholder farmers often lack access to markets, financial support, and information and training. Without them, their growth is constrained which can mean missed opportunities for yields and quality. Other factors can also hold them back, such as poor diet, gender inequality and health problems caused by inadequate sanitation. That's why we're also working with a wide range of partners, such as the Global Alliance of Improved Nutrition, to tackle these issues and give smallholders the best possible chance to thrive.

[†] Independently assured by PwC.

[Connecting with smallholder farmers to enhance livelihoods](#)

Improve incomes of small-scale retailers

We will create and improve the incomes of 5 million small-scale retailers in our distribution network.

- We have enabled around 1.6 million small-scale retailers in our distribution network to access our Perfect Store initiative, as well as other programmes such as the Shakti initiative and Kabisig Summits.

OUR PERSPECTIVE

The number of small-scale retailers accessing initiatives increased slightly in 2017 to 1.6 million, principally through the continued roll-out of our Kabisig Summits in the Philippines and Shakti programme in India and Nigeria.

We have been developing our approach to ensure we are enabling as many small-scale retailers as possible to access training, and not just those served through our Perfect Store initiative.

We expect progress against this target to accelerate from next year as we will be bringing all training modules together into a fully integrated, certified small-scale retailer learning platform. It will track the number of small-scale retailers who access training, including financial literacy and basic training on hygiene, sanitation and nutrition to meet their shoppers' needs better, as well as improving their own families' livelihoods.

Empowering small-scale retailers for growth

Increase the participation of young entrepreneurs in our value chain

We will increase the participation of young entrepreneurs in our value chain.

We will train and enable young people to participate in the agricultural business sector globally and in the distribution channels of our brands to market.

- We continue to help young people through our agricultural supply chain and distribution channels.

OUR PERSPECTIVE

Since 2014, we have been working to bring more young entrepreneurs into our value chain, principally through our inclusive business programmes in developing and emerging markets.

One example is Safeer, a small-scale retailer initiative in Egypt. It aims to recruit and train young people to support the distribution of Unilever products in the top 1,000 villages in Egypt, which otherwise would be too expensive for the Unilever salesforce to reach. Similarly, Unilever Bangladesh has pioneered an initiative to recruit unemployed young people to help sell our brands across rural regions of Bangladesh where there is no direct coverage.

Our smallholder farmer programmes also support young people, such as those growing vanilla in Madagascar. In partnership with Symrise, Save the Children and the federal development agency GIZ, we are working to break the inter-generational transfer of poverty through agricultural training and education. Through our programmes, we're working to help smallholders improve their yields and increase the quality and consistency of the crops they grow.

Helping young entrepreneurs

✖ Inclusive business

This work supports the following UN Sustainable Development Goals



Connecting with smallholder farmers to enhance livelihoods

We're building stronger, closer connections to the smallholder farmers who supply our business with essential agricultural raw materials – providing them, and us, with the foundation for future growth.



Time for change

What does it mean to be a smallholder farmer in the 21st century? And what will it mean to the next generation and the one after that?

Today, an estimated 450 million people earn most of their income by working on their family smallholding. With their wealth of collective experience and knowledge of local conditions they play a vital role in feeding the planet, producing around 70% of the world's food.

But smallholders often face barriers that prevent them unlocking their full potential, both in terms of their yields, and their livelihoods. Despite their contribution to the global food system, many smallholders themselves live in poverty, and deal with chronic food insecurity and malnutrition. For too many, a life of continuous toil does not currently provide a sustainable livelihood and an unexpected drought or family bereavement can make this even harder to achieve.

The system needs to change. And with the world needing to feed 8.5 billion people by 2030, the time to act is now.

Change won't be easy. But we believe it will create enormous opportunities for smallholder farmers, for the world's food systems, and for our business.

Feeding the future and securing our growth

Creating a sustainable future for smallholders – one in which their incomes and living standards rise, so that current and future generations see smallholding as viable and attractive – will be key to feeding the world's growing population.

Our future success will depend on theirs. We rely on smallholders for a sustainable supply of some of our most important ingredients, including tea, palm oil, vegetables, cocoa and vanilla.

By strengthening our connections to smallholders and helping them flourish, we will make our supply of sustainably sourced ingredients more secure and more transparent, so it can continue to help us grow.

Helping transform smallholder farming will also be key to achieving the ambitions of our Unilever Sustainable Living Plan and play a vital part in contributing to the UN's Sustainable Development Goals, especially No Poverty (SDG1) and Decent Work and Economic Growth (SDG8). In turn, stronger and more sustainable smallholder communities will increase the resilience of our supply chain and strengthen the trust that our consumers have in our brands.

Committed to change and aware of the challenges

We're committed to improving the yields and livelihoods of smallholder farmers and their communities, and we have a clear business interest in achieving it.

We know that the challenges faced by smallholders are complex and diverse, often requiring holistic solutions. Not only does every crop and region have its own dynamic and context, but each individual smallholder faces a unique set of conditions. We work directly with around 30,000 smallholders, while through our suppliers we're connected to around 700,000 more, mostly smallholder tea farmers in Africa.

Tackling the barriers

Smallholder farmers often lack access to markets, to financial support, and to information and training. Without them, they are constrained when it comes to investing in their farms. Their choices of when, how, and what to grow are also constrained – which can mean missed opportunities for improved yields and quality. But many other factors can also hold them back – such as lack of income diversification, poor diet, gender inequalities and health problems, including those caused by inadequate sanitation.

These barriers must be addressed holistically and systematically. We're working with a wide range of partners to improve the systems and infrastructure in which smallholders operate, for example through collaborating on improved regulatory, market and financial processes.

And through our programmes, we're working to help smallholders improve their yields and increase the quality and consistency of the crops they grow. That gives them the platform to increase their incomes, while giving us the visibility and resilience we need to achieve a truly sustainable supply chain.

At the same time, we're strengthening our connections with smallholders, so we can support them in areas like health, nutrition, and education, as well as training, professionalisation and sustainable agricultural methods.

Digitally connected: improving agricultural practices

One way we're helping to improve agricultural practices in Indonesia is through the  mFarmer digital platform (<http://mfarmer.co/>), developed by Unilever and GrowAsia. It gives smallholders access to mobile content which is free of data charges, to help them make better farming decisions and become more sustainable in their practices. For instance, it includes courses to help smallholder farmers better understand palm oil RSPO standards and the certification process.

Accessed via Free Basics by Facebook on the Indosat network, the content includes weather data and assessment information to help improve productivity and yields, along with communication tools to connect with cooperatives and other farmers.

We piloted mFarmer in January 2017 with independent smallholders in two Indonesian villages, to experiment with various elements of the system and test the user experience. This user acceptance test proved very successful, reaching nearly 22,000 farmers over three weeks via social networking.

The 'digital first' approach of mFarmer significantly reduces cost per contact in reaching smallholder farmers. We are now starting to deploy mFarmer in our supply chain, with plans to expand into other markets and crops.

Spotlight



Strengthening smallholder communities in Madagascar

Helping smallholder farmers and their communities increase yields sustainably is key to our strategy. But our programmes increasingly address other barriers to smallholders' growth too.

In Madagascar, our strategic alliance ([/news/press-releases/2016/Unilever-support-vanilla-farming-communities-in-Madagascar.html](#)) with our supplier Symrise, the German Development Agency GIZ and NGO Save the Children aims to improve livelihoods by supporting vanilla smallholders and the wider community. The development partnership is supported through the develoPPP.de programme of the German Federal Ministry for Economic Cooperation and Development (BMZ).

The partnership aims to reach 40,000 people in 10,000 households in the Sava Region by 2019 by increasing access to fair financial services, providing community education on health, hygiene and child protection, as well as helping farmers improve their agricultural and business skills.

By the end of December 2017, the programme had reached around 35,000 people in over 7,000 households, including around 6,000 smallholder farmers who had accessed agricultural training.

An inclusive approach across the USLP

Our holistic approach recognises that social, environmental and commercial progress are all interconnected. This relationship is reflected across other sections of this report. As the examples on our interactive map ([/sustainable-living/enhancing-](#)

livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/mapping-our-farmers-programmes/) show, closer relationships with smallholders enable projects that advance sustainable agriculture practices, increase yields and reduce environmental impacts such as deforestation. All of these are central to our ambitions on sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/).

They also help us promote human rights (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/) and empower women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/), and improve access to better hygiene and sanitation (/sustainable-living/improving-health-and-well-being/health-and-hygiene/). Improving smallholder nutrition through programmes such as Seeds of Prosperity (see below) contributes to our goal of helping hundreds of millions of people achieve a  healthier diet (<https://www.unilever.co.uk/sustainable-living/the-unilever-sustainable-living-plan/improving-nutrition/>).

Tea: where we began

Our tea brands – such as Lipton, Brooke Bond and PG Tips – have worked with tea growers and smallholders for generations. Some of our most mature smallholder farmer programmes are in the tea sector. These have consistently focused on sharing sustainable agriculture best practice, with the aim of improving yields and quality.

Between 2006 and 2016, for example, we worked with the Kenya Tea Development Agency (KTDA) and the NGO IDH to provide education and training through Farmer Field Schools. The programme enabled 86,000 lead farmers, including around 42,000 women, to access initiatives aiming to improve their agricultural practices. It helped 580,000 farms achieve the certification standards set by the Rainforest Alliance – establishing a solid foundation for tea-growing in Kenya which continues to be overseen by KTDA.

A brighter future for tea smallholders

Working with tea farmers in India



We continue to expand the scope of our programmes within, and beyond, the drive to increase yields sustainably.

In 2017, we had more than 50 separate initiatives in tea worldwide, many in partnerships with NGOs and government stakeholders. Each addresses issues relevant to the industry and the local market, with a range of objectives including increasing smallholders' incomes, improving health and sanitation, empowering women, supporting biodiversity and addressing climate change. We describe some of these initiatives in the sustainable tea (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/sustainable-tea-leading-the-industry/) section of this report.

Many of our initiatives in tea have successfully used certification programmes to raise standards – but they are not a one-size-fits-all solution. We implement our programmes with a variety of approaches, including working directly with individual smallholders and groups.

We apply the same adaptability across many sectors of our supply chain. Certification plays a very important role in ensuring we do business with suppliers who have equal commitments in place on environmental and social sustainability. At the same time, we need to focus on ensuring we have visibility of what happens in our supply chain through traceability initiatives and programmes that tackle specific issues on the ground.

More knowledge. Better tea: trustea



Daleram Gulia is Unilever Procurement Manager, Sustainable Sourcing.

"You can see the change on the ground – people are hungry for knowledge," says Daleram. "The first question smallholders ask is: 'can you help me on judicious use of pesticides?' Then they want to know about compliance, green leaf-handling, how to improve quality..."

Daleram works with our tea supply chain in India, where around half the country's tea production is grown by smallholders – and where smallholder potential is being unlocked by trustea, a sustainability code devised by a cross-sector alliance supported by the Indian tea industry and tailored to local conditions with global best practices delivered by our implementing partner Solidaridad.

"Conditions for smallholders vary widely across the country, but overall the number of growers is increasing," says Daleram. "Often, smallholders are fragmented and dependent on green leaf agents to sell their green leaf. That can

mean they lack access to information about prices, traceability and sustainable agricultural practices – it also means it can be hard to get visibility of where and how our tea is grown.

"trustea requires tea factories to first map their supply chain, which creates a connection to individual smallholders and the opportunity for them to organise in groups. That means we can reach them with soil management practices, training in sustainable agriculture, and a wide range of professional techniques so we can guide them towards compliance with trustea's code requirements.

"So far, trustea has successfully verified 37,500 smallholder farmers in India, accounting for 43% of Indian tea. For Unilever, that means more knowledge about who is growing our tea and how and greater assurance that the tea we sell meets mandatory criteria on wages, plant protection, safety, and pesticide use – as per the Tea Board of India's Plant Protection Code (PPC).

"Smallholders can reduce their costs through judicious use of chemicals and fertilisers, and access to expertise on agricultural practices should make their farms more sustainable in the long term."

The importance of partnerships

Even in sectors like tea, where we can bring our scale and influence to bear, we do not claim to be able to transform whole systems on our own. Addressing the complex barriers faced by smallholders, and giving them the access to resources they need, requires collaboration with our suppliers, across industries and sectors, and with NGOs and governments.

Implementing our programmes is itself often a collaborative process, and we have global partnerships with many organisations including [Acumen](http://acumen.org/) (<http://acumen.org/>), [Clinton Giustra Enterprise Partnership](http://cgepartnership.com/) (<http://cgepartnership.com/>), [the Ford Foundation](http://www.fordfoundation.org/) (<http://www.fordfoundation.org/>), [IDH](https://www.idhsustainabletrade.com/) (<https://www.idhsustainabletrade.com/>), [the International Fund for Agricultural Development](http://www.ifad.org/) (<http://www.ifad.org/>) (IFAD), [GAIN](https://www.gainhealth.org/) (<https://www.gainhealth.org/>), [GIZ](https://www.giz.de/de/html/index.html) (<https://www.giz.de/de/html/index.html>) (Deutsche Gesellschaft für Internationale Zusammenarbeit), [Oxfam](http://www.oxfam.org/) ([https://www.oxfam.org/](http://www.oxfam.org/)), [PSI](http://www.psi.org/) (<http://www.psi.org/>), [the Rainforest Alliance](http://www.rainforest-alliance.org/) (<http://www.rainforest-alliance.org/>), [Save the Children](https://www.savethechildren.net/) (<https://www.savethechildren.net/>), [Solidaridad](http://www.solidaridadnetwork.org/) ([https://www.solidaridadnetwork.org/](http://www.solidaridadnetwork.org/)) and national and local government agencies.

Spotlight



Seeds of Prosperity: cultivating a healthier future in partnership

Information is priceless, and many smallholders simply do not have enough access to it. That could be farming information such as prices, best agricultural practices and routes to market. But it could also be about hygiene, or diet, because disease and malnutrition are also barriers to smallholders' livelihoods and productivity.

Many smallholders, for example, sell their nutritious crops to buy starchy foods which feed their families but lack micronutrients. That's why we're increasingly looking for ways to help them improve their diets and hygiene habits too.

Partnership in action

The Seeds of Prosperity programme, is a partnership between Unilever, the Global Alliance for Improved Nutrition (GAIN) and the Sustainable Trade Initiative (IDH). It began in a pilot in India, reaching 2,600 people in Tamil Nadu with a nine-week behaviour-change programme dedicated to encouraging more diverse diets and handwashing.

Women who participated in the programme reported a 41% increase in the variety of foods consumed, almost double the 24% increase in women who were not part of the programme. The hygiene component saw 78% of tea growers washing their hands before lunch daily, compared with 51% of growers who did not participate in the programme.

Building on success

We believe a business like ours has a commercial, as well as a moral, responsibility to explore initiatives like Seeds of Prosperity. By building healthier communities, we make our supply chain more robust, both directly and indirectly. Indeed, 98% of pilot participants said the programme was likely to positively affect their decision to stay with their tea estate or factory, which in turn increases farmers' loyalty.

After promising results from the pilot, in 2017, the partnership began to replicate the programme in tea farming communities in Assam and Tamil Nadu as well as in Kenya and Malawi. We aim to reach a further 300,000 people and are encouraging other businesses to help us scale the programme even further.

Working with smallholders on sustainable palm oil

The majority of the palm oil we buy is grown in Malaysia and Indonesia – the biggest producing countries worldwide.

Smallholder farmers play an important role in palm oil production. They represent 40% of all palm oil production in South-East Asia. Many smallholder farmers face issues in productivity, profitability and sustainability. These can include land tenure, poor agricultural practices and a lack of access – both to finance for replanting and certification, and to sustainable markets.

We aim to support 25,000 farmers by sourcing or buying certificates directly from independent smallholders, and by working with NGO partners to help and incentivise smallholders to adopt sustainable management and agricultural practices. Find out more about how we are transforming the palm oil industry ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/](#)).

Spotlight



The sustainable palm oil village

Smallholders working on family plots are an important part of palm oil production. Together, they produce around 40% of the global supply. But the challenges they face in getting access to markets, finance and the training that

could help them improve their yields mean that their incomes often remain low. This in turn can drive deforestation and loss of biodiversity as they seek new land to cultivate.

In 2017, we worked with partners on a pioneering new approach to help independent smallholders in Indonesia produce more oil and generate higher incomes while having a lower environmental impact.

Sometimes known as a 'jurisdictional approach', we prefer to think of it as creating 'sustainable villages'. It is a way of working with communities of smallholders and local government to increase yields and prevent deforestation within a set geographical area, while assuring us of a sustainable source of palm oil.

The path to systemic change

We began with the village of Pangkalan Tiga. In October, our programme helped 190 independent smallholders of the village's KUD Tani Subur farmer cooperative achieve RSPO certification – the first cooperative in Kalimantan to do so.

Alongside sustainable palm cultivation, the cooperative involves an integrated livestock farm and a fish farm, so that palm by-products such as fronds are used in feed for livestock, cow manure is used for fertiliser for the oil palms, and palm oil mill effluent is used in fish feed. This integrated model gives farmers an opportunity to earn additional income, while the support of the district and provincial government helps monitor farming and combat deforestation.

Altogether, our public-private partnership with the provincial government of Central Kalimantan, the district government of Kotawaringin Barat and Yayasan Penelitian Inovasi Bumi (INOBU) has directly helped 253 independent smallholders achieve certification in 2017. If it continues to succeed, we aim to scale it up to reach as many as 12,000.

We do not claim to have all the answers when it comes to addressing sustainability issues in our agricultural supply chain – nor the issues facing the smallholder farmers we depend on. But we know that the status quo is not sustainable and that more change at a systems level is needed. For our future work with smallholders, this means broadening out our activities beyond improving agricultural practices, to include strategic and enabling areas such as access to finance, income diversification and resilience to the effects of climate change.

Related links

-
- > Targets & performance (/sustainable-living/enhancing-livelihoods/inclusive-business/)

 - > Mapping our farmer programmes (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/mapping-our-farmers-programmes/)

 - > Sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)
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Creating and sharing wealth

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Empowering small-scale retailers for growth

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● Inclusive business

This work supports the following UN Sustainable Development Goals



Empowering small-scale retailers for growth

By building powerful connections with millions of small business owners and micro-entrepreneurs, we're helping them boost their skills and incomes while driving our own reach and growth.



Selling with purpose

Finding better ways to reach consumers is essential to our success. It brings us closer to the billions of new and existing consumers who use our brands. It also gives us the opportunity to make a positive difference to people and communities all over the world.

We want to ensure that people can enjoy the benefits of our products wherever they are. In emerging markets, such as Asia and Africa, where there are around 3 billion rural consumers, developing innovative and effective distribution models is an enormous opportunity for growth.

It is also one of our biggest opportunities to make a real difference to people's lives and, in doing so, contribute to a number of the United Nations Sustainable Development Goals, including No Poverty (SDG1) and Decent Work and Economic Growth (SDG8).

Millions of men and women in our distribution network already earn some or all of their income by connecting us to our consumers. The 'small-scale retailers' who run independent stores, outlets and kiosks, or set up as micro-entrepreneurs making sales in the streets or house-to-house. They make a crucial contribution to their local communities, especially in developing markets. And because they bring our products to millions of consumers every day, their success is directly linked with our own.

Realising potential together

In our USLP, we set out our ambition to have a positive impact on the lives of 5.5 million people ([/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/mapping-our-farmers-programmes/](#)) by improving the livelihoods of smallholder farmers ([/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/](#)) and improving the incomes of small-scale retailers. To achieve it, we're working on a range of initiatives that broaden and deepen the connection between small-scale retailers and our business, helping them build their capacity and addressing the barriers that currently hold them back, such as limited market information, access to credit, and a lack of business or financial management skills.

At the same time as helping to unlock the potential of existing small-scale retailers, we're empowering new entrepreneurs to improve their livelihoods while helping us reach new consumers, through initiatives that support women, young people, and the long-term unemployed.

And because of the scale and diversity of our distribution network, empowering small-scale retailers helps us achieve other, interconnected goals in our USLP – including Opportunities for Women ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/expanding-opportunities-in-our-retail-value-chain/](#)), fostering Fairness in the Workplace ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/](#)), and delivering improvements in water and sanitation ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/](#)).

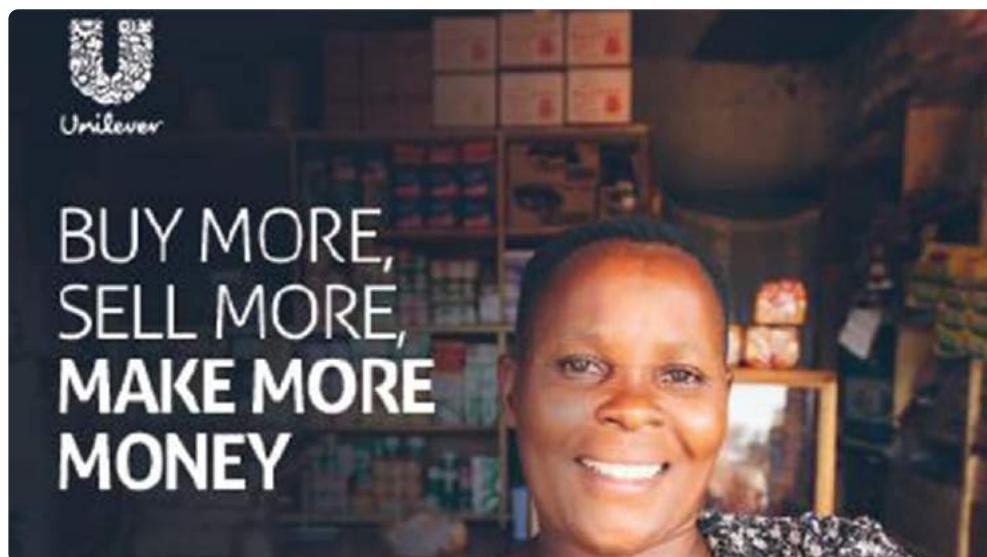
Better connections, better lives and better business

Our aim is to drive inclusive growth at scale. This means understanding who our small-scale retailers are and what's important to them, and working with them to find ways to address the challenges they face.

The knowledge and insights we've gathered over many years of working with small-scale retailers has helped us develop a range of training, designed to address those challenges and help people unlock their potential. That includes training in business and retailing capabilities, including basics on how to operate in an increasingly tech-based market; training in financial literacy and access to credit that helps people expand their businesses and improve their income; and basic training on hygiene, sanitation and nutrition, which helps sellers meet their shoppers' needs as well as improve their own families' livelihoods.

At the same time, technology and data are transforming the way we connect with our distribution network, as well as how businesses and individuals within it connect with consumers. Through our new data systems, including LeverEDGE, we're understanding more than ever how our retailers' businesses operate and working with them on opportunities to increase sales.

Spotlight



Unlocking potential and driving growth: our partnership with Mastercard

For any small retailer, selling out of a product line is a missed opportunity. If you can't sell your customer what they want, they'll either make no purchase at all, or go to your competitor.

But for retailers who are stuck in cash economies without access to credit, especially in the developing world, running out of stock can be a routine event.

Why does this matter? Because it's holding back growth. Entrepreneurs who would like to transform their businesses and the contribution they make to their economy are constrained. And we're missing out on an opportunity too because we rely on them to sell our brands.

Our strategic partnership with  Mastercard (<https://www.mastercard.us/en-us.html>) in Kenya uses a combination of innovative technology, targeted training, and the strength of our relationships with our distribution network to free retailers from these constraints and fulfil their potential.

By digitising the processes of buying supplies and selling goods, small-scale retailers will build the credentials they need to get access to low-interest credit. As well as getting better control of their inventory, so they can keep their shelves full and meet consumer demand, the retailers are also able to access training and essential financial tools to help them grow their sales and incomes. Since its launch in 2017, retailers in the Kenya programme have seen an increase in sales of 11%.

It is early days but if it keeps succeeding, we believe it could help us have real impact. The  World Bank (<http://www.worldbank.org/en/topic/financialsector/brief/smss-finance>) estimates there are up to 445 million micro, small and medium enterprises in the developing world. Many of these are held back by limited market information, poor access to credit and a lack of financial management skills. If we can help small retail entrepreneurs grow beyond their current financial limitations and bring our sustainable products to more consumers, it could help transform economies in emerging markets and drive our growth.

Sharing the knowledge that can drive our growth

A shop, a store, a kiosk, a mini-market – they have many different names, but we know that all small retail outlets have something in common: they, and the people who own and work in them, are key to our ambitions.

So far, we have reached more than 1.6 million small-scale retailers with initiatives designed to help them make their stores more efficient, competitive and attractive to consumers. These initiatives help them boost their sales while helping us ensure that our brands are more available, better displayed, and priced at the recommended retail price and marketed optimally. They include training in business practices and, through our brands, can help promote better health and sanitation for store owners and their families, as well as for their customers.

Sharing knowledge is at the heart of our approach and we're developing new ways to do it. In 2018, we will launch a fully integrated learning platform across our business to help small-scale retailers access training and support more easily, online, offline or on mobile. It brings together the insights we've gained from our global programmes, such

as Perfect Store, and local programmes, such as Kabisig in the Philippines. It is designed to help more small-scale retailers access the skills and expertise that could help them grow.

Spotlight



Your business, your future: Helping 'mom and pop' stores grow

It takes drive, resilience and entrepreneurial spirit to be a small independent retailer – qualities that are hugely valuable to us as part of our distribution chain. But many small retailers lack access to the training, modern trading practices and professional skills that would enable them to take those qualities, and their businesses, to the next level.

What if we could bring people together to build those skills and act as a catalyst for their growth, and ours?

We're bridging that gap through programmes such as Super!Store and Kabisig, which we run in the Philippines, where 1 million small retailers – known as 'mom and pop' or 'sari-sari' stores – are at the centre of their communities, making up more than 90% of the retail landscape.

Between 2015 and 2017, over 87,000 owners have accessed detailed training and advice on how to set up, run, and grow their businesses at our Kabisig summits, which bring together new and established store owners to share knowledge and build relationships. The support ranges from training in managing inventory, finances and merchandising, to modules aimed at helping owners manage debt and plan their business growth, all under the banner "Negosyo mo, kinabukasan mo!" – or "Your business, your future."

A key element of Kabisig lies in making connections between us and our retailers, but also among retailers themselves. The programme is run alongside our Super!Store initiative which works with bigger, established stores who each act as wholesalers for up to 120 Kabisig partners.

Around nine out of ten mom and pop store owners are women, and the stores help support hundreds of thousands of household members. That means the opportunity to enhance livelihoods – and to grow business – is huge.

Since it began at scale in 2016, Kabisig has enhanced the skills and training of 87,000 owners and helped around 24,000 people set up new businesses. At the same time, our sales volume in participating Super!Stores has grown by 12% – 7% higher than stores that have not been through the programme. This shows that helping others build their businesses, helps build ours.

Serving hard-to-reach consumers

Billions of people live in small towns and villages that are spread out over large geographic areas, often with poor infrastructure and populations too low to sustain many retailers. In some developing cities, too, retail systems are still growing, and do not cover the full population.

At the same time, economic opportunities in these places are often limited, especially for women. That's why we're working on 'inclusive distribution' models. That is, ways to create opportunities for people to grow their incomes while helping us connect with these hard-to-reach consumers.

Engaging small-scale retailers or entrepreneurs in selling is one way of getting our products to consumers in these hard-to-reach places. We provide job opportunities by recruiting and training people, and supporting them with extended credit, marketing, sales and accounting training, and sometimes with equipment. We're also focused on improving their – and our – channels to reach those consumers, including through digital.

Our Shakti programme in India is one of our best-established and successful models, designed to empower women entrepreneurs through access to training and support, as they in turn empower our business. Around 77,000 women from poor rural communities are now part of our Shakti distribution network, bringing our brands to hard-to-reach consumers while generating incomes for themselves and their communities.

We want to scale the impact of Shakti and our related programmes, such as Gbemiga in Nigeria, which involves 1,350 women in our value chain, and similar programmes in Ethiopia, Egypt, Bangladesh, Sri Lanka, Pakistan, Haiti and Colombia. That can mean expanding the model to new areas. In 2017, we worked on establishing networks in El Salvador and Myanmar, for example. It can also involve exploring ways to professionalise the model further, using technology and working with partners and investors to enhance our positive social and business impact.



Bukunmi Akinseye is Global Partnerships & Advocacy Manager, Enhancing Livelihoods

"Our inclusive business models are creating opportunities to address a broad suite of social impact needs – financial inclusion, skills development and training, and even behaviour change. But there's still so much ground to cover, which is why we are actively working with others to innovate, cost-share and multiply our impact.

Over the last year, in addition to expanding the Shakti business model to new territories, we have been collaborating with partners to further professionalise our inclusive distribution practice and develop innovative approaches to scale.

For example, in Ethiopia, we are collaborating with Elevate and the BOP Innovation Center to design a new cost-effective, open-basket distribution model – one in which women micro-entrepreneurs sell a mixed basket of products from Unilever and other producers, choosing from a catalogue that includes staples and nutritious foods. The model, which currently includes 175 women in Ethiopia, is based on market surveys and our work with our partners on addressing the barriers to achieving scale and impact in rural distribution networks.

It is at an early stage, but the project aims to create income opportunities for a network of women micro-entrepreneurs while improving affordability and access to essential household products."

Spreading happiness in communities

We are the world's largest ice cream company, selling our brands in over 40 countries and always looking for ways to grow our business sustainably. One way we improve our ability to reach consumers while having a positive impact on the communities we work in is through our micro-entrepreneur programme, I'm Wall's. This initiative gives brands, including Wall's, OLA, Good Humor, Algida and Kibon, new ways to sell our products that also generates jobs and opportunities.

The I'm Wall's programme has a mission to 'build happier communities' and create jobs for 100,000 people worldwide by 2020. I'm Wall's runs in 25 countries and has three priorities:

- Recruiting unskilled people who may have been traditionally excluded from the workplace due to their lack of skills.
- Employing young people as interns during the summer months, providing credible experience as they step into the job market.

- Investing in building soft skills such as sales and shopper management, customer service, problem-solving and helping to build self-confidence.

In 2017, I'm Wall's continued to employ micro-entrepreneurs across 25 countries, plus seven markets in Europe, including Finland, Italy, Poland, the UK and the Netherlands, as well as Spain and Portugal. I'm Wall's was further rolled out in Latin America, South Asia and South-East Asia, which are our biggest markets for mobile vendors.

Related links

-
- > Targets & performance ([/sustainable-living/enhancing-livelihoods/inclusive-business/](#))
 - > Creating opportunities for women ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/](#))
 - > Expanding opportunities in our value chain ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/expanding-opportunities-in-our-retail-value-chain/](#))
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Connecting with smallholder farmers to enhance livelihoods

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Helping young entrepreneurs

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☒ Inclusive business

This work supports the following UN Sustainable Development Goals



Helping young entrepreneurs

We want to help more young people benefit from our business. We provide training to enable them to work in the agricultural sector, as well as in our distribution channels.



We have a business need to increase the participation of young entrepreneurs in our value chain. Supplies of agricultural raw materials for our business will be threatened if new farmers are not brought into the farming sector. As we grow our business, we will also need more people to distribute our brands to customers and consumers. This will help to create jobs and combat high youth unemployment, as well as provide young people with an opportunity to share in the wealth that our operations generate.

Through our Unilever Sustainable Living Plan, we have set a target to train and enable young people to participate in the agricultural business sector and in the distribution channels of our brands to market.

So far, we have focused our efforts largely through our supply chain, procurement and customer development activities. A number of our programmes benefit young people directly. For example, five per cent of those participating in the Kabisig Summits in the Philippines are young adults, principally women entrepreneurs who have set up community stores. The summits are designed to help these small-scale retailers access the skills and expertise and in doing so improve their incomes through training in stock control, financial management, sales techniques and customer service.

Other initiatives are designed specifically with young people in mind. Below are some more examples of the initiatives we've developed to support young people and young entrepreneurs.

Creating a youth-led micro-distribution network in Egypt

Safeer is a key sustainability programme for Unilever in Egypt. The initiative aims to provide opportunities and train a group of young people to support the distribution of Unilever products in the top 1,000 villages in Egypt which otherwise would be too expensive for the Unilever salesforce to reach.

The majority of the salesmen were previously unemployed, but all share a drive to succeed as independent micro-distributors. By providing access to microfinance to buy initial stock, as well as motorbikes to enable transport to rural areas, the young men learn how to maximise their sales, and subsequently their income. There are currently around 480 Safeer salesmen who generate sales of around 150 million Egyptian pounds.

Spotlight



Addressing youth poverty in vanilla producing communities

In Madagascar, we are part of a strategic alliance to support vanilla smallholders, and the wider community, with our supplier Symrise, the German development agency GIZ and NGO Save the Children.

The aim of the development partnership is to increase livelihoods by increasing access to fair financial services, providing community education on health, hygiene and child protection, as well as helping farmers improve their agricultural and business skills.

The programme is also targeting young people to help break the inter-generational transfer of poverty by providing a platform for exploring career opportunities and for accessing skills development, ensuring that future generations are actively engaged and participating in the development of their communities.

To date, the partnership has founded three agricultural colleges, with an additional two new colleges planned in remote rural areas. It has also produced a curriculum for literacy and numeracy 'catch up' classes, working in collaboration with the local education ministry, which will be offered to young people who have missed out on vital schooling.

In addition, Youth Committees have been established and are active in 36 villages, with over 400 members. These committees are providing a forum for young people to access skills development and vital services, such as leadership training and sexual and reproductive health information, and to discuss and raise concerns about the issues affecting their lives.

The development partnership is partly financed through the develoPPP.de programme of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Driving growth and helping unemployed youth in Bangladesh

For over a decade, Unilever Bangladesh has pioneered an initiative to recruit unemployed young people to help sell our brands across rural regions of Bangladesh where there is no direct coverage. The initiative, called Pollydut, has become not only a major contributor to Unilever Bangladesh's growth but also a model of sustainable rural distribution.

Pollydut is Bangla for rural ambassadors. Previously unemployed young men are supported to set up as outreach salespersons through the provision of a bicycle or tricycle vans which serve as mobile shops, and access to microfinance to purchase initial stock. Similar to the Shakti initiative in neighbouring India, Pollydut makes affordable Unilever products available to people living in rural villages and enhances the livelihood of those participating in the initiative.

Starting with 600 unemployed youth, by 2017 there were around 1,300 young people active in the initiative, enabling Unilever to reach over 115,000 new retail outlets.

Pollydut is helping Unilever Bangladesh to grow faster and is now contributing 5.5% of annual revenue. In turn it is helping participants in the Pollydut initiative to enjoy a better livelihood as a result of the commission that they are now earning from the sale of Unilever products.

Photos by Colin Crawley/ Save the Children

Related links

-
- > Targets & performance (</sustainable-living/enhancing-livelihoods/inclusive-business/>)

 - > Advancing human rights with suppliers (</sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-with-suppliers-and-business-partners/>)
-

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Empowering small-scale retailers for growth

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✖ Inclusive business

This work supports the following UN Sustainable Development Goals



Creating & sharing wealth

Our business makes a significant contribution to societies and economies around the world, generating equitable wealth and jobs, improving people's lives through our brands, transferring technology, and training and developing people.



Creating value through our business

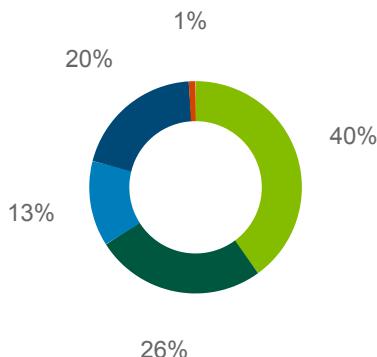
Our products are sold in more than 190 countries, generating income and employment for retailers and distributors who bring our brands to consumers. We also create value for suppliers – in 2017 we purchased €34 billion of goods and services. Taxes pay for the public goods and services that benefit each one of us, and effective taxation is the foundation of healthy societies. Total taxes borne by Unilever in 2017 were €3.9 billion, of which €2.2 billion was corporation tax.

Unilever fully complies with the tax laws in the countries where we operate, but where the tax law is not clear – or has not kept pace with the way modern business operates – Unilever interprets its tax obligations in a responsible way. At Unilever, Tax Principles ([/sustainable-living/what-matters-to-you/tax.html](#)) provide this reference point.

Distribution of value added

The chart below shows how the value added was distributed among different stakeholders for 2016 – the latest available date at the time of publication.

Unilever Group - Distribution of value added (2017)



Key

- Employees
- Providers of capital
- Governments
- Invested in business for future growth
- Local communities

Notes

Community Involvement 2015 figure based on estimates

Corporate community investment

Unilever's corporate citizenship contributions excluding management costs totalled €86.7 million in 2017 which is in line with our 2016 community spend. Of these contributions, 95% was from community investments and commercial initiatives

aligned to our brands with purpose strategy. Charitable donations made up the remaining 5% of spend. In terms of contribution by type (including management costs of 4%), 72% was from cash contributions, 22% was in-kind and 2% was employee time. Our reporting of community investment is aligned with the LBG methodology for corporate community investment.

Our community investments and public-private partnerships are not based on the traditional model of charitable philanthropy, but instead are aligned with our business' priorities and strategy in support of the Unilever Sustainable Living Plan and our five transformational change areas: Climate Change & Forests, Sustainable Agriculture, Land Use & Livelihoods; Health & Well-being; and Women's Empowerment.

Measuring socio-economic impacts

Over the past 15 years we have conducted a number of quantitative and qualitative studies to evaluate the social and economic impact of our business.

In 2008, we carried out a  study with INSEAD international business school in South Africa (PDF | 2MB) ([/Images/sd_insead_report_executive_summary220208_tcm244-409775_en.pdf](#)). André Fourie, CEO, National Business Initiative and South African Reference Group Member for this study, concluded that: "The scope and depth of Unilever's economic 'footprint' demonstrates the value of large corporations to the country, the economy and the broader society."

 A 2009 study with leading think tank, the Central Institute for Economic Management (CIEM) in Vietnam (PDF | 841KB) ([/Images/sd-exploring-the-links-between-international-businesses-and-socio-economic-developmen-of-vietnam-a-case-study-of-unilever-vietnam-2009_tcm244-409773_en.pdf](#)). Pham Lan Huong of CIEM, who was the team leader of the research, concluded that "Unilever has proven you can successfully incorporate a social agenda into a company's business agenda, helping to contribute positively to the socio-economic development of the country."

 'Labour Rights in Unilever's Supply Chain' (PDF | 2MB) ([/Images/rr-unilever-supply-chain-labour-rights-vietnam-310113-en_tcm244-409769_en.pdf](#)), published in early 2013 was a qualitative evaluation of our impact in Vietnam. Oxfam used our Vietnamese operations as its main case study and made six recommendations for our business. These were based around supporting workers' livelihoods, providing human rights training within the organisation, implementing more ways in which workers can raise areas of concern, and working closely with suppliers and partners to ensure standards are met. We reviewed our Vietnamese supply chain in the light of the recommendations.

In 2016, Oxfam published  'Labour Rights in Vietnam: Unilever's progress and systemic challenges' (<http://policy-practice.oxfam.org.uk/publications/labour-rights-in-vietnam-unilevers-progress-and-systemic-challenges-614926>). This documented our work since 2011 in improving conditions for workers in Vietnam. The Oxfam report is the latest in a series of studies on our operations, beginning in Indonesia in 2004.

The report  ‘Exploring the Links Between International Business and Poverty Reduction: A case study of Unilever in Indonesia’ (<https://policy-practice.oxfam.org.uk/publications/exploring-the-links-between-international-business-and-poverty-reduction-a-case-112492>) found that our local businesses make a significant contribution to the local economy through jobs and economic activity, while highlighting that we could do more to enhance our impact, for example on poverty, employee skills development and small-scale suppliers.

The learnings from these studies have fed into our work to support smallholder farmers (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/) and small-scale retailers (/sustainable-living/enhancing-livelihoods/inclusive-business/empowering-small-scale-retailers-for-growth/) in our supply and distribution chains, and our global partnerships aimed at creating transformational change.

Related links

- Targets & performance (/sustainable-living/enhancing-livelihoods/inclusive-business/)
-

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Helping young entrepreneurs

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Connecting with smallholder farmers to enhance livelihoods

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Our strategy for sustainable growth

Unilever has been a purpose-driven company from its origins. Today, our purpose is simple but clear – to make sustainable living commonplace.

We are living in an increasingly uncertain and volatile world. Temperatures are rising, droughts are more frequent, food supplies are increasingly scarce, the gap between rich and poor is growing and billions still do not have access to basic hygiene and sanitation. These challenges are compounded as the global population continues to expand.

Every day, 2.5 billion people use our products. We see first-hand how people the world over are already affected by these changes which pose new challenges for us: fluctuating commodity prices, unstable markets and a shortage of sustainable raw materials. Business as usual is no longer an option.

With change though, comes opportunity. The Business & Sustainable Development Commission, co-founded by Unilever, concluded that successful delivery of the Sustainable Development Goals (SDGs) – which seek to tackle 17 of world's most urgent challenges – will create market opportunities of at least \$12 trillion a year.

Businesses that thrive in the future will be those that serve society today. That's why, in 2010, we launched the Unilever Sustainable Living Plan – our blueprint for sustainable growth. The Plan is helping us to drive more profitable growth for our brands, save costs, mitigate risk and build trust among our stakeholders.

We know that the biggest challenges facing the world cannot be addressed by one company alone. So we're also working to help transform the system in which business is done. By being part of the solution to challenges, businesses have the opportunity to win the trust of consumers while helping create societies and economies in which they can grow and succeed.

About our strategy



(/sustainable-living/our-strategy/about-our-strategy/)

We believe that sustainable and equitable growth for the benefit of all stakeholders is the only acceptable business model.

(/sustainable-living/our-strategy/about-our-strategy/)

UN Sustainable Development Goals



(/sustainable-living/our-strategy/un-sustainable-development-goals/)

We are realising the business opportunity from the Sustainable Development Goals.

(/sustainable-living/our-strategy/un-sustainable-development-goals/)

Embedding sustainability



(/sustainable-living/our-strategy/embedding-sustainability/)

Embedding sustainability

(/sustainable-living/our-strategy/embedding-sustainability/)

Our sustainability governance



(/sustainable-living/our-strategy/our-sustainability-governance/)

We have strong governance structures to help us deliver our Plan and realise the benefits for our business.

We are growing our business by integrating sustainability into our strategy, inspiring our people and building purpose-led brands.

(/sustainable-living/our-strategy/our-sustainability-governance/)

- > Encouraging behaviour change (/sustainable-living/our-strategy/embedding-sustainability/encouraging-behaviour-change/)
- > Developing & engaging our people (/sustainable-living/our-strategy/embedding-sustainability/developing-and-engaging-our-people/)

Awards & recognition



(/sustainable-living/our-strategy/awards-and-recognition/)
We participate in a number of corporate sustainability ratings and rankings.

(/sustainable-living/our-strategy/awards-and-recognition/)

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About our strategy

We believe that sustainable and equitable growth is the only way to create long-term value for our stakeholders. That's why we have placed the Unilever Sustainable Living Plan at the heart of our business model.



Driven by our purpose & vision

We have a clear purpose – to make sustainable living commonplace – and a vision to grow our business while decoupling our environmental footprint from our growth and increasing our positive social impact.

i What do we mean by sustainable living?

We want to help create a world where everyone can live well within the natural limits of the planet. We're putting sustainable living at the heart of everything we do including through our brands and products, our standards of behaviour within and beyond Unilever, and our partnerships which are driving transformational change across our value chain.

However volatile and uncertain the world becomes, Unilever's purpose and vision will remain because we believe that managing for the long term is the best way for us to grow. Find out more about [how we create value \(PDF | 433KB\) \(/Images/2495-how-we-create-value-100418_tcm244-521463_en.pdf\)](#).



Our blueprint for sustainable growth

The Unilever Sustainable Living Plan (USLP) provides the detailed blueprint for how we will achieve sustainable growth, while delivering our purpose and vision. It covers all aspects of our business, incorporates all our brands and Divisions, and covers every country we work in. It aims to create change across our value chain – from our operations, to our sourcing and the way consumers use our products. And it is designed to drive profitable growth and fuel innovation, in the right way, so that all our stakeholders benefit.

The Plan, launched in 2010, is built around three big goals and nine pillars. Our strategic priorities were identified through a materiality analysis. To check these are still the right priorities, we conduct a materiality analysis ([/sustainable-living/our-approach-to-reporting/defining-our-material-issues/](#)) every two years. For each goal, we have detailed targets and metrics. Find out more about our performance on the relevant pillars pages.

Improving health and well-being	Reducing environmental impact	Enhancing livelihoods
---------------------------------	-------------------------------	-----------------------

Goal: By 2020 we will help more than a billion people take action to improve their health and well-being.	Goal: By 2030 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.	Goal: By 2020 we will enhance the livelihoods of millions of people as we grow our business.
Pillars: <p>Health & hygiene (/sustainable-living/improving-health-and-well-being/health-and-hygiene/)</p> <p>Improving nutrition (/sustainable-living/improving-health-and-well-being/improving-nutrition/)</p>	Pillars: <p>Greenhouse gases (/sustainable-living/reducing-environmental-impact/greenhouse-gases/)</p> <p>Water use (/sustainable-living/reducing-environmental-impact/water-use/)</p> <p>Waste & packaging (/sustainable-living/reducing-environmental-impact/waste-and-packaging/)</p> <p>Sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)</p>	Pillars: <p>Fairness in the workplace (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/)</p> <p>Opportunities for women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/)</p> <p>Inclusive business (/sustainable-living/enhancing-livelihoods/inclusive-business/)</p>

We have long known that growth and sustainability are not in conflict – and we now have evidence to prove this. Our four-point framework shows how the USLP drives value for our business.



Transformational change beyond our business

We are aware that the biggest challenges facing the world cannot be addressed by one company alone. We are changing ourselves as a business, but we also want to help transform the system in which business is done. We'll do this by acting as catalysts for change more broadly – as conveners to facilitate progressive discussion and bring others together, and as collaborators in partnerships to deliver positive business, social and environmental impact at scale.

By being part of the solution to challenges, businesses have the opportunity to win the trust of consumers while helping create societies and economies in which they can grow and succeed.

We aim to use our scale and influence to help bring about transformational change (/sustainable-living/transformational-change/) in four areas where we can make the biggest difference and which represent the biggest market opportunities for us:

- Climate change and forests (/sustainable-living/reducing-environmental-impact/greenhouse-gases/)
- Improving livelihoods and creating more opportunities for women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/)
- Improving health and well-being (/sustainable-living/improving-health-and-well-being/health-and-hygiene/)
- Championing sustainable agriculture, focused on land use and food security (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

Our multi-stakeholder approach enables us to understand the challenges preventing society and our ecosystems from thriving, and helps us find ways to begin addressing them. We engage shareholders, governments, NGOs and civil society organisations, and shape the business landscape through advocacy. By leveraging partnerships, blended (public/private) finance, digital and new business models, we believe transformational change is possible.

Our Plan and the Sustainable Development Goals

One way in which we are using partnerships to deliver change at scale is through the Sustainable Development Goals (SDGs). They are fundamental to future economic and business growth. The Business & Sustainable Development Commission, co-founded by Unilever, concluded that successful delivery of the SDGs will create market opportunities of at least \$12 trillion a year.

We are working across many of the SDGs through the USLP. In doing so, we are unlocking new markets and investing in brands with purpose and innovation. The interdependence and mutuality of the goals ensures that progress against one, leads to progress against others. Find out about our approach to SDGs (/sustainable-living/our-strategy/un-sustainable-development-goals/) and how we are taking action on the them, throughout our Sustainable Living Report (/sustainable-living/our-sustainable-living-report-hub/).

We're still learning

We've had some great results from our Sustainable Living Plan. We know it contributes to business growth as we see consumers choosing our brands with purpose – such as Hellmann's, Ben & Jerry's, Dove and Omo.

We've also learnt a lot about what does and doesn't work, and we'll keep making changes to get things right. One of our biggest challenges is our ability to influence change outside our business, where we don't have direct control.

For example, we've made good progress on reducing greenhouse gas emissions (GHG) from our factories and reached our 2020 target by 2017. However, the GHG impact of our products per consumer use has increased by 9% since 2010. We've updated our GHG strategy ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/](#)) to reflect what we've learnt. Similarly, although we have reduced water use ([/sustainable-living/reducing-environmental-impact/water-use/](#)) by 2% through innovations such as low rinse laundry products, this has been offset by the growth of products in our portfolio with higher water use.

We are continually looking for new ideas and ways to influence our wider value chain. We know that collaboration with others holds the key to tackling many sustainability challenges and we will be focusing even more on this in the years ahead. Our transformational change initiatives will help to bring about the systems change needed to address some of the most complex social and environmental problems.

Purpose-driven people

To achieve real change, we need to create a movement for sustainable growth within Unilever. We are always finding new ways to engage our people on sustainability and to harness their passion to achieve our goals. One particular area of focus is helping our employees find their own purpose so that they can fulfil their potential.

'Bringing Sustainability to Life' is one of the six key business skills addressed in our learning programmes with our employees. We integrate sustainability into existing training and create bespoke courses to develop employees' capabilities and understanding of how sustainability applies to their role.

Our employee sustainability champions in key functions, Divisions and countries, help engage employees on sustainability, support our leadership teams to identify local priorities and review progress quarterly against our targets. During 2017, we ran a 'Have Your Say' survey – the biggest consultation of employees on the future of the business that Unilever has ever conducted.

Purpose-driven leadership

“ Leadership will be critical in the delivery of Unilever’s purpose and in our performance over the coming years. Our leadership programmes will nurture the purpose-driven and values-led leaders that Unilever, and our world, need today. ”

Tim Munden, Chief Learning Officer

As a values-led and purpose-driven organisation, we have been using our Unilever Leadership Development Programme (ULDP) as the vehicle to help our executives to discover their purpose, and to use this to guide them in their decisions and careers.

Our recently refreshed General Manager (GM) programme helps equip our GMs with the mindset to develop innovative, sustainable and inclusive business models to achieve responsible growth. GMs play a key role in creating the right conditions for delivering the USLP as they have oversight of our markets and commercial operations.

In addition, we now link progress on sustainability to remuneration for a growing number of management employees, up to and including our CEO and Unilever Leadership Executive. Find out more in our [Annual Report and Accounts \(PDF | 3MB\)](#) (/Images/unilever-annual-report-and-accounts-2017_tcm244-516456_en.pdf).

External recognition

We’re pleased that our approach to sustainability has been recognised by others in 2017, including:

- Dow Jones Sustainability Index (DJSI) – Unilever was named leader of the Personal Products sector.



- CDP – Unilever was included in the ‘A’ list in CDP’s Climate, Water, Forests and Supplier Engagement Reports.



CLIMATE



WATER



FORESTS



SUPPLIER
ENGAGEMENT
LEADER

2018

- GlobeScan/SustainAbility Sustainability Leaders survey – we've retained our top ranking for seven consecutive years.

Related links

- > Introducing our plan (/sustainable-living/)
- > Embedding sustainability (/sustainable-living/our-strategy/embedding-sustainability/)
- > UN Sustainable Development Goals (/sustainable-living/our-strategy/un-sustainable-development-goals/)
- > Driving transformational change (/sustainable-living/transformational-change/)

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Helping our people drive sustainable growth

To achieve real change we need to create a movement for sustainable growth within Unilever.

We seek out new ways to engage our people on sustainability and to harness their passion to achieve our goals. We focus on learning and development to build capability, knowledge and leadership to help them fulfil their potential. Our work on Sustainable Living brands helps our business build brands with purpose and we promote sustainable innovation through tools and scorecards.

73% OF UNILEVER EMPLOYEES WORLDWIDE AGREE THAT THEIR JOB CONTRIBUTES TO THE UNILEVER SUSTAINABLE LIVING PLAN (USLP) AND DRIVES SUSTAINABLE GROWTH.

Purpose-driven leadership development

“Leadership will be critical in the delivery of Unilever’s purpose and in our performance over the coming years. Our leadership programmes will nurture the purpose-driven and values-led leaders Unilever, and our world, need today.”

Tim Munden, Chief Learning Officer

Our leadership programmes develop our senior leaders to be purpose-driven individuals. Our UL2020 programme, for example, helps develop leaders with the insight and imagination to anticipate the challenges and opportunities of 2020 and beyond. Leaders work on Purpose to Impact initiatives (PIIs), developing practical solutions to socio-economic problems that generate profit and growth and help us advance on our USLP goals.

The programme is guided by global experts and focus areas have included reducing food waste, empowering women and reducing deaths from mosquito-borne diseases. It has been completed by our most senior leaders and is now being rolled out to over 400 Vice Presidents across the business.

Our recently refreshed General Manager (GM) programme helps equip our GMs with the mind-set to develop innovative, sustainable and inclusive business models to achieve responsible growth. GMs play a key role in creating the right conditions for delivering the USLP.

As a values-led and purpose-driven organisation we have been using our Unilever Leadership Development Programme (ULDP) as the vehicle to help our executives to discover their purpose and to use this to guide them in their decisions and careers.

During 2016 we ran a number of pilots across the UKI, Indonesia and the Nordics to see if we could support lower levels of management to have the same experience of discovering the power of purpose.

“THE RESULTS SO FAR HAVE BEEN FANTASTIC – WITH ATTENDEES AT EACH WORKSHOP ENTHUSIASING ABOUT THE CLARITY OF DIRECTION AND “BREATH OF FRESH AIR” PROVIDED THROUGH FOCUSING ON CULTURE AND PURPOSE.”

Richard Sharp, Nordics HR Director

Learning and engagement on sustainability

We integrate sustainability into existing training and create bespoke courses to develop employees' capabilities and understanding of how sustainability applies to their role. 'Bringing Sustainability to Life' is one of the six key Business Skills addressed in our learning programmes.

For example, new brand managers complete a week-long sustainable marketing challenge during their Foundation course and over 13,000 people have completed a USLP e-learning module. In 2016, we developed a series of short animations to help new joiners understand the USLP from their first day in Unilever.

Our Learning Hub, which hosts all our learning content in one place, enables employees to access training whenever and wherever they need it. We are starting to give colleagues in our acquired businesses and joint ventures access to the Hub, enabling us to reach a wider audience.

Our Sustainable Business and Communications (SB&C) function supports Unilever's sustainable growth ambitions. Our SB&C Academy helps equip them with the knowledge, insights and capabilities they need to do this well. It includes courses and coaching on themes such effective partnerships as well as learning sessions on topics such as the circular economy and carbon reduction.

Our employee sustainability champions in key functions, divisions and countries help engage employees on sustainability, support our leadership teams to identify local priorities and review progress quarterly against our targets. We link progress on sustainable business goals to remuneration for a growing number of managers, including our CEO and several members of the Unilever Leadership Executive.

Developing our Sustainable Living brands

Our Sustainable Living brands inspire employees take action on sustainability at a brand level. These brands combine a strong purpose delivering a social or environmental benefit, with products contributing to at least one of our USLP goals.

In 2015 we had 12 Sustainable Living brands which grew 30% faster than the rest of the business and delivered nearly half our growth.

In 2016 the number of Sustainable Living brands in our top 40 brands rose to 18, and they again grew faster than the rest of the business - this time by 50%. Combined, they delivered more than 60% of Unilever's growth in 2016. Our six biggest brands are Sustainable Living brands – household favourites such as Knorr, Dove, Dirt is Good (our laundry brands, which have different names in different markets), Lipton, Rexona and Hellmann's. See Embedding sustainability ([/sustainable-living/our-strategy/embedding-sustainability/](#)) for more.

Our Sustainable Business team supports our top 40 brands on integrating sustainability through workshops, 'how to toolkits' and best practice guidance. External partnerships bring the latest thinking into the business to help and inspire our brands. For example, our partnership with the Ellen MacArthur Foundation encourages innovation around the Circular Economy.

Encouraging sustainable innovation

Our Chief R&D Officer and R&D teams have a target to increase the contribution to business growth and innovation made by sustainable living products, those that improve health, well-being or nutrition, reduce environmental impacts or use sustainably sourced ingredients.

Product teams use our Eco Design tool to assess choices of ingredients, formulation and packaging against USLP targets in areas such as Health & Hygiene, Nutrition, GHG emissions, Waste, Water and Sustainable sourcing and see whether the mix is the same, better or worse against a comparison product. Results from the tool are linked to our Innovation Project Management (IPM) system for review by senior leaders.

Product sustainability is tracked through category scorecards which are reviewed quarterly by our Global Division Leadership Teams (GDLT). These show overall performance against USLP targets for that category and the sustainability performance of the 10 highest value projects and which projects are delivering the most impact.

Our biggest innovation projects are managed through the GDLTs with each project having to secure approval before progressing. The project's sustainability performance is reviewed alongside results for consumer testing, business case and supply chain

viability in determining whether or not a project is approved.

Spotlight



brightFuture - creating an employee movement for sustainable growth

brightFuture is our employee engagement programme across all our markets that brings our purpose to life for our employees. It's about demonstrating how everything we do as a business and as individuals, can deliver sustainable growth.

Throughout the year we create opportunities for our people to experience what sustainable growth looks like in practice through our brands. As a result, they're our story tellers; talking to friends and family about how we're creating a brighter future and building advocates inside and outside the organisation.

Here are some examples of how our employees contributed in 2016:

Dove Day – Over 3,000 employees ran Dove self-esteem workshops in schools in 37 countries, helping more than 30,000 young people worldwide.

"Dove Day is a great opportunity to live and experience the USLP first-hand. It is a very gratifying experience to see that with a small action you can help some children to improve their self-esteem." - Sandra, Brand Manager, Unilever Spain

Global Handwashing Day – Over 5,000 employees visited schools to teach children the healthy habit of washing their hands with soap.

World Food Day – Our employees went out to their local communities setting up soup kitchens, volunteering in foodbanks, packing food parcels for those less fortunate helping donate over 85,000 meals in addition to the 1 million donated by our Knorr brand.

It's opportunities like these that make our employees feel they play a part and contribute to our purpose of making sustainable living commonplace.

Related links

-
- > Embedding sustainability (/sustainable-living/our-strategy/embedding-sustainability/)
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UN Sustainable Development Goals

Our scale and reach mean we're well placed to both contribute to and benefit from the SDGs.



Rebooting capitalism

Business must serve society. But today, our current form of capitalism is leaving too many people behind. The gap between the haves and the have-nots is rising, the planet is under severe strain, and trust in business is at an all-time low.

Many are arguing that a more inclusive form of capitalism is sorely needed.

We agree. We believe that it is not possible to achieve long-term business success in a world which contains poverty, hunger and climate change. But can business really help drive a reboot of the current system? At Unilever, we think the answer is 'yes'.

An action plan for the world

The Sustainable Development Goals (SDGs), launched by the United Nations in 2015, are an excellent vehicle for driving this change. They represent an action plan for the planet and society to thrive by 2030 – addressing poverty, hunger and climate change, among other issues central to human progress and sustainable development, such as gender equality, clean water and sanitation, and responsible consumption and production.

EMBRACING THE GLOBAL GOALS COULD GENERATE US\$ 12 TRILLION OF NEW BUSINESS VALUE A YEAR - EQUIVALENT TO 10% OF GLOBAL GDP FORECAST BY 2030

Source: Business & Sustainable Development Commission

There from the start, committed to the end

We contributed to the development of the SDGs, recognising their strategic importance both to our business and the world – and we're committed to helping achieve them.

- 2012: Our former CEO, Paul Polman, served on the UN's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, seeking to ensure that the voice of business was included.
- 2014: Unilever co-ordinated the development of a [Post-2015 Business Manifesto \(PDF | 3MB\)](#) (<http://unsdsn.org/wp-content/uploads/2014/10/Business-manifesto.pdf>), endorsed by more than 20 leading international companies, laying out a vision for strengthening the ability of business to substantially help achieve the SDGs.
- 2015: The UN General Assembly adopted the 2030 Agenda for Sustainable Development, including 17 Sustainable Development Goals (SDGs).
- 2016: Former CEO Paul Polman began serving on the UN Secretary-General's Advocacy Group for the Global Goals.
- 2017: Unilever co-founded the Business & Sustainable Development Commission in 2016, culminating in the launch of a seminal report in 2017, [Better Business, Better World \(PDF | 6MB\)](#) (http://report.businesscommission.org/uploads/BetterBiz-BetterWorld_170215_012417.pdf), on the business case for action on the SDGs.

A new way of doing business

We have long recognised that the only acceptable business model for Unilever is one in which the planet and society thrive. That's why in 2010, well before the SDGs came into being, we launched the Unilever Sustainable Living Plan (USLP) – our blueprint for sustainable growth which responds to the challenges and opportunities of an increasingly resource-constrained and unequal world.

Our vision for a new way of doing business – one that delivers growth by serving society and the planet – is strongly aligned with the SDGs. By inspiring every brand, in every country, to make a positive social impact and reduce our environmental footprint, the USLP harnesses our scale and influence to help bring about a better world.



The size of the prize

This isn't capitalism with compromise. Unilever is a company, not a charity. By using our resources as a business to address issues such as nutrition, sanitation, hygiene, and climate change, we are delivering short-term and long-term benefits for shareholders as well as society.

We're convinced that achieving the SDGs will be good for the global economy, and for business in general. The opportunities that this transformation creates will be enormous – market opportunities of up to US\$12 trillion a year, and up to 380 million new jobs by 2030, according to the Business & Sustainable Development Commission (PDF | 6MB) (http://report.businesscommission.org/uploads/BetterBiz-BetterWorld_170215_012417.pdf).

An unstoppable force

Companies have a once-in-a-lifetime opportunity to embrace the SDGs as a driver of business growth. If they fail to get behind systems change and the kind of inclusive capitalism laid out by the UN Sustainable Development Goals, the costs and uncertainty of doing business will swell. On the other hand, if a critical mass of companies joins the movement for system change, it will create an unstoppable force.

We don't pretend it will be easy. Change never is. Nor do we claim to have arrived there yet. But we are on the journey and hope that many other companies will also seize the opportunities that the SDGs present.

“ Business cannot thrive in the long term unless the world makes progress towards the SDGs. For us, that means applying an SDG lens to every aspect of strategy: appointing the right leaders, innovating to create sustainable solutions, marketing products and services that inspire consumers to make sustainable choices, and using the goals to guide leadership development and women’s empowerment at every level. ”

Paul Polman, former CEO

The pathway to 2030

To achieve the goals, and benefit from them, we know the transformation has to begin with ourselves. The USLP is driving change within our business. Many of the goals of the USLP are closely related to the SDGs – and so action on the USLP contributes to the SDGs. In our latest Sustainable Living Report ([/sustainable-living/our-sustainable-living-report-hub/](#)) we have shown where the strongest connections are, and where we are making the biggest contribution. It's a start – and we aim to move to more in-depth reporting on SDGs in the future.

At the same time, we know that the actions of a single business acting alone will not create the systemic change that's needed to achieve the vision set out by the SDGs. So, alongside our USLP, we're working on global and local partnerships that aim to transform current business models to address poverty, inequality and environmental challenges.

Why partnership will unlock progress towards the SDGs



Rebecca Marmot, Global Vice President, Advocacy and Partnerships, explains how SDG17 is the key that will unlock progress for all other SDGs.

“Transformational change requires transformational partnerships. That means new ways of doing business – not just for us, but for everyone who wants to see the vision of the SDGs become a reality.

The SDGs are not 17 individual goals. They are a universal agenda with 17 interconnected goals. Progress in one goal can both depend on and unlock progress in another – and interconnected goals require an interconnected approach.

Business, governments and civil society all have a role to play, through innovative partnerships, with new types of funding – multi-sector, multi-stakeholder, blending public and private. There's a good reason why partnerships for the goals are themselves an SDG – Goal 17.

We're already working with a wide range of partners, including NGOs, governments and other businesses, and exploring innovative approaches that drive progress towards the SDGs. For example,  TRANSFORM (<http://www.transform.global/Intro.aspx>), our partnership with the UK government's DFID, brings private sector creativity and a public–private finance model to bear on persistent developmental challenges. By aiming to enable 100 million people in sub-Saharan Africa and Asia to gain access to products and services that have been shown to improve health, livelihoods, the environment or wellbeing, it addresses a wide range of SDGs.

These interconnections can be found throughout our work. For instance, empowering women in our value chain by challenging gender norms and unlocking women's personal and economic potential is a key strategic priority for us. Our efforts directly address gender equality (SDG5), as well as other SDGs such as alleviating poverty (SDG1) and hunger (SDG2), good health and wellbeing (SDG3), and decent work and economic growth (SDG8).

We use the power of our brands to communicate about the issues the SDGs are tackling, such as Domestos on ending open defecation, Pureit on access to clean drinking water and Lifebuoy on the importance of handwashing to combat disease and diarrhoea. These brands collectively address water, sanitation and hygiene (SDG6).

Of course, creating system-level change can be challenging – but we're seeing real progress, and our business is growing as a result. Building new connections that enable us to contribute to transformation through advocacy and implementation will continue to be key to success – for our business and for the SDGs."

Making a real impact, where it matters

The SDGs represent an ambitious vision. And ensuring that vision is translated to the streets, businesses and fields where people spend their daily lives, means there is a huge implementation job to be done. Of course, while the SDGs are a multi-stakeholder agenda, the targets were designed with nation states and supra-national bodies in mind. Much of that work must be led by governments and agencies such as the UN.

But business has a critical role to play too. As countries around the world seek to align their policies with the SDGs, business needs to be part of the conversation and part of the solution.

In it together: how we aim to increase our positive impact in Bangladesh



Tanzeen Ferdous, Head of Home Care and Foods and Refreshment, Unilever Bangladesh, describes the opportunity for greater impact when private, public and non-governmental agencies all align to achieve the SDGs.

“When it comes to making progress against the SDGs, there are few countries in the world that can match Bangladesh. Of course, Bangladeshis still face many, many challenges. But this is the birthplace of some of the world's best-known NGOs, who have been key to combating poverty and unlocking potential. At the same time, the government's five-year economic plan is specifically aligned with, and tracked against, the SDGs.

Then there is the private sector – including Unilever. We have a long history of achieving positive social impact in Bangladesh, which gives us a real platform to make a difference.

Programmes led by brands such as Rin, Vaseline, Knorr, Pepsodent, and Lifebuoy have already helped to improve the health and wellbeing of Bangladeshis for many years.

What is clear is that there are huge opportunities to achieve even greater impact – by aligning these activities directly with the SDGs, and with other stakeholders. For example, in February 2018, we agreed a partnership (<https://www.unilever.com.bd/news/news-and-features/2018/undp-and-unilever-sign-mou-to-work-together-on-sdgs.html>) with UNDP specifically aimed at collaborations that will help achieve the SDGs – in particular, helping to ensure safe drinking water for Bangladeshis, in support of clean water and sanitation (SDG6), through our Pureit brand.

Do we want to do more, and align more closely with the public and third sector efforts? Yes – and there's undoubtedly more work to do to bring them together. But as the UNDP partnership shows, businesses such as ours have a real role to play in bringing together the kind of multi-stakeholder approaches that are needed to achieve the SDGs.”

The difference we're making

Unilever is one of the world's leading consumer goods companies, making and selling around 400 brands. Every day, 2.5 billion people use our products in more than 190 countries. Given our scale and reach, we are making progress across many of the SDGs through our USLP.

In 2017, we mapped the SDGs to the nine pillars of the USLP – with 14 having a strong and direct link. Further information on how we are taking action on these SDGs can be found throughout our Sustainable Living Report (</sustainable-living/our-sustainable-living-report-hub/>). For completeness, we have outlined our contribution to all SDGs below.

UN Global Goals

SDG1: No poverty



While the global poverty rate has halved since 2000, 800 million people worldwide continue to live below the international poverty line of \$1.90 a day. Building the incomes and economic resilience of people living in extreme poverty will underpin the success of all the SDGs – and play a key part in unlocking the estimated  \$12 trillion in market opportunities (PDF - 5.8MB) (http://report.businesscommission.org/uploads/BetterBiz-BetterWorld_170215_012417.pdf) that entails. We know that our future success relies on growing economies and a widening consumer base. There is simply no business case for the alternative: enduring poverty.

Our products are sold in more than 190 countries, generating income and employment for retailers and distributors who bring our brands to consumers. We have an opportunity to increase millions of people's economic opportunities and enhance their livelihoods while strengthening our own sales and supply networks.

Our USLP target is to positively impact the lives of 5.5 million people by improving the livelihoods of smallholder farmers (/sustainable-living/enhancing-livelihoods/inclusive-business/) who supply major brands such as Lipton, Wall's, Magnum and Ben & Jerry's, improving the incomes of small-scale retailers (/sustainable-living/enhancing-livelihoods/inclusive-business/empowering-small-scale-retailers-for-growth/) and increasing the participation of young entrepreneurs (/sustainable-living/enhancing-livelihoods/inclusive-business/helping-young-entrepreneurs/) in our value chain.

Inclusive distribution models – including Shakti in India and our retailer training programmes such as Kabisig in the Philippines – are designed to unlock potential by enabling women, in particular, to boost their incomes while increasing the reach of our sales networks and supporting our growth.

At the same time, we're committed to ensuring our employees receive a living wage (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/fair-compensation/) and all workers in our supply chain are paid a  fair wage (PDF | 5MB) (/Images/slp-unilever-responsible-sourcing-policy-2014_tcm244-409819_en.pdf).

SDG2: Zero hunger



Around 800 million people are undernourished globally and an estimated 155 million children under five years old are stunted. Hunger at these levels, in a world where one-third of food is never eaten, is a humanitarian and economic crisis – malnutrition has lasting effects on the development of individuals and societies.

Our vision is of Sustainable Nutrition (/sustainable-living/improving-health-and-well-being/improving-nutrition/sustainable-nutrition/) – foods and refreshment that taste good, feel good and are a force for good. Through brand programmes such as Knorr's partnerships with the World Food Programme and others, we're aiming to provide more than 200 billion servings – with at least one of the five key micronutrients – by 2022. And we're committed to doubling the proportion of

our portfolio that meets the Highest Nutritional Standards (/sustainable-living/improving-health-and-well-being/improving-nutrition/), from 30% to 60%, based on globally recognised dietary guidelines – we'd reached 39% by 2017.

But we believe we can make an even bigger contribution to achieve Sustainable Nutrition for all when we work with others to help transform the global food system. So, we're working with organisations such as the World Economic Forum's New Vision for Agriculture and the SDG2 Advocacy Hub, to build public awareness and advocate food system reform. We also play a leading role in the Food Reform for Sustainability and Health (FReSH) Coalition and the Food and Land Use Coalition.

Sustainable Nutrition means minimising food waste from farm (/sustainable-living/improving-health-and-well-being/improving-nutrition/reducing-our-environmental-impact-in-foods-and-refreshment/) to fork. We've committed to halving food waste by 2025 and have signed a commitment to switch to a standardised system of food expiry dates by 2020.

SDG3: Good health and well-being



Despite major advances in recent decades, millions of people die each year from preventable causes. These deaths often occur disproportionately in the world's developing regions. The lack of safe water, sanitation and hygiene, for example, contributes to the deaths of more than 1.4 million children under five each year from diarrhoea and pneumonia (see also SDG6).

At the same time, ill-health, whether mental or physical, can prevent individuals reaching their full potential, with a knock-on effect on their communities and economies.

Many of our best-known brands – including Lifebuoy, Domestos and Signal – are driving our USLP commitment to help more than 1 billion people take action to improve their health and wellbeing, reaching over 600 million people by 2017. Lifebuoy's handwashing (/sustainable-living/improving-health-and-well-

being/health-and-hygiene/healthy-handwashing-habits-for-life/) campaign alone aims to change the hygiene behaviour of 1 billion consumers across Asia, Africa and Latin America. Domestos is working to improve access to sanitation through a combination of partnerships, market-based models and advocacy. And Signal/Pepsodent is promoting oral health, reaching nearly 78 million people by 2017 to encourage better brushing habits.

Our safety (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/building-a-safer-business/), health and wellbeing (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/) programmes are helping to improve the health of our employees and those we work with. This includes a focus on tackling HIV/AIDS (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/improving-employee-health-nutrition-and-well-being/tackling-hiv-aids/) in our workplaces in Africa, where the incidence of HIV at our sites is now below the average and the mortality rate has dropped by up to 50%.

SDG4: Quality education



Many of the targets of SDG4 focus on ensuring that people receive equal access to education – throughout their lives. This means eliminating gender disparities in education, among other barriers, and providing people with skills and training that contribute to sustainable development.

Using education to remove the barriers faced by people in their daily lives plays a huge role in the USLP – and we see it as a critical element in our future growth. Empowering women, in particular, is key to our future prosperity and the achievement of the SDGs.

We're committed to enhancing access to training and skills for women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/enhancing-womens-access-to-training-skills/) throughout our value chain – and by 2017, we had enabled around 1.2 million women to access initiatives aiming to develop their skills. Brands including Radiant, Sunsilk, TRESemmé and Dove

are playing a vital role – giving women confidence, skills and entrepreneurial training through a range of programmes. Our programmes to support small-scale retailers ([/sustainable-living/enhancing-livelihoods/inclusive-business/empowering-small-scale-retailers-for-growth/](#)) with training and skills – which had reached 1.6 million people by 2017 – include Shakti and Kabisig, which focus on unlocking the potential of women.

At the same time, as another part of building a more inclusive business ([/sustainable-living/enhancing-livelihoods/inclusive-business/](#)), we have enabled over 700,000 smallholder farmers, many of whom are women, to access initiatives aiming to improve their agricultural practices. For example, our tea ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/sustainable-tea-leading-the-industry/](#)) business in Kenya alone has helped around 86,000 lead farmers – including around 42,000 women – improve their skills at Farmer Field Schools.

SDG5: Gender equality



According to McKinsey, as much as \$28 trillion could be added to the global GDP by 2025 by advancing women's equality. However, based on current trends, the World Economic Forum predicts that it will take 217 years for the workplace gender gap to close. Addressing gender equality is a moral and economic imperative. For Unilever, gender equality delivers tangible business benefits by widening the pool of experience and expertise across our supply chain and in our workforce. Most of the people who buy our products are women, making this critical to our future growth.

Our brands are seizing the opportunity through education (see also SDG4) and programmes creating opportunities for women ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/](#)). Dove, one of Unilever's biggest brands which grew at 6% in 2017, has reached around 29 million young people since 2004 through its body confidence and self-esteem educational programmes ([/sustainable-living/improving-health-and-well-being/health-and-hygiene/building-body-confidence-and-self-esteem/](#)). As well as raising

awareness about body confidence, our data reveals that awareness of the programmes, such as the Dove Self-Esteem Project, correlates with higher intent to purchase our products.

We are also taking action within our business on gender equality (/sustainable-living/enhancing-livelihoods/opportunities-for-women/advancing-diversity-and-inclusion/). Forty-seven per cent of our management are now women and our [✓ Framework for Fair Compensation \(PDF | 449KB\) \(/Images/unilever-framework-for-fair-compensation-2015-final_tcm244-502647_en.pdf\)](#) is helping to ensure equal pay for equal work.

Across our distribution network and supply chain, we are supporting small-scale retailers and smallholder farmers – many of whom are women – to extend our reach and secure supplies of vital agricultural raw materials, through programmes such as Shakti and Kabisig Summits (/sustainable-living/enhancing-livelihoods/inclusive-business/empowering-small-scale-retailers-for-growth/) which are designed to unlock potential by enabling women to boost their incomes.

SDG6: Clean water and sanitation



Nearly a billion people defecate in the open and around 2.5 billion people live without adequate sanitation. Addressing water, sanitation and hygiene needs is a significant opportunity for Unilever. Several of our brands directly address these needs through innovative partnerships which drive growth and deliver positive impact at scale.

Domestos (/sustainable-living/improving-health-and-well-being/health-and-hygiene/toilets-for-a-better-tomorrow/), which grew 10% in 2017, has committed to help 25 million people gain improved access to a toilet. Through our partnership with UNICEF, over 10 million people between 2012 and 2016 gained access to a toilet through behaviour-change interventions and capacity-building initiatives – contributing positively to consumer sentiment around the brand.

Pureit (/sustainable-living/improving-health-and-well-being/health-and-hygiene/providing-safe-drinking-water/), our water purification business, is another brand that is well positioned to address clean water needs in India. It has provided 96 billion litres of safe drinking water since 2005 through the sale of water purifiers, well on its way towards its ambition of providing 150 billion litres by 2020.

Lifebuoy (/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/) is the world's number one antibacterial soap, sold in nearly 60 countries, which grew 6% in 2017. It has championed the message of better health through hygiene for well over a century. Since 2010, its programme has reached over 426 million people through schools, health clinics and community outreach – boosting sales in countries with high rates of diarrhoea-related child deaths, such as India.

SDG7: Affordable and clean energy



If we don't tackle climate change, economic growth and progress against all the SDGs will be severely hampered. Achieving SDG7 is, in part, about transitioning to a low-carbon economy – and we want our business to play a leading role.

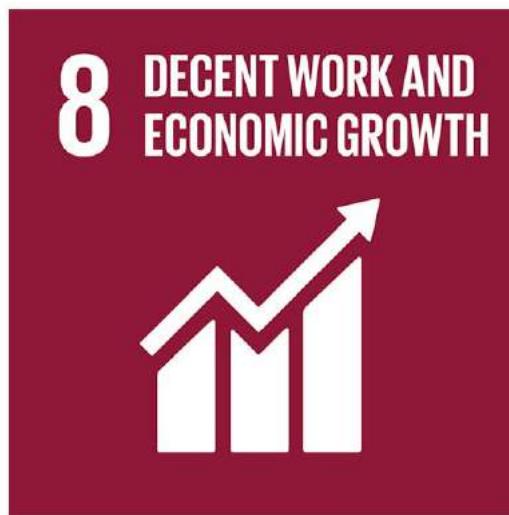
That's why, in 2015, we set ourselves the bold ambition of becoming carbon positive (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/) by 2030. Since then, we've been making real progress, continuing our investments in energy efficiency and increasing our use of renewable energy across our factory network.

In 2017, we extended the scope of our target from manufacturing sites only to all operations including distribution centres, offices, R&D laboratories and data centres. Sourcing our energy from 100% renewable sources by 2030 – a key element of our carbon positive ambition – will make us a more competitive

business and help create a better future where energy is clean, reliable and affordable for all. In 2017, we met a third of our global energy needs from renewable sources.

We are also looking at ways to directly support the generation of more renewable energy than we consume, by making the surplus available to the markets and communities where we operate. At the same time, we continue to work on using less energy per tonne of production. Since 2008, we've reduced energy from our operations by over a quarter per tonne of production.

SDG8: Decent work and economic growth



We want to build on the value (/sustainable-living/enhancing-livelihoods/inclusive-business/creating-and-sharing-wealth/) we already create and share economically – including the €5.4 billion we pay in wages, the €34 billion we spend annually on goods and services, and the €3.9 billion we pay in tax.

One of the most obvious ways a global business, such as Unilever, can contribute to the SDGs is by helping to stimulate economic growth, by growing our own business. The USLP – which is at the heart of our business model – is explicitly designed to achieve sustainable growth.

As a fundamental principle, growth must not come at the expense of the planet or people – especially vulnerable workers. There are still between 20–40 million people working in forms of modern slavery worldwide – and over 150 million children working when they should be in education. This is unacceptable, as are any abuses of human rights.

We aim to use our influence over our own supply chains which connect us to millions of people, to advance and promote human rights wherever we operate. Our commitment to Fairness in the workplace (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/) is guided by the principle that business

can only flourish in societies in which human rights are respected, advanced and upheld. Our [Human Rights Report \(PDF | 10MB\) \(/Images/human-rights-progress-report_tcm244-513973_en.pdf\)](#) details our progress.

SDG9: Industry, innovation and infrastructure



Low-carbon technologies, circular approaches and breakthrough business models can support enterprise and transform industries, especially in the developing world. To succeed, we must nurture innovative technologies and new ways of doing business.

We're already exploring new business models that we believe have the potential to transform small-scale retail – using digital technology and the power of partnership to reach billions of consumers ([/sustainable-living/enhancing-livelihoods/inclusive-business/empowering-small-scale-retailers-for-growth/](#)) through innovative distribution systems, many of which provide new entrepreneurial opportunities for women ([/sustainable-living/enhancing-livelihoods/opportunities-for-women/](#)). Forging stronger connections with smallholder farmers ([/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/](#)), through digital platforms such as [mFarmer](#) (<http://mfarmer.co/>), is key to our ambition of transforming the global food system.

As a manufacturer, of course, we contribute to this goal in other ways too. Our ambition to become carbon positive ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/](#)) by 2030, for example, means we're investing in clean technologies, increasing our energy efficiency and switching to renewable energy sources. Since we achieved our target of sending zero non-hazardous waste ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/going-beyond-zero-waste-to-landfill/](#)) to landfill from our factories in 2014, we've gone further. In January 2017, we committed to ensuring that 100% of our plastic packaging will be designed to be fully reusable, recyclable or compostable by 2025, a step towards a more circular plastic economy.

At the same time, our business is fuelled by innovation (</about/innovation/innovation-in-unilever/>), driven by more than 6,000 Unilever R&D professionals. We invest around €900 million in R&D each year, and we hold a portfolio of more than 20,000 patents and patent applications.

SDG10: Reduced inequalities



The gap between the haves and the have-nots is already too great – and, in many places, it is growing, as wealth and opportunity are shared inequitably. This is simply not fair or sustainable. The system has to change. The USLP commits us to new ways of business that will contribute to equitable growth, a process that starts in our own workplace.

Supported by our policies and [Code of Business Principles and Code Policies \(PDF | 5MB\)](#) (/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf) that prohibit discrimination, our [Framework for Fair Compensation \(PDF | 449KB\)](#) (/Images/unilever-framework-for-fair-compensation-2015-final_tcm244-502647_en.pdf) is designed to achieve equality of opportunity for all employees, and provide fair and liveable compensation. And through our [Responsible Sourcing Policy \(PDF | 5MB\)](#) (/Images/slp-unilever-responsible-sourcing-policy-2014_tcm244-409819_en.pdf), we extend our principles to our suppliers.

We know that policies, while critical, are not enough in themselves. Tackling inequalities means tackling the attitudes and stereotypes that sustain them – as we're doing through our work to challenge harmful gender norms throughout our value chain. That can take the form of brand-led initiatives. Our Surf (</news/news-and-features/Feature-article/2017/surf-launches-partnership-with-oxfam.html>) brand, for example, began a unique three-year partnership with Oxfam in 2017 that aims to expand choices for women and girls by recognising, reducing and redistributing the amount of time they spend on unpaid care work.

It also includes the way products are marketed. Our Unstereotype campaign, launched in 2016, challenged every one of our global brands to move away from unhelpful stereotypes in its advertising. By 2017, we'd helped build the Unstereotype Alliance (</news/press-releases/2017/launch-of-unstereotype-alliance-set-to-eradicate-outdated-stereotypes-in-advertising.html>), a partnership with UN Women and other businesses aimed at eliminating gender stereotypes from advertising altogether.

SDG11: Sustainable cities and communities



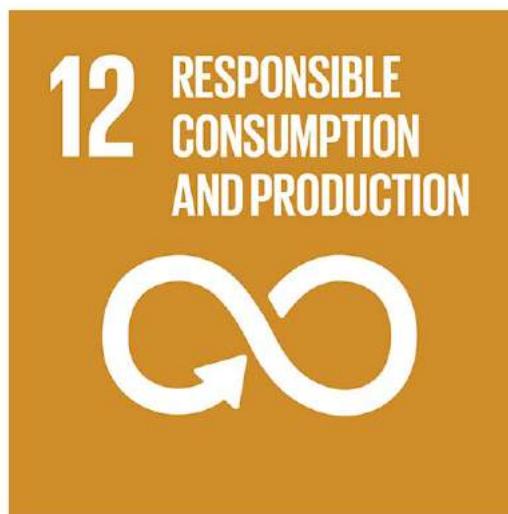
Around 5 billion people are expected to live in cities by 2030. The rapid growth of cities has already brought enormous challenges, including slums, increased air pollution and inadequate sanitation. So what can we, as a consumer goods business, do to make those cities better places to live?

Part of the answer lies with our health and hygiene (</sustainable-living/improving-health-and-well-being/health-and-hygiene/>) brands – household names such as Lifebuoy, Domestos and Signal – which produce everyday products such as soaps, toilet cleaners and toothpastes that help prevent diseases prevalent in cities lacking basic services. Our USLP commitment is to help 1 billion people improve their health and hygiene – and by 2017, we'd reached over 600 million people.

We can also make sure that our activities don't have a negative impact on the urban environment. We're committed, for example, to halving the waste (</sustainable-living/reducing-environmental-impact/waste-and-packaging/>) associated with the disposal of our products by 2020 and within our own operations, we have already achieved zero waste to landfill in our global factory network. Where there is limited infrastructure for recycling waste, we have a number of programmes in place to work with consumers, retailers, and municipal authorities – such as our Community Waste Bank Programme in Indonesia.

And at our [Suvidha Community Hygiene Centre in India \(PDF | 2MB\)](#) (https://www.hul.co.in/Images/suvidha_hygiene_centre_tcm1255-495963_en.pdf), located in one of Mumbai's many slums, we bring together a range of approaches to tackling hygiene, lack of laundry facilities and safe drinking water, and poor sanitation – demonstrating the kind of holistic thinking needed to make city life better.

SDG12: Responsible consumption and production



As a consumer goods company, we're acutely aware of the causes and consequences of the 'take-make-dispose' model of consumption. And we want to change it.

The USLP is anchored on the need to decouple our business growth from our environmental impact – including how our products are made and used.

An essential part of this is using resources more efficiently during the making of our products – and we have set ourselves targets to significantly reduce our greenhouse gas emissions ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/](#)), water use ([/sustainable-living/reducing-environmental-impact/water-use/](#)) and waste ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/](#)) associated with manufacturing. Since 2008, we have cut CO₂ from energy by 47%, water abstraction by 39% and total waste disposed by 98% per tonne of production.

While our efforts to use resources more efficiently in production are important, our biggest impacts come through the use of our products. That's why we have committed to ensure 100% of our plastic packaging will be designed to be fully reusable, recyclable or compostable by 2025, leading the way towards a more circular plastics economy (see also SDG14) ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/rethinking-plastic-packaging/](#)). We are also working to reduce the water and GHG impacts of products through innovations such as SmartFoam technology which reduces water use when rinsing clothes.

These changes are necessary – and they are also helping to drive business growth, because they connect with consumers. Unilever's 'Making Purpose Pay' research shows that over 50% of consumers want to choose brands that are more sustainable, and that demand for sustainable products cuts across demographic and socio-economic groups.

SDG13: Climate action



Few now seriously challenge the need for urgent action on climate change – from greening the grid to eliminating deforestation. Thanks to the Paris Agreement, nearly 200 countries are pressing ahead with low-carbon reforms, helping to open up around \$23 trillion in opportunities for climate-smart investments by 2030. Investing to eliminate carbon emissions from our operations is the smart choice for Unilever, reducing costs and risk. For example, our eco-efficiency savings have avoided cumulative energy costs of over €490 million since 2008.

We have already increased the amount of energy purchased from renewable sources and aim to eliminate coal from our energy mix by 2020 – with an ambition to become carbon positive ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/](#)) by 2030, making the surplus energy available to the markets and communities where we operate.

Unilever has long recognised the interdependency of climate and forests. We helped lead the Consumer Goods Forum towards a zero-deforestation commitment across four commodities, including palm oil. We are tackling deforestation in the palm oil industry ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/](#)) through our own sustainable palm oil commitment and partnerships. We have committed to invest up to \$25 million between 2018 and 2022 to support sustainable commodity projects via the &Green fund. Our investment will focus on smallholder palm oil farmers in Indonesia, thereby securing the supply of sustainable palm oil.

In support of enhanced disclosure of climate risk, Unilever has committed to implement the Task Force on Climate-Related Financial Disclosure recommendations, including the impact of 2°C and 4°C global warming scenarios.

SDG14: Life below water

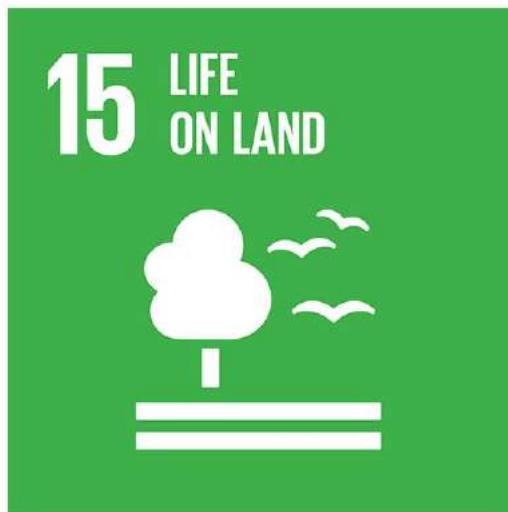


An estimated 100 million marine animals die each year due to discarded plastic – and it is estimated that by 2050, there will be more plastic than fish in the world's oceans.

The root causes of ocean plastic are complex, but it is clear that urgent action is needed on multiple fronts. One area of direct concern for Unilever is the fact that just 14% of the plastic packaging used globally makes its way to recycling plants, a third is left in fragile ecosystems and 40% ends up in landfill.

We want to lead the way towards a more circular plastics economy ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/rethinking-plastic-packaging/](#)) – one which moves away from the linear ‘take-make-dispose’ model of consumption, to one in which resources are reused and recycled in a closed loop. As part of the systemic change this transition will require, in 2017 we committed to ensuring that 100% of our plastic packaging will be designed to be fully reusable, recyclable or compostable by 2025.

This begins by making it technically possible for all our plastic packaging to be reused or recycled – but it also means demonstrating that there are established, proven examples of it being commercially viable for plastics re-processors to recycle the material. Our plastic packaging commitment builds on our Unilever Sustainable Living Plan ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/](#)) target of increasing the recycled plastic content in our packaging to 25% by 2025.

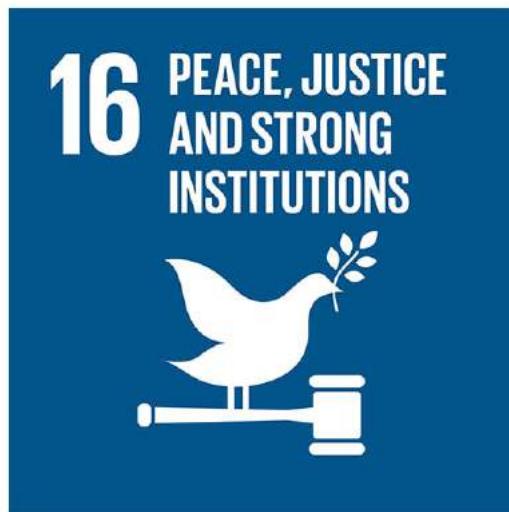


Globally, biodiversity is in decline. According to the [IUCN](#) (<https://www.iucn.org/theme/species/our-work/iucn-red-list-threatened-species>) Red List, more than 23,000 species are threatened with extinction, including 41% of amphibians, 34% of conifers, 25% of mammals and 13% of birds. Deforestation is a particular threat, as forests support 80% of terrestrial biodiversity, and around 1.6 billion people worldwide depend on them for food, medicines, fuel, shelter, jobs and livelihoods.

As one of the world's largest users of agricultural raw materials including tea, vegetables and vegetable oils such as palm and soy, we rely on the ecosystems in which crops are grown – and on the prosperity of communities who are also reliant on these ecosystems. So, the business case for protecting biodiversity is quite simple: without biodiversity, there is no business. Yet agriculture is one of the biggest drivers of deforestation. That means we need to change the way agriculture works.

Protecting biodiversity is central to our Sustainable Agriculture Programme (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/our-sustainable-agriculture-programme/>), which drives our work with suppliers and farmers, and is at the heart of our USLP commitment to source our agricultural raw materials sustainably. At the same time, we've joined others in our industry in a commitment to zero net deforestation associated with four commodities – palm oil, soy, paper and board, and beef – no later than 2020. We have extended this commitment to our tea businesses and supply chains.

Our particular focus is on palm oil sourcing (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/>), where we have the scale to make a difference – and where dedicated work with suppliers and smallholders is at the heart of our commitment to source 100% physically certified palm oil for our core volumes by 2019.



Peaceful and just societies are of course good for the people who live in them – and they are also good for business, which flourishes when those around it succeed. We have a shared responsibility to contribute to building and maintaining inclusive, sustainable societies where human rights and the rule of law are respected, and to act with integrity and within the law at all times, in accordance with our principles and values ([/about/who-we-are/our-values-and-principles/](#)).

We aim to have a positive influence across our value chain, working with suppliers, distributors and all third parties to raise the bar on issues such as human rights, anti-bribery and corruption. Our commitment to advancing human rights ([/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/](#)) through our business is embedded in our USLP, supported by our transparent approach to reporting through our Sustainable Living Report ([/sustainable-living/](#)) and our  Human Rights Report (PDF | 10MB) ([/Images/human-rights-progress-report_tcm244-513973_en.pdf](#)).

But we believe we have a further responsibility – to show leadership where systemic change is needed. In many parts of the world, for example, inequality is widening, labour rights worsening, and bribery and corruption still all too common. Globally there is an increasingly vulnerable migrant workforce, potentially resulting in human trafficking and forced labour. We have a clear duty to address these issues through partnership.

17 PARTNERSHIPS FOR THE GOALS



The social and environmental change required to meet the SDGs cannot be addressed by one business acting alone. Zero hunger, zero poverty, climate action, eradicating modern slavery – these are transformational goals, and they require transformational change, brought about by a concerted effort. Business, governments and civil society all have a role to play.

We're involved in a wide range of partnerships, which often include new types of funding and new ways of working, whether with fellow companies or with other agencies. ▶ [The Consumer Goods Forum](#)

(<https://www.theconsumergoodsforum.com/initiatives/environmental-sustainability/key-projects/deforestation/>)'s sector-wide commitment to zero net deforestation by 2020, and the Unstereotype Alliance (</news/press-releases/2017/launch-of-unstereotype-alliance-set-to-eradicate-outdated-stereotypes-in-advertising.html>), a partnership with UN Women and other businesses aimed at eliminating gender stereotypes from advertising, are good examples of what's possible.

Our global partnerships (</sustainable-living/transformational-change/>) with NGOs and others address issues ranging from water and sanitation, to sustainable sourcing, to improving health and nutrition. Many harness the strength of our brands – such as the ▶ [Vaseline® Healing Project](#) (<http://healingproject.vaseline.us/>), a partnership with NGO Direct Relief which aims to help heal the skin of 5 million people by 2020.

But we want to go much further – both in the impact of our partnerships, and in their alignment with the SDGs. A good example is ▶ [TRANSFORM](#) (<http://www.transform.global/Intro.aspx>), our partnership with the UK government's DFID, which uses a public–private finance model to address persistent developmental challenges and aims to enable 100 million people in sub-Saharan Africa and Asia to gain access to products and services that have been shown to improve health, livelihoods, the environment or wellbeing.

External links

❑ UN Sustainable Development Goals
(<https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals>)

❑ Business and Sustainable Development Commission
(<http://www.businesscommission.org/>)

❑ UN Global Compact Principles (<https://www.unglobalcompact.org/>)

❑ World Business Council for Sustainable Development
(<http://old.wbcsd.org/sdghub/toolsresources.aspx>)

❑ UN Secretary-General's Advocacy Group for the Sustainable Development Goals (<http://www.un.org/sustainabledevelopment/sdgadvocates/>)

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About our strategy

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Embedding sustainability

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Encouraging behaviour change

Inspiring people to adopt new behaviours is central to the Unilever Sustainable Living Plan. With our products touching the lives of 2.5 billion people every day, even small changes to individual behaviour can make a big difference.

Why is behaviour change important to us?

Creating a sustainable future will require fundamental changes in attitudes and behaviours across society not just from governments and industry but individual citizens too.

As one of the world's leading consumer goods companies, we are constantly researching the attitudes and needs of people around the world. Our expertise in marketing and sustainability means that we can make a real contribution to inspiring and enabling consumers to adopt more sustainable habits and products.

Behaviour change is fundamental to achieving the goals set out in the Unilever Sustainable Living Plan. Over two-thirds of our greenhouse gas impacts and 85% of our water footprint is associated with consumer use. To tackle impacts across the lifecycle of our products we have to understand and influence consumer behaviours.

Unilever's Five Levers for Change

Unilever's 5 Levers for Change



Our Five Levers for Change is a practical tool that has been developed from our most effective behaviour change campaigns. It is a set of principles which, if applied consistently, will increase the likelihood of campaigns having a lasting impact. It is published on our website to help others create successful campaigns.

When developing a behaviour change campaign we first look at:

- Barriers – what are the things that stop people from adopting a new behaviour?
- Triggers – how could we get people to start a new behaviour?
- Motivators – what are the ways to help them stick with the new behaviour?

Next, we apply the Unilever Five Levers for Change:

- Make it understood. Do people know about the behaviour? Do they believe it's relevant to them? This lever raises awareness and encourages acceptance.
- Make it easy. Do people know what to do and feel confident doing it? Can they see it fitting into their lives? This lever establishes convenience and confidence.
- Make it desirable. Will doing this new behaviour fit with their actual or aspirational self-image? Does it fit with how they relate to others or want to? This lever is about 'self and society' because humans are social animals.
- Make it rewarding. Do people know when they're doing the behaviour 'right'? Do they get some sort of reward for doing it? This lever demonstrates the proof and payoff.
- Make it a habit. Once people have made a change, what can we do to help them keep doing it? This lever is about reinforcing and reminding.

What have we learnt?

We have learnt that marketing and market research can be powerful forces for behaviour change. Many of our brands have run successful health and hygiene behaviour change campaigns from reducing disease through regular hand washing with soap (/sustainable-living/improving-health-and-well-being/health-and-hygiene/healthy-handwashing-habits-for-life/helping-people-get-into-healthy-hygiene-habits/) to improving oral health (/sustainable-living/improving-health-and-well-being/health-and-hygiene/improving-oral-health/) through regular teeth brushing. We are also starting to apply our approach to environmental challenges, such as the Comfort One Rinse campaign to encourage people to use less water when rinsing clothes.

We are working with authorities in the field to ensure that we are connected to the latest behavioural change thinking and practice and we share what we learn to help others.

Spotlight

Learning to listen - Naturals and Organics

We listen to consumers desires for what they want from us and, with an increased desire for naturalness and authenticity, we respond.

We have a range of vegan and vegetarian products and actively endorse plant-based lifestyles via positive, proactive consumer communication campaigns. By the end of 2017, around 500 Unilever food products in Europe were endorsed by the European Vegetarian Union and our global brands Hellmann's and Ben & Jerry's now offer vegan and vegetarian variants. The category is also encouraging more consumers and chefs to cook plant-based meals via our Knorr and Unilever Food Solutions recipe hubs.

Between 2016 and 2017, we acquired Seventh Generation, Schmidt's Naturals, M&e Terra, and Sir Kensington's, supporting our expansion to naturals and organics. Additionally, we launched natural extensions of Dove, Sunsilk and Dirt is Good.

Related links

- Embedding sustainability
(/sustainable-living/our-strategy/embedding-sustainability/)

Downloads

- Inspiring Sustainable Living – Expert insights into consumer behaviour & Unilever's Five Levers for Change
PDF | 2MB
(/Images/unilever-project-sunlight-inspiring-sustainable-living-report_tcm244-417252_en.pdf)

- Unilever's Five Lever's for Change
PDF | 4MB
(/Images/slp_5-levers-for-change_tcm244-414399_en.pdf)

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Developing & engaging our people

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Developing & engaging our people

We are creating an organisation and culture where our employees are empowered to act like entrepreneurs and business owners.



Unilever employs around 161,000 people. We are helping them develop new skills, new ways of working and new entrepreneurial leadership qualities within a culture that values diversity in all its forms. In turn this helps us attract and retain the best talent which is vital to accelerate long-term value creation.

The changing workplace

The macro forces described on page 8 of our Annual Report & Accounts have a fundamental impact on the workplace. Competition for talent is intensifying. The workforce is increasingly freelance and a job for life is no longer the norm. Once employed, people require continuous learning to reinvent themselves and they expect more flexibility in working practices.

The growth of artificial intelligence and robotics is disrupting work in ways that are still being understood. Anxiety at work is on the rise and the composition of the workforce is changing. Millennials will be 60% of Unilever's own workforce by 2020. At the same time the workforce is ageing and five generations may be working together in the same company in the 18-80 workforce. In short, a one-size-fits-all human resource strategy no longer works.

Our strategic approach to managing our workforce is: more simple, more human, more impact. We want to reduce complexity, understand our people as individuals, not by job titles or work levels, and personalise interventions to build the right leaders and teams. We are taking action across a number of areas to make this happen.

Developing an owner's mindset

C4G, our largest organisational change programme in more than a decade, was fully implemented during 2017 with the benefits to be realised progressively during 2018 and 2019. C4G encourages and equips people to adopt an owner's mindset by giving them more control through a simplified organisational and reward structure.

An owner's mindset means more ownership and collaboration, clarity of purpose, more test and learn, embracing failure to gain insight, and an obsession with customers and consumers – ultimately driving long term value creation and financial rewards for our employees. This mindset hands teams in local markets responsibility for business results. They are encouraged to treat resources as if they were their own, helping ensure we maintain the highest levels of efficiency.

Our C4G programme is the platform through which people are now empowered to deploy our zero-based budgeting approach to allocating resources and our 5S programme of supply chain margin improvement. This drives simplification, partnerships with third parties, and smarter pricing policies in our channels. Part of developing an owner's mindset, and coping with the quicker pace of change in our markets, is adopting an 'always on' learning culture. Learning and building capability is critical in a hyper-connected world.

In 2017, we launched 'My Learning' powered by Degreed, a social learning platform with a daily feed of materials customised to individual profiles, combining Unilever content with external sources including TED Talks and MIT.

Spotlight



Linking reward to long-term sustainability performance

Behavioural change requires the right incentives. For 2,872 senior management employees, incentives have been simplified to include fixed pay, a bonus as a percentage of fixed pay and a long-term management co-investment plan (MCIP) linked to financial and sustainability performance. The sustainability dimension is based on progress against our USLP targets. In addition, the long-term MCIP will be rolled out to the remainder of management employees in 2018. For non-management employees, we have a share purchase scheme so that everyone can have a stake in Unilever's long-term success.

See our Annual Report & Accounts for more details on how MCIP works

Gender diversity & inclusion

We are developing an inclusive culture, promoting gender balance and respecting the contribution of all employees regardless of gender, age, race, disability or sexual orientation. Consistent with our [Code Policy \(PDF | 5MB\)](#) (/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf) on Respect, Dignity & Fair Treatment, Unilever aims to ensure that applications for employment from everyone are given full and fair consideration and that everyone is given access to training, development and career opportunities.

The USLP sets out clear targets for expanding opportunities and enhancing access to skills and training for women in our value chain. It also sets out our ambition to build a gender-balanced workforce within Unilever, with 50% of women in management positions by 2020. Our [Opportunities for Women white paper \(PDF | 7MB\)](#) (/Images/unilever-opportunities-for-women_tcm244-500987_en.pdf), published in 2017, contains more details on these targets.

We run programmes across Unilever aimed at attracting, retaining and developing female talent. This includes developing candidates for potential future roles, maintaining balanced slates, and practical help such as a minimum 16 weeks' paid maternity leave as a global standard – more than the regulatory requirement in over 50% of countries where we operate.

Pay and overall reward is intended to be gender neutral, with any differences between employees in similar jobs reflecting performance and skill. Unilever has a long-standing commitment to gender equality and fairness in the workplace based on equal pay for equal work and achieving greater gender balance, particularly at management levels. Gender pay gaps develop where there is a representational imbalance between genders. Our Framework for Fair Compensation reviews average pay differences between genders at each work level.

By the end of 2017, 47% of total management were women, up from 46% in 2016. Among the top 93 executives, 22% were women (22% in 2016). Including employees who are statutory directors of the corporate entities whose financial information is included in the Group's 2017 Annual Report & Accounts, the number increases to 510

males and 192 (27%) females. 38% (five out of 13) of the Board is female, compared with 43% (six out of 14) in 2016. Of our total workforce of 160,566, 107,064 (67%) were male and 53,502 (33%) were female at the end of 2017.

Our Human Resources metrics

We track a large number of HR related data to better understand our workforce. Some of this information for the 1st January – 31st December for 2015-2017 can be found in [Unilever HR Metrics \(PDF | 83KB\) \(/Images/unilever-hr-metrics_tcm244-523214_en.pdf\)](#). As some workforce data is classed as sensitive, we do not report publicly on this.

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Embedding sustainability

We are integrating sustainability into our brands, marketing and innovation and exploring new ideas and approaches to achieve the goals in the Unilever Sustainable Living Plan.



Employees have a key role to play. We are giving them the knowledge and tools they need to help drive our sustainable growth ([/sustainable-living/our-strategy/about-our-strategy/helping-our-people-drive-sustainable-growth/](#)), particularly our marketing teams who are central to developing brands with a sustainable living purpose. We aim to use our marketing to encourage positive behaviour change and to share what we've learnt in this area with others. See Encouraging behaviour change. ([/sustainable-living/our-strategy/embedding-sustainability/encouraging-behaviour-change/](#))

We are integrating sustainability into the way we engage, train and reward our people ([/sustainable-living/our-strategy/embedding-sustainability/developing-and-engaging-our-people/](#)) and have embedded sustainability into our governance structures ([/sustainable-living/our-strategy/our-sustainability-governance/](#)). And we're collaborating with others in four areas where we've identified we can use our scale and influence to bring about change to whole systems.

Purpose-led brands will drive growth

Putting sustainable living at the heart of our brands is inspiring our consumers and growing our sales. The concept of 'purpose-led' brands is not new. Among our own brands, Lifebuoy and Ben & Jerry's have had a social or environmental purpose at their heart since they were founded.

However, in today's complex and interconnected world, a powerful purpose alone is not enough and brands must look their impacts up and down the value chain and across the public domain. Brands cannot do social good while harming the planet, or improve the lives of women who buy our products while ignoring the working conditions of the women who make them.

Purpose-led brands



Our Chief Marketing & Communications Officer, Keith Weed, leads our Marketing function as well as our Sustainable Business & Communications team.

"By putting purpose at the heart of our brands we can move from marketing to consumers to mattering to people. Purpose-led brands will drive growth for our business, connect us with our consumers and deliver a positive social impact."

Making purpose pay

In 2015, we carried out research to understand whether consumers' views on sustainability translate to actual purchasing choices¹. Our research revealed that over 50% of people want to buy brands that are more sustainable. It also revealed that sustainability issues are relevant to consumers in both developed and emerging markets. In 2017 we published the results of this research and our latest thinking on how purpose-driven brands can drive growth in [Making Purpose Pay: Inspiring Sustainable Living \(PDF | 2MB\)](#) (/Images/making-purpose-pay-inspiring-sustainable-living_tcm244-506468_en.pdf) to show how attitudes are changing.

We believe that if we want to effect change at scale, we will achieve this by making large, successful, category-defining brands recognisably sustainable. Consumers are becoming much more aware of the positive difference brands can make to social and environmental issues, and also the difference they themselves can make through their everyday shopping choices.

This has been fueled by the growth in social media and the opportunity it provides for people to have closer, more intimate connections with brands. This in turn creates a growing need for brands to generate content that resonates with their consumers' values. Brands with a purpose help them do that.

We have created a definition of what makes a true ‘Sustainable Living’ brand. Such a brand must not only have a clear purpose that, over time, helps to tackle a social or environmental concern; the product itself must also contribute to one or more of the targets we have set in our Unilever Sustainable Living Plan, which, in turn contribute to the 17 UN Sustainable Development Goals.

To assess product and purpose, we developed a methodology to help us determine how, and to what extent, each brand delivers against the two product and purpose criteria. It enables brands to generate a systematic view of their progress across social and environmental factors.

Our Sustainable Living brands include our six biggest brands –Knorr, Dove, Dirt is Good (our laundry brands which have different names in different markets), Lipton, Rexona and Hellmann’s. Since we started assessing Sustainable Living brands in 2015, they have consistently grown faster than our other brands every year. For example, Domestos and Lifebuoy – two of our brands with purpose – grew 10% and 6% respectively in 2017.

¹ Unilever research in 2015 by Flamingo and Euromonitor

Related links

- > Encouraging behaviour change
(/sustainable-living/our-strategy/embedding-sustainability/encouraging-behaviour-change/)

- > Developing & engaging our people
(/sustainable-living/our-strategy/embedding-sustainability/developing-and-engaging-our-people/)

- > About our strategy
(/sustainable-living/our-strategy/about-our-strategy/)

- > Life cycle assessments
(/sustainable-living/reducing-environmental-impact/lifecycle-assessments/)

- > Opportunities for women
(/sustainable-living/enhancing-livelihoods/opportunities-for-women/)

Downloads

- ⌄ Making Purpose Pay: Inspiring Sustainable Living
PDF | 2MB
(/Images/making-purpose-pay-inspiring-sustainable-living_tcm244-506468_en.pdf)

- ⌄ Inspiring Sustainable Living – Expert insights into consumer behaviour & Unilever’s Five Levers for Change
PDF | 2MB
(/Images/unilever-project-sunlight-inspiring-sustainable-living-report_tcm244-417252_en.pdf)

- ⌄ Annual Report and Accounts 2017
PDF | 3MB
(/Images/unilever-annual-report-and-accounts-2017_tcm244-516456_en.pdf)

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UN Sustainable Development Goals

(/sustainable-living/our-strategy/un-sustainable-development-goals/)

Our sustainability governance

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CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

[Contact us >](#)

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Our sustainability governance

Strong governance structures and clear lines of accountability enable us to deliver the commitments in our Unilever Sustainable Living Plan (USLP). We also draw on insights from external experts to challenge our thinking.



Management structures

Our commitment to sustainable living is embedded into our business agenda through our purpose, vision, business model and Unilever Sustainable Living Plan.

Our management structures for sustainable business are integrated into our organisational framework. Key elements include:

Board level - governance and oversight**The Boards of Unilever (Unilever PLC and N.V.)**

- The Boards (/investor-relations/agm-and-corporate-governance/board-and-management-committees/) have the ultimate responsibility for the management, general affairs, direction, performance and long-term success of Unilever

Corporate Responsibility Committee

- Committee of Non-Executive Directors oversees Unilever's conduct as a responsible business and governance of our conduct as a responsible company
- Monitors the progress – and potential risk – of the USLP and reports back on this to the Boards

Audit Committee

- Committee of Non-Executive Directors oversees Unilever's approach to risk management, including the corporate risks and related mitigation/response plans
- Reviews significant breaches of the Code of Business Principles as part of its remit to review risk management
- Oversees the independent assurance programme for the USLP

Unilever Leadership Executive (ULE) - operational leadership of the business

- The ULE (/about/who-we-are/our-leadership/), led by our Chief Executive Officer (Alan Jope), is responsible for managing profit and loss and delivering growth. It monitors implementation and delivery of the USLP
- At ULE level, sustainability and corporate responsibility are championed and led by our Chief Marketing & Communications Officer (Keith Weed)

<p>Divisional and function leadership - strategic development of our goals</p>	<p>Unilever Sustainable Living Plan Steering Team (USLP ST)</p> <ul style="list-style-type: none"> • Supports the ULE and is accountable for ensuring our sustainability goals are achieved. It meets five times a year • Chaired by Keith Weed, it includes a further 11 members of ULE: our Chief Financial Officer (Graeme Pitkethly), our Divisional Presidents (see below), President for Europe (Hanneke Faber), President for N America & Global Head of Customer Development (Amanda Sourry), Chief Supply Chain Officer (Marc Engel), Chief R&D Officer (David Blanchard), Chief HR Officer (Leena Nair) and Chief Legal Officer (Ritva Sotamaa). It also includes senior representatives from our Sustainable Business Team, Chief Sustainability Office and Finance teams <p>Foods and Refreshment (Nitin Paranjpe), Beauty & Personal Care (Alan Jope) and Home Care (Kees Kruythoff) Divisions</p> <ul style="list-style-type: none"> • Our Divisional leadership and brand teams are responsible for the strategic development of our sustainability goals • They work in conjunction with our Chief Supply Chain Officer and Chief R&D Officer and the functions they lead as well as our Chief Sustainability Office and Sustainable Business team <p>Chief Sustainability Officer (Jeff Seabright)</p> <ul style="list-style-type: none"> • Leads the integration of sustainability into our business and communications, working with our functions, divisions, brands and country teams to open up opportunities for business growth • Leads our external sustainability agenda to drive transformational change across markets through advocacy and partnerships • Member of our USLP Steering Team and supports our Corporate Responsibility Committee
<p>Unilever operating companies - responsible for implementation</p>	<p>Our operating companies</p> <ul style="list-style-type: none"> • Following the strategies of our divisions and functions, and assisted by our Sustainable Business Team, our local companies bring our sustainability goals to life as they drive growth across the business

To ensure alignment between the different elements of our governance structure, ULE member Keith Weed attends the Corporate Responsibility Committee meetings and chairs the USLP Steering Team as well as our USLP Advisory Council (see External insights below). Jeff Seabright reports to Keith Weed and supports him in these roles.

Specialist input and cross-team networks

We have a number of specialist groups in the business who provide input in key areas and incorporate external advice from a variety of sources. Examples include:

Sustainable Business Team	Transforming our brands into purposeful brands and facilitating the emergence of sustainable innovation. Headed by Karen Hamilton, our Vice President, Sustainable Business and member of the USLP Steering Team. The Sustainable Business Team works alongside our R&D, Supply Chain and Marketing and Divisional teams to embed sustainability into their market development programmes and open up opportunities for business growth. The team also leads on issues such as circular economy
Energy Board	Drives delivery of our carbon positive ambition (/sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/) at corporate and country level and leads strategic partnerships and policy on renewables. Chaired by our Chief Supply Chain Officer, Marc Engel
Water Board	Steers our strategy (/sustainable-living/reducing-environmental-impact/water-use/) and targets on Water, focusing on driving water-smart innovations for business growth. Chaired by our Home Care Category President, Kees Kruythoff
Sustainable Packaging Committee	Steers our strategy (/sustainable-living/reducing-environmental-impact/waste-and-packaging/) and targets on sustainable packaging, understanding stakeholder concerns and bringing in new technologies and partnerships. Chaired by our Chief R&D Officer David Blanchard
Sustainable Sourcing Steering Group	Supports our strategy (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/) by promoting sustainable supply chains, focusing on long-term, sustainable access to Unilever's key crops. Chaired by Dhaval Buch, our Chief Procurement Officer
USLP Metrics Team	A group of senior business leaders providing oversight and governance of changes to USLP metrics including scope, definitions and calculation methodologies. Chaired by Lysanne Gray, our Executive Vice President Financial Control, Risk Management, Pensions & Sustainability, who is also a member of the USLP Steering Team

Safety & Environmental Assurance Centre (SEAC)	Provides independent scientific evidence and guidance to identify and manage risks relating to product safety and supply chain technology as well as environmental impacts associated with our brands, products and supply chain. SEAC's expertise in lifecycle assessment has been used to develop our environmental metrics and approach to measuring our baseline performance in greenhouse gases, water and waste. See Our metrics (/sustainable-living/our-approach-to-reporting/our-metrics/)
Global Code & Policy Committee	Chaired by our Chief Legal Officer, Ritva Sotamaa, and supported by our Chief Business Integrity Officer, Anny Tubbs. Oversees the implementation of the Code of Business Principles (/about/who-we-are/our-values-and-principles/business-integrity/)

External insights

Our strategy benefits from insights and challenge from external stakeholders on an ongoing basis through our day-to-day business operations, partnerships and broader engagement.

In addition, we seek independent insights and counsel from external stakeholders, for example the Unilever Sustainable Living Plan Advisory Council, seven independent external specialists in sustainability who guide and critique the development of our strategy. ULE member and sustainability lead Keith Weed chairs the Council, supported by Jeff Seabright, our Chief Sustainability Officer.

In 2018 we invited six new members to join the Council:

- Professor Val Curtis, London School of Hygiene & Tropical Medicine
- Christiana Figueres, Mission 2020
- Katja Iversen, Women Deliver
- Bill McDonough, McDonough Innovation
- Ricken Patel, Avaaz
- Jonathon Porritt, Forum for the Future
- Kavita Prakash Mani, WWF International.

Similarly, the role of our Sustainable Sourcing Advisory Board ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/our-sustainable-agriculture-programme/](#)) is to provide independent advice and judgement and to strengthen policy-making within Unilever. It comprises seven experts from not-for-profit organisations, impact investors, companies and academia.

Related links

-
- > Our leadership (/about/who-we-are/our-leadership/)
 - > Corporate governance (/investor-relations/agm-and-corporate-governance/our-corporate-governance/)
-

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**Embedding
sustainability**

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(/sustainable-living/our-strategy/awards-and-recognition/)

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

[Contact us >](#)

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Awards & recognition

We participate in a number of specialist external corporate ratings and rankings.

Highlights

Specialist agencies and organisations, including environmental groups, responsible investment analysts, academics and institutes, publish a variety of ratings and rankings of our global performance. Sometimes this is a result of our engagement with them through questionnaires and in-depth discussions, and sometimes it is the agencies' own research, in part analysing the data and information we disclose on our website and through our annual online USLP Progress Report.

Here are some highlights of awards and recognition we have received from external bodies on our social, economic and environmental performance since 2010:

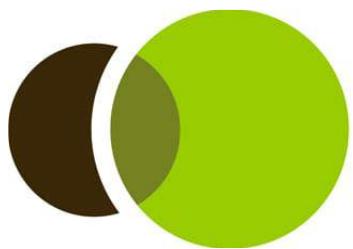
2018

Access to Nutrition Index (ATNI)

Unilever increased its score to 6.7 and was named No 2 in 2018's Global Access to Nutrition Index (ATNI), an independent rating of the nutrition programmes of the world's largest food and beverage manufacturers. ATNI commended our consistent focus on health and nutrition in the Unilever Sustainable Living Plan (USLP), responsible approach to marketing, Global Maternal Wellbeing Standard and efforts to address undernutrition.

 [ATNI Global Index \(https://www.accesstonutrition.org/\)](https://www.accesstonutrition.org/)

DJSI 2018 results



ROBECOSAM
Sustainability Award
Gold Class 2018

Unilever was named leader of the Personal Products sector again in 2018. Since partaking in the annual Corporate Sustainability Assessment, Unilever has been top of its sector 19 times.

☒ DJSI 2018 results (<https://www.robecosam.com/en/csa/csa-resources/industry-leaders.html>)

Dutch Transparency Benchmark

The Dutch Transparency Benchmark, annual research carried out on the content and quality of corporate social responsibility reports of Dutch companies. Unilever scored 185 points out of 200 in 2018.

☒ Dutch Transparency Benchmark ranking
(<https://www.transparantiebenchmark.nl/en/scores-0#/survey/4>)

Globescan/SusainAbility Survey results

Unilever was awarded the top corporate leadership ranking in the 2018 Sustainability Leaders survey, for the eighth consecutive year.

☒ GlobeScan/SustainAbility Leaders Report 2018 (PDF - 817kB)
(<https://globescan.com/wp-content/uploads/2018/06/GlobeScan-SustainAbility-Leaders-Survey-2018-Report.pdf>)

Gartner Supply Chain leadership

In September 2018, Unilever was awarded the top ranking in the 2018 Gartner Supply Chain Top 25 for the third year running.

☒ Gartner Supply Chain Leadership (<https://www.gartner.com/en/supply-chain/trends/supply-chain-top-25>)

CDP Forests



In 2018, CDP recognised Unilever as one of its highest ranking companies, with A- performance grades on three of four commodities: timber, palm oil and cattle products. Unilever scored a B for Soy.

CDP Climate



In 2018 CDP recognised Unilever as a world leader for corporate action on climate change for the 14th consecutive year. Named in the 'A List', we achieved a Performance Band A grade for the seventh year running.

 CDP Climate Leadership (<https://www.cdp.net/en/climate>)

CDP Water



In 2018, Unilever scored a Performance Band B for CDP Water Security.

2017

CDP Supplier Engagement Leadership



In 2017, CDP recognised Unilever as a world leader for supplier engagement. We were one of only 58 companies to be awarded a Performance Band A rating and named in the 'Supplier Engagement A List'.

 [CDP Supplier Engagement Leadership \(PDF | 5MB\)](https://b8f65cb373b1b7b15feb-c70d8ead6ced550b4d987d7c03fcdd1d.ssl.cf3.rackcdn.com/cms/reports/documents/Supply-chain-report-2017.pdf?1490272235)
(<https://b8f65cb373b1b7b15feb-c70d8ead6ced550b4d987d7c03fcdd1d.ssl.cf3.rackcdn.com/cms/reports/documents/Supply-chain-report-2017.pdf?1490272235>)



In 2017, CDP awarded Unilever leadership and A performance grades on all four assessed commodities: Timber, Palm Oil, Cattle Products and Soy.

↗ CDP Forests Leadership (<https://www.cdp.net/en/forests>)

CDP Climate Leadership



In 2017 CDP recognised Unilever as a world leader for corporate action on climate change for the 13th consecutive year. Named in the 'A List', we achieved a Performance Band A grade for the sixth year running.

↗ CDP Climate Leadership (<https://www.cdp.net/en/climate>)



In 2017, CDP recognised Unilever as a world leader for corporate action on water. We were one of only 73 companies to be awarded a Performance Band A rating and named in the 'Water A List'.

☞ CDP Water Leadership (<https://www.cdp.net/water>)

Dutch Transparency Benchmark ranking

The Dutch Transparency Benchmark, annual research carried out on the content and quality of corporate social responsibility reports of Dutch companies. Unilever scored 185 points out of 200 in 2017.

☞ Dutch Transparency Benchmark ranking
(<https://www.transparantiebenchmark.nl/en>)

DJSI 2017 results

MEMBER OF

Dow Jones Sustainability Indices

In Collaboration with RobecoSAM 

Unilever was named leader of the Personal Products sector with a score of 89 out of 100.

 DJSI 2017 results (<http://www.sustainability-indices.com/>)

GlobeScan/SustAinability top ranking for seventh consecutive year

Unilever was awarded the top corporate leadership ranking in the 2017 Sustainability Leaders survey, for the seventh consecutive year.

GlobeScan/SustAinability asked over 1,000 expert stakeholders representing business, government, NGOs and academia across 79 countries who they considered to be the corporate leaders in sustainability.

 GlobeScan/SustAinability top ranking for seventh consecutive year (<https://www.globescan.com/news-and-analysis/globescan-sustainability-survey.html>)

Gartner Supply Chain leadership

In September 2017, Unilever was awarded the top ranking in the 2017 Gartner Supply Chain Top 25 for the second year running.

 Gartner Supply Chain leadership (<https://www.gartner.com/technology/supply-chain/top25.jsp>)

2016

CDP Forests Leadership



In 2016, CDP awarded Unilever leadership and A performance grades on all four assessed commodities: Timber, Palm Oil, Cattle Products and Soy.

 CDP Forests (<https://www.cdp.net/en/forests>)

Dutch Transparency Benchmark ranking

The Dutch Transparency Benchmark, annual research carried out on the content and quality of corporate social responsibility reports of Dutch companies, scored Unilever in fourth place with 193 points out of 200. Unilever achieved the highest ranking of all assessed multinational companies.

CDP Water Leadership



In 2016, CDP recognised Unilever as a world leader for corporate action on water. We were one of only eight companies in the Consumer Staples sector to be awarded a Performance Band A rating and named in the 'Water A List'.

↗ CDP Water (<https://www.cdp.net/water>)

CDP Climate Leadership



In 2016 CDP recognised Unilever as a world leader for corporate action on climate change for the 12th consecutive year. Named in the 'A List', we achieved a Performance Band A grade for the fifth year running.

↗ CDP Climate (<https://www.cdp.net/en/climate>)

DJSI 2016 results

MEMBER OF

**Dow Jones
Sustainability Indices**

In Collaboration with RobecoSAM

Following 15 years of industry group leadership in the Foods, Beverage & Tobacco Industry Group, Unilever was named leader of the Household & Personal Products Industry Group with a score of 92 out of 100. We were also selected as an index component of the Dow Jones Sustainability Indices (DJSI) following our participation in the 2016 RobecoSAM Corporate Sustainability Assessment.

☞ [Dow Jones Sustainability Indices \(http://www.sustainability-indices.com/\)](http://www.sustainability-indices.com/)

GlobeScan/SustainAbility top ranking for sixth consecutive year

Unilever was awarded the top corporate leadership ranking in the 2016 Sustainability Leaders survey (published in June 2016) from GlobeScan/SustainAbility – and for the first time in partnership with Sustainable Brands - for the sixth consecutive year. GlobeScan and SustainAbility asked over 900 expert stakeholders representing business, government, NGOs and academia across 84 countries who they considered to be the corporate leaders in sustainability.

☞ [GlobeScan/SustainAbility Survey \(http://www.globescan.com/news-and-analysis/globescan-sustainability-survey.html\)](http://www.globescan.com/news-and-analysis/globescan-sustainability-survey.html)

Gartner Supply Chain leadership

In May 2016, Unilever was awarded the top ranking in the 2016 Gartner Supply Chain Top 25.

☞ [Gartner Supply Chain Top 25 \(http://www.gartner.com/technology/supply-chain/top25.jsp\)](http://www.gartner.com/technology/supply-chain/top25.jsp)

Oxfam Behind the Brands leader

Unilever awarded top position with a 74% score in the latest Oxfam Behind the Brands Scorecard, published in April 2016. The campaign assesses and rates agricultural sourcing policies of the world's ten largest food and beverage companies.

CDP Supply Chain recognition



Unilever recognised as one of the leading 71 companies in CDP's Supplier Climate A List, published in January 2016.

☞ CDP (<https://www.cdp.net/en/research/global-reports/global-supply-chain-report-2016>)

ATNI Global Index leader

Unilever scored 6.4 out of 10 to lead the second Global Access to Nutrition Index (ATNI), a ranking of the world's 22 largest food companies based on their contribution to tackling obesity and undernutrition. We were commended in the 2016 Index for our work on product reformulation and nutrition labelling.

☞ Access to Nutrition Index (<https://www.accessetonutrition.org/>)

RobecoSAM Gold Class



Following RobecoSAM's annual Corporate Sustainability Assessment, Unilever received the Industry Leader, Gold Class Sustainability Award 2016 in January for its 'excellent sustainability performance'.

✉ RobecoSAM (<http://www.robecosam.com/>)

PwC Building Public Trust Award

Unilever was recognised for its transparent sustainability reporting at PwC's Building Public Trust Awards in November 2016. The judges commented:

Winner of this award in 2012, Unilever regains top spot with a report that is founded on a clear strategy, and which benchmarks the company's entire value chain against both short- and long-term sustainability goals. The deep integration of sustainability into the business strategy shines through, not least in the excellent case studies, which show how Unilever is capitalising on the opportunities presented by sustainability and how this contributes to its business success.

There is also detailed disclosure of the measures to incentivise employees to deliver the company's Sustainable Living Plan, including linking progress on sustainability to executive remuneration. One judge commented: "This report shows the potential for a truly global business to impact the world positively, by acting in a responsible way that builds trust through a commitment to sustainability."

2015

CDP Forests leadership



In December 2015, CDP changed the scoring methodology for its Forests information request that provided deforestation-risk related information to investors. Unilever was placed in the Food and Beverage Processing sector, and achieved leadership on three commodities: Timber, Cattle products and Soy.

➡ CDP Forests (<https://www.cdp.net/en/forests>)

DJSI 2015 results

MEMBER OF

**Dow Jones
Sustainability Indices**

In Collaboration with RobecoSAM 

For the 15th time in 16 years, Unilever was named leader of the Food, Beverage & Tobacco Industry Group with a score of 92 out of 100. We were also selected as an index component of the Dow Jones Sustainability Indices (DJSI) following our participation in the 2015 RobecoSAM Corporate Sustainability Assessment.

➡ Dow Jones Sustainability Indices (<http://www.sustainability-indices.com/>)

Dutch Transparency Benchmark ranking

The Transparency Benchmark, annual research carried out on the content and quality of corporate social responsibility reports of Dutch companies, scored Unilever in 3rd position with 194 points out of 200 (up from 5th in 2014)

CDP Climate results



In 2015 CDP recognised Unilever as a world leader for corporate action on climate change for the 11th consecutive year. Named in the 'A List', we maintained Performance Band A for the fourth year running and scored 100 for Disclosure, up from 99 in 2014 and 85 in 2013.

 CDP Climate (<https://www.cdp.net/en/investor>)

CDP Water results



Unilever was awarded a Performance Band B rating in the latest CDP Water questionnaire, announced in October 2015.

☞ CDP Water (<https://www.cdp.net/water>)

Carbon Clear annual ranking

Carbon Clear's annual ranking of carbon reporting performance of FTSE 100 companies placed Unilever in joint 4th, with a score of 82%.

☞ Carbon Clear (<http://carbon-clear.com/>)

FTSE4Good continued inclusion

Included in the FTSE4Good Index Series since its inception in 2001. Unilever scored 4.9 out of 5 in the latest FTSE ESG Ratings Profile.

☞ FTSE4Good (<http://www.ftserussell.com/>)

GlobeScan/SustainAbility top ranking

Unilever was awarded the top ranking in the 2015 Sustainability Leaders survey (published in May 2015) from GlobeScan/SustainAbility for the fifth consecutive year. GlobeScan and SustainAbility asked over 800 expert stakeholders representing business, government, NGOs and academia across 82 countries who they considered to be the corporate leaders in the area of sustainability.

GlobeScan and SustainAbility said that: 'Consistent with the past four years, Unilever's global reputation among corporations is judged by experts to be unparalleled, with the leadership gap this year widening even further. This is a remarkable achievement by the company, especially since past leaders have tended to falter or be supplanted by others within a few years of claiming the top of the ranking.'

☞ GlobeScan/SustainAbility Survey (<http://www.globescan.com/news-and-analysis/globescan-sustainability-survey.html>)

Oxfam Behind the Brands leader

Unilever awarded top position with a 71% score in the latest Oxfam Behind the Brands Scorecard, published in March 2015. The campaign assesses and rates agricultural sourcing policies of the world's ten largest food and beverage companies.

☞ Oxfam Behind the Brands (<http://www.behindthebrands.org/en/campaign-news>)

2014

CDP Forests ranking



Unilever ranked joint leader of the Packaged Foods & Meats / Brewers and Soft Drinks sector for corporate action on tackling deforestation in CDP's Global Forests Report, published in November 2014. We have disclosed our forest footprint since 2009.

Gothenburg Award for Sustainable Development

The international 2014 Gothenburg Award for Sustainable Development was presented to our former CEO, Paul Polman. The judges cited his transformative leadership, courage and commitment in a corporate world where environmental and social values are often overshadowed by more short-term financial interests.

DJSI 2014 results

MEMBER OF

**Dow Jones
Sustainability Indices**

In Collaboration with RobecoSAM 

Unilever recognised by RobecoSAM as being one of only 15 companies globally to have participated in DJSI since it began in 1999

 Dow Jones Sustainability Indices (<http://www.sustainability-indices.com/>)

ICAEW Award

Unilever was Large Business winner at the Institute of Chartered Accountants in England and Wales' (ICAEW) Finance for the Future Awards 2014 for the development of a methodology and tool that ranks our products in both financial and sustainability terms.

Porter Prize for HUL

In September Hindustan Unilever Ltd (HUL) won the Porter Prize 2014 for "Creating Shared Value" for its work on Project Shakti.

GlobeScan/SustainAbility top ranking

Unilever retains its top ranking in the latest 2014 Sustainability Leaders survey from GlobeScan/SustainAbility for the fourth consecutive year.

☞ [GlobeScan/SustainAbility Survey](http://www.globescan.com/news-and-analysis/globescan-sustainability-survey.html) (<http://www.globescan.com/news-and-analysis/globescan-sustainability-survey.html>)

Carbon Clear annual ranking

In 2014 Unilever was third in Carbon Clear's annual ranking of carbon measurement and reporting practices of FTSE 100 companies, with a score of 82%, up from 77% in 2013.

☞ [Carbon Clear](http://carbon-clear.com/) (<http://carbon-clear.com/>)

Tomorrow's Value Rating performance

Unilever was the top performer overall with a score of 96% and also led the Food and Beverage sector for the second consecutive year in the Tomorrow's Value Rating (TVR) 2014 of corporate sustainability practices published by DNV GL.

2013

ICSA Award

Unilever wins Best Sustainability and Stakeholder Disclosure FTSE 100 Award from The Institute of Chartered Secretaries and Administrators (ICSA) in November 2013.

☞ [ICSA](https://www.icsa.org.uk/) (<https://www.icsa.org.uk/>)

ATNI Global Index rating



Unilever was rated second overall in the first Access to Nutrition Index (ATNI) Global Index 2013, with top rankings for undernutrition and also the Products, Lifestyles and Engagement categories. ATNI publicly rates the world's largest food and beverage manufacturers on their nutrition-related policies, practices and performance.

 [Access to Nutrition Index \(https://www.accesstonutrition.org/\)](https://www.accesstonutrition.org/)

WEC Gold Medal

In December the World Environment Center awarded Unilever its 2013 Gold Medal for International Corporate Achievement in Sustainable Development.

Climate Counts ranking

Unilever ranked No. 2 in new science-based carbon emissions study published by Climate Counts in December 2013.

2012

PwC Building Public Trust Award

Unilever was recognised for its transparent sustainability reporting at PwC's Building Public Trust Awards in November 2012.

C K Prahalad Award

In 2012, Unilever and our former CEO Paul Polman received the C K Prahalad Award from the Corporate Economic Forum (CEF) for matching a bold vision of long term capitalism with impressive action on sustainability through our Sustainable Living Plan.

WBDA winner

At the UN Conference on Sustainable Development (Rio+20), Unilever was a winner of the 2012 World Business and Development Awards (WBDA) for our efforts to improve living standards in some of the world's most disadvantaged communities.

☞ [World Business and Development Awards \(<http://www.iccwbo.org/training-and-events/competitions-and-awards/institute-of-world-business-law/world-business-and-development-awards/>\)](http://www.iccwbo.org/training-and-events/competitions-and-awards/institute-of-world-business-law/world-business-and-development-awards/)

FTSE4Good Sir Mervyn Peedely Award

Unilever won the first FTSE4Good Sir Mervyn Peedely Award in 2012 which recognises companies that integrate environmental and social performance into business strategy.

☞ [FTSE4Good \(<http://www.ftserussell.com/>\)](http://www.ftserussell.com/)

FT Boldness in Business winner

Unilever was named the Corporate Responsibility category winner at the FT's Boldness in Business Awards.

BITC Platinum Plus

Unilever retains Platinum Plus status in Business in the Community's 10th Corporate Responsibility Index, published in March 2012.

☞ [Business in the Community \(<http://www.bitc.org.uk/#story1>\)](http://www.bitc.org.uk/#story1)

2011

WWF Palm Oil Scorecard

In 2011, we scored eight out of nine points in the second WWF Scorecard which assesses the palm oil buying practices of 132 European, Australian and Japanese companies. We scored 24.5 out of 29 in the first Scorecard in 2009 assessing 59 European companies.

International Green Awards Grand Prix winner

At the International Green Awards 2011, Unilever was the overall Grand Prix winner across 20 categories for our work on behaviour change. We were also the Gold winner in the Best Green International Large Business category which recognises organisations that have demonstrated true innovation, thought leadership and a commitment to sustainability.

 [International Green Awards \(<http://www.greenawards.com/>\)](http://www.greenawards.com/)

Stoxx Europe 50 index

Unilever was named most advanced company for responsible governance in the Stoxx Europe 50 index of companies by the French Social Investment Forum (FIR) and corporate responsibility ratings agency, Vigeo.

Ethical Corporation Responsible Business Award

Unilever was awarded Ethical Corporation's top Responsible Business Award 2011.

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Our approach to reporting

We are committed to communicating our performance regularly and transparently and have been reporting on our sustainability performance since 1996.

We have two main channels for reporting on the commitments set out in the Unilever Sustainable Living Plan as well as wider topics of interest to our stakeholders:

- Annual Report and Accounts 2017 (</investor-relations/annual-report-and-accounts/>): We include a summary of our sustainable living performance in our Annual Report and Accounts 2017 published in February 2018
- Online Sustainable Living Report 2017 (</sustainable-living/our-sustainable-living-report-hub/>): Located in the Sustainable Living section of the global Unilever website, this is our primary sustainability report. The report was published in April 2018.

Find out more about our reporting on the following pages.

About our reporting



Defining our material issues

(/sustainable-living/our-approach-to-reporting/about-our-reporting/)
We are committed to reporting a transparent account of our progress each year.

(/sustainable-living/our-approach-to-reporting/about-our-reporting/)



(/sustainable-living/our-approach-to-reporting/defining-our-material-issues/)

Materiality helps us identify and prioritise the issues that matter most across our value chain – to our business and our stakeholders.

(/sustainable-living/our-approach-to-reporting/defining-our-material-issues/)

Engaging our stakeholders



(/sustainable-living/our-approach-to-reporting/engaging-with-stakeholders/)

Engaging with stakeholders improves our decision-making and relationships.

(/sustainable-living/our-approach-to-reporting/engaging-with-stakeholders/)

Independent assurance



(/sustainable-living/our-approach-to-reporting/independent-assurance/)

PricewaterhouseCoopers LLP (PwC) provides independent assurance of the Unilever Sustainable Living Plan.

(/sustainable-living/our-approach-to-reporting/independent-assurance/)

Our metrics

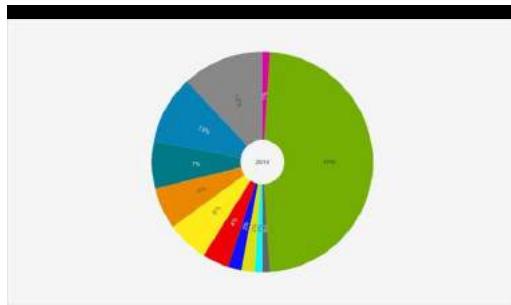


(/sustainable-living/our-approach-to-reporting/our-metrics/)

The Unilever Sustainable Living Plan is underpinned by a number of metrics which help us measure progress towards our goals.

(/sustainable-living/our-approach-to-reporting/our-metrics/)

Interactive data charts



(/sustainable-living/our-approach-to-reporting/interactive-data-charts/)

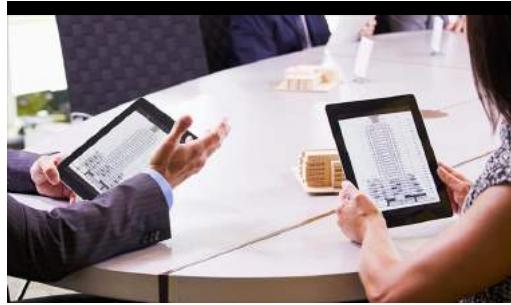
View our sustainability performance data in an interactive charting tool.

(/sustainable-living/our-approach-to-reporting/interactive-data-charts/)

UNGC index



GRI index



[\(/sustainable-living/our-approach-to-reporting/ungc-index/\)](/sustainable-living/our-approach-to-reporting/ungc-index/)
We are committed to UN Global Compact's Ten Principles.

[\(/sustainable-living/our-approach-to-reporting/gri-index/\)](/sustainable-living/our-approach-to-reporting/gri-index/)
Our reporting is prepared 'in accordance' with the GRI G4 Reporting Guidelines.

[\(/sustainable-living/our-approach-to-reporting/ungc-index/\)](/sustainable-living/our-approach-to-reporting/ungc-index/)

[\(/sustainable-living/our-approach-to-reporting/gri-index/\)](/sustainable-living/our-approach-to-reporting/gri-index/)

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About our reporting

Our aim is to provide a transparent account of progress against the Unilever Sustainable Living Plan through engaging, insightful and evidence-based reporting.



Our approach

Our online reporting details performance against our Unilever Sustainable Living Plan (USLP) targets for the period 1 January to 31 December 2017 (except where indicated otherwise).

Since April 2014, our annual Sustainable Living Report has been published online in the Sustainable Living section of our website as we want it to be accessible to as many people as possible. As in previous years, we have published a USLP summary which can be downloaded via Our Sustainable Living Report Hub. Sustainability information can also be found in our [2017 Annual Report \(PDF | 3MB\)](#) (/Images/unilever-annual-report-and-accounts-2017_tcm244-516456_en.pdf).

Many Unilever operating companies around the world also produce their own country specific content describing their actions in support of the Unilever Sustainable Living Plan. Please visit local websites for more.

Who is our reporting for?

Our reporting is aimed at a broad range of audiences, including:

- Specialists audiences, such as NGOs, investors, analysts, governments and opinion former, who are typically interested in our performance, strategy, policies and targets.
- Generalists audiences, such as employees, job seekers and consumers, who are interested in content relating to their personal interests.

Understanding our sustainability impacts and priorities enables us to address the sustainability issues that matter most to our business strategy and to our stakeholders. It also allows us to tailor our reporting so it is aligned with audiences' interests and needs. See Defining our materiality process ([/sustainable-living/our-approach-to-reporting/defining-our-material-issues/](#)) for further information.

Stakeholder feedback on our reporting

As part of our reporting process, we receive feedback from our USLP Steering Team, our Board's Corporate Responsibility Committee and the USLP Council of external sustainability advisers, as well as our employees and opinion formers. Find out more about our sustainability governance here. ([/sustainable-living/our-strategy/our-sustainability-governance/](#))

Please tell us what you think about our USLP and our progress in 2017 Contact us (mailto:paul_polman@Sustainableliving.com) – we value your feedback and want to know what matters to you.

External standards

We adhere to the principles of the Global Reporting Initiative (GRI) Standards and many of the original GRI Framework indicators are embedded in our reporting. Our 2017 report has been prepared 'in accordance' with the GRI G4 standards.

We are a signatory to the  UN Global Compact principles (<https://www.unglobalcompact.org/what-is-gc/mission/principles>). We provide an annual update in our Communication on Progress on how we are living out the Compact's ten principles on human rights, labour, environment and anti-corruption in our everyday business operations. We also report on our sustainability governance and leadership, including ways in which we support broader UN goals.

Through our USLP, Sustainable Living brands and our transformational change agenda we contribute to the UN Sustainable Development Goals ([/sustainable-living/our-strategy/un-sustainable-development-goals/](#)).

Boundaries and scope

Our impacts are far reaching, so we have identified and prioritised our most material impacts to the business and to stakeholders across our value chain. See how we are Defining our material issues. Our report includes performance data for our direct operations and information on how we are managing the most material issues across our extended value chain, which encompasses both our supply chain and how our products reach our consumers.

Our online Sustainable Living Report 2017, including our USLP targets and metrics, cover all entities in [Unilever's Annual Report and Accounts \(PDF | 3MB\)](#) (/Images/unilever-annual-report-and-accounts-2017_tcm244-516456_en.pdf) unless otherwise stated. Unilever consistently applies relevant metrics and targets to all relevant parts of its business operations. Even where a metric and target is only relevant to part of business operations, it still applies to 100% of those parts, globally. A number of our targets and metrics also apply to relevant parts of our value chain.

Our manufacturing environmental and occupational safety indicators do not include contract production or outsourced support services. Operations and sites where we do not have management control and operations categorised as joint ventures or investments are excluded from the scope of all performance indicators, unless otherwise indicated in [Unilever's Basis of Preparation – Annual Report & Sustainable Living Report 2017 \(PDF | 6MB\)](#) (/Images/unilevers-basis-of-preparation-annual-report--sustainable-living-report-2017_tcm244-518699_1_en.pdf).

When setting our targets, we use our knowledge of our business, the markets where we operate and the issues to determine the most relevant and materially impactful scope for each target. We report the maximum material coverage for all our targets so that our KPIs cover 100% of the material scope, unless specifically stated in our Basis of Preparation.

In some cases, the material scope is the same as the total scope. In others it is less because we have applied a management judgement as to what the scope should be. Previous years' Basis of Preparations are available in our Reports & Publications archive.

Assurance and basis of preparation

External assurance of sustainability performance indicators is an important part of our approach and our environmental reporting has been independently assured since 1996. Our social report was assured for the first time in 2004.

In 2017 we reappointed PricewaterhouseCoopers LLP (PwC) to provide independent assurance of the USLP and Environmental and Occupational Safety (EOS) performance indicators. PwC's Assurance Report describes the work undertaken and their conclusion for the reporting period to 31 December 2017. Documents relating to independent external assurance in the years prior to 2017 are available in our Reports & Publications section.

Please see [Independent assurance \(/sustainable-living/our-approach-to-reporting/independent-assurance/\)](#) for further information about our assurance process.

External recognition

In 2017 Unilever was named leader of the Personal Products sector in the Dow Jones Sustainability Index (DJSI), a global sustainability performance benchmark. Up until 2015, we were in the Food Products industry sector, which we led for 15 years, which sat within the Food, Beverage & Tobacco Industry Group, which we led for 13 years.

In 2017 we were also listed on the CDP Climate, Water, Forest and Supplier Engagement A Lists.

See Awards & Recognition (</sustainable-living/our-strategy/awards-and-recognition/>) for further information.

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Reports & publications archive

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Defining our material issues

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Defining our material issues

We live in an uncertain and constantly changing world. Materiality helps us identify and prioritise the sustainability issues that matter most to our business and stakeholders.



An issue is material to Unilever if it meets two conditions. Firstly, it impacts our business in terms of growth, cost, risk or trust. And secondly, it is important to our stakeholders – such as consumers, customers, employees, governments, investors, NGOs and suppliers. In determining if an issue is material, we also consider whether it is aligned with our Vision and Purpose ([/about/who-we-are/our-vision/](#)), brand portfolio and geographical footprint; its potential impact on  our value chain (PDF | 635KB) ([/Images/materiality-and-value-chain-210218_tcm244-518982_en.pdf](#)); and the degree to which we can affect change.

We use our materiality assessment to identify priority sustainability issues across our value chain. Materiality helps to inform the development of the Unilever Sustainable Living Plan (USLP) and ensures we report on the issues of most interest. We update our assessment every two years to make sure it reflects changes in our business and the external environment.

Find out more in our interactive materiality matrix, which shows the results from our 2017 assessment.

View topics by:

Focus Area



Select one of the Focus Areas below to view the topics and issues within it.

Improving Health & Well-being

Reducing Environmental Impact

Enhancing Livelihoods

Responsible Business Practices

Wider Sustainability Topics

The forces that shape our world

Every business is impacted by macro forces. These are the trends and events that are shaping our world. We monitor these trends to make sure our strategy and plans are fit for the future and to assess their impact on our material issues. Our latest macro forces analysis shows four distinct, but overlapping, shifts that will affect business and society over the next decade:

Multi-polar world

Slow growth and volatility are creating a world where international growth and political leadership fragment. Income and political polarisation within countries is set to increase, threatening the progress of globalisation and free trade.

Environment under stress

The impact of water scarcity and climate change will be increasingly visible. Momentum for action will gather pace, building on the Paris Agreement.

Digital and technology revolution

The rapid development of new technologies – such as artificial intelligence (AI), robotics, voice technology and virtual reality – will open further opportunities for connection, automation and value creation, and pose new risks around security and privacy. Data and the Internet of Things will continue to disrupt traditional business models, using technologies such as blockchain and increasingly sophisticated smart devices.

Living differently

Societies are becoming more diverse with fragmented identities, changing lifestyles and new everyday behaviours. Millennials and Generation Z are having a powerful influence on cultural norms, such as diversity and gender. Older generations have a strong economic influence, and this will increase as the population ages. Migration is having a profound effect on national identity.

This year, we have not presented specific macro forces – such as demographics, emerging markets and the global economy – in our materiality matrix, as they cut across multiple issues. We believe this gives greater focus to the issues that Unilever can directly influence. Many of the macro trends that were in our 2015 materiality matrix are captured as Principal Risks in our 2017 Annual Report and Accounts.

How we use our materiality assessment

Every two years, we conduct a materiality assessment to help ensure our strategy is focused in the right areas, to assess the changing sustainability landscape and to understand and prioritise the issues that matter to our business and our stakeholders. We use our materiality assessment to help us to evolve our strategy and tailor our reporting so that it aligns with the interests and needs of our stakeholders, as well as those of the company.

We have used our materiality process to inform the development of the USLP from its inception:

- 2009–2010: when we first developed the USLP, our materiality assessment helped determine which issues to include, set targets for and report on.
- 2013: our in-depth [materiality review \(PDF | 327KB\)](#) (/Images/unilever-material-issues-and-opportunities_tcm244-423632_en.pdf) resulted in significant changes in the USLP, expanding our commitments on labour rights, women, inclusive business and smallholder farmers. Forum for the Future – the non-profit organisation – updated our external trends analysis, which we reviewed against our current and future business growth strategies. The results of this exercise identified 15 material issues.
- 2015: our [materiality review \(PDF | 137KB\)](#) (/Images/unilever-materiality-matrix-final_tcm244-476008_en.pdf) validated that we had the most important issues reflected in the USLP. It revealed an increasing number of material issues due to rising stakeholder expectations and a growing business case.

The performance targets and indicators that we include in our online Sustainable Living Report reflect the outcomes of our materiality process. We don't have targets or external performance indicators for every material issue. Some are addressed outside of the USLP, such as Ethics, Values & Culture (/about/who-we-are/our-values-and-principles/business-integrity/) which we manage through our [Code of Business Principles and Code Policies \(PDF | 5MB\)](#) (/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf), and Animal Testing & Welfare (/sustainable-living/what-matters-to-you/developing-alternative-approaches-to-animal-testing.html) which is managed through our Safety & Environmental Assurance Centre (/about/innovation/safety-and-environment/leading-safety-and-environmental-sustainability-sciences/) (SEAC).

We also report on some material issues that are not contained in our USLP but are of interest to stakeholders, such as Trusted Products & Ingredients which is managed at a category level and through our Trust in Ingredients initiative (/news/press-

[releases/2017/Unilever-announces-new-ingredient-transparency-initiative-for-home-and-personal-care-brands.html](#)). As we have various audiences and communications channels, we address many of these issues outside of our annual reporting cycle.

Our 2017 materiality assessment

Our most recent materiality assessment was designed to inform the development of the USLP beyond 2020. It highlighted new and emerging issues, and provided a fresh check on whether we are focusing on the right areas.

To ensure a best practice approach and objectivity, the assessment was supported by [Corporate Citizenship](#) (<http://corporate-citizenship.com/>) – a global business consultancy specialising in sustainability. It included an in-depth analysis of business impacts, and used data and insights to gauge the relative importance of each issue to our stakeholders. Our six-stage process is detailed below:

Phase 1: Issue identification

We refreshed and consolidated the list of sustainability issues and topics deemed to be directly relevant to Unilever across our value chain. We identified a long list of 177 sustainability topics, which were categorised into 24 distinct issues as shown on our matrix. We define an 'issue' as a risk or opportunity to Unilever from the internal or external operating environment.

Where appropriate, we updated the labelling of certain issues and topics to provide clarity and to reflect commonly accepted language. You can find more detail on the issues and topics in the following PDFs:

- A [full list](#) of the 177 topics (PDF | 241KB) ([/Images/materiality-matrix-200218_tcm244-518983_en.pdf](#)) which underpin the 24 issues.
- A graphic showing the relevance of material issues across different stages of [our value chain](#) (PDF | 635KB) ([/Images/materiality-and-value-chain-210218_tcm244-518982_en.pdf](#)).

Our long list included new issues and topics, reflecting changes to the sustainability landscape over the past two years. These were identified by researching emerging sustainability trends, macro forces, competitor practices and global standards.

We subsequently categorised the issues according to our USLP Big Goals: Improving Health & Well-being ([/sustainable-living/improving-health-and-well-being/](#)), Reducing Environmental Impact ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/](#)) and Enhancing Livelihoods ([/sustainable-living/enhancing-livelihoods/](#)). Issues that did not align with our Big Goals were either categorised as Responsible Business Practices or Wider Sustainability Topics.

Issue identification aligns with our yearly review of Principal Risks which we include in our Annual Report and Accounts. All issues that are captured on our materiality matrix relate to one or more of our Principal Risks:

Principal Risks	Relevant material issues
Sustainability	Packaging & waste, women's rights & opportunities, water, sanitation & hygiene, human rights, nutrition & diets, deforestation, economic inclusion, communicable diseases, animal welfare & testing
Climate change	Climate action, water, deforestation
Ethical	Ethics, values & culture, governance & accountability, responsible marketing & advertising, responsible use of innovation & technology
Talent	Talent, human rights, fair compensation, employee wellbeing
Supply chain	Agricultural sourcing, non-agricultural sourcing, human rights
Brand preference	Consumers & sustainability, trusted products & ingredients
Safe and high-quality products	Trusted products & ingredients
Legal and regulatory	Tax & economic contribution
Systems and information	Data security & privacy

Phase 2: Issue prioritisation

We assessed each topic's impact on the business and importance to our stakeholders.

- Impact on the business (X-axis) was determined using Unilever's Sustainable Business Value Framework ([/sustainable-living/our-strategy/about-our-strategy/](#)). Each topic was assessed according to its potential to positively or negatively impact on growth, cost, risk and trust – with a corresponding score awarded depending on whether this was deemed to be high, medium or low. We also looked at the relevance of an issue to the  United Nations Sustainable Development Goals (PDF | 501KB) ([/Images/materiality-and-sdgs-210218_tcm244-518999_en.pdf](#)) (SDGs), particularly those where we can make the greatest contribution.
- Stakeholder importance (Y-axis) was determined using research and analytics on consumers, customers, NGOs, investors, suppliers and employees. Each topic was analysed according to its importance to stakeholders, with a corresponding score awarded depending on whether this was deemed to be high, medium or low.

The prioritisation exercise resulted in two scores for each issue – one for impact on the business and one for stakeholder importance. These were plotted on a draft materiality matrix which formed the basis for the engagement during Phase 3.

Phase 3: Stakeholder engagement

The draft materiality matrix was reviewed and refined through a series of interviews with a cross-section of external and internal stakeholders.

- External interviews were conducted with a small group of Unilever stakeholders including WWF, WBCSD, The Climate Action Group, Natural Capital Coalition, UNPRI and SYSTEMIQ.
- Internal interviews were conducted with Unilever employees across a range of global functions (Sustainable Business, Risk Management, Supply Chain, R&D, Finance, Investor Relations, Customer Development) and our Divisions (Beauty & Personal Care, Home Care, Foods and Refreshment).

Phase 4: Internal validation

The matrix was reviewed by the Sustainable Business Team and presented to our USLP Steering Team ([/sustainable-living/our-strategy/our-sustainability-governance/](#)) for validation and approval. The Steering Team includes nine members of the Unilever Leadership Executive.

Phase 5: Strategic alignment

Our 2017 materiality assessment confirmed that there is strong alignment between our most material issues and those which are addressed through the USLP. All but two of our nine most material issues – Ethics, Values & Culture and Trusted Products & Ingredients – are directly addressed by commitments in the USLP. While targets on these issues are not explicit in the USLP, both are managed as part of company and category strategies.

The insights gathered from the materiality assessment – including rising public concern on issues such as climate change, packaging & waste and nutrition & diets – were used as an input to a number of internal conversations on the future of the USLP beyond 2020.

We commissioned further desk-based research into our nine most material issues to understand how our current USLP might develop in the future in line with science-based limits and social norms. We are using the insights from this work to inform the future development of the USLP.

This year, for the first time, we mapped our material issues to the UN Sustainable Development Goals (SDGs). This shows where we are taking action on the SDGs through the USLP. The relevance of our material issues to the SDGs can be seen in [this graphic \(PDF | 501KB\)](#) ([/Images/materiality-and-sdgs-210218_tcm244-518999_en.pdf](#)).

Phase 6: Reporting on outcomes

We communicate the outcomes of the assessment on our 2017 materiality matrix, highlighting our most material issues and their relative significance to the business and our stakeholders.

Related links

- > About our strategy
(/sustainable-living/our-strategy/about-our-strategy/)
 - > Engaging with stakeholders
(/sustainable-living/our-approach-to-reporting/engaging-with-stakeholders/)
 - > Transformational change
(/sustainable-living/transformational-change/)
-

Annual Report & Accounts 2017

- > What Matters To You
(/sustainable-living/what-matters-to-you/)
-

Reports & publications archive

Downloads

- ↳ Material issues & opportunities 2013
PDF | 327KB
(/Images/unilever-material-issues-and-opportunities_tcm244-423632_en.pdf)
 - ↳ Our materiality matrix
PDF | 137KB
(/Images/unilever-materiality-matrix-final_tcm244-476008_en.pdf)
-

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Engaging with stakeholders

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Engaging with stakeholders

Stakeholder engagement is essential to grow our business and to reach the ambitious targets set out in the Unilever Sustainable Living Plan.



To succeed in our purpose of making sustainable living commonplace, we need to engage and work in partnership with a wide range of stakeholders. These include NGOs, investors, customers, consumers, suppliers, governments and regulators, and other businesses through trade associations.

Our biennial materiality assessment ([/sustainable-living/our-approach-to-reporting/defining-our-material-issues/](#)) helps us to understand which issues are important to the business and our stakeholders, and therefore where and how to focus our engagement. By defining the needs and interests of our stakeholders, we can also evolve our strategy to better meet their expectations and focus our reporting on the issues that they care about.

We seek to understand the issues of concern and to respond openly and transparently to any questions raised about our products and the way we run our business. Our What Matters to You ([/sustainable-living/what-matters-to-you/](#)) section contains our responses to a range of topics. They are updated regularly in line with any key developments and the emergence of new topics.

Stakeholder engagement is a crucial part of the Unilever Sustainable Living Plan (USLP). It also underpins our external advocacy and joint working with governments, NGOs and others, to achieve ‘transformational change’ – that is, fundamental change to whole systems, not simply incremental improvements.

Our policies for transparent and responsible engagement

Our reputation for doing business with integrity and respect for others is an asset, as valuable as our people and brands. To maintain our reputation requires the highest standards of behaviour. Our Code of Business Principles and Code Policies (</about/who-we-are/our-values-and-principles/>), set out the standards expected from all our employees. We also require third-party business partners to adhere to business principles consistent with our own.

Our Code of Business Principles and Code Policies (</about/who-we-are/our-values-and-principles/>) underpin how we interact with governments, regulators, legislators and NGOs – as well as with Unilever employees.

In the area of Public Activities, our Code of Business Principles states that Unilever companies are encouraged to promote and defend their legitimate business interests; Unilever will co-operate with governments and other organisations – both directly and through bodies such as trade associations – in the development of proposed legislation and other regulations, which may affect legitimate business interests; and that Unilever neither supports political parties nor contributes to the funds of groups whose activities are calculated to promote party interests.

The Code Policy on Engaging Externally includes two important sections covering 'Contact with Government, Regulators and Non-Governmental Organisations' and 'Political Activities and Political Donations'. They state that only authorised and appropriately trained employees or representatives can engage with these groups (governments, regulators, legislators and NGOs) and that all interactions must be conducted:

- In a transparent manner with honesty, integrity and openness;
- In compliance with local and international laws;
- In accordance with Unilever's Values.

Employees must:

- Be courteous, open and transparent in declaring their name, company, role, status and, for any enquiry or 'representation', the nature of the subject matter;
- Take all reasonable steps to ensure the truth and accuracy of their information;
- Keep a record of all contacts and interactions.

Compliance with the Code of Business Principles and Code Policies is an essential element in ensuring Unilever's continued business success. The Chief Executive Officer is responsible for implementing these principles, supported by the Global Code and Policy Committee which is chaired by the Chief Legal Officer and Group Secretary.

The Committee is responsible for the oversight of the Code and Code Policies, ensuring that they remain fit for purpose and are appropriately applied. It maintains close scrutiny of the mechanisms for implementing the Code and Code Policies. This is vital as compliance is essential to promote and protect Unilever's values and standards, and hence the good reputation of the Group. At each meeting, the Committee reviews an analysis of investigations into non-compliance with the Code and Code Policies and is alerted to any trends arising from these investigations.

How we engage with our stakeholders

Unilever interacts with a huge range of stakeholders on a daily basis. Some of our stakeholders are direct participants in our value chain and are integral to our ability to deliver sustainable growth. Others influence how we do business by setting the laws and norms within our countries of operation.

Below we broadly outline how we engage with our most important stakeholders. Further information on stakeholder engagement at a local level can be found on Unilever's country websites.

Engaging with governments

We co-operate and engage with governments, regulators and legislators – both directly and through trade associations – in the development of proposed legislation and regulations which may affect our business interests.

Many of the key topics we engage on are captured in our biennial materiality assessment (/sustainable-living/our-approach-to-reporting/defining-our-material-issues/). Our participation in policy discussions are varied, covering macro topics like climate change, through to detailed product safety standards. We also proactively publish many of our company stances in the Our position on (/about/our-position-on/). They are updated regularly in line with any key developments and the emergence of new topics of importance to the business.

We engage with stakeholders directly as Unilever or through membership of representative organisations, including trade associations. All employees involved in political engagement must promote our corporate principles and comply with our Code of Business Principles and Code Policies (/about/who-we-are/our-values-and-principles/).

We do not support or fund political parties, candidates or any groups that promote party interests. No political contributions were made in 2017. We also publish this position in our Annual Report and Accounts. Our employees may offer support and contributions to political groups in a personal capacity.

When recruiting employees from the public sector, it is important to ensure that the right balance is struck between the benefit from such recruitment and avoiding potential conflicts of interest with previous employers. As such, we follow the following three principles when recruiting from the public sector;

- For any new employees we will respect confidentiality obligations and restrictive covenants included in all contracts with previous employers.

- Unilever will agree appropriate and reasonable restrictions for new employees recruited directly from the public sector on a case by case basis. This may involve a “cooling off” period where an employee will be restricted from contacting previous colleagues.
- These principles are in addition to Unilever’s current Code Policy on Avoiding Conflicts of Interest.

The above principles were adopted in 2017. During 2018 they are being included in recruitment training programmes.

Unilever is registered in the Transparency Register of the European Union. Our entry is available [here](#). We comply with the US Lobbying Disclosure Act (LDA). The LDA website provides a searchable database of disclosure filings.

Engagement with NGOs

We are building transformational partnerships in collaboration with NGOs and other stakeholders who share our vision for a more sustainable future. This model of partnership is instrumental in improving the quality of people’s lives, achieving our Unilever Sustainable Living Plan targets and driving the growth of our business. These partnerships are often led by our Global Partnerships & Advocacy team.

In collaboration with NGOs, we build programmes on the ground to implement our brands’ social missions, in addition to advancing our efforts in areas such as sustainable sourcing and distribution – often in partnership with governments and other private sector organisations. We drive scale through new business models, digital technologies and external financing.

We recognise that our actions alone cannot achieve the system change necessary to overcome the world’s major challenges, such as climate change and poverty. Our leadership engages with stakeholders through platforms such as the World Economic Forum, UN Global Compact, the World Business Council for Sustainable Development and the Consumer Goods Forum. This helps us in championing a more inclusive model of capitalism and the pursuit of long-term value creation for the benefit of multiple stakeholders.

Further details on our transformational change can be found in the relevant goal pages for Greenhouse gases ([/sustainable-living/reducing-environmental-impact/greenhouse-gases/](#)), Water use ([/sustainable-living/reducing-environmental-impact/water-use/](#)), Waste & packaging ([/sustainable-living/reducing-environmental-impact/waste-and-packaging/](#)) and Sustainable sourcing ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#)).

Engaging with suppliers

Every day, we work with thousands of suppliers who are helping us achieve success in the countries where our products are sold. They help us: develop new products; drive market transformation; deliver quality and service; and create value, capacity and capability.

A significant portion of our growth comes from innovation, delivering leading-edge products into the marketplace. We anticipate that around 70% of our innovations are linked to working with our strategic suppliers. That's why we invest in long-term, mutually beneficial relationships with our key suppliers through our Partner to Win programme, so we can combine capabilities and co-innovate for shared growth.

Partner to Win is about shaping the next horizon together and is a unique opportunity to unlock value for Unilever and our partners. It helps us strengthen supplier and customer collaboration, it enables improved overall end-to-end operational efficiency and mutual capability building and sharing.

Engaging with customers

In a fragmented channel landscape, those companies that best serve their shoppers and customers with bespoke solutions will benefit most. Unilever serves consumers through ten different channels: hyper and supermarkets, e-commerce, out-of-home, drug stores, small stores, discounters, Food Solutions, Unilever International, prestige and global retail. We supply around 25 million retail stores globally, of which we cover 8 million directly and another 17 million indirectly through wholesale and cash & carry.

Our ambition is to be the top ranked supplier to all our customers across the markets we operate in with clear action plans. We monitor quantitative customer satisfaction results on an annual basis. Unilever is ranked as a top third or mid third supplier in 87% of markets*.

We work directly with our customers, such as large retail chains, to generate insights about who visits their stores using technology that creates detailed shopper profiles. This allows us to target and personalise campaigns and develop shopper engagement programmes. Our engagement with consumers is guided by our [✓ Personal Data & Privacy Code Policy \(PDF | 5MB\) \(/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf\)](#) which sets out the steps employees must take to ensure personal data is handled appropriately.

We also use Customer Engagement Surveys, which allow us to benchmark against our industry peers and direct competition. Having the ability to measure our customers' feedback in a consistent manner allows us to make sharper decisions on resource deployment and identifying market opportunities.

Unilever also actively supports its customers in achieving their sustainability goals. We share our expertise in areas such as sustainable agriculture and life-cycle analysis, as well as working with them on initiatives such as shared transport networks which improve efficiency.

Engaging with consumers

Unilever's Consumer and Market Insights (CMI) group has created People Data Centres which analyse data from social media, consumer carelines and digital marketing to respond directly to consumer feedback.

Our ambition is to build a billion one-to-one consumer relationships, leveraging our in-house People Data Centres and the opportunity they give us to connect with consumers in a meaningful way through real-time analytics.

Our engagement with consumers is guided by our [☒ Personal Data & Privacy Code Policy \(PDF | 5MB\) \(/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf\)](#) which sets out the steps employees must take to ensure personal data is handled appropriately.

Engaging with scientists

We have specific guidance on how we work with the scientific community outlined in our [☒ Position on Science and Integrity \(PDF | 73KB\) \(/Images/cobp_positon-scientific-research-0616_tcm244-483851_en.pdf\)](#). We are committed to investing in science and scientific research that enhances our understanding of how our products can benefit public health and wellbeing, and also how we can improve their environmental, societal and economic impact.

We adhere strongly to principles for scientific research, including scientific robustness, objectivity of scientific evidence and transparent engagement with external parties. We do not publicly report the research organisations that we fund. However, as mandated by our Position on Science and Integrity, we disclose research funding where required, for example in scientific journals which require this level of disclosure.

Engaging with communities

Our business contributes to the economic livelihoods of many people and communities across our value chain. We create direct and indirect employment opportunities; we pay taxes to governments for reinvestment in infrastructure and communities; and we make direct contributions through our corporate community investment activities in support of the Unilever Sustainable Living Plan.

Our approach to community engagement is framed by the [☒ Unilever Code of Business Principles \(PDF | 5MB\) \(/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf\)](#) which sets out our commitment to fulfil our responsibilities to the societies and communities in which we operate. Our community engagement strategy is owned and driven by our local businesses which are closest to communities and their needs.

Sometimes, business decisions or activities can affect local communities. In such cases, we are guided by a number of policies and standards. These reflect issues that can impact communities such as human rights and safety, for example ensuring communities are adequately protected in the event of a safety incident where we would identify relevant stakeholders and/or their representatives and run various community outreach activities and communications.

A recent example of our approach to community engagement is in Rwanda where we are setting up a tea processing factory and commercial tea estates. We have taken action (/sustainable-living/enhancing-livelihoods/fairness-in-the-

[workplace/understanding-our-human-rights-impacts/](#)) (see ‘respect for land rights’) to ensure that potentially affected persons and communities were identified and engaged, including vulnerable groups.

Engaging with peer companies

We engage with peer companies, both individually, in coalitions, and through trade associations on issues of mutual interest. This includes working together to implement sustainable business strategies and drive policy agendas which contribute to systems change.

Engaging with trade associations

We aim to use our scale and influence to help bring about transformational change in areas where we can make the biggest difference and which are aligned with our business activities. We see trade associations as a valuable resource for increasing knowledge of industry practices and trends, as well as engaging on policy topics.

We are a member of many associations around the world, reflecting our global scale and presence across several product divisions. In 2017, we paid approximately €8.9 million in fees to around 650 trade associations. Our memberships cover category-specific, cross-category and horizontal business associations at country, regional and global level. Association fees are most often set by the associations and are usually based on turnover. In 2017, our top five membership fees (in terms of spend) were:

- Personal Care Product Council (PCPC): €797,120
- Grocery Manufacturers Association (GMA): €303,888
- Cosmetics Europe: €265,000
- Food and Drink Federation (FDF): €212,244
- Cosmetic Toiletry and Perfumery Association (CTPA): €184,185

Our internal Standard on Trade Association Memberships provides the internal governance and framework for our interactions with trade associations and similar groups. It helps to ensure compliance with our Code of Business Principles and Code Policies. The Standard applies to our membership of any organisations whose principal function is to advocate to government and other stakeholders on behalf of the business, or any subsidiary company or that provides platforms for industry and other stakeholders to discuss issues of common concern, or that provides opportunities for our business to engage with our customers and/or competitors on industry issues.

The Standard sets out the internal governance for the approval to join or leave an association and the factors we consider, including their strategic fit with our corporate purpose, values and positions. The Standard also stipulates the role and requirements related to Unilever representatives in trade associations, for example all staff participating in association meetings are required to complete a competition law training module. We appoint trade association co-ordinators in each country to ensure the Standard is followed.

Trade Association Memberships

Our main global, European and US trade associations are listed below.

Unilever is also registered in the Transparency Register of the European Union.

↗ Our entry is available here

(<http://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=6200524920-25>), which includes a list of trade associations with whom Unilever is affiliated. We comply with lobbying disclosure requirements, including the US Lobbying Disclosure Act (LDA). The ↗ LDA website (<https://lobbyingdisclosure.house.gov/>) provides a searchable database of lobbying disclosure filings.

American Cleaning Institute

American Logistics Association

Association of National Advertisers

Business Action to Stop Counterfeiting and Piracy (BASCAP)

Business and Industry Advisory Committee to the OECD (BIAC)

Centre of European Policy Studies (CEPS)

Consumer Goods Forum (CGF)

Cosmetics Europe

Cosmetic Toiletry and Perfumery Association (CTPA)

Culinaria Europe

European Brands Association [Association des Industries de Marque] (AIM)

European Centre of Public Affairs (ECPA)

European Partnership for Alternative Approaches to Animal Testing (EPAA)

European Organisation for Packaging and the Environment (EUROOPEN)

Euroglaces Ice Cream Associations

FoodDrinkEurope (FDE)

Food and Drink Federation (FDF)

Global Alliance for Improved Nutrition (GAIN)

Global Social Compliance Programme (GSCP)

International Association for Soaps, Detergents and Maintenance Products (AISE)

International Food & Beverage Alliance (IFBA)

International Margarine Association of the Countries of Europe (IMACE)

Organization for International Investment (OFII)

Personal Care Products Council (PCPC)

Scaling Up Nutrition (SUN)

Society of European Affairs Professionals (SEAP)

Sustainable Agriculture Initiative Platform (SAI)

Sweetener Users Association (SUA)

Tea Association of the USA

The Kangaroo Group

Tropical Forest Alliance 2020

United Nations Global Compact

World Business Council for Sustainable Development (WBCSD)

World Economic Forum (WEF)

World Environment Center (WEC)

World Federation of Advertisers (WFA)

*Based on Advantage Report® - Global across 32 developed markets

Related links

✗ [Code of business principles and code policies](#)
PDF | 5MB
(/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf)

> [What matters to you](#)
(/sustainable-living/what-matters-to-you/)

> [Our position on](#) (/about/our-position-on/)

✗ [Science with objectivity and integrity](#)
PDF | 73KB

External links

☒ [Transparency Register of the European Union](#)
(<http://ec.europa.eu/transparencyregister/id=6200524920-25>)

☒ [Lobbying Disclosure US](#)
(<https://lobbyingdisclosure.house.gov>)

> Defining our material issues
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> Greenhouse gases
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> Water use (/sustainable-living/reducing-environmental-impact/water-use/)

> Waste & packaging
(/sustainable-living/reducing-environmental-impact/waste-and-packaging/)

> Sustainable sourcing
(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

∨ Science with objectivity and integrity
PDF | 73KB
(/Images/cobp_positon-scientific-research-0616_tcm244-483851_en.pdf)

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Independent assurance

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.



CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

[Contact us >](#)

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Independent assurance

Our environmental reporting has been independently assured for over 20 years. In 2017 we continued to attain limited assurance of selected USLP and Environmental and Occupational Safety performance indicators.



Our approach to assurance

Independent external assurance helps us to drive continuous improvement in performance and in the quality, rigour and credibility of our data. We need accurate and robust data on our sustainability performance to help us make decisions, monitor performance and report progress to our stakeholders.

Our Environmental and Occupational Safety performance measures have been independently assured since 1996 by globally recognised providers. In 2011 we began to assure selected key performance measures in the Unilever Sustainable Living Plan (USLP). Assurance of the Unilever Green Sustainability Bond started in 2014.

PricewaterhouseCoopers LLP (PwC) provide independent assurance of the USLP, and DNV GL and KPMG LLP provide independent assurance in relation to our Green Sustainability Bond.

We operate a wide range of processes and activities across our operations covering strategy, planning, execution, and performance management. It is the responsibility of Unilever's management to ensure that:

- Appropriate arrangements are in place to prepare our performance information.

- Reported information reflects our performance.
- Data is meaningful and consistent with stated definitions, scope and boundaries.
- Any specific exclusions are stated clearly and explained.
- We describe openly any assumptions we make as well as our accounting and calculation methods.
- We aim for transparency to enable users to have confidence in the integrity of our reporting.

Risk management is integrated into every stage of our activities, processes and systems to ensure we mitigate accuracy and reliability risks. Our Corporate Audit function provides us with an objective and independent review of the effectiveness of risk management and internal control systems throughout Unilever. External independent assurance from globally recognised assurance service providers supports our internal controls.

We have developed a phased approach to assurance that will enable us to obtain limited assurance over our 9 pillar commitments that are central to the USLP by the target completion deadlines – with the aim of assuring each pillar metric and selected underlying metrics at least every two years.

External assurance in 2017

We reappointed PricewaterhouseCoopers LLP (PwC) to provide independent assurance for the seventh consecutive year. PwC's assurance engagement is in accordance with ISAE 3000 and they apply the Institute of Chartered Accountants in England & Wales (ICAEW) Code of Ethics. The Unilever Board's Audit Committee oversees the USLP assurance programme.

In 2017, PwC's scope was to provide limited assurance of selected Environmental and Occupational Safety (EOS) performance measures and three USLP pillar commitments: Nutrition, Greenhouse Gases, and Water, as well as selected Fairness in the Workplace, Opportunities for Women and Inclusive Business metrics.

We plan to assure our Health and Hygiene, Waste, Sustainable Sourcing, Fairness in the Workplace, Opportunities for Women and Inclusive Business pillar commitments in 2018, as well as selected EOS metrics.

☒ Unilever's Basis of Preparation 2017 (PDF | 6MB) (/Images/basis-of-preparation-2017_tcm244-519548_en.pdf) contains a full description of all the USLP and EOS performance measures – including the definition, scope and data preparation and assumptions – and the three pillar commitments that have been subject to limited assurance by PwC's work. ☒ PwC's Limited Assurance Report 2017 (PDF | 281KB) (/Images/pwc-limited-assurance-report-2017_tcm244-519550_1_en.pdf) concludes their work for the 2017 reporting year.

There are currently no industry norms or globally recognised practices for evaluating and measuring many of the performance indicators in the USLP. We have developed a phased approach that will enable us to obtain limited assurance over the nine

commitments which are central to our USLP.

The environmental performance indicators assured were chosen because they reflect the main environmental aspects for our manufacturing sites, including utilities consumption, and waste, air and water pollution. Occupational safety indicators were chosen because a safe workplace environment is always a top priority for our business.

As we incorporate more sustainability data in our Annual Report and Accounts, we are aligning our assurance process with our financial reporting timetable. As a result, independent assurance was provided in our Annual Report and Accounts 2017 in February 2018, apart from our Sustainable Sourcing metrics. These were assured in time for publication of the online Unilever Sustainable Living 2017 Report in April 2018.

The documents relating to independent external assurance in the years prior to 2017 are available in Reports & Publications.

Unilever Green Sustainability Bond Report and assurance

In March 2014 Unilever issued a £250 million Green Sustainability Bond, inviting investors to support our vision for sustainable growth while investing in Unilever credit. The four-and-a-half year bond, due 19 December 2018, was a first for Unilever, the first green bond in the sterling market and also the first to be issued by an FMCG company. Proceeds are being used on projects linked to greenhouse gases, water and waste targets in the Unilever Sustainable Living Plan.

We worked with independent sustainability service provider DNV GL to develop a Green Sustainability Bond framework which provides clarity and transparency around the Environmental and Use of Proceeds criteria. Together these criteria meet the guidance given in the Green Bond Principles (comprising Voluntary Process Guidelines for Issuing Green Bonds dated 13 January 2014) that there should be a robust process and disclosure by an issuer to facilitate understanding of the characteristics of a bond by investors and others in this area.

This is the fourth Unilever Green Sustainability Bond Report for the year to 31st December 2017.

Projects benefiting from proceeds of the Bond

- Spreads: An extension to our existing factory in Johnson County, Kansas, US. The design for this site introduces many eco-efficiency features such as energy efficient drives and lighting, heat recovery from steam and refrigeration systems and LEED building certification. In the early operational phase.
- Home Care: Our factory at Anderbold, Johannesburg, South Africa produces home care brands for the domestic market. The site design employs eco-efficiency improvements including rainwater harvesting, water recycling, daylight harvesting and LEED building certification. In the early operational phase.

- Home Care: An investment in Chengdu, Sichuan, China is Unilever's eighth factory in the country. The site, which produces laundry powders, brings eco-efficiency improvements including water recycling, a biomass furnace, LED lighting and LEED building certification. In the early operational phase.
- Home and Personal Care: A new multi-category factory in Selçuklu-Konya, Turkey will produce brands employing eco-efficiency measures such as rainwater harvesting, water recycling, solar water heating and LEED building certification. In the construction phase during 2016.
- Refreshment: This project further strengthens the environmental credentials of our ice cream cabinets at the point of sale through the purchase of HFC-free freezer cabinets using natural hydrocarbon refrigerants (HC). Freezers have been purchased for distribution and operation and this project is completed.

Unilever Green Sustainability Bond assurance statements

The 3 factories in the operational phase (Spreads factory in the US, Home Care factory in China, Home Care factory in South Africa) have each achieved all of the relevant environmental criteria. The Home and Personal Care factory in Turkey is in the early operational stage, and meets all the criteria other than: (1) full water performance per tonne of production. We continue to evaluate the performance of all of the factories and are taking steps to further enhance the environmental performance to meet and exceed environmental criteria.

- These statements have been independently assured by DNV GL – see [▼ DNV GL Independent Limited Assurance Statement – Unilever Green Bond 2018 \(PDF | 553KB\)](#) (/Images/dnv-gl-independent-limited-assurance-statement---unilever-green-bond-2018_tcm244-520356_1_en.pdf) to read the DNV GL assurance statement and which also lists the relevant environmental criteria.

In the report on the Green Sustainability Bond as at 31 January 2015, Unilever confirmed that all of the net proceeds of our Green Sustainability Bond:

1. Have been managed according to the Use of Proceeds Criteria*; and
2. Have been spent with the above projects to fund actual project expenditure*. In addition in the previous report on the Green Sustainability Bond as at 31 December 2015, Unilever confirmed that the HFC freezer cabinets meet the relevant environmental criteria for such freezers.

Unilever Green Sustainability Bond assurance to 2018

We will continue to report annually on our progress.

* KPMG LLP provided limited assurance in accordance with ISAE 3000 - see Downloads to read the KPMG LLP assurance report.

Related links

- > About our reporting
(/sustainable-living/our-approach-to-reporting/about-our-reporting/)

Reports & publications

Downloads

- ↳ Unilever's Basis of Preparation 2017
PDF | 6MB
(/Images/basis-of-preparation-2017_tcm244-519548_en.pdf)

- ↳ DNV GL Independent Limited Assurance Statement – Unilever Green Bond 2018
PDF | 553KB
(/Images/dnv-gl-independent-limited-assurance-statement---unilever-green-bond-2018_tcm244-520356_1_en.pdf)

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Our metrics

Our metrics enable us to measure and report progress on our Unilever Sustainable Living Plan.

Our Unilever Sustainable Living Plan (USLP) has three big goals: to improve health and well-being ([/sustainable-living/improving-health-and-well-being/](#)), reduce our environmental impact ([/sustainable-living/reducing-environmental-impact/](#)) and enhance livelihoods ([/sustainable-living/enhancing-livelihoods/](#)). Supporting these goals are nine commitments, which are underpinned by metrics and targets spanning social, environmental and economic performance in our value chain. We have a clear methodology for each metric which we have kept under regular review since launching the USLP in 2010.

Improving health and well-being metrics

By 2020 our goal is to help more than 1 billion people take action to improve their health and well-being.

The main way we assess progress on health and hygiene is to track the cumulative number of people reached by an intervention from one of our programmes such as handwashing, self-esteem, oral health and sanitation.

Health & hygiene

Our oral health target measures the number of people reached through oral health improvement programmes educated to change their tooth brushing habits.

For our safe drinking water target we measure the litres of drinking water provided, rather than the number of people reached, aiming for 150 billion litres of safe drinking water by 2020. This target focuses our efforts on what matters most for health – the ongoing consumption of safe drinking water.

Improving nutrition

For our target on improving nutrition we track the percentage of products which meet our highest nutritional standards (PDF | 144KB) ([/Images/unc-external-2018_tcm244-510082_en.pdf](#)) based on globally recognised dietary guidelines for salt, saturated and trans fat, added sugar and kilocalories. Since 2012, we have measured progress by volume rather than by product. The majority of our products meet, or are better than, benchmarks on national nutritional recommendations.

In 2013 we reviewed the nutrient levels derived from globally recognised dietary guidelines, which form the basis of our highest nutritional standards. We adapted the criteria underlying the highest nutritional standards and these are product-focused and align with our category-specific programmes. This enables us to prioritise the nutrients that matter most for a particular product.

Reducing environmental impact metrics

By 2030 our goal is to halve the environmental footprint of the making and use of our products compared to 2010 as we grow our business. We aim to halve the waste and water impact related to the consumer use of our products by 2020 and the greenhouse gas (GHG) emissions across the lifecycle of our products by 2030.

Greenhouse gas, water use and waste & packaging

To measure waste and GHG impacts we carry out a detailed analysis for over 3,000 products in 14 countries. For water, our analysis covers over 600 water using products across seven water-scarce markets.

The products we analyse are chosen because they share similar relevant characteristics with a wider group of products (known as a ‘product cluster’). We extrapolate the results from representative individual products to their product cluster so our final analysis covers most of our sales volume by category in each of the in-scope markets studied.

Most Unilever products are in scope for the footprint calculation. We exclude product groups for which it is not possible to acquire the required data with sufficient accuracy. For example, partnership products, Food Solutions, bulk and export items, and tools and devices. We don’t include products that have an exceptionally high number of uses per consumer unit (eg hundreds of cotton swabs in a box of Q Tips) because this would distort the per-consumer-use performance measure. These exclusions are applied consistently across all footprint performance measures.

We take the following approach to measuring our environmental impacts:

- Greenhouse gas emissions are measured in CO₂ equivalent emissions across six phases of the lifecycle: raw materials (primary packaging, secondary packaging and ingredients), manufacturing, distribution, retail, consumer use and disposal.
- Water use is measured as the water in litres in our products (as an ingredient) plus the water used by consumers for our products in water using sub-divisions in seven water-scarce countries (China, India, Indonesia, Mexico, South Africa, Turkey and the USA). Agricultural water and water use related to non-renewable materials (raw material phase) are not included as these data are not available at the necessary quality or accuracy.
- Waste is measured in grams from disposal (after use by our consumers) of our primary and secondary packaging where this has not been recycled, reused, or recovered, plus product left behind in the primary pack at disposal (“leftover”).

The GHG and waste generated and water abstracted by our manufacturing operations is measured separately as part of our eco-efficiency programme (/sustainable-living/reducing-environmental-impact/eco-efficiency-in-manufacturing/).

In January 2017, we announced a new target (/news/press-releases/2017/Unilever-commits-to-100-percent-recyclable-plastic.html): to ensure all of our plastic packaging is designed to be reusable, recyclable, or compostable by 2025. Our performance for 2017, can be found in the Waste and Packaging (/sustainable-living/reducing-environmental-impact/waste-and-packaging/) section of our Sustainable Living Report for 2017.

Sustainable sourcing

Sustainable sourcing is measured as the percentage (by weight) of raw or packaging material sourced from verifiable sustainable renewable sources or made from recycled materials. To assess progress we work with suppliers and their farmers on self-assessment against the requirements of the Unilever Sustainable Agriculture Code. Details of how this programme works, and when we consider a raw material to be "sustainably sourced" can be found in the [Scheme Rules \(PDF | 859KB\)](#) (/Images/scheme-rules-sac-2010_tcm244-502686_1_en.pdf).

We use an independent verifier to check whether self-assessments are robust and credible. When deviations are found - where suppliers and farmers thought they were in full compliance whereas in reality they were not - we have applied an adjustment factor to our sustainably sourced volumes.

In addition to this self-assessment process against our Sustainable Agriculture Code, we also rely on the certification of our suppliers who are certified to external sustainability standards such as the [Rainforest Alliance](#) (<http://www.rainforest-alliance.org/>), the [Roundtable on Sustainable Palm Oil](#) (<http://www.rspo.org/about>) or the [Round Table on Responsible Soy](#) (<http://www.responsiblesoy.org/?lang=en>).

Enhancing livelihoods metrics

By 2020 our goal is to enhance the livelihoods of millions of people as we grow our business, through our commitments on Fairness in the Workplace (/sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/), Opportunities for Women (/sustainable-living/enhancing-livelihoods/opportunities-for-women/), and Inclusive Business (/sustainable-living/enhancing-livelihoods/inclusive-business/). We report our progress against metrics that we designed in consultation with external stakeholders, and continually assess them to ensure they remain relevant.

To support our work, we have developed an Electronic Measurement, Analytics and Reporting Solution (ELMA) which is enabling us to more robustly track and evidence our results. In 2017, ELMA was deployed for all metric initiatives, which previously depended on paper to record progress. ELMA enables us to have a secure audit trail with records and results all in one place.

Assurance and independent review

In 2011 a panel of lifecycle analysis experts led by Professor Roland Clift (University of Surrey, UK) conducted a scientific review of our approach to measuring and reducing our environmental impacts and concluded it to be sound and appropriate.

They looked at the scope and boundaries of the metrics, the validity of calculation methods, assumptions and data sources. The Panel's full report can be found [here](#) (PDF | 98KB) (/Images/peer_review_panels_comments_on_unilevers_less_environmental_impact_programme_tcm244-409762_en.pdf). They concluded:

"We consider Unilever's approach to be sound and appropriate. Unilever has selected a set of impacts which are relevant to describing the lifecycle environmental impacts of the company's businesses and products. The baseline data provide a representative picture of current performance in terms of these impacts, and consistent application of the approach should give a sound indication of progress towards the targets the company has set."

Related links

- > Health & hygiene (/sustainable-living/improving-health-and-well-being/health-and-hygiene/)
- > Improving nutrition (/sustainable-living/improving-health-and-well-being/improving-nutrition/)
- > Greenhouse gases (/sustainable-living/reducing-environmental-impact/greenhouse-gases/)
- > Water use (/sustainable-living/reducing-environmental-impact/water-use/)
- > Waste & Packaging (/sustainable-living/reducing-environmental-impact/waste-and-packaging/)
- > Sustainable sourcing (/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)
- > Fairness in the workplace (/sustainable-living/enhancing-fairness-in-the-workplace/)

Downloads

- [↳ Peer Review Panel's comments on Unilever's 'Less Environmental Impact' \(LEI\) Programme](#)
PDF | 98KB
(/Images/peer_review_panels_comments_on_unilevers_less_environmental_impact_programme_tcm244-409762_en.pdf)

- [↳ Unilever's Basis of Preparation 2016](#)
PDF | 693KB
(/Images/unilever-basis-of-preparation-uslp-reporting-2016_tcm244-504821_en.pdf)

livelihoods/fairness-in-the-workplace/)

> Opportunities for women
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> Inclusive business
(/sustainable-living/enhancing-livelihoods/inclusive-business/)

> Our strategy for sustainable business (/sustainable-living/our-strategy/)

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Interactive data charts

Use these charts to view environmental, social and economic data from our online Unilever Sustainable Living Report 2017.

16 Charts

Reducing Environmental Impacts

Climate and Energy

- > Energy - Load per tonne of production (1995-2017)
- > Energy - total load (1995-2017)
- > CO₂ from energy - Load per tonne of production (1995-2017)
- > CO₂ from energy - Total emissions load (1995-2017)
- > Sources of CO₂ emissions by different energy sources (1995-2017)

Water

- > Water - Load per tonne of production (1995-2017)
- > Water - Total load (1995-2017)

Waste and Effluents

- > Total waste sent for disposal - Load per tonne of production (1995-2017)
- > Total waste sent for disposal - Total load (1995-2017)
- > Disposed hazardous waste - Load per tonne of production (1995-2017)
- > Hazardous waste - Total load (1995-2017)
- > Disposed non-hazardous waste - Load per tonne of production (1995-2017)
- > Non-hazardous waste - Total load (1995-2017)

> Waste material reused, recycled and recovered (1995-2017)

> Chemical Oxygen Demand - Load per tonne of production (1995-2017)

> Chemical Oxygen Demand - Total load (1995-2017)

3 Charts

Health and Safety

> Accident Frequency Rate (AFR) (1998-2003)

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> Fatal accidents (1998-2017)

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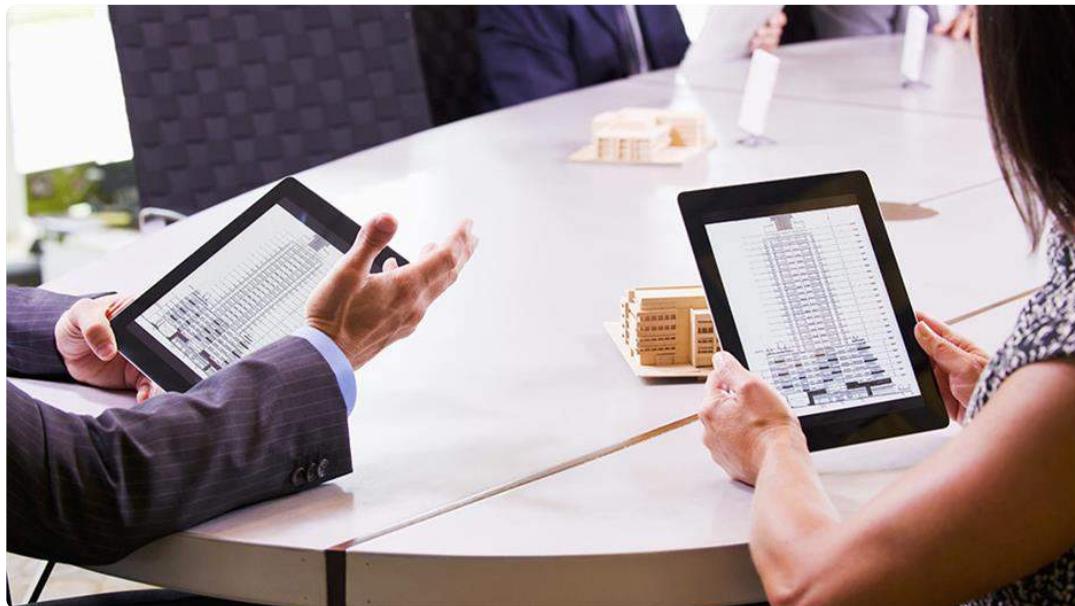
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GRI index

We compile an index that provides an overview of our reporting against the GRI G4 Sustainability Reporting Guidelines



The Global Reporting Initiative

The Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines provide a comprehensive set of indicators covering the economic, environmental and ethical impacts of a company's performance. These reporting principles have informed our reporting for many years and we assess our performance against the GRI guidelines.

Our 2017 Sustainable Living Report has been prepared 'in accordance' with the core option of GRI G4 Reporting Guidelines.

Our 2017 [GRI index \(PDF | 462KB\)](#) (/Images/unilever-gri-index-2017_tcm244-523514_en.pdf) is available for download.

PricewaterhouseCoopers LLP (PwC) has provided independent assurance (/sustainable-living/our-approach-to-reporting/independent-assurance/) of the Unilever Sustainable Living Plan (USLP) and Environmental and Occupational Safety (EOS) performance indicators.

UNGC index

As a founding signatory of the United Nations Global Compact (UNGC), we are committed to living out the Compact's principles on human rights, labour standards, environment and anti-corruption in everyday business operations.



Communication on Progress

We report on our activity around the ten UN Global Compact's Principles covering human rights, labour standards, environmental responsibility and business integrity (anti-corruption) in our annual Global Compact Communication on Progress (COP). This is an index that cross-references the Ten Principles to our approach and how the Principles are integrated into our business as well as our commitments as a Business for Peace signatory. It also provides links to the relevant sections of our online Unilever Sustainable Living Report and meets the requirements of the Advanced COP criteria.

Our 2018 Global Compact Communication on Progress (COP) self-assessment is available here: [☒ Unilever 2018 UNGC Index \(PDF | 720KB\)](#) (/Images/unilever-ungc-cop-2018_tcm244-523696_en.pdf).

Our [☒ UN Global Compact CEO Leadership Statement \(PDF | 371KB\)](#) (/Images/unilever-ungc-cop-2018-leadership-statement_tcm244-523697_en.pdf) is available for download.

Extending our support

We have been signatories to  Global Compact LEAD (<https://www.unglobalcompact.org/take-action/leadership/gc-lead>) for 8 years. LEAD is a group of sustainability leaders that aim to achieve higher levels of environmental, social and governance performance, tackle corporate sustainability issues and encourage greater action by the corporate sector.

Companies joining LEAD commit to work towards implementation of the Blueprint for Corporate Sustainability Leadership, a comprehensive roadmap outlining around 50 actions businesses can take to achieve greater sustainability. The Blueprint was first introduced by the Global Compact in June 2010. It provides an action plan in three core areas, identifying best practices in each and a total of 50 criteria for leadership. The core areas focus on integrating the Global Compact's Ten Principles into strategies and operations; taking action in support of broader UN goals and issues; and engaging with the Global Compact. See  UNGC (<http://www.unglobalcompact.org/take-action/leadership/gc-lead>) for more detail.

LEAD actively engaged with global policy makers on the post-2015 development agenda. Following the adoption of the Sustainable Development Goals (SDGs) in 2015, LEAD is working to shape the tools and standards that will guide business action on the SDGs for the next fifteen years and will showcase examples of how business strategies and goal setting can fully align with global sustainable development priorities.

LEAD companies continue to share their knowledge and report on their activities and collaboration with United Nations agencies, funds and programme to tackle sustainability challenges.

Unilever is also a signatory to UNGC's  Business for Peace initiative (<https://www.unglobalcompact.org/take-action/action/peace>). Business for Peace is a platform of over 130 leading companies from 37 countries dedicated to catalysing collaborative action to advance peace. Companies who join Business for Peace commit to:

- Paying heightened attention to the implementation of the UN Global Compact Ten Principles in high-risk and conflict-affected areas
- Take action to advance peace, either individually or in collaboration with others
- Annually communicate on progress

In 2012, our Chief Executive Officer, Paul Polman, joined the Board of the UN Global Compact.

Related links

> Our governance
(/sustainable-living/our-strategy/our-)

Downloads

✗ Unilever 2018
UNGC Index
PDF | 720KB

External links

 UN Global Compact Principles (<https://www.unglobalcompact.org/take-action/leadership/gc-lead>)

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governance/)

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ungc-cop-
2018_tcm244-
523696_en.pdf)

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statement_tcm244-
523697_en.pdf)

↳ Code of
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Reports & publications archive

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Reports & publications

This archive contains our sustainability publications and key policy documents.



Each year we produce our comprehensive Sustainable Living Report ([/sustainable-living/our-sustainable-living-report-hub/](#)) detailing progress against the Unilever Sustainable Living Plan (USLP). It is published online only.

To complement the wealth of detail in our Sustainable Living Report, we produce overviews of our performance against our USLP targets, see our one-page [USLP Performance Summary 2017 \(PDF | 5MB\)](#) ([/Images/unilever-sustainable-living-plan-2017_tcm244-521742_en.pdf](#)) or our [USLP Summary of Progress 2015-2017 \(PDF | 212KB\)](#) ([/Images/uslp-targets---3-year-progress_tcm244-523202_1_en.pdf](#)). Our Annual Report & Accounts also features our progress against the USLP.

The archive below lists our sustainability reports back to 1999 and the assurance reports for our sustainability metrics. We've also included other important documents, such as our Code of Business Principles, Human Rights Report, Sustainable Agriculture Code and studies of our economic footprint.

In [About our reporting](#) ([/sustainable-living/our-approach-to-reporting/about-our-reporting/](#)) we detail our approach to reporting including the standards we follow, assurance ([/sustainable-living/our-approach-to-reporting/independent-assurance/](#)) and how we define the material issues ([/sustainable-living/our-approach-to-reporting/defining-our-material-issues/](#)) for our business.

Sustainability summaries and reports

∨ Unilever Sustainable Living Plan Performance Summary 2017

PDF | 5MB

(/Images/unilever-sustainable-living-plan-2017_tcm244-521742_en.pdf)

∨ Unilever Sustainable Living Plan Summary of Progress 2015-2017

PDF | 212KB

(/Images/uslp-targets---3-year-progress_tcm244-523202_1_en.pdf)

∨ Unilever Sustainable Living Plan Summary of Progress 2016

PDF | 6MB

(/Images/uslp-summary-of-progress-2016_tcm244-525708_1_en.pdf)

∨ Unilever Sustainable Living Plan, Mobilising Collective Action: Summary of

progress 2015

PDF | 9MB

(/Images/uslp-mobilising-collective-action-summary-of-progress-2015_tcm244-424809_en.pdf)

∨ Unilever Sustainable Living Plan 2014: Scaling for Impact

PDF | 9MB

(/Images/uslp-unilever-sustainable-living-plan-scaling-for-impact-summary-of-progress-2014_tcm244-481642_en.pdf)

∨ Unilever Sustainable Living Plan 2013: Making progress, driving change

PDF | 5MB

(/Images/slp_unilever-sustainable-living-plan-2013_tcm244-409814_en.pdf)

∨ Unilever Sustainable Living Plan: Progress Report 2012

PDF | 7MB

(/Images/uslp-progress-report-2012-fi_tcm244-409862_en.pdf)

∨ Unilever Sustainable Living Plan Progress Report 2011

PDF | 6MB

(/Images/uslp-unilever_sustainable_living_plan_progress_report_2011_tcm244-409863_en.pdf)

∨ Unilever Sustainable Living Plan (November 2010)

PDF | 4MB

(/Images/unilever-sustainable-living-plan_tcm244-409855_en.pdf)

∨ Sustainable Development Overview 2009: Creating a better future every day

PDF | 8MB

(/Images/sd_unileversreport170310_amended_tcm244-409789_en.pdf)

∨ Sustainable Development Overview 2008

PDF | 6MB

(/Images/unilever_sustainable_development_overview2008_v3_tcm244-409843_en.pdf)

∨ Sustainable Development Overview 2007

- ∨ Sustainable development report 2007: Introduction & Our business and impacts
PDF | 2MB
(/Images/es_intro_tcm244-409737_en.pdf)
-

- ∨ Sustainable development report 2007: Nutrition, hygiene & well-being
PDF | 2MB
(/Images/es_nutrition_tcm244-409739_en.pdf)
-

- ∨ Sustainable development report 2007: Environmental sustainability
PDF | 5MB
(/Images/es_environmental_tcm244-409733_en.pdf)
-

- ∨ Sustainable development report 2007: Economic development
PDF | 2MB
(/Images/es-economic_tcm244-409732_en.pdf)
-

- ∨ Sustainable development report 2007: People & partners
PDF | 2MB
(/Images/es_people_tcm244-409740_en.pdf)
-

- ∨ Sustainable Development Report 2006
PDF | 8MB
(/Images/es_sustainable-development-report-2006_tcm13-387392_tcm244-409744_en.pdf)
-

- ∨ Environmental & Social Report 2005
PDF | 7MB
(/Images/environmental-and-social-report-bkmks_tcm244-409721_en.pdf)
-

- ∨ Environmental Report 2004
PDF | 4MB
(/Images/enviro-report-2004_tcm244-409720_en.pdf)
-

- ∨ Social Report 2004
PDF | 3MB
(/Images/es_social_report_2004_tcm244-409743_en.pdf)
-

- ∨ Environmental Report 2003
PDF | 2MB
(/Images/environmental-report-2003_tcm244-409722_en.pdf)
-

- ∨ Summary Social Review 2003
PDF | 2MB
(/Images/summary-social-review-2003_tcm244-409825_en.pdf)
-

- ∨ Unilever Environmental Performance Report (2003 Report on 2002 data)
PDF | 608KB
(/Images/2003-environmental-performance-report_tcm244-409705_1_en.pdf)
-

- ∨ Global Challenges: Local Actions (English)
PDF | 545KB

✗ Unilever Environmental Performance Summary Report (2002 Report on 2001

data)

PDF | 721KB

(/Images/2002-environmental-performance-summary-report_tcm244-409701_en.pdf)

✗ 2002 Social Review of 2001 Data

PDF | 3MB

(/Images/2002-social-review-of-2001-data_tcm244-409702_en.pdf)

✗ 2001 Unilever Environmental Performance Summary Report (covering data

in 2000)

PDF | 550KB

(/Images/2001-unilever-environmental-performance-summary-report_tcm244-409700_en.pdf)

✗ 2000 Social Review of 1999 Data

PDF | 2MB

(/Images/2000-social-review-of-1999-data_tcm244-409696_en.pdf)

✗ Unilever Environmental Performance 2000, How We Care For The

Environment (covering data in 1999)

PDF | 429KB

(/Images/2000-unilever-environmental-performance-how-we-care-for-the-environment_tcm244-409698_en.pdf)

Assurance

✗ Unilever's Basis of Preparation - Annual Report & Sustainable Living Report

2017

PDF | 6MB

(/Images/unilevers-basis-of-preparation-annual-report---sustainable-living-report-2017_tcm244-518699_1_en.pdf)

✗ PwC's Assurance Report - Annual Report & Sustainable Living Report 2017

PDF | 270KB

(/Images/pwcs-assurance-report-annual-report---sustainable-living-report-2017_tcm244-518701_1_en.pdf)

✗ Unilever's Basis of Preparation - Annual Report & Sustainable Living Report

2016

PDF | 693KB

(/Images/unilevers-basis-of-preparation-annual-report---sustainable-living-report-2016_tcm244-498753_1_en.pdf)

✗ PwC's Assurance Report - Annual Report & Sustainable Living Report 2016

PDF | 226KB

(/Images/pwcs-assurance-report-annual-report---sustainable-living-report-2016_tcm244-498752_1_en.pdf)

∨ Unilever's Basis of Preparation 2015

PDF | 324KB

(/Images/unilever-s-basis-of-preparation-2015_tcm244-515005_1_en.pdf)

∨ PwC's Assurance Report 2015

PDF | 251KB

(/Images/uslp-pwc-s-independent-limited-assurance-report-2015_tcm244-515003_1_en.pdf)

∨ Unilever's Basis of Preparation 2014

PDF | 433KB

(/Images/unilevers-basis-of-preparation-2014_tcm244-423310_en.pdf)

∨ PwC's Assurance Report 2014

PDF | 250KB

(/Images/pwc-independent-limited-assurance-report-2014_tcm244-414398_1_en.pdf)

∨ Unilever's Basis of Preparation 2013

PDF | 982KB

(/Images/unilevers_basis_of_preparation_2013_ar13_tcm13-387186_tcm244-409852_en.pdf)

∨ PwC's Assurance Statement 2013

PDF | 248KB

(/Images/pwc_independent_limited_assurance_report_ar13_04032014_tcm13-386990_tcm244-409765_en.pdf)

∨ Unilever's Basis of Preparation 2012

PDF | 728KB

(/Images/unilever_basis_of_preparation_2012_tcm244-424791_en.pdf)

∨ PwC's Assurance Report 2012

PDF | 196KB

(/Images/pwcs-assurance-report-2012_tcm13-387368_tcm244-409767_en.pdf)

∨ Unilever's Basis of Preparation 2011 (Oct 2012)

PDF | 204KB

(/Images/unilever-s-basis-of-preparation-2011-october-2012_tcm244-409854_en.pdf)

∨ PwC's Independent Assurance Report 2011 (Oct 2012)

PDF | 147KB

(/Images/pwcassurance-report_unilever_30-oct-2012_tcm244-424793_1_en.pdf)

∨ Unilever's Basis of Reporting 2011 for ten assured Environmental and Occupational Safety (EOS) indicators (Aug 2012)

PDF | 333KB

(/Images/unilever-s-basis-of-reporting-2011-for-ten-assured-environmental-and-occupational-safety--eos--indicators_tcm13-387410_tcm244-

- ✗ Independent Assurance Report by Deloitte 2011 (Aug 2012)
PDF | 39KB
(/Images/deloitte-independent-assurance-statement-2011_-01_ tcm244-409718_1_en.pdf)
-

Key policies and documents

- ✗ Code of Business Principles
PDF | 5MB
(/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf)
- ✗ Unilever Responsible Sourcing Policy
PDF | 8MB
(/Images/responsible-sourcing-policy-interactive-eng_tcm244-508791_en.pdf)
- ✗ Responsible Business Partner Policy
PDF | 3MB
(/Images/responsible-business-partner-policy-may-2017_tcm244-504807_en.pdf)
- ✗ Unilever Sustainable Agriculture Code 2017
PDF | 2MB
(/Images/sustainable-agriculture-code--sac---2017_tcm244-515371_1_en.pdf)
- ✗ Unilever's Principles on Responsible Food and Beverage Marketing
PDF | 461KB
(/Images/unilevers-principles-on-responsible-food-and-beverage-marketing-july-2017_tcm244-424772_en.pdf)
- ✗ Human Rights Policy Statement
PDF | 609KB
(/Images/unilever-human-rights-policy-statement_tcm244-422954_en.pdf)
- ✗ Unilever Human Rights Report 2017
PDF | 10MB
(/Images/human-rights-progress-report_tcm244-513973_en.pdf)
- ✗ Unilever Human Rights Report 2015
PDF | 5MB
(/Images/unilever-human-rights-report-2015_tcm244-437226_en.pdf)

-
- ✗ Labour Rights in Unilever's Supply Chain - From compliance towards good practice. An Oxfam study of labour issues in Unilever's Vietnam operations and supply chain (February 2013)
PDF | 2MB
(/Images/rr-unilever-supply-chain-labour-rights-vietnam-310113-en_tcm244-409769_en.pdf)
-

- ✗ Exploring the links between wealth creation & poverty reduction: a case study of Unilever in Indonesia (2005)
PDF | 259KB
(/Images/es-exploring-the-links-executive-summary_tcm244-409734_en.pdf)
-

- ✗ Exploring the links between international businesses and socio-economic development of Vietnam - A case study of Unilever in Indonesia (2009)
PDF | 836KB
(/Images/sd_exploring_the_links_between_international_businesses_and_socio-economic_development_of_vietnam---a_case_study_of_unilever_vietnam-2009-_tcm13-387467_tcm244-409772_1_en.pdf)
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- ✗ Measuring Unilever's Economic Footprint: The Case of South Africa
PDF | 8MB
(/Images/es_insead-report220208_tcm244-409736_en.pdf)
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- ✗ Opportunities for Women: Challenging harmful social norms and gender stereotypes to unlock women's potential
PDF | 7MB
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- ✗ Making Purpose Pay - Inspiring Sustainable Living
PDF | 2MB
(/Images/making-purpose-pay-inspiring-sustainable-living-170515_tcm244-506419_en.pdf)
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- ✗ Unilever's Five Levers for Change (November 2011)
PDF | 4MB
(/Images/slp-5-levers-for-change_tcm244-409796_en.pdf)
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Sustainable sourcing

- ✗ Unilever Responsible Sourcing Policy

PDF | 8MB
(/Images/responsible-sourcing-policy-interactive-eng_tcm244-508791_en.pdf)

∨ Unilever Sustainable Agriculture Code (2017)
PDF | 2MB
(/Images/sustainable-agriculture-code--sac---2017_tcm244-515371_1_en.pdf)

∨ Unilever Sustainable Agriculture Code (2010)
PDF | 2MB
(/Images/ul-sac-v1-march-2010-spread_tcm244-423998_en.pdf)

∨ Sustainable Palm Oil Sourcing Policy
PDF | 407KB
(/Images/unilever-sustainable-palm-oil-sourcing-policy-2016_tcm244-507621_en.pdf)

∨ Sustainable Paper and Board Packaging Policy
PDF | 168KB
(/Images/unilever-paper-and-board-packaging-policy-2018_tcm244-529491_en.pdf)

∨ The Farmer Field School project: Growing sustainable tea in Kenya (2009)
PDF | 5MB
(/Images/sd_the-farmer-field-school-project-growing-sustainable-tea-in-kenya_tcm244-424147_en.pdf)

∨ Sustainable Palm Oil: Unilever takes the lead (2008)
PDF | 273KB
(/Images/es_unilever_palmoil_v71_tcm244-409745_en.pdf)

∨ Sustainable winter oilseed rape (2007)
PDF | 3MB
(/Images/sustainable-winter-oilseed-rape-good-agricultural-practice-guidelines-2007_tcm244-409828_en.pdf)

∨ The Colworth Farm Project: Putting Sustainable Agriculture to the Test (2005)
PDF | 4MB
(/Images/es-unilevers-colworth-farm-project-2005_tcm244-409747_en.pdf)

∨ Growing for the Future: Unilever and Sustainable Agriculture. 3rd edition (2005)
PDF | 4MB
(/Images/es_growing_for_the_future_3rd_ed_tcm13-27805_tcm13-387447_tcm244-409735_en.pdf)

∨ Sustainable fishing off the coast of South Africa - Fishing for a future (2005)
PDF | 728KB
(/Images/south-african-cape-hake-fishery_tcm244-424821_en.pdf)

∨ Unilever & Sustainable Agriculture: Water (2009)
PDF | 4MB

(/Images/sd_unilever_and_sustainable_agriculture-water_tcm244-409786_en.pdf)

✗ Sustainable Tomatoes – Good Agricultural Practice Guidelines (2004)

PDF | 2MB

(/Images/2004-sustainable-tomatoes-good-agricultural-practice-guidelines_tcm244-409709_en.pdf)

✗ Sustainable Spinach – Good Agricultural Practice Guidelines (2003)

PDF | 2MB

(/Images/sustainable-spinach-good-agricultural-practice-guidelines-2003_tcm244-409827_en.pdf)

✗ Growing For The Future – Tomatoes: For a Sustainable Future (2003)

PDF | 2MB

(/Images/es-2003-tomatoes-for-sustainable-future-brochure_tcm244-424301_en.pdf)

✗ Sustainable Vining Peas – Good Agricultural Practice Guidelines (2003)

PDF | 2MB

(/Images/2003-sustainable-vining-peas-good-agricultural-practice-guidelines_tcm244-409707_en.pdf)

✗ Unilever's Fish Sustainability Initiative (2003)

PDF | 207KB

(/Images/unilevers-fish-sustainability-initiative_tcm244-424822_en.pdf)

✗ Fishing For The Future II: Unilever's Fish Sustainability Initiative (FSI) (2003)

PDF | 2MB

(/Images/2003-fishing-for-the-future-ii-unilever-s-fish-sustainability-initiative_tcm244-409706_en.pdf)

✗ Growing For The Future – Spinach: For a Sustainable Future (2003)

PDF | 758KB

(/Images/spinach-for-a-sustainable-future-2003_tcm244-409823_en.pdf)

✗ Sustainable Palm Oil: Good Agricultural Practice Guidelines (2003)

PDF | 2MB

(/Images/sustainable-palm-oil-good-agricultural-practice-guidelines-2003_tcm244-409829_en.pdf)

✗ Tea - A Popular Beverage (2003)

PDF | 721KB

(/Images/es_2003_tea-a-popular-beverage_tcm244-409725_en.pdf)

✗ Sustainable Tea – Good Agricultural Practice Guidelines (for large tea estates) (2003)

PDF | 924KB

(/Images/es-2003-sustainable-tea-good-agricultural-practice-guidelines-for-large-tea-estates_tcm244-409723_en.pdf)

✗ Sustainable Tea – Good Agricultural Practice Guidelines (for small farmers)

(2003)

PDF | 353KB

(/Images/es_2003_sustainable_tea_good_agricultural_practice_guidelines_for-small-farmers_tcm244-409724_en.pdf)

✗ Palm Oil: A sustainable future (2002)

PDF | 442KB

(/Images/palm-oil-a-sustainable-future-2002_tcm244-409761_en.pdf)

✗ In pursuit of the sustainable pea (2002)

PDF | 2MB

(/Images/2002-in-pursuit-of-the-sustainable-pea_tcm244-409704_en.pdf)

✗ Sustainable Agriculture Initiative Special Report: Cultivating Sustainable

Agriculture (2001)

PDF | 815KB

(/Images/2001-cultivating-sustainable-agriculture_tcm244-409699_1_en.pdf)

✗ Growing for the Future: Unilever and Sustainable Agriculture (1999)

PDF | 3MB

(/Images/1999-sustainable-agriculture-brochure-growing-for-the-future_tcm244-409695_en.pdf)

*In 2015, Unilever started to publish its Sustainability Report online and provide summary documents instead of a full PDF version of the report.

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About our reporting

CONNECT WITH US

We're always looking to connect with those who share an interest in a sustainable future.

CONTACT US

Get in touch with Unilever PLC and specialist teams in our headquarters, or find contacts around the world.

Transformational change

We have set out to make a difference to those big issues that matter most to our business and to the world.

Our goal: transformational change at system level

Our Unilever Sustainable Living Plan is a bold ambition to achieve change within our company - through our brands, innovation, sourcing and operations. But the stark truth is that we are just one company among many and the problems our society faces – climate change, inequality, hunger - are urgent, large and complex. Change in our own business is not enough. Incremental improvements beyond our business are not enough.

We need fundamental change to whole systems if we are to make a genuine difference on the issues that matter for our business and the world. We call this transformational change. It combines our own actions with partnerships and external advocacy on public policy to create change on a systemic scale, which contributes to the 17 United Nations Sustainable Development Goals.

Increasingly, we're finding new ways to help bring about these systemic changes. This is a responsibility but also an opportunity, because resilient societies and economies are ones in which businesses such as Unilever can flourish. We are working on four main areas where we believe we can make the biggest difference:

- Taking action on climate change and forests
- Improving livelihoods and creating more opportunities for women
- Improving health & well-being – particularly in water, sanitation and hygiene

- Championing sustainable agriculture, focused land use and food security

Our approach

At the heart of our transformational change agenda are the twin goals of combating climate change and promoting human development. Across all of the four main areas that we're working on, the role of women is crucial, both as partners and beneficiaries. Women are also critical to eradicating poverty and accelerating global development, so we're creating more opportunities for women across our value chain.

Transformational change means using our scale and influence to alter the systems we're part of so positive change becomes possible. It is about making our voice heard through advocacy on policy and regulation; collaborating with others to extend our reach and impact and; convening progressive businesses with specific expertise to tackle multi-faceted issues.

We are stepping up our engagement with governments, NGOs and others in our industry. We are developing a range of partnerships that will catalyse new solutions to complex problems. And we're continuing to test new solutions in our business to demonstrate that change at scale is achievable.

Explore how we're taking action to achieve transformational change

Taking action on
climate change and
forests



(/sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/)
Our ambition is to combat the threat from climate change – working to achieve a shift in food, agriculture and consumption systems and the elimination of deforestation from the world's commodity supply chains.

(/sustainable-living/reducing-environmental-impact/greenhouse-

Improving livelihoods
and creating more
opportunities for
women



(/sustainable-living/enhancing-livelihoods/opportunities-for-women/)

Empowering women is critical to eradicating poverty and accelerating global development.

(/sustainable-living/enhancing-livelihoods/opportunities-for-women/)

Improving health & well-being



(/sustainable-living/improving-health-and-well-being/health-and-hygiene/)

Access to safe drinking water, sanitation and hygiene lifts people out of poverty, improves health and changes lives. By partnering with others, we can speed up progress towards universal access.

(/sustainable-living/improving-health-and-well-being/health-and-hygiene/)

Championing sustainable agriculture, focused land use and food security



(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

We want to bring about a world where sustainable agriculture is the only type of agriculture. This is the best way to end hunger, achieve food security and improve nutrition.

(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/)

What matters to you

Unilever's commitment to winning with integrity is enshrined in our company values and underpins the way we do business.

Our Code of Business Principles (</about/who-we-are/our-values-and-principles/index.html>) commits us to running our operations with honesty, integrity and openness. Our approach is always to understand issues of concern and respond.

To find out more about some of the topics we are asked about most, please select from the list below.



Farm animal welfare



Human rights



Sustainable
sourcing



Tax

A-Z listing

Advertising & marketing



We use advertising and marketing as a way to engage with consumers on issues that matter to them. Marketing and advertising have many benefits. They help us tell people about our latest innovations, inform consumers about what's in our products and recommend how they should be used. They can even help us change society for the better: Dove's Campaign for Real Beauty, for example, challenges stereotypes about the way people look.

However, the very power of marketing communications means that they must be used responsibly. We have signed up to, and helped to define, global standards for the industry, centred on the promise that our advertising and marketing will always be "legal, decent, honest and truthful". Independently, we have also made landmark decisions about our own practices. For example, we do not target children under six years old and we never use 'size zero' models in our advertising.

➤ Find out more about advertising & marketing (</sustainable-living/what-matters-to-you/advertising-and-marketing.html>)

Biofuels



We believe society should promote sustainable renewable energy that protects food supplies, rather than that which may erode them.

The production of 'first generation' biofuels, made from crops or animal by-products, is rising as government policy stimulates alternatives to fossil fuels. As crops are increasingly used for biofuels rather than food, food supplies could be jeopardised, prices rise and biodiversity suffer. What's more, biofuels made from vegetable oils can actually create more greenhouse gases than fossil fuels.

With 34% of Unilever's energy coming from renewable sources, we support the move to more sustainable biofuels. But we believe society must work at developing sustainable alternatives for renewable energy production including 'second generation' biofuels made from materials such as wood, straw and waste, which do not erode food stocks. Switching to electric cars is another beneficial option. Governments, meanwhile, need to consider the all-round impact of their renewable energy policies.

- Download the Biofuels Position Statement (PDF | 230KB) (/Images/unilevers-position-on-biofuels_tcm244-423095_en.pdf)
- Find out more about biofuels (</sustainable-living/reducing-environmental-impact/greenhouse-gases/how-were-becoming-carbon-positive-in-our-operations/>)



We are working with bioplastics suppliers to find sustainable forms of packaging that do not threaten food stocks.

Bioplastics are plant-based plastics made largely from staple food stocks, such as sugar beet and corn starch. We are concerned that the rising demand for bioplastics could lead to food scarcity or higher prices. Reducing, reusing and recycling packaging waste, including plastics, is one of the key Unilever Sustainable Living Plan priorities.

We believe bioplastics should have a comparable or better impact on the environment than petroleum-based plastic, and should not compromise recycling processes by contaminating traditional materials. We are working with the bioplastics industry to explore new technologies and materials that are sustainably sourced and which reflect social, economic and environmental factors. We are also on the steering team of the World Wildlife Fund-led Bio Feedstock Alliance, which encourages the sustainable development of bioplastics.

[Download the Bioplastics Position Statement \(PDF | 175KB\) \(/Images/bioplastics-position-statement-typo-amends-nov-2015_tcm244-423101_en.pdf\)](#)

Biotechnology

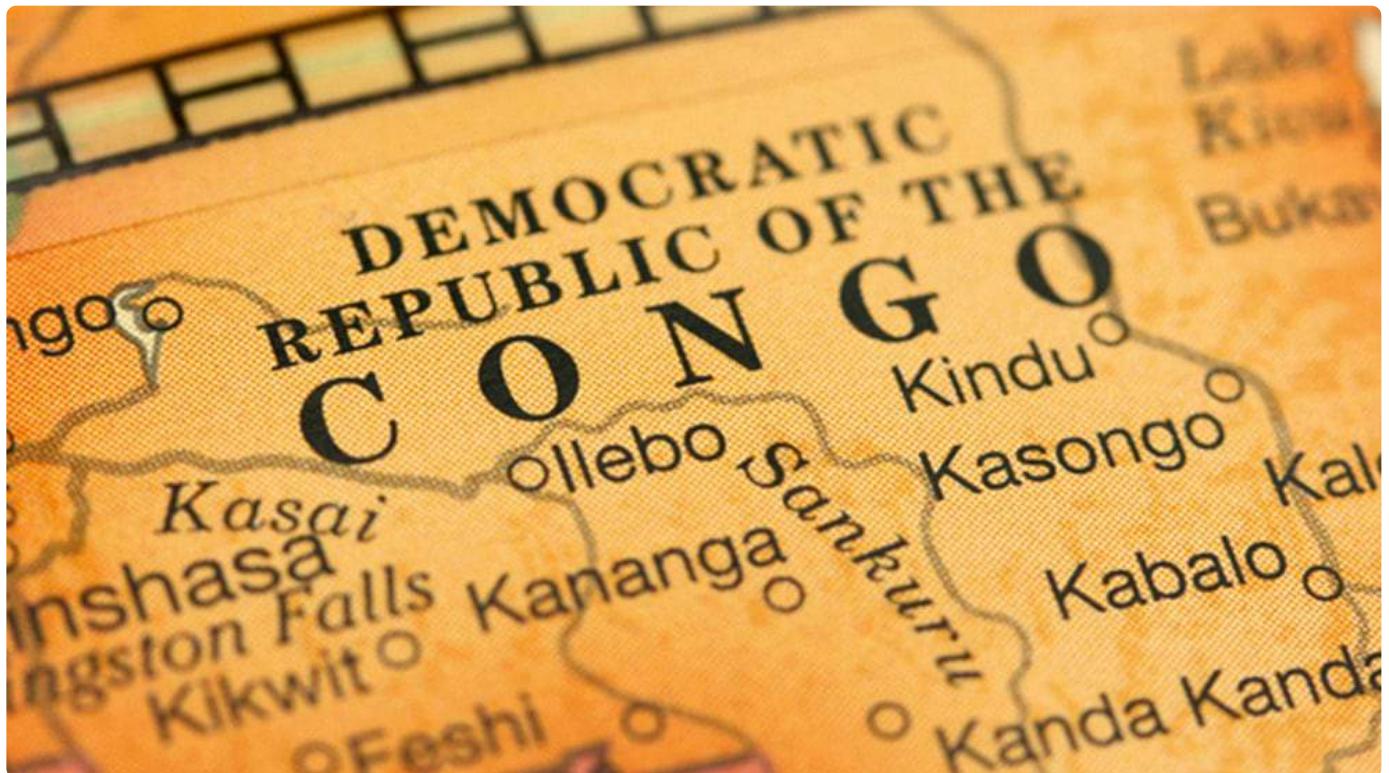
Biotechnology can be described as the application of biological systems to develop ingredients and products. We believe that biotechnology offers important opportunities to help us meet our Unilever Sustainable Living Plan commitments both in sustainable sourcing of ingredients and the development of innovative products which offer benefits to our consumers. We have been safely using biotechnology in our Homecare business for decades and more recently started using algal oil in our Personal Care soap bars.

Our approach to biotechnology reflects the way we use science and innovation responsibly to drive sustainable living. Here we outline our position on Biotechnology with respect to production of new ingredients and products in a contained and controlled process through fermentation. Our position on the use of GMOs and

genetically modified crops can be accessed separately (</sustainable-living/what-matters-to-you/genetically-modified-crops.html>).

- Find out more about biotechnology (</sustainable-living/what-matters-to-you/biotechnology.html>)
-

Conflict minerals



We aim to not use conflict minerals from the Democratic Republic of the Congo and adjoining countries that have been mined in support of armed conflict in any products. Our suppliers may continue to source minerals from this region so long as they are sourced from mines or smelters that are verified as conflict-free. We are committed to conducting ongoing due diligence and setting clear expectations from our suppliers.

Under certain US and EU regulations, companies are required to report whether they import conflict minerals or if their products contain conflict minerals, such as tin or gold, from the Democratic Republic of the Congo or its adjoining countries.

We buy raw materials from thousands of sources to supply Unilever factories based in more than 100 countries. We have conducted in-depth reviews of our suppliers and their supply chain; the results of our review are disclosed in our Specialized Disclosure (SD) Form, filed with the United States Securities and Exchange Commission. Our Responsible Sourcing Policy also covers the use of conflict minerals from this region.

- Find out more about conflict minerals (</sustainable-living/what-matters-to-you/conflict-minerals.html>)
-

Developing alternative approaches to animal testing



We do not test our products on animals and are committed to ending animal testing wherever we operate. We use a wide range of non-animal approaches to assess the safety of our products for consumers and have complied with the EU animal testing bans for cosmetics since 2004. We support calls for similar bans to be introduced globally.

Our leading-edge research has one clear purpose: to continue to develop new non-animal approaches that can guarantee that our products are safe, without any need for animal testing.

We're proud that People for the Ethical Treatment of Animals (PETA) lists Unilever as a 'company working for regulatory change' in recognition of our ongoing work on alternatives to animal testing and our commitment to promoting their adoption worldwide.

Information about our research strategy and partners is available on our  Safety Science in the 21st Century (<http://tt21c.org/>) website.

- Download the Animal Testing Position Statement (PDF | 387KB) (/Images/animal-testing-position-statement_tcm244-526667_en.pdf)
- Find out more about developing alternative approaches to animal testing (</sustainable-living/what-matters-to-you/developing-alternative-approaches-to-animal-testing.html>)



As part of our commitment to tackling climate change, we are working to help end deforestation.

Deforestation is a major contributor to climate change, accounting for up to 15% of global greenhouse gas emissions. More than half of the world's deforestation arises from land clearance for growing just four raw materials: palm oil, soy, beef, and paper and pulp. As buyers of nearly 3% of the world's palm oil and 1% of its soy, we have a significant role to play, but we cannot end deforestation alone.

In 2014 we announced that deforestation would become one of our three priorities for transformational change and, as part of our Unilever Sustainable Living Plan, committed to work with our supply chain, the wider industry, governments and civil society to drive deforestation out of commodity supply chains and to implement solutions at scale.

➤ Download the Eliminating Deforestation Position Statement (PDF | 167KB) (/Images/eliminating-deforestation-position-statement_tcm244-423148_en.pdf)

➤ Find out more about eliminating deforestation (</sustainable-living/reducing-environmental-impact/greenhouse-gases/protecting-our-forests/>)

Farm animal welfare



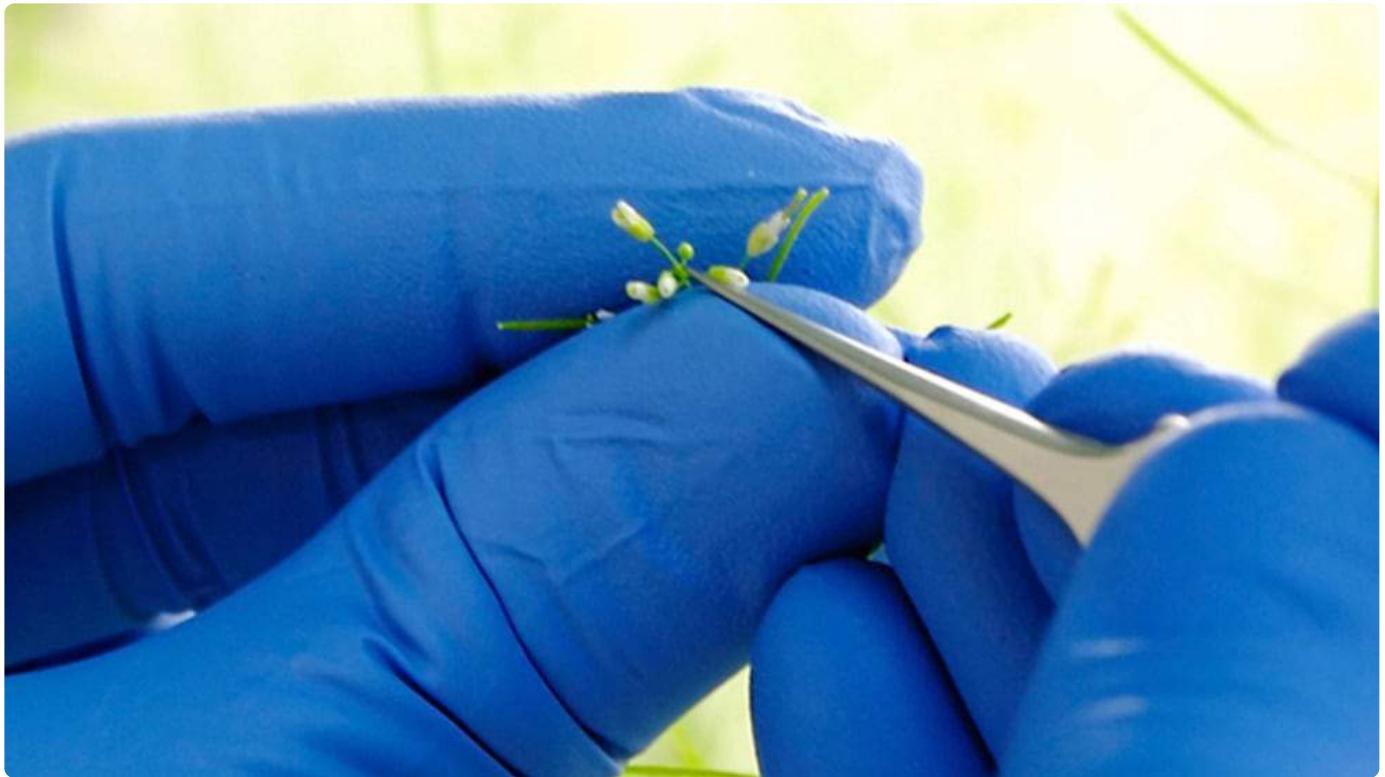
We take animal welfare very seriously and have the ambition to purchase all our animal-derived ingredients from sustainable sources by 2020.

A number of our products include ingredients from animals, such as the eggs in mayonnaise, dairy products in ice cream and meat in bouillons and soups. Farm animal welfare is one of Unilever's core sustainable agriculture indicators and is part of our Sustainable Agriculture Code (SAC).

We believe good farm animal welfare schemes include issues such as housing and stocking density, hygiene, feeding and feed, water supply, health management and the responsible use of antibiotics, the avoidance of mutilations, transport, traceability and slaughtering methods. We require our suppliers to comply with legal requirements and we help them to improve their performance in order to meet our SAC standards. Unilever will report on a regular basis about the standards used for our animal-derived ingredients and the progress made.

- Download the Farm Animal Welfare Position Statement (PDF | 338KB) (/Images/unilever-s-position-on-farm-animal-welfare_-updated-17-august-2015_tcm244-423150_en.pdf)
- Find out more about farm animal welfare (</sustainable-living/what-matters-to-you/farm-animal-welfare.html>)

Genetically modified crops



We support responsible use of science and technology in agriculture as it may help meet long-term food needs more sustainably.

Genetically modified (GM) crops are widely used by farmers in many countries. There is a broad scientific consensus that currently marketed GM crops and food ingredients produced from them are safe for people and the environment. However, GM crops and GMOs (genetically modified organisms) prompt lively debate and views differ from country to country.

Our commitment to safety, quality and sustainable agriculture covers all our food ingredients, whether from conventional crops or GM crops authorised by regulatory bodies. Where feasible we offer products that meet the preference for foods that do not use ingredients from GM crops. We also support the provision of information to consumers who want to know about the use of ingredients produced from GM crops.

➤ Download the Genetically Modified Crops Position Statement (PDF | 519KB) (/Images/unilevers-position-on-genetically-modified-crops_tcm244-424496_en.pdf)

➤ Find out more about genetically modified crops (</sustainable-living/what-matters-to-you/genetically-modified-crops.html>)



The human body contains trillions of micro-organisms. They are present all over the body including on the skin and in the digestive system. The collection of these organisms is called the microbiome and it is unique to each of us.

The microbiome is an exciting area of scientific discovery and understanding. A balanced microbiome containing a diversity of organisms helps to maintain health and is essential for human development, immunity, health and wellbeing. Each of our individual microbiomes adapts throughout our lifetime and people can achieve a healthy microbiome in different ways.

Find out more about the human microbiome (</sustainable-living/what-matters-to-you/the-human-microbiome.html>)

Human rights



We are committed to ensuring that human rights are respected, upheld and advanced across our operations and value chain, wherever we do business.

We respect all internationally recognised human rights that are relevant to our operations. We prohibit discrimination, forced, trafficked and child labour. We are committed to safe and healthy working conditions, the right to freedom of association and collective bargaining, and to effective information and consultation procedures. We expect our partners to adhere to business principles consistent with our own. We recognise the importance of dialogue with employees, workers and external stakeholders who are, or could potentially be, affected by our actions.

We continue to build our employees' and workers' awareness and knowledge of human rights, encouraging them to speak up, without retribution, about any concerns they may have, including through our grievance channels. We continually evaluate and review how best to strengthen our approach to addressing human rights.

➤ Download the Human Rights Policy Statement (PDF | 5MB) (/Images/unilever-human-rights-report-2015_tcm244-437226_en.pdf)

➤ Find out more about human rights (</sustainable-living/enhancing-livelihoods/fairness-in-the-workplace/advancing-human-rights-in-our-own-operations/>)



Unilever has been growing tea in Kenya since 1924. The estate in Kericho covers over 8,700 hectares and is Rainforest Alliance certified. Unilever offers many benefits including housing, free health care, nursery and primary school education, clean potable drinking water and free meals during working hours. As with any society where work and private lives are tightly intertwined, there are particular challenges that we are working hard to address.

In 2013 allegations of sexual harassment of female workers were investigated and an independent review made six recommendations, which were fully accepted and implemented immediately.

Progress is monitored monthly by our Leadership Team and has focused on prevention through increased education and awareness whilst improving grievance and reporting procedures.

➤ Find out more about Kericho Tea Estates (</sustainable-living/what-matters-to-you/kericho-tea-estates.html>)

Kodaikanal, India



In 2001, after becoming aware of an environmental breach at our former factory in Kodaikanal, we took swift action.

Glass scrap with residual mercury was sold to a local scrap dealer, in breach of guidelines. We immediately closed the factory and retrieved glass scrap with residual mercury and soil from the scrap yard.

In 2003, we sent all mercury-bearing material to the US for recycling. In 2006, plant, machinery and materials used in thermometer manufacturing were decontaminated and disposed of to industrial recyclers. An independent environmental impact and risk assessment commissioned by us concluded that there was no adverse impact on the environment in Kodaikanal, except in some areas of the factory premises.

Several expert studies have been conducted since the factory's closure and all have concluded that our former employees did not suffer ill-health due to the nature of their work. In 2016 we reached a settlement with our former workers on a humanitarian basis at the suggestion of the Madras High Court – putting an end to a matter which had been outstanding since a petition was filed in 2006.

➤ Find out more about Kodaikanal, India (</sustainable-living/what-matters-to-you/kodaikanal-india.html>)



To help protect the oceans from micro-plastics, we don't use plastic scrub beads in Unilever products.

Microplastics are tiny pieces of plastic which can end up in the seas, causing potential damage to the environment. Most come from the breakdown of larger plastics in the ocean but some can come from their use in consumer and industrial products.

An example of one possible source is the use of plastic scrub beads as an exfoliating material in some face and body scrub washes. We formerly used plastic scrub beads in some of our exfoliating products but realised we could make products that work just as well without using them. So, in 2014, we stopped using plastic scrub beads in these products.

We now use alternative exfoliating ingredients, such as apricot kernels, cornmeal, ground pumice, silica and walnut shells giving consumers confidence that using a Unilever face or body wash is not contributing to the accumulation of micro-plastics in the world's oceans.

➤ Find out more about microplastics (</sustainable-living/what-matters-to-you/Microplastics.html>)

Minimising pesticide use



To reach our goal of using only sustainably grown raw materials, we minimise use of pesticides.

Our priority is to provide safe products that meet consumer preferences. Pesticides can help defend against harmful insects, weeds and diseases but we recognise concerns about their potential effects. In line with our Sustainable Agriculture Code, we limit the use of pesticides via integrated pest management (IPM). IPM uses a range of different ways to control pests, including mechanical, physical, biological and cultural methods.

We also work with independent certification agencies for sustainable agricultural practices, such as the Rainforest Alliance, Fair Trade and the Roundtable on Sustainable Palm Oil. These always require curbs on pesticides. We also monitor pesticide residues in the raw materials we buy and work with suppliers to ensure they meet regulations. For more details about how we use pesticides when growing tea and tomatoes, see:

➤ [Unilever Global Guidelines on Use of Pesticides in Sustainable Tea Sourcing \(PDF | 482KB\) \(/Images/unilever_guidelines_on_use_of_pesticides_in_sustainable_tea_sourcing_2014_tcm244-424148_en.pdf\)](#)

➤ [Sustainable tomatoes \(PDF | 2MB\) \(/Images/2004-sustainable-tomatoes-good-agricultural-practice-guidelines_tcm244-424300_en.pdf\)](#)

➤ Find out more about our approach to sustainable sourcing (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/>)

Nutrient profiling



We are leaders in 'nutrient profiling' – that is, evaluating the nutritional content of food and drink.

Understanding the nutrient levels in our products is vital for our business. Consumers rely on pack labels to help them make healthy choices and we need to know nutrient levels to assist with product reformulation and for marketing and advertising our products. There is no global standard for agreeing nutrient profiles. Different schemes are being set up around the world.

In 2003, we developed our own global principles on nutrient profiling – aiming to make sure that what we do is based on sound science. As part of these principles, we seek to reflect international guidelines, while taking into account how people eat around the world. We aim to encourage innovation and food reformulation but focus on the key nutrients of concern in our products such as sugar, salt, and saturated and trans fats.

- Download the Nutrient Profiling Position Statement (PDF | 314KB) (/Images/unilevers-position-on-nutrient-profiling_tcm244-423159_en.pdf)
- Find out more about nutrient profiling (</sustainable-living/improving-health-and-well-being/improving-nutrition/reducing-our-environmental-impact-in-foods-and-refreshment/>)

Nutrition labelling



Providing clear nutrition labelling is vital in the fight against obesity and other dietary-related chronic diseases. That is why we have developed a clear and global approach to nutrition labelling and we are transparent about the nutritional composition of our products, enabling consumers to make better informed choices about the food they eat.

As part of the Unilever Sustainable Living Plan, Unilever is committed to providing details about the 'Big 8' nutrients (energy, protein, carbohydrates, sugars, fat, saturated fat, fibre, sodium or salt, and nutrients for which a claim is made) on the back of most packs – along with an energy icon on the front. Our products in Europe and the US carry full nutritional information and we are committed to extend this to all our products globally. In many countries, our labelling exceeds legal requirements. We also publish nutritional details via websites and consumer care lines.

- Unilever's position on nutrition and health claims (PDF | 243KB) (PDF | 87KB) (/Images/unilever-position-nutrition-health-claims_tcm244-508774_en.pdf)
- Find out more about nutrition labelling (</sustainable-living/improving-health-and-well-being/improving-nutrition/informed-choices/nutrition-labelling/>)



We are working to improve the resource efficiency of packaging.

Packaging helps keep products fresh and safe but when it ends up in landfill, it is a lost resource and can create environmental challenges. That's why we've set targets to reduce the environmental impact of our packaging, as part of the Unilever Sustainable Living Plan. We aim to reduce the weight of packaging, make it more recyclable, and use more recycled materials.

In some countries, we may support 'extended producer responsibility' (EPR) schemes, where we share packaging waste management costs. That said, we think there's no 'one size fits all' model. In other countries, we support efforts to promote recycling. In the emerging markets, where we now sell half our products, some people make a living collecting waste from rubbish dumps. We support schemes that help these workers become part of a safe, formal recycling system.

- Download the Packaging and the Circular Economy Position Statement (PDF | 310KB) (/Images/packaging-and-the-circular-economy-position-statement_tcm244-423161_en.pdf)
- Find out more about packaging and the circular economy (</sustainable-living/reducing-environmental-impact/waste-and-packaging/rethinking-plastic-packaging/>)

Palm oil



We are leading efforts to transform the palm oil industry – helping to eliminate deforestation and fight climate change.

As one of the world's largest buyers of palm oil our scale is both a challenge and an opportunity. We use the ingredient in products such as ice cream, soap and shampoo. Palm oil production is historically linked with tropical deforestation so we work hard to transform the industry in a way that allows palm oil production to continue while protecting the forests and the livelihoods of those who depend on its production.

That's why we believe governments, NGOs and business must work together to ensure the palm oil industry finds the right balance between economic, social and environmental objectives, and why we have helped lead efforts to change the way the industry works. We will continue to work with our stakeholders to eliminate deforestation, protect peat lands, and drive positive impacts for people and local communities.

➤ [Download the Palm Oil Position Statement \(PDF | 167KB\) \(/Images/unilever-palm-oil-policy-2016_tcm244-479933_en.pdf\)](#)

➤ [Find out more about palm oil \(/sustainable-living/reducing-environmental-impact/sustainable-sourcing/transforming-the-palm-oil-industry/\)](#)

Product safety and quality



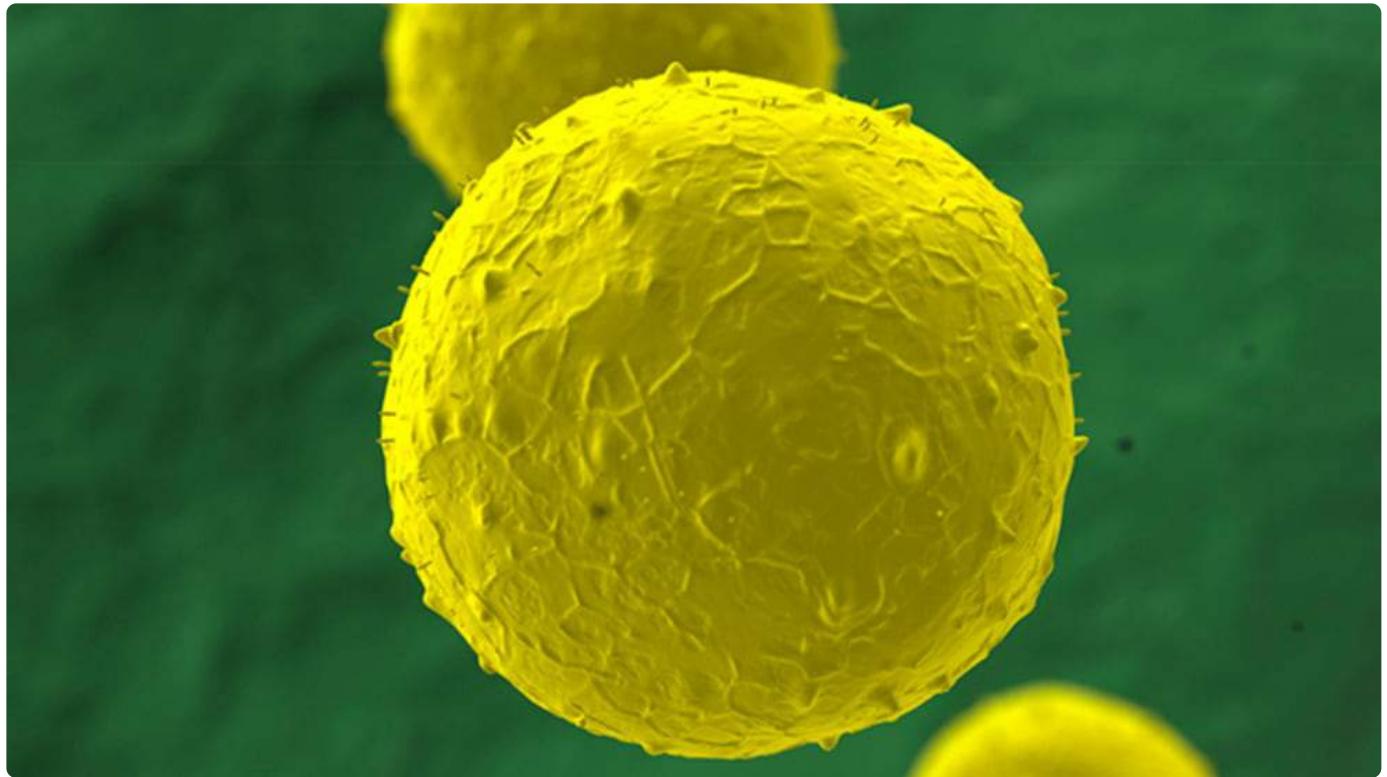
Our products are designed and manufactured to be safe for their intended use.

Unilever's Code of Business Principles sets out our commitment to provide products and services that are safe and to innovate based on sound science. We have mandatory policies and standards in place to ensure that we meet this commitment. Safety and quality are an important and integral part of our product design.

Our Safety and Environmental Assurance Centre works with teams across Unilever to assess the safety and environmental sustainability of our products and manufacturing processes. We use internationally recognised external certification standards across our entire supply chain to ensure our management and control processes are robust. We monitor and track consumer and customer feedback to proactively address potential product quality or safety issues. Such instances are investigated fully to establish the root cause, with learnings shared globally to prevent recurrence.

➤ Find out more about product safety and quality (</sustainable-living/what-matters-to-you/product-safety-and-quality.html>)

Research with stem cells



We never use embryonic stem cells and all our stem cell research meets the highest ethical and regulatory standards.

Stem cells are indefinitely self-renewing and able to differentiate into many different types of cells. Stem cell technology has the potential to offer treatments for conditions such as leukaemia and tissue damage, as well as offering health and beauty benefits. Stem cells are also important research tools used to model aspects of human biology.

We want to develop personal care products that bring real health and beauty benefits to our consumers, and work in partnership with leading scientific experts to investigate the potential applications of stem cell technology. We support research with adult human stem cells and plant stem cells only, never stem cells taken from embryos. All our research is conducted responsibly, and in full compliance with the highest safety, ethical, legal and regulatory standards.

➤ Download the Research with Stem Cells Position Statement (PDF | 467KB) (/Images/research-with-stem-cells-position-statement_tcm244-423163_en.pdf)

➤ Find out more about research with stem cells (</sustainable-living/what-matters-to-you/research-with-stem-cells.html>)



To help people eat healthily, we are significantly reducing the amount of salt in our products.

A diet containing excess salt (sodium) can lead to raised blood pressure, increasing the risk of heart disease and stroke. The World Health Organization recommends adults limit their daily salt intake to 5g. We believe we have a responsibility to offer healthy eating choices, and by the end of 2010 had met our target of decreasing salt levels to enable daily intakes of 6g.

As part of the Unilever Sustainable Living Plan, we are cutting levels still further, by enhancing taste with other, healthier ingredients such as herbs and spices, and by using salt substitutes such as potassium salt. As a result, in 2017, 63% of our Foods portfolio already have salt levels that enable a daily intake of 5g. In the near future, we plan to reduce salt levels in even more of our products.

➤ [Download the Salt Reduction Position Statement \(PDF | 241KB\) \(/Images/salt-reduction-position-statement_tcm244-414411_1_en.pdf\)](#)

➤ [Find out more about salt reduction \(/sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/more-taste-less-salt/\)](#)

Saturated fats reduction



We are significantly reducing the amount of saturated fats in our products, and increasing the amount of healthy unsaturated fats.

Unsaturated fats, found in nuts, seeds, fish and vegetable oil-based spreads, are good for us, but too much saturated fat – found mostly in dairy and meat products – is a risk factor for heart disease. We believe we have a responsibility to offer healthy eating choices to our consumers.

As part of the Unilever Sustainable Living Plan, we are committed to reducing saturated fats as much as possible and increasing levels of good unsaturated fats, without compromising on taste and quality.

➤ Download the Saturated fats reduction position statement (PDF | 369KB) (/Images/saturated-fats-position-statement_tcm244-423166_en.pdf)

➤ Find out more about fats (</sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/good-fats-and-oils-from-plants/>)



Robust and high-quality science is key to understanding how Unilever's products can benefit consumers and make a positive impact on both society and the environment.

Investing in science with objectivity and integrity is important to build our knowledge and understanding of how food, nutrition, home and beauty & personal care products can benefit public health & well-being and improve the environmental, social and economic impact of our products.

The world of scientific research is collaborative and we increasingly work with external partners, often in multi-stakeholder partnerships. We are committed to transparency with our collaborations and research findings. Whether conducting research internally or externally, we always adhere to robust standards and hold our R&D leaders accountable for ensuring these are applied.

These science standards form a key foundation to Unilever's approach to Responsible Innovation and are intrinsically linked to Unilever's business values.

➤ Find out more about science with objectivity and integrity (</sustainable-living/what-matters-to-you/science-with-objectivity-and-integrity.html>)

Sugar reduction



We're cutting the level of sugar in many products, to help towards improving consumers' health.

Many people enjoy the sweet taste that sugar brings. It also gives texture, structure, flavour and colour to many products, as well as helping to preserve them. However, health authorities recommend people limit their sugar consumption to reduce the risk of excessive energy intake, as this can lead to obesity, which is a risk factor for heart disease and diabetes.

The Unilever Sustainable Living Plan therefore includes firm sugar and calorie reduction targets in products ranging from our ready-to-drink teas to our ice creams. We focus on beverages and ice creams because that is where we can have the biggest impact and so make the greatest contribution to public health. Of course, our products need to meet consumers' acceptance for sweetness. That's why, in many products, we use approved low-calorie sweeteners to fully or partially replace sugar.

➤ Download the Sugar Reduction Position Statement (PDF | 424KB) (/Images/unilever-position-on-sugar-reduction_tcm244-423167_en.pdf)

➤ Find out more about sugar reduction (</sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/less-sugar-fewer-calories/>)

Sustainable sourcing



We believe sustainable farming is the best way forward to meet the world's demand for food.

The global population is growing fast; so fast, in fact, that by 2030 as much as 50% more food will need to be produced. Yet climate change, water shortages and biofuel demands are all putting pressure on food resources. That's why we're working with our supply chain partners to promote sustainable farming.

As part of the Unilever Sustainable Living Plan, we aim to source all our agricultural materials sustainably, without increasing costs to the consumer. We are focusing first on our main crops, such as palm oil, tea, soy and sugar. We plan to put a stop to deforestation, to help fight climate change, which is damaging to farming communities. At the same time, we aim to champion smallholder farmers – to help produce enough food and lift people out of poverty.

- Download the Sustainable Sourcing Position Statement (PDF | 420KB) (/Images/unilevers-position-on-sustainable-sourcing_tcm244-423168_en.pdf)
- Find out more about sustainable sourcing (</sustainable-living/reducing-environmental-impact/sustainable-sourcing/>)

Tackling obesity



As one of the world's largest food producers, we are committed to playing a part in helping to tackle obesity.

More than 1.9 billion adults – 39% of the global population – are overweight and 13% are obese. This obesity epidemic must be addressed. There is no one solution but evidence shows that solutions need to be holistic and take a multi-stakeholder approach with governments, NGOs, civil society and business working together to deliver a robust programme of interventions at country level.

We have a multi-faceted approach based on: reformulating our products, by reducing levels of sugar and calories in certain products; providing clear nutrition labelling, so that consumers can make informed food choices; offering lower and zero calorie choices to consumers and encouraging them to eat and live healthily; responsible marketing for all ages but especially towards children, and encouraging the wider food industry to establish global best practice.

➤ Download the Tackling Obesity Position Statement (PDF | 498KB) (/Images/tackling-obesity-position-statement-update-nov-2015_tcm244-423169_en.pdf)

➤ Find out more about tackling obesity (</sustainable-living/improving-health-and-well-being/improving-nutrition/nutritious-cooking/>)



The tax we pay plays a key part in our wider economic impact and in developing the countries where we operate.

We are supportive of international tax reform and believe public trust in national tax systems is essential. We have published a set of global tax principles covering such issues as transfer pricing, use of tax havens and relationships with tax authorities that represent good corporate practice in the area of tax management and transparency. They also balance the interests of our various stakeholders, including consumers, investors and the governments and communities in which we operate.

Our commercial activity generates considerable tax income for the governments in countries in which we operate. In 2016, we paid €2.3 billion in corporation taxes. In addition, we pay and collect numerous other taxes, such as employee taxes, sales taxes, and customs duties.

- Find out more about tax (</sustainable-living/what-matters-to-you/tax.html>)

Trans fats reduction



To help promote heart health, we are removing trans fats from our products.

There are two kinds of trans fats: one type occurs naturally in butter, cheese and some meat, and the other is created during food production when vegetable oils are ‘partially hydrogenated’ to turn them into solid fats. Both kinds adversely affect blood cholesterol.

The World Health Organization says consumers should limit their levels of trans fats, and manufacturers should not use them in foods. We have been reducing our use of trans fats from partially hydrogenated vegetable oils (PHVO) for 20 years. In 2010, as part of the Unilever Sustainable Living Plan, we committed to stop using them. By September 2012, 100% of our Foods and Refreshment portfolio by volume did not contain trans fats originating from PHVO. We support health initiatives to reduce intake of trans fats.

➤ [Download the Trans Fats Reduction Position Statement \(PDF | 800KB\) \(/Images/tfa-position-october-2016_tcm244-423170_en.pdf\)](#)

➤ [Find out more about trans fats reduction \(/sustainable-living/improving-health-and-well-being/improving-nutrition/health-and-well-being-in-our-kitchen/good-fats-and-oils-from-plants/\)](#)

Wipes

Wipes offer a quick, effective and convenient cleaning solution for our consumers. There are lots of different types available - from face cleansing wipes to kitchen surface or bathroom cleaning wipes.

➤ [Find out more about wipes \(/sustainable-living/what-matters-to-you/wipes.html\)](#)

Advertising & marketing

Advertising helps inform people about the benefits of our products and innovations. It is also a way for us to engage with consumers on issues that matter to them.

Communicating with consumers

We have four clearly defined principles that guide our communications with consumers:

- We are committed to building trust through responsible practices and through transparent communication – both directly to consumers and indirectly through other key stakeholders and thought-leaders.
- It is our responsibility to ensure that our products are safe and that we provide clear information on their use and any risks that are associated with their use.
- We fully support a consumer's right to know what is in our products and will be transparent in terms of ingredients, nutrition values and the health and beauty properties of our products.
- We will use a combination of channels, which includes product labels, websites, careline phone numbers and/or consumer leaflets to communicate openly with our consumers.



Related links

- Responsible labelling & Marketing (/sustainable-living/improving-health-and-well-being/improving-nutrition/reducing-our-environmental-impact-in-foods-and-refreshment/)

Downloads

- Unilever Global Principles for Responsible Food & Beverage Marketing (July 2017)
PDF | 461KB
(/Images/unilevers-principles-on-responsible-food-and-beverage-marketing-july-2017_tcm244-424772_en.pdf)
- Advertising & Marketing Communication Practice - Consolidated ICC Code (August 2011) (PDF | 600KB)
(https://cdn.iccwbo.org/content/uploads/Consolidated-Code-of-)

Responsible marketing and advertising

We are committed to responsible marketing and advertising. As a leading global consumer goods company, we promote the benefits of our products using many different channels of brand communication.

Marketing and advertising can be a powerful force for behaviour change. They help inform people about the benefits of our products and innovations. It is also a way for us to engage with consumers on issues that matter to them. For example:

- Dove's Campaign for Real Beauty challenges current stereotypes about beauty.
- Omo/Persil's 'Dirt is good' campaign promotes getting dirty as a natural and positive part of growing up for children – all part of their learning and development.

- With less saturated fat than butter, Flora/Becel helps people look after themselves by offering healthy, nutritious, and great tasting products that can be enjoyed at any meal time.
- Comfort One Rinse's campaign explains to consumers that they only need one bucket of water for rinsing their clothes rather than three, helping them to save water.

Advertising-and-Marketing-2011-English.pdf)

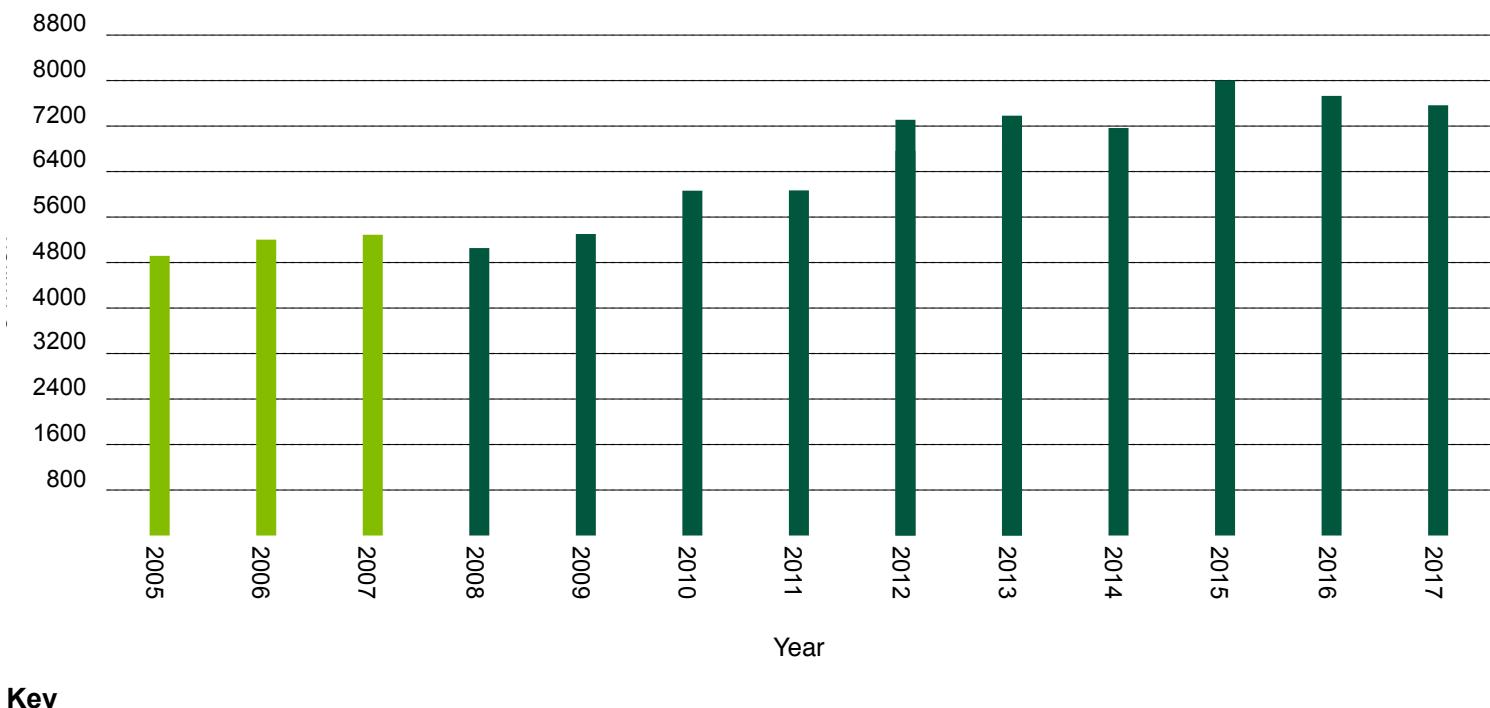
At the same time, we recognise the influence of marketing and advertising on consumers and take our responsibilities seriously. We apply the International Chamber of Commerce (ICC) code 'Advertising and Marketing Communication Practice' as the basis for all our communications. The ICC code stipulates that all marketing and advertising must pass the baseline test of being 'legal, decent, honest and truthful' and that we must ensure that all the claims we make have a sound scientific basis.

External link

☞ International Food & Beverage (IFBA) Alliance on Responsible Marketing & Advertising to Children (<https://ifballiance.org/commitments/marketing-to-children#>)

☞ EU Pledge (<http://www.eu-pledge.eu/>)

Brand and Marketing Investment (2005 - 2016)



Key

- Advertising and promotion investment
- Brand and Marketing investment *

International self-regulatory codes

We support the development of international self-regulatory codes for all marketing and advertising and apply these across our business.

Working through our industry trade bodies, such as the World Federation of Advertisers and the International Chamber of Commerce, we have supported the development of general principles in this area and their integration into advertising and marketing self-regulatory codes and systems around the world.

Unilever's global Principles for Responsible Food and Beverage Marketing

In 2003, we were one of the first companies to apply our own principles to the marketing and advertising of all our food and beverage products. These global Food and Beverage Marketing Principles were rolled out by our Marketing Lawyers Network, our global network of marketing legal experts, in collaboration with our marketing teams. The Principles have been reviewed regularly since 2003 and updates published, the latest being in July 2017.

The Principles require, for example, that our marketing messages are appropriate in the light of obesity issues (such as avoiding the depiction of over-sized portions) and that our marketing materials exclude anything that undermines the promotion of healthy, balanced diets and healthy, active lifestyles, or misrepresents snacks as meals. The Principles are applicable to ALL of Unilever's food and beverage marketing activities and communications globally.

See Unilever's Global Principles for Responsible Food and Beverage Marketing in Downloads.

Marketing foods & beverages to children

The Principles also contain additional requirements for marketing foods and beverages directed at children. They require that our marketing practices:

- do not convey misleading messages
- do not undermine parental influence
- do not encourage 'pester power'
- do not suggest a time/sense of urgency or a price minimisation pressure
- do not exploit a child's imagination or inexperience
- do not encourage unhealthy dietary habits
- do not blur the boundary between programme or editorial content and commercial promotion.

We have committed to voluntarily restrict all marketing communications directed primarily at children under the age of six years. We applied this measure because of increasing evidence showing that children below six do not have the cognitive ability to distinguish between advertising/marketing and programming.

For children under 12 years of age, research has also established a causal relationship between marketing and advertising and their purchasing behaviour and short-term consumption. For children aged 12 and over, this relationship is much less clear.

For this reason, starting 1 January 2018, we restricted marketing and advertising to children from the ages of six to under 12 for all products except those that meet [Unilever's Highest Nutritional Standards \(PDF | 149KB\)](#) (/Images/hns-external-2018_tcm244-510083_en.pdf), and, where applicable, nutrition criteria of locally agreed pledges (i.e. EU Pledge) or any binding criteria set by public authorities. Where differences in criteria exist, Unilever will apply the strictest criteria.

This is applicable to all forms of marketing and advertising, which include but are not limited to: packaging and labelling, television and radio advertising, consumer promotions, in-store activities, PR materials, online activity (including both company-owned websites and third party websites), all forms of social media and digital advertising,

apps, online games and direct marketing; and all other forms of communication (e.g. cartoon characters, product placements, advergaming, free gifts/toys, etc.)

This commitment applies all forms of marketing communication, where 35% or more of the audience is under the age of 12. This age limit is in line with the definition of a child in the majority of advertising standards in EU member states.

Our principles also include that we only use cartoon characters and celebrities on and in association with products that meet Unilever's Highest Nutritional Standards.

We do not engage in the promotion of brands or products in primary schools. Where specifically requested by, or agreed with the relevant health or education body and the school administration, Unilever may participate in campaigns for educational purposes with branding levels agreed with the education body to ensure transparency. This will only apply to brands and products which fulfil our Highest Nutritional Standards.

Voluntary industry initiatives on responsible marketing ('pledge programmes')

In addition to our Global Principles work, since 2008 Unilever has played a major role in promoting industry-wide voluntary initiatives to advocate responsible marketing of foods and beverages to children below 12 years of age. These initiatives, called 'Pledge Programmes', have now been launched in many countries and regions across the world. As of July 2017, 24 Pledge Programmes have been implemented globally, namely Australia; Belgium; Brazil; Canada; Columbia; the EU; Gulf States; Hungary; India; Malaysia; Mexico; New Zealand; Peru; Poland; the Philippines; Portugal; Romania; Russia; Singapore; South Africa; Switzerland; Thailand; Turkey; and the United States.

In 2008, with other member companies of the International Food and Beverage Alliance (IFBA), we committed to the World Health Organization (WHO) that third-party auditors would monitor the IFBA members' marketing and advertising principles. See Downloads for the IFBA Monitoring Report.

Promoting healthy body images

There is much debate around the fashion and marketing industries' portrayal of unrealistic images of beauty through media and advertising. Unilever brands are free to choose the type of model and actor that fits best with the image of the brand. However, they are always bound by Unilever's standards on healthy body images.

In 2007, we adopted a global guideline to prevent the use of 'size zero' models or actors in our advertising to ensure that our advertising does not promote 'unhealthy' slimness. All brand directors and agencies are expected to use models and actors with a Body Mass Index (BMI) of between 18.5 and 25 as a guideline. This is in line with the World Health Organization's guidance on what level of BMI can be considered healthy.

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Unilever's position on biotechnology

As part of the Unilever Sustainable Living Plan (USLP), we are committed to helping one billion people improve their health and hygiene, halving the environmental impact of our products and sourcing 100% of our agricultural raw materials sustainably.

Unilever believes that Biotechnology offers important opportunities to help us meet our USLP commitments both in sustainable sourcing of ingredients and the development of innovative products.

Biotechnology can be described as the application of biological systems to develop ingredients and products. Humankind has used biotechnology in agriculture, food production, and medicine. Biotechnology has applications in four major industrial areas, including health care (medical), crop production and agriculture, non-food (industrial) uses (e.g. biodegradable plastics, vegetable oils, biofuels), and environmental uses.

Biotechnology has a history of use to modify crops for agriculture. For our position on use of GMOs and genetically modified crops, our communication can be accessed here ([/sustainable-living/what-matters-to-you/genetically-modified-crops.html](#)).

Below we outline our position on Biotechnology with respect to production of new ingredients and products in a contained and controlled process through fermentation.

Context

Biotechnology is becoming increasingly applied and explored as a production route to sustainably produce ingredients at scale.

The biotechnology techniques – combined with traditional fermentation processes, such as that used to make bread and cheese – are now widely used to create everyday materials and products, ranging from pharmaceuticals and skin cleansers to enzymes. As these biotechnology approaches become increasingly commonplace, it is possible to produce a diverse range of more sustainable, functional and cost effective ingredients to benefit consumers.

Traditional genetic modification can be used in biotechnology to make ingredients at scale and the resulting products are free of any GMO. This is a well-established process and the materials that result from this activity can be referred to as 'biotechnology derived ingredients'. These ingredients are free of any genetically modified organisms (GMO).

Unilever's position

As part of the Unilever Sustainable Living Plan (USLP), we are committed to helping one billion people improve their health and hygiene, halving the environmental impact of our products and sourcing 100% of our agricultural raw materials sustainably.

Unilever believes that biotechnology can play an important role in product innovation by making products more effective when they are used - benefitting the consumer, the environment, and helping us meet our USLP commitments. Such benefits can be seen, for example, in the enzyme containing products that can improve cleaning

performance across different water qualities and temperatures in homecare, through to personal care delivering better hygiene and provide improved health benefits.

Biotechnology has historically been used in agriculture, food production, and medicine. It has applications in four major industrial areas, including health care (medical), crop production and agriculture, non-food (industrial) uses (e.g. biodegradable plastics, vegetable oils, biofuels), and environmental uses.

Biotechnology also has a history of use in modifying crops for agriculture. See [Genetically Modified Crops](#) (<https://www.unilever.com/sustainable-living/what-matters-to-you/genetically-modified-crops.html>) for Unilever's position on Genetically Modified Organisms (GMOs).

Commitment to safety

We are already safely using biotechnology derived ingredients. For decades, biotechnology produced enzymes have been applied in our Homecare business. More recently, we started developing algal oils for Beauty & Personal Care soap bar products and future innovations using biotechnology derived ingredients are being explored.

Our priority is to provide products that are safe and which meet our own strict safety standards and the regulatory requirements of the countries in which they are marketed. The decision to use new technologies in our products will always be taken on the basis of comprehensive safety and environmental evaluations and risk assessments carried out by our Safety and Environmental Assurance Centre (SEAC). See [Safety and environmental science](#) (<https://www.unilever.com/about/innovation/safety-and-environment/index.html>) for more information.

Unilever only use biotechnology-derived ingredients and processes if they meet the latest scientific and technological standards for safety and environmental stewardship. This applies to all our biotechnology supplier partnerships. We use controlled and contained production methods for all biotechnology-derived ingredients: this means that after fermentation no active ingredients are released into waste streams.

At Unilever, we actively apply and support a robust regulatory framework for our operations and for our suppliers.

Our approach to biotechnology reflects the way we use science and innovation responsibly to drive sustainable living.

Commitment to sustainability

In our application of biotechnology, we aim to use sustainably sourced materials as feedstock for production of the ingredients and apply methods, which have a superior life cycle assessment, LCA. See [Lifecycle assessments](#) (<https://www.unilever.com/sustainable-living/reducing-environmental-impact/lifecycle-assessments/index.html>) for more information.

Unilever remains firmly committed to improving the lives of smallholder farmers. There is no conflict in our commitment to smallholder farmers and our support for biotechnology. We assess the risks and challenges to smallholder farmers on a case-by-case basis. In doing so, we take into consideration the competition for land use to generate food versus the land use for chemicals and assess the pressures on supply and demand.

We turn to waste streams from agriculture, industry and society as a means to support biotechnology. In addition, efforts are made to ensure alternative sourcing of ingredients through biotechnology that does not disadvantage smallholder farmer practices that may make similar ingredients in markets today.

Stakeholder engagement

Unilever works with biotechnology industry partners such as Novozymes and the wider chemical industry in bringing new opportunities for materials to use in consumer products. Our partners use established and proven biotechnology methods in a controlled and contained environment.

We are open, transparent and committed to engaging with stakeholders to promote the responsible development of new biotechnology approaches for our products. We comply with regulatory requirements on disclosure and provide information to our consumers about our processes in a way that is meaningful and enables them to make informed choices.

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Conflict minerals

We aim to not use conflict minerals from the Democratic Republic of the Congo and adjoining countries that have been mined in support of armed conflict in any products. Our suppliers may continue to source minerals from this region so long as they are sourced from mines or smelters that are verified as conflict-free. We are committed to conducting ongoing due diligence and setting clear expectations from our suppliers.

Conflict minerals disclosure

Unilever and other public companies listed in the US are required to disclose information about products they manufacture that may contain conflict minerals originating from the Democratic Republic of the Congo or adjoining countries.

Copies of such disclosures on Form SD, filed with the United States Securities and Exchange Commission (SEC), are available to read in the Downloads.



Downloads

- ✓ Form SD 2017 - Unilever PLC
PDF | 250KB
(/Images/form-sd---conflict-minerals-2017--plc-_tcm244-522775_1_en.pdf)
-

- ✓ Form SD 2017 - Unilever NV
PDF | 175KB
(/Images/form-sd---conflict-minerals-2017--nv-_tcm244-522774_1_en.pdf)
-

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Developing alternative approaches to animal testing

We use a wide range of non-animal approaches to assess the safety of our products for consumers. We are committed to ending animal testing. Our leading-edge research has one clear purpose: to continue to develop new non-animal approaches that can guarantee that our products are safe, without any need for animal testing.

Our commitment & progress

Our commitment to ending animal testing is under-pinned by our work since the 1980s in developing and using alternatives to animal tests for assessing safety, e.g. computer-based modelling and cell-based 'in vitro' methods. Unilever's framework for safety assessment is risk-based rather than hazard-based. This enables us to use a wide range of non-animal approaches to assess the safety of our products for consumers. We review all of the available data, including how consumers use the product and safety information on the ingredients it contains.

We are making good progress in developing next generation (non-animal) risk assessment approaches for assessing new ingredients. To encourage acceptance of these new approaches we continue to present and publish our results externally, and are working with international research and policy groups to share our experience. We share our scientific research on a dedicated  Safety Science in the 21st Century (<http://tt21c.org/>) website.

In 2017 the risk-based non-animal approaches we developed for assessing consumer safety were discussed with leading scientists, policy-makers, regulators and animal welfare organisations at key meetings in the EU, US and China. Unilever scientists were major contributors at the 10th World Congress on Alternatives, where we shared progress on our next generation non-animal safety science, including a collaborative research programme with US Environmental Protection Agency (EPA) scientists to advance in vitro and in silico approaches for chemical risk assessment.

Unilever experts continue to play an active role in China in training programmes on non-animal safety assessment approaches, such as those involving the China Food & Drug Administration (FDA) and Shanghai FDA.



External links

- European Centre for the Validation of Alternative Methods (ECVAM) (<http://eurl-ecvam.jrc.ec.europa.eu/>)
- European Partnership for Alternative Approaches to animal testing (EPAA) (<http://ec.europa.eu/growth/sectors/cl>)
- EU Commission Horizon 2020 project (EU-ToxRisk) (<http://www.eu-toxrisk.eu/>)
- Human Toxicology Project Consortium (<http://humantoxicologyproject.org/>)
- OECD Adverse Outcome Pathways (<http://www.oecd.org/chemicalsafety/outcome-pathways-molecular-screening-and-toxicogenomics.htm>)

Our position

We do not test our products on animals and are committed to ending animal testing. Unilever has complied with the EU animal testing bans for cosmetics since 2004 and supports calls for similar bans to be introduced globally.

Occasionally, across our portfolio, some of the ingredients we use have to be tested by our suppliers to comply with legal and regulatory requirements in some markets; and some governments test certain products on animals as part of their regulations.

As part of our commitment to ending animal testing, we have a growing number of brands that ensure that neither their products – nor the ingredients they use – are subject to animal testing by suppliers or by regulatory authorities. These brands' commitment to no animal testing is certified by animal welfare groups.

We use a wide range of non-animal approaches to assess the safety of our products for consumers and continue to develop new 'next generation' approaches. Our team of internationally recognised leaders in non-animal safety science work with regulatory authorities, NGOs, our suppliers and other scientists across the world to share these approaches, to promote their broader use and acceptance by authorities. Our leading-edge research has one clear purpose: to continue to develop new non-animal approaches that can guarantee that our products are safe, without any need for animal testing.

Unilever's research focus

For over 30 years, scientists at our Safety & Environmental Assurance Centre (SEAC) have played a leading role, in partnership with academic researchers, other companies, industry groups and government bodies, in the development, validation and subsequent regulatory acceptance of several non-animal methods for use in safety assessments. These include methods for assessing skin penetration, phototoxicity, skin corrosion and skin irritation. We have published more than 450 scientific articles on the development and application of alternative non-animal approaches, and regularly present our research at scientific conferences.

In the past 30 years, we have invested about 1 million hours of Unilever experts' time, and more than 100 million Euros, in research into non-animal approaches for assessing consumer safety. Our current research focuses on developing next generation (non-animal) safety risk assessment approaches, incorporating computational toxicology models, for assessing the potential for chemicals to cause skin allergy and adverse effects following systemic exposure. During 2017, SEAC's research on risk assessment approaches for assuring consumer safety without animal testing resulted in the publication of 10 scientific papers.

Partnerships

SEAC scientists are working with over 50 partners across the world on non-animal approaches to safety assessment, building the capability needed to implement the strategic framework proposed in the US National Research Council's report 'Toxicity Testing in the Twenty-First Century: A Vision and a Strategy'. To progress these next generation approaches, Unilever is actively involved in relevant  OECD (<http://www.oecd.org/env/ehs/testing/adverse-outcome-pathways-molecular-screening-and-toxicogenomics.htm>) and other global activities, such as those on applying the adverse outcome pathway framework for assessing chemical safety.

 [Safety Science in the 21st Century](http://tt21c.org/) (<http://tt21c.org/>)

 [US National Research Council's report 'Toxicity Testing in the 21st Century: A Vision and a Strategy'](http://www.nap.edu/openbook.php?record_id=11970) (http://www.nap.edu/openbook.php?record_id=11970)

Downloads

 [Animal Testing Position Statement](#)
PDF | 387KB
(/Images/animal-testing-position-statement_tcm244-526667_en.pdf)

Unilever's safety scientists are playing a leading role in an EU Horizon 2020 research & innovation programme, [EU-ToxRisk](http://www.eu-toxrisk.eu/) (<http://www.eu-toxrisk.eu/>), to help drive the required paradigm shift in toxicological testing to non-animal, mechanism-based, chemical safety assessment.

Unilever was a founding member of the European Partnership for Alternative Approaches to animal testing (EPAA), a voluntary collaboration between the European Commission, trade associations and companies from seven industry sectors. It promotes the development and implementation of alternative methods for safety testing. Unilever scientists are also involved in research on alternatives to animal testing conducted under the auspices of Cosmetics Europe (the European cosmetics trade association).

Over the past two years, one of Unilever's science leaders has co-chaired the joint regulators & industry working group of the International Cooperation on Cosmetics Regulation (ICCR) on integrated strategies for safety assessments of cosmetic ingredients. In their [2017 report \(PDF| 700KB\)](http://www.iccr-cosmetics.org/files/4715/0824/0761/ICCR-11_JWG_Integrated_Strategies_Integrated_Strategies_for_Safety_Assessments_of_Cosmetic_Ingredients_-_Part_I.pdf) (http://www.iccr-cosmetics.org/files/4715/0824/0761/ICCR-11_JWG_Integrated_Strategies_Integrated_Strategies_for_Safety_Assessments_of_Cosmetic_Ingredients_-_Part_I.pdf), the expert group outlines the principles that underpin the integration of novel (non-animal) methods and data in an exposure-led approach for the safety assessment of cosmetics ingredients.

In 2018 we announced a multi-year strategic partnership with Humane Society International (HSI), the global animal protection organisation. The partnership's aims are twofold: to develop capability across companies and regulatory authorities so safety decisions for cosmetics are based on non-animal approaches; and to build capability for the long-term by investing in the training of our future safety scientists in non-animal 'next generation' risk assessments.

Information about our research strategy and partners is available on our [Safety Science in the 21st Century](http://tt21c.org/) (<http://tt21c.org/>) website.

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Farm animal welfare

Animal welfare is an issue of frequent concern appearing on the agendas of consumers and NGOs as well as in government regulations.

Background

A number of our products include ingredients that come from farm animals, such as eggs in mayonnaise, dairy products in ice cream and meat in bouillons and soups. Farm animal welfare has been one of Unilever's core sustainable agriculture indicators for many years and is part of our [Sustainable Agriculture Code \(SAC\) \(PDF | 2MB\) \(/Images/sustainable-agriculture-code--sac---2017_tcm244-515371_1_en.pdf\)](#) launched in 2010 and updated in 2017.

The approach taken towards monitoring and improving animal welfare is based on the five 'freedoms':

- freedom from thirst, hunger and malnutrition
- freedom from discomfort
- freedom from pain, injury and disease
- freedom to express normal behaviour
- freedom from fear and distress.

Unilever is not a leading buyer of animal-derived ingredients and our approach requires successful implementation by our supply chain partners. Based on the volumes we purchase, our major focus has been on sourcing cage-free eggs and on our dairy supply chain, where we have made significant progress in partnerships with suppliers.

In 2017, 61% of our global egg supply was cage-free and 74% of our dairy ingredients were from sustainable sources.

Sourcing of cage-free eggs

Unilever was one of the first global companies to work with egg suppliers to start providing cage-free eggs for our products. In Western Europe, our Hellmann's, Amora and Calvé brands have used 100% cage-free eggs since 2009.

We are making significant progress in our commitment to convert 100% of our egg supply to cage-free eggs by 2025. In 2017, 61% of our global egg supply was cage-free. Through our supply partners, we have created additional capacity to source cage-free eggs, and we have set a goal of completing this conversion by 2020 for Europe and North America. For other regions we will engage in industry initiatives to support the transition to cage-free egg production with expected conversion in the timescale of 2020 to 2025.

We are aware of the concerns about the practice whereby breeders of egg-laying hens eliminate male chicks, following methods that are included in EU Directives and American Veterinary Medical Association guidelines. While this is standard practice in egg production, and although Unilever uses only a small percentage of eggs produced in the market, we take these concerns seriously.

We are closely involved in the development of alternative options to current practice and are committed to providing support to the market introduction of these technologies once available to our suppliers. Therefore, we welcomed the June 2016 announcement from the United Egg Producers in the US that they are aiming to eliminate the culling of male chicks by 2020, through the introduction of in-ovo sexing of eggs, allowing gender identification before hatching.

Welfare of dairy cows

Our ambition, as set out in our Unilever Sustainable Living Plan, is to purchase all our dairy ingredients from sustainable sources by 2020. This is in accordance with our updated Sustainable Agriculture Code (SAC). We are well on our way to achieving this target, with 74% of our dairy ingredients being from sustainable sources in 2017. You can find out more on our Sustainable Dairy ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-dairy/](#)) page.

Through the SAC, we require producers to work with veterinary experts to develop health plans to ensure cattle are monitored to prevent or treat any illness and disease. The aim is to protect cattle from physical discomfort, enable natural behaviour and encourage suppliers to allow cows



Related links

- Sustainable Sourcing ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/](#))
- Sustainable Dairy ([/sustainable-living/reducing-environmental-impact/sustainable-sourcing/our-approach-to-sustainable-sourcing/sustainable-dairy/](#))
- Compassion in World Farming special recognition Knorr
12/06/2015
([/news/news-and-features/Feature-article/2015/knorr-commended-for-its-commitment-to-advancing-animal-welfare-globally.html](#))
- Breyers® brand commitment to only sourcing milk and cream from cows not treated with artificial growth hormones
([https://www.unileverusa.com/news/press-releases/2015/breyers-now-only-sourcing-milk-cream-from-cows.html](#))
- Caring Dairy Programme – End Tail Docking
([http://www.benjerry.com/whats-new/2015/caring-dairy-end-tail-docking](#))
- Caring Dairy latest updates
([https://www.benjerry.com/caringdairy](#))

Downloads

- Farm Animal Welfare Position Statement
PDF | 338KB
([/Images/unilever-s-position-on-farm-animal-welfare_-updated-17-august-2015_tcm244-423150_en.pdf](#))
- Sustainable Agriculture Code 2017
PDF | 2MB
([/Images/sustainable-agriculture-code--sac---2017_tcm244-515371_1_en.pdf](#))
- Unilever Livestock - Transport & Slaughter Implementation Guide
PDF | 2MB
([/Images/unilever-livestock-transport-and-slaughter-implementation-guide_tcm244-424311_en.pdf](#))

to graze outside.

In January 2016 we banned tail docking for cows in our Caring Dairy Programme in the US. This also became a legal requirement in the US in January 2017. In Europe, tail docking is illegal. Likewise, the artificial growth hormone r-BGH (recombinant Bovine Growth Hormone) is illegal in Europe. However, in the US r-BGH is still used in the production of milk.

Ben and Jerry's has been opposed to the use of rBGH since 1989 and all farmers in the Caring Dairy programme have pledged not to use it. In 2015, our Breyers® brand in the US is also committed to only sourcing milk and cream from cows not treated with artificial growth hormones.

All farmers in the Caring Dairy programme in Europe need to graze their dairy cows and can receive additional payments if they graze youngstock and achieve a higher longevity. The Caring Dairy programme has also developed the Cow Compass programme that monitors animal health and welfare (based upon the EU welfare quality programme). This programme has been rolled out to all Dutch dairy companies and will be introduced in Germany during 2018. For more detail please see the [Cow Compass](#) (<https://www.zuivelplatform.nl/over-koe-kompas>) website (Dutch only).

Knorr: 100% good animal welfare chicken, pork and beef by 2024

Knorr believes in good quality ingredients which are responsibly sourced. They are one of our brands that is driving the animal welfare effort for meat at Unilever.

We have already made progress by sourcing 99% of our top 13 vegetables and herbs sustainably. In 2015 we committed to getting 100% of the chicken, pork and beef that we use in Knorr soups, sauces, bouillon cubes and bouillon powder to good animal welfare standards.

In 2015, we were presented with Compassion in World Farming's first Special Recognition Award (</news/news-and-features/Feature-article/2015/knorr-commended-for-its-commitment-to-advancing-animal-welfare-globally.html>) for our ambition to advance animal welfare practices in our supply chain and raise standards across the industry. Since then we have been working with the industry, particularly in North America, where we helped to organise a forum to bring together meat buyers and accelerate change.

More recently, we have decided to join the industry-level group – [The Global Coalition for Animal Welfare](#) (<http://www.gc-animalwelfare.org/>) – to work together with others to try to accelerate the transition to higher welfare systems and generate greater supply of higher welfare meat products in the supply chain.

In 2017 we committed to achieving good animal welfare standards across our chicken, pork and beef everywhere in the world by 2024, and updated the specific standards we will follow to achieve that for broiler chickens in North America and Europe. As a brand, we buy the largest quantity of chicken, so this is where we are starting. Knorr are responsible for around 80% of the volume of chicken used by Unilever.

With no global common standard on animal welfare available, and standards varying across species and regions, we have been working with [Compassion in World Farming](#) (<http://www.compassioninfoodbusiness.com/>) – the leading international farm animal welfare charity – since 2015 to develop global criteria for good animal welfare and a framework to start transforming our supply chain.

Knorr's global commitment to good animal welfare standards

As part of Knorr's commitment to the 'five freedoms', we focus on four elements that apply to farmed animals.

1. **Natural light:** Animals must have access to natural light.
2. **Enrichment:** Animals can be raised indoors but must have an enriched environment which lets them express natural behaviour. For chickens, this can mean they have deep litter which lets them dust-bathe, and objects to perch on.
3. **Enough space:** For chickens, for example, this means a stocking density of no more than 30kg / m².
4. **Healthy animals:** Fast growing breeds of chicken can suffer from difficulty walking and poor leg health. We will only use meat from slower growing breeds of chicken in the US and EU. For other regions, our minimum standard is that suppliers using faster growing breeds must have a leg health plan in place for their chickens.

We have committed to these standards of animal welfare globally, and the commitment is based on the 'better' standard of Compassion in World Farming's more detailed welfare matrix for [pigs](#) (PDF | 518KB) (<https://www.compassioninfoodbusiness.com/media/7425698/welfare-potential-matrix-sows-and-meat-pigs.pdf>), [broiler chickens](#) (PDF | 236KB) (<https://www.compassioninfoodbusiness.com/media/6887904/welfare-potential-matrix-broilers.pdf>) and [beef cattle](#) (PDF | 387KB) (<https://www.compassioninfoodbusiness.com/media/7426680/welfare-potential-matrix-beef-cattle.pdf>), which has been benchmarked and codified by Compassion in World Farming. We will implement our commitment through equivalent local third-party certification schemes, or where these don't exist, use third-party auditors to ensure that our suppliers meet the detailed welfare requirements.

We have worked with independent external experts to assess current practices in our supply chain and, with the help of Compassion in World Farming and other expert consultants, we have started engaging supplier partners on improvements needed to bring consistent and positive change across our supply chain.

Our regional targets

USA: Knorr and Lipton soups commit to good animal welfare standards for broiler chickens by 2024

For 100% of the chicken we use in the US, we will:

- a) Transition to strains of birds accepted for use by Royal Society for the Prevention of Cruelty to Animals (RSPCA) or Global Animal Partnership (GAP) based on measurably improved welfare outcomes.

↳ [Unilever Sustainable Livestock Implementation Guide](#)
PDF | 2MB
(/Images/sustainable-livestock-implementation-guide_tcm244-424266_en.pdf)

↳ [Unilever's position on Halal for Foods, Cosmetics & Home Care products](#)
PDF | 270KB
(/Images/unilever-position-on-halal-for-foods-july-2016_tcm244-484654_en.pdf)

- b) Reduce stocking density to a maximum of 6 lbs./sq. foot and prohibit broiler cages.
- c) Provide birds enriched environments including litter, lighting, and enrichment that meets [GAP's new standards \(PDF | 595KB\)](#) (<http://gapstaging.blob.core.windows.net/standards/5%20Step%C2%AE%20Animal%20Welfare%20Rating%20Standards%20for%20Chickens%20Raised%20fo>)
- d) Process chickens in a manner that avoids pre-stun handling and instead utilises a multi-step controlled atmosphere processing system that induces an irreversible stun.*
- e) Demonstrate compliance with the above standards via third party auditing.
- f) In line with our existing global commitment, we will also require that chickens have access to natural light.

In addition, we will meet good animal welfare requirements for pork and beef by 2024, based on the 'better' standard of Compassion in World Farming's detailed welfare matrix for [pigs \(PDF | 518KB\)](#) (<https://www.compassioninfofoodbusiness.com/media/7425698/welfare-potential-matrix-sows-and-meat-pigs.pdf>) and [beef cattle \(PDF | 387KB\)](#) (<https://www.compassioninfofoodbusiness.com/media/7426680/welfare-potential-matrix-beef-cattle.pdf>). We will use recognised certification schemes which ensure good animal welfare standards to ensure compliance.

Europe: Knorr and Unox commit to good animal welfare standards by 2024

By 2024, 100% of the chicken meat used for Knorr and Unox will:

- i. Comply with all EU animal welfare laws and regulations, regardless of country of production
- ii. Reduce Stocking Density to 30 kg/m², no cages or multi-tier systems
- iii. Adopt breeds that demonstrate higher welfare outcomes that meet the criteria of the RSPCA Broiler Breed Welfare Assessment Protocol
- iv. Provide enrichment that meets the following standards (natural light, perches and pecking substrates)
- v. Multi-step or inert gas, Controlled Atmosphere processing system or effective electrical stunning without live inversion*
- vi. Demonstrate compliance via third party auditing and annual public reporting.

In addition, we will meet good animal welfare requirements for pork and beef by 2024, based on the 'better' standard of Compassion in World Farming's detailed welfare matrix for [pigs \(PDF | 518KB\)](#) (<https://www.compassioninfofoodbusiness.com/media/7425698/welfare-potential-matrix-sows-and-meat-pigs.pdf>) and [beef cattle \(PDF | 387KB\)](#) (<https://www.compassioninfofoodbusiness.com/media/7426680/welfare-potential-matrix-beef-cattle.pdf>). Where geographically available, we will use recognised certification schemes which ensure good animal welfare standards to ensure compliance.

We have also co-invested with one of our pork suppliers to pilot a new pigsty design which keeps the temperature right for piglets and reduces their stress.

*Our [guidelines with regard to Halal products \(PDF | 270KB\)](#) (/Images/unilever-position-on-halal-for-foods-july-2016_tcm244-484654_en.pdf) include our commitment to offer Halal products based on market demands. We respect the preference of our Muslim consumers for products meeting Halal requirements. From an animal welfare perspective Unilever requires stunning to be carried out prior to slaughter, whenever permitted under local regulations.

We need partners to transform the industry

Traditional meat stock or bouillon has always been made by simmering down meat and bones to bring out rich, flavourful juices. We use a very small part of the animal to make our stocks and bouillons. To meet higher animal welfare standards for all of the chicken that we use in our products, we need to change the welfare conditions of 102 million chickens, even though we only buy a tiny proportion of their meat.

Because we have a relatively small influence over the market, we need other companies to join us in requiring the same standards. As previously stated, Unilever has decided to join with others in the Global Coalition for Animal Welfare.

Since 2011 we have been co-investing with suppliers to support the transition to sustainable agriculture using our Knorr Sustainability Partnership Fund, a 1 million Euro fund to co-invest in projects that promote sustainable sourcing. We are making the fund available to suppliers who need support for projects to transition to better animal welfare chicken, pork or beef, and we welcome applications from our suppliers – [apply here \(PDF | 2MB\)](#) (/Images/fund-proposal_tcm244-409228_en.pdf).

Reporting progress

As part of our commitment to be more transparent about our animal welfare progress we are now publicly reporting our purchase of ingredients from higher animal welfare systems. All percentages below are based on total global volumes purchased for use in Unilever products for the calendar year shown.

	2016 (% global volume)	2017 (% global volume)
Cage free eggs	53%	61%
Sustainable dairy	70%	74%
Animals free from confinement		16%
Animals subject to pre-slaughter stunning		33%
Pork from sow-stall free supply		94%
Milk from non-tethered dairy cows		9.6% ¹
Dairy cows free from tail docking		79%

The volume increase of cage free eggs in the Unilever supply base is due to the continued effort in working with our suppliers in the USA and the expansion of our conversion programme into Latin America.

External recognition

Unilever achieved Tier 2 (Integral to Business Strategy) for the sixth consecutive year in the  'Business Benchmark on Farm Animal Welfare 2017 Report' (PDF | 9.9MB) (<https://www.bbfaw.com/media/1506/bbfaw-report-interactive-amended-21st.pdf>). This report was published in January 2018 and is supported by Compassion in World Farming and World Animal Protection (formerly known as the World Society for the Protection of Animals).

It provides an objective account of the state of farm animal welfare as a business issue. Unilever's position reflects the fact that farm animal welfare is integral to our business strategy through commitments made both in the Unilever Sustainable Living Plan, and as separate brand commitments.

Our efforts in relation to animal welfare have also been recognised with a number of successes at the Good Farm Animal Welfare Awards, organised by Compassion in World Farming.

In the period 2008-2013, Unilever won 14 awards: 4 Good Egg Awards for Hellman's in Europe and the US; 2 Good Egg Awards for Ben & Jerry's in Europe and the US; 2 Good Egg Awards for Unilever Spreads and Dressings; 1 Good Egg Award for Amora; 1 Good Egg Award for Calve; 1 Good Dairy Award for Ben and Jerry's; 1 Good Chicken Award and 1 Good Calf Commendation for UNOX (Netherlands); and the European Leader Award for Unilever.

¹ In addition to this a further 15.1% comes from schemes where there are additional requirements for tethered is used, e.g. daily exercise in Caring Dairy US programme, or where the supplier has a commitment to phase out tethering.

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Genetically Modified Crops

Here we present Unilever's position on genetically modified crops.

Background

Genetic modification has been widely used in agriculture for more than 20 years to make food crops more resistant to pests, more tolerant to herbicides and more resilient against diseases.

Farmers in many countries around the world, including the US, Brazil, Argentina, Canada, India, China and South Africa, now grow genetically modified (GM) crops that have been approved by local authorities.

A large proportion of some of the world's major agricultural food commodities, such as soy, maize and rapeseed are now grown as GM crops. Other crops with significant GM-production are cotton and sugar beet.

Nevertheless, the use of GM technology in agriculture continues to be the subject of lively debate. Supporters of its use point to the fact that GM crops have repeatedly been declared safe for use, that they are easier to manage, more cost-effective, and often more productive, which could play an important role in feeding the planet's growing population.

Opponents express concerns about the impact of GM crop farming on biodiversity and the environment, and the leading position of a few seed companies. They also worry about the dependency of smallholder farmers on these seed companies, and their ability to compete in a global market.

Context

A number of leading scientific bodies and regulatory agencies (such as the U.S. Food and Drug Administration (FDA), the US Department of Agriculture (USDA), the US Environmental Protection Agency (EPA), the European Food Safety Authority (EFSA) and Food Standards Australia New Zealand (FSANZ)) have concluded that from a human and environmental perspective, authorised GM crops and food ingredients produced from them are safe.

However, consumer views and acceptance differ. Concern is often higher in Europe and some parts of Asia compared to the US or Latin America, where the use of food ingredients produced from GM crops is common.

Next to that, the global regulatory environment is increasingly complex as different rules apply, not only to the authorisation of GM crops (in terms of both cultivation and their use in food products), but also to the provision of information to the consumer.



Downloads

▼ Genetically Modified Crops

Position Statement

PDF | 519KB

(/Images/unilevers-position-on-genetically-modified-crops_tcm244-424496_en.pdf)

For instance, approaches to the labelling of food ingredients produced from GM crops vary greatly. It is mandatory in about 60 countries, including the European Union, Russia, Turkey, Australia or Brazil. In the US, attempts to enact such a requirement in some states triggered a federal law about the mandatory disclosure of information to consumers.

Unilever's position

In line with our aspiration to make sustainable living commonplace, we believe that science and technology, used in a responsible manner in agriculture, hold the potential to help meet the world's long-term food needs more sustainably.

Commitment to safety

As one of the largest consumer goods companies in the world, Unilever's priority is to provide consumers with products that are safe, meet all regulatory requirements and fulfil our high standards for quality.

Our commitment to safety and quality includes all of our food ingredients, whether produced from conventional crops or from GM crops authorised by regulatory bodies. We believe that these GM crops are as safe as their traditional counterparts and fully support regulatory control of the use of GM technology and continued scientific review in this area.

Commitment to sustainable sourcing

We have committed to sourcing 100% of our agricultural raw materials sustainably by 2020. Whether the crops we use are conventional or genetically modified, all have to conform to the Unilever  Sustainable Agriculture Code (PDF | 3MB) (/Images/ul-sac-v1-march-2010-spread_tcm244-464943_en.pdf), which requires our suppliers to protect farmland biodiversity and minimise chemical inputs.

We believe the use of responsibly-grown GM crops in markets where there is regulatory and consumer approval can sit alongside our sustainability ambitions.

We are also committed to improving the lives of smallholder farmers (/sustainable-living/enhancing-livelihoods/inclusive-business/connecting-with-smallholder-farmers-to-enhance-livelihoods/). Since 2010 we have helped more than 800,000 gain access to training and support – often including the provision of seeds – as part of our commitment to make a positive impact on the lives of 5.5 million people in our value chain by 2020.

Commitment to transparency

Unilever fundamentally supports the principle of transparency and the provision of information to consumers who want to know about the use of ingredients produced from GM crops.

In markets where there is a labelling requirement, Unilever will provide on-pack information in full compliance with the relevant legislation. In markets where there is no regulatory framework for mandatory labelling, Unilever will work with industry stakeholders to support the voluntary provision of information via websites or consumer carelines to disclose the use of ingredients produced from GM crops in food products.

Commitment to meeting consumer preferences

At the heart of our business and our brands is a deep commitment to consumers. We recognise some have a preference for foods made to specific production standards, such as processes that do not use ingredients produced from GM crops. Where feasible we offer products that meet these preferences.

Kericho Tea Estates

Unilever has been growing tea in Kenya since 1924. The estate in Kericho covers over 8,700 hectares and is Rainforest Alliance certified. There are 12,000 permanent workers and 4,000-5,000 seasonal workers

Responding to challenges

In Kericho, Unilever provides workers with pay and working conditions significantly above the agricultural workers' norm - approximately two and a half times the statutory minimum agricultural income in Kenya. Unilever also offers housing, annual leave pay, transport allowances, paternity and maternity leave, free health care, nursery and primary school education, clean potable drinking water and free meals during working hours. As with any society where work and private lives are tightly intertwined, there continue to be particular challenges that we are working hard to address.

In December 2013, Unilever published an update on working conditions at our tea estates in Kericho. This followed allegations of sexual harassment of female workers in an August programme by ARTE (a Franco-German TV channel). These allegations were investigated and an extensive independent review made six recommendations to improve the gender balance within the Team Leader community and the grievance handling system. Unilever fully accepted these recommendations which were implemented immediately.

Update on working conditions at Kericho

Since December 2013 progress has focused on the prevention of incidents through increased education and awareness, as well as improving the grievance and reporting procedures. We continue to be committed to sharing our learnings and actions. We present our update below:

1. Strengthening the management team

- In 2013 three significant female appointments were made with a new Code Compliance Officer, Human Resources Manager and Welfare Officer joining the team. The team has now been expanded to include four female Welfare Assistants.



Downloads

-
- ✗ Kericho Tea Estates: Working Conditions
PDF | 82KB
(/Images/kericho-tea-estates-december-2013_tcm244-424953_en.pdf)
-

- ✗ Unilever Human Rights Report 2015
PDF | 5MB
(/Images/unilever-human-rights-report-2015_tcm244-437226_en.pdf)
-

- In 2014 the local Leadership Team was strengthened with the appointment of a new Managing Director of Kericho. The Vice President (VP) of Tea Procurement and Operations also relocated to Kenya.

2. Code of Business Principles investigations

- In 2013 extensive investigations into Code of Business Principles (the Code) violations led to strong disciplinary action.
- These investigations have continued and the number of sexual harassment cases being reported has increased in line with a raised awareness of the Code and the grievance process. □
- Bi-weekly Code Committee meetings actively review reported cases and current investigations and preventative measures to address any breaches are developed.

3. The grievance process

- In 2013, the grievance process was revised and plans were made to improve the confidential ethics channel.
- The ethics hotline remains a free service on Safaricom (the mobile phone network provider) and all Kenyan, Tanzanian and Ugandan-based employees can choose to speak with a Kiswahili speaker. Since 2013 we have worked with the hotline service provider to improve the quality of reporting and the time taken to connect a caller to the appropriate language speaker.

4. Enhancing the safety of women and girls and men and boys

- Since 2013, a number of recommendations and policies related to enhancing the safety of women and girls and men and boys have been implemented.
- In 2014, a survey was carried out by an independent organisation to identify factors and conditions that enhance safety and recommendations were made. □
- These recommendations have now been implemented, resulting in a substantial improvement in the way sexual harassment issues are addressed. The changes include further awareness raising of sexual harassment issues and what constitutes sexual harassment and more opportunities for girls to engage in social activities and mentoring. □
- We recognise that the challenge remains to eliminate the root causes and can only be achieved by providing education on sexual harassment and gender-based violence against women and girls in partnership with others in the wider community.

5. The Dignity Enhancement Committee

- In 2013, the terms of reference for the Dignity Enhancement Committee (DEC) were strengthened and the DEC hearings became part of Leadership Team (LT) meetings.
- The LT continues to provide support, guidance and oversight to the DEC. In monthly meetings, the LT reviews areas of concern and reported breaches of the Code. They stay close to the issues and help to design appropriate interventions that address root causes and prevent escalation.

6. The role and responsibilities of Team Leaders

- Since 2013 changes have been introduced to ensure that the balance of power within the Team Leader community has improved with increased oversight by the Human Resources (HR) and Welfare teams.

- Today just under 40% of Team Leaders are female, a significant increase from 3% in 2013. We continue to work towards the 50% target. □
- HR's increased involvement has led to a number of improvements including:
 - Greater transparency in recruitment - from the placing of adverts to the completion of panel interviews - with 91 female Team Leaders and 33 female Leaf Inspectors being recruited.

Monitoring progress

Progress is continually monitored through monthly reviews with the VP of Tea Procurement and Operations and bi-monthly meetings with the Chief Procurement Officer. In 2014, our Chief Executive Officer Paul Polman and Chief Supply Chain Officer Pier Luigi Sigismondi visited Kericho to experience progress at first hand.

The programme of investment in Kericho has continued. The provision of solar power lighting and phone charging capability to 100% of the workers houses, as well as improved street lighting in the villages, is now complete.

Lightning arrestors have been placed in every house and the community halls have been fitted with televisions and board games. A sanitation improvement programme is due to be completed in 2016, with new fittings being installed in 102 new toilet and bathroom buildings. These improvements continue to represent a significant long-term investment by Unilever, and remain leading edge in the tea industry.

Our work in Kericho is part of a long and challenging journey by Unilever to operate to the highest standards. However, we also know the issues we face are not unique either to Unilever Tea Kenya or the tea industry. In parallel to raising standards on our estates and those of our strategic suppliers, we continue to share our experience, including improvements in safety, security, gender diversity and grievance reporting, with other industry partners to help raise standards globally.

Spotlight on Kericho

Unilever has identified eight salient human rights issues and one of these is harassment. Kericho was the subject of a case study on this issue in our first Human Rights Report, published in June 2015. See Download for more.

April 2015

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Kodaikanal, India

We are sometimes asked about a breach of our environmental operating guidelines at our former thermometer factory at Kodaikanal, India.

The facts

Our Code of Business Principles commits us to conducting our operations with honesty, integrity and openness. In line with these Principles, we have summarised below how this breach of our guidelines occurred as the facts of this issue are often misunderstood or misrepresented. The facts are that:

Hindustan Unilever Limited (HUL)¹ did not dump glass waste contaminated with mercury on land behind its factory. Glass scrap with residual mercury had been sold to a scrap dealer about three kilometres away from the factory, in breach of our guidelines. HUL immediately closed the factory and launched an investigation.

There were no adverse impacts on the health of employees or the environment. This has been confirmed by many independent studies. There was limited impact on the soil at some spots within the factory premises which required remediation.

With the necessary permits from the US and Indian governments, the recovered glass scrap was sent to the US for recycling in 2003. In 2006, the plant and machinery and materials used in thermometer manufacturing at the site were decontaminated and disposed of as scrap to industrial recyclers.

After extensive assessment and testing, permission for remediation of the soil was granted in July 2008 by the statutory authority, the Tamil Nadu Pollution Control Board (TNPCB). Pre-remediation work was started in 2009 at the site. However, in 2010, the TNPCB decided to have additional studies conducted by eminent national institutions in response to NGO requests.

The findings of these additional studies, conducted by IIT Delhi, National Botanical Research Institute and the Indian Institute of Soil and Water Conservation Research Centre, Ooty (formerly called Central Soil and Water Conservation Research & Training Institute) were submitted to TNPCB and the Scientific Experts Committee (SEC) in February 2011.



Related links

➤ [Kodaikanal: The clean-up of the former factory site 31/03/2016 \(/sustainable-living/what-matters-to-you/Kodaikanal-india/\)](#)

➤ [HUL and former employees of Kodaikanal factory sign settlement 09/03/2016 \(/news/press-releases/2016/HUL-and-former-employees-of-Kodaikanal-factory-sign-settlement.html\)](#)

☒ [HUL to commence preparatory work and trials for soil remediation at former factory site in Kodaikanal \(<https://www.hul.co.in/news/press-releases/2017/hul-to-commence-preparatory-work-and-trials-for-soil-remediation-at-former-factory-site-in-kodaikanal.html>\)](#)

TNPCB consulted with the Central Pollution Control Board and subsequently in 2015 directed HUL to submit a revised Detailed Project Report (DPR). HUL submitted the DPR in August 2015.

On December 31, 2016, HUL received permission from TNPCB to commence preparatory work and trials for soil remediation at former factory site in Kodaikanal.  To read more about this, please click here (<https://www.hul.co.in/news/press-releases/2017/hul-to-commence-preparatory-work-and-trials-for-soil-remediation-at-former-factory-site-in-kodaikanal.html>).

On August 16, 2017, HUL commenced soil remediation on a trial basis at its former factory site in Kodaikanal. The trial was conducted for a period of three months and was successfully completed in November 2017 in accordance with the Detailed Project Report and as per the approval given by TNPCB. In February 2018, HUL submitted the final soil remediation plan for remediating the soil inside the factory premises to the TNPCB.

On June 11, 2018, Hindustan Unilever Limited (HUL) received permission from Tamil Nadu Pollution Control Board (TNPCB) to commence full scale soil remediation to the remedial standard of 20mg/kg at its former factory site in Kodaikanal.

Following this, some of the activists approached the National Green Tribunal (NGT) contesting the soil remediation standard of 20 mg/kg. The NGT has directed the Central Pollution Control Board (CPCB) to obtain an expert opinion on whether the Site-Specific Target Level of 20 mg/kg is the right remediation standard. In the interim, the NGT has asked HUL to wait for its order to begin remediation of soil inside the factory premises.

HUL is committed to cleaning up the site.

HUL signed a settlement on humanitarian grounds with former workers on March 4, 2016. The Hon'ble High Court of Madras took the settlement agreement on record. As part of the agreement, HUL, with an objective to ensure long term wellbeing of its former workers, has provided ex gratia payments to 591 workers/association members and their families to be used towards livelihood enhancement projects & skill enhancement programs.

The text below clarifies the steps we have taken to reach this stage.

Mercury contamination at our former thermometer factory, Kodaikanal, India

Background

The mercury thermometer factory was set up in Kodaikanal, Tamil Nadu State, in southern India in 1983. In 1987, Pond's India came into the Unilever fold through the larger corporate acquisition of Chesebrough-Pond's. Pond's India, and with it the thermometer factory, merged with Hindustan Limited¹ in 1998.

Thermometers were a product line that was not core to Unilever but they were a source of export earnings to which the Indian government attached high importance. Given Unilever's strategic decision to exit non-core product activities, the factory's long-term future within the company was under review some time before the events described below. A decision to exit the thermometer business had already been made in January 2001.

- March 2001

 HUL commences soil remediation trial at former factory site in Kodaikanal 16-08-2017 (<https://www.hul.co.in/news/press-releases/2017/hul-commences-soil-remediation-trial-at-former-factory-site-in-kodaikanal.html>)

Activities at the Kodaikanal site became a focus for attention in March 2001 when Greenpeace and others brought to Hindustan Unilever's attention the fact that glass scrap with residual mercury had been sold to a scrap dealer about three kilometres away from the factory. HUL immediately closed the factory and launched an investigation.

HUL notified the relevant statutory body, the Tamil Nadu Pollution Control Board (TNPCB). HUL also engaged URS Dames and Moore as independent international environmental consultants to make an environmental assessment and risk assessment of the site.

Our investigation revealed that 5.3 metric tonnes of mercury-tainted glass scrap (containing approx. 0.15% residual mercury) had been sold in breach of our established procedures.

The investigation showed that the manufacturing process was safe and had been audited as such both internally by HUL and by the Tamil Nadu State authorities. There were strict processes in place for recycling glass scrap with residual mercury. It was these procedures that had been breached and glass scrap with residual mercury had gone to recyclers, who should only have had pure glass scrap.

The Final Report from URS on the assessment for mercury at the site concluded that the Kodai lake had not been impacted by mercury; the people who had worked at the site had not suffered adverse health effects due to the factory operations; and remediation of soil was needed at the site.

- June 2001

HUL removed 7.4 tonnes of glass scrap with residual mercury and the soil beneath the scrap from the scrap yard to its factory premises for safe storage. HUL also took action to track down any glass scrap which had left the site over the previous ten years and offered to recover any scrap from recyclers for safe storage on the Kodaikanal site.

- August 2001

Five silt traps were constructed to prevent discharge of soil from the factory site to the Pambar valley, the only direction into which the water flows out of the site. This task was completed in time for the 2001 monsoon season.

- June 2002

HUL sought permission as early as June 28, 2002 for the clean-up or remediation of the land within the premises of the factory to a high, residential standard known as the 'Dutch standard' (10 mg/kg).

- March–May 2003

Hindustan Unilever negotiated with the Indian and US governments for permits to pack and transport the mercury-containing material to the US for recycling. The consignment consisted of 290 tonnes of materials and included glass scrap with residual mercury, semi-finished and finished thermometers, effluent treatment plant waste and elemental mercury. They were packed under the supervision of TNPCB officials and witnessed by local NGOs, including Greenpeace. The materials reached New York on May 31, 2003 and were then transported to Bethlehem Apparatus Inc. for recovery of mercury and its subsequent recycling/disposal.

- 2004–2005

HUL continued to pursue with the TNPCB permissions to remediate the soil and also to de-contaminate and scrap the thermometer-making equipment at the Kodaikanal site.

On the advice of the TNPCB, HUL engaged with technical experts from the Government of India's National Environment Engineering Research Institute (NEERI) and finalised the scope and timing of the NEERI study and their involvement in the physical decontamination of the equipment at the site and the soil remediation.

- May 2005

The NEERI proposal was approved by the TNPCB.

- February–May 2006

The plant and machinery and materials used in thermometer manufacturing at the site were decontaminated and disposed of as scrap to industrial recyclers.

The protocol for decontamination was prepared by URS, modified by Professor Shyam R Asolekar of IIT Mumbai, verified by NEERI and approved by the TNPCB and the Scientific Experts Committee constituted by the Supreme Court Monitoring Committee to monitor the remediation measures.

- October 2007

For the remediation of the contaminated soil on site, NEERI conducted pilot plant trials at the factory and its results were considered by NEERI while it recommended a soil remediation protocol. NEERI recommended soil washing and thermal retorting technologies in this protocol.

NEERI presented the protocol to the TNPCB and the Scientific Experts Committee and the protocol was accepted. Based on the recommendation of the Scientific Experts Committee, the TNPCB set soil remediation criteria and asked NEERI to prepare a Detailed Project Report (DPR) for undertaking soil remediation.

NEERI submitted the DPR to TNPCB and sought permission to commence the remediation work.

- November 2007

The Scientific Experts Committee and TNPCB considered the DPR. They granted in principle approval for the remediation, asking Hindustan Unilever to incorporate some suggestions and submit a revised DPR.

- May 2008

The Scientific Experts Committee and TNPCB visited the factory site, inspected the pilot plant, reviewed the revised DPR and cleared the DPR.

- July 2008

TNPCB granted permission for remediation to commence and set the remediation criteria of 20 mg/kg of mercury concentration in soil.

The Tamil Nadu Pollution Control Board (TNPCB) is the statutory authority in the state of Tamil Nadu, India to set soil remediation criteria.

It should be noted that India does not have any accepted numerical standards for either assessing soil contamination or for determining remediation criteria. The Supreme Court Monitoring Committee directed NEERI to develop the remediation criteria for the site, based on a Risk Assessment Study. Remediation standards or clean-up criteria will vary from site to site depending on soil conditions, future land use, the need for the preservation of local ecology and potential risks.

It is also pertinent to note that screening criteria such as the British and Dutch Intervention Values do not necessarily mean that these would be applicable as the soil clean-up standard or remediation criteria. The Dutch Intervention Value for mercury was originally 10 mg/kg in 2001. Based on new scientific data and models generated by the Dutch authorities, the Intervention Value was revised upwards to 36 mg/kg in 2006.

- May 2009

Pre-remediation work started in May 2009 according to the approved Detailed Project Report.

- 2010

Some NGOs contested the soil clean-up criteria set by the TNPCB. Remediation criteria based on a site specific Risk Assessment Study is the internationally recognised procedure for remediation. As desired by the TNPCB and the Scientific Experts Committee during the project review meeting in January 2010, additional studies were undertaken by national institutions.

IIT Delhi revalidated the Risk Assessment Study and site specific clean-up standard; National Botanical Research Institute, Lucknow, studied the impact on trees and preservation of trees; and the Central Soil and Water Conservation Research & Training Institute, Ooty, studied the impact on soil and soil erosion.

- 2011–2014

The findings of these additional studies, conducted by IIT Delhi, National Botanical Research Institute and the Central Soil and Water Conservation Research & Training Institute, were submitted to TNPCB and the Scientific Experts Committee (SEC) in February 2011. The IIT Delhi study recommended the site specific clean-up standard of 22.4 mg/kg for soil remediation. During this period, TNPCB and SEC met five times including two site visits to the factory.

Subsequent to the findings of the above three studies, the Scientific Experts Committee, in May 2013, reconfirmed 20 mg/kg as the clean-up standard for soil remediation in the factory. Further to this, in February 2014, TNPCB has asked the Central Pollution Control Board (CPCB) of the Central Government of India to advise on the clean-up standard. In December 2014, the CPCB invited the NGOs for a meeting to understand their concerns on the remediation standard, but the NGOs did not participate.

- 2015

On August 10, 2015, HUL submitted a Detailed Project Report for soil remediation to TNPCB. The DPR has been prepared based on the soil remediation standard, as recommended by Scientific Experts Committee (constituted by the Supreme Court Monitoring Committee) and as agreed by the Central Pollution Control Board (CPCB).

- 2016

On December 31, 2016, HUL received permission from TNPCB to commence preparatory work and trials for soil remediation at former factory site in Kodaikanal.  To read more about this, please click here (<https://www.hul.co.in/news/press-releases/2017/hul-to-commence-preparatory-work-and-trials-for-soil-remediation-at-former-factory-site-in-kodaikanal.html>).

- 2017

HUL commenced soil remediation on a trial basis at its former factory site in Kodaikanal on August 16, 2017. The trial was conducted for a period of three months and was successfully completed in November 2017 in accordance with the Detailed Project Report and as per the approval given by TNPCB.  To read more about this, please click here (<https://www.hul.co.in/news/press-releases/2017/hul-commences-soil-remediation-trial-at-former-factory-site-in-kodaikanal.html>).

- 2018

Hindustan Unilever Limited (HUL) submitted the final soil remediation plan for remediating the soil inside the factory premises to TNPCB.

On June 11, 2018, Hindustan Unilever Limited (HUL) received permission from Tamil Nadu Pollution Control Board (TNPCB) to commence full scale soil remediation to the remedial standard of 20mg/kg at its former factory site in Kodaikanal.

Following this, some of the activists approached the National Green Tribunal (NGT) contesting the soil remediation standard of 20 mg/kg. The NGT has directed the Central Pollution Control Board (CPCB) to obtain an expert opinion on whether the Site-Specific Target Level of 20 mg/kg is the right remediation standard. In the interim, the NGT has asked HUL to wait for its order to begin remediation of soil inside the factory premises.

HUL is committed to cleaning up the site.

Assessing the health of our workers

Comprehensive occupational health and safety systems existed at the Kodaikanal factory prior to its closure in 2001. Internal monitoring within the factory and external audits carried out by statutory authorities during the operation of the factory showed that there were no adverse health effects to the workers on account of their employment at the factory.

In addition, many expert studies carried out after the closure all concluded that there had been no adverse health impacts on ex-employees due to the nature of their work in the factory. These studies included:

A comprehensive medical examination conducted by a panel of doctors using a questionnaire developed by the US Department of Labor, Mines, Safety and Health Administration

- Studies by the Certifying Surgeon from the Inspectorate of Factories, by Dr P N Viswanathan of Industrial Toxicology Research Centre (ITRC); by Dr Tom van Teuenbroek of TNO as directed by the State Pollution Control Board TNPCB; and by the Industrial Toxicology Research Centre (ITRC) as directed by the Supreme Court Monitoring Committee.
- The conclusions from our own occupational health surveillance have also been independently endorsed by the All India Institute of Medical Sciences (AIIMS) and the National Institute of Occupational Health (NIOH).

In February 2006, some of the ex-employees of the Kodaikanal factory approached the Madras High Court seeking directions for conducting a fresh health survey and providing economic rehabilitation. This petition was filed more than four years after HUL had made a full and final settlement in November 2001. The severance package was significantly higher than the statutory requirement. The workers had been offered alternative jobs in another unit of the company. However, they opted out of service.

In June 2007 the Honourable Madras High Court constituted a five-member expert committee (including representatives from ITRC, AIIMS and NIOH) to decide whether the alleged health conditions of the workers and their families were related to mercury exposure. The committee was also asked to decide whether a new health study was needed.

The expert committee obtained inputs from the petitioners and from Hindustan Unilever Limited (HUL) and, during a visit to the factory in October 2007 to understand its safety systems and procedures, also examined some ex-workers and family members of ex-workers.

The expert committee submitted its report in December 2007. Its conclusion was that "The committee failed to find sufficient evidence to link the current clinical condition of the factory workers to the mercury exposure in the factory in the past". The Madras High Court appointed expert committee ruled out the need for any fresh health study.

The Ministry of Labour & Employment (the Ministry) is also a respondent in the matter filed by the ex-workers of the Kodaikanal factory in the Madras High Court. After almost four years of the earlier report being put on Court record and without any objections to the report, the Ministry submitted a report at the end of 2011 to the Honourable Madras High Court.

HUL signed a settlement on humanitarian grounds with former workers on March 4, 2016. The Hon'ble High Court of Madras took the settlement agreement on record. As part of the agreement, HUL, with an objective to ensure long term wellbeing of its former workers, has provided ex gratia payments to 591 former workers/association members and their families. These will go towards livelihood enhancement projects & skill enhancement programs.

¹Hindustan Unilever Limited (HUL) was formally known as Hindustan Lever Limited (HLL)

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Kodaikanal: The clean-up of the former factory site

Following the settlement with our former workers in Kodaikanal (</news/press-releases/2016/HUL-and-former-employees-of-Kodaikanal-factory-sign-settlement.html>), we continue to be determined to address the clean-up of our former thermometer factory site.

i Cleaning up our Kodaikanal site - our position, in brief

There is no single clean up standard (or "remediation standard") for cleaning mercury-contaminated sites in India or any other country.

The standard proposed for Kodaikanal – 20mg/kg – was set by the TNPCB, the expert Government body, not Hindustan Unilever. It was set using a science-based, site-specific risk assessment as per international best practice.

Applying this standard would make the soil safe for children to play in, to grow root vegetables from, and would be protective to the environment.

Remediating the soil to a more onerous standard would cause greater ecological damage because significantly more soil would need to be excavated and trees felled.

A lot of misinformation is being shared about this issue. Read below to get the facts.

Cleaning up our Kodaikanal site - our position, in full

In 2001, it was brought to our attention that glass scrap, containing residual mercury had been sold to a scrap dealer about three kilometres away from the factory, in breach of our guidelines. On discovering this, Hindustan Unilever (HUL) immediately shut down the factory and took all the glass scrap with residual mercury along with the soil from the scrap yard back to the factory for safe storage. Subsequently in 2003, HUL sent all mercury bearing material including the glass scrap from the scrap yard to a mercury recycler in the USA, after obtaining appropriate permissions.

The ceasing of operations in March 2001, the removal of all mercury-bearing material in 2003 and subsequently the decontamination and safe disposal of plant, machinery and materials used in thermometer

Related Links

➤ More information on Kodaikanal, India (</sustainable-living/what-matters-to-you/kodaikanal-india.html>)

➤ HUL and former employees of Kodaikanal factory sign settlement
09/03/2016
</news/press-releases/2016/HUL-and-former-employees-of-Kodaikanal-factory-sign-settlement.html>

manufacturing in 2006, have removed any risk of contamination to the ecologically sensitive region. However, we need to remediate soil within our factory premises.

To begin the clean-up, we need to receive consent from the Tamil Nadu Pollution Control Board (TNPCB) – the statutory authority. Permission to begin the clean-up at the set soil remediation standard of 20 mg/kg was granted in July 2008. The pre-remediation work began in 2009. However, in 2010, the TNPCB decided to have additional studies conducted by eminent national institutions in response to some activists contesting the soil clean-up standard of 20 mg/kg and subsequently asked HUL to stop the remediation work.

The TNPCB and the Scientific Experts Committee (SEC), appointed by Supreme Court Monitoring Committee, reviewed the studies and set the site specific clean up standard of 20 mg/kg. The Central Pollution Control Board (CPCB) – the foremost organisation that deals with issues concerning pollution control under the Ministry of Environment and Forests, Government of India – to whom the TNPCB had referred the matter, also approved the clean-up standard.

Some activists have made misleading claims about this complex issue which has resulted in further confusion. We want to make sure that the facts are accurately represented.

Determining the clean-up standard

The proposed clean-up standard of 20 mg/kg mercury has been determined based on a site specific risk assessment study. Taking into consideration factors such as soil type, exposure scenarios, and the sensitivity of receptors, both human and environmental. Important inputs to this proposal were:

- A risk assessment study done by NEERI in 2007 as directed by the Supreme Court Monitoring Committee and the Site Specific Human Health & Ecological Risk Assessment study conducted by IIT Delhi in 2010.
- A study on the impact on soil and soil erosion by Indian Institute of Soil and Water Conservation Research Centre, Ooty, in 2010.
- A study on the impact and preservation of trees by National Botanical Research Institute, Lucknow, in 2011.

The expert studies conducted by these institutions of national repute were reviewed by the TNPCB and SEC before confirming 20 mg/kg as the applicable remediation standard in May 2013. The CPCB also confirmed this standard in April 2015 after reviewing the results of all these studies.

However, some activists are campaigning for the 20mg/kg standard to be arbitrarily lowered by incorrectly referring to preliminary screening criteria of various countries to make their case.

This is misleading because these screening criteria are solely intended to identify if a risk assessment of the site is warranted. They do not mean the affected site should be cleaned up to that level.

Kodaikanal-factory-sign-settlement.html)

☒ HUL to commence preparatory work and trials for soil remediation at former factory site in Kodaikanal (<https://www.hul.co.in/news/press-releases/2017/hul-to-commence-preparatory-work-and-trials-for-soil-remediation-at-former-factory-site-in-kodaikanal.html>)

☒ HUL commences soil remediation trial at former factory site in Kodaikanal 16-08-2017 (<https://www.hul.co.in/news/press-releases/2017/hul-commences-soil-remediation-trial-at-former-factory-site-in-kodaikanal.html>)

International best practice dictates that if soil remediation is required, the clean-up standard should then be determined based on a site-specific risk assessment - taking into consideration factors like the surrounding ecology, the soil type, and the expected human exposure levels.

The 20 mg/kg standard set by the TNPCB for the soil in the factory has been determined based on this site-specific risk assessment approach. At this level, not only would the soil be safe for a child to play in and to grow vegetables in, but the clean-up would be protective both for humans and the environment.

Remediating the soil at a lower standard will result in uprooting of more trees and greater soil excavation thereby leading to risk of much greater ecological damage in the hilly terrain where soil content is not uniform.

For example:

- An estimated 300 trees will be affected / removed if the standard is 20 mg/kg. If the standard is taken to 6.6 mg/kg (as currently suggested by activists based on current Canadian Soil Quality Guideline), an estimated 3 to 4 times the number of trees would be affected / removed.
- We estimate that the area to be excavated would be approximately 10,000 m² if the standard is 20 mg/kg. If the standard is taken to 6.6 mg/kg, the area to be excavated would be around five times more – causing significantly greater disturbance of a fragile ecosystem, and implications for soil run-off and landslides.

Getting to work

TNPCB is the statutory authority to set the soil remediation standard. In consultation with SEC they have set the remediation standard to 20 mg/kg based on the risk assessment study at our former factory site in Kodaikanal. The CPCB has confirmed this standard which is based on science and follows international best practice. We believe it is in the best interests of Kodaikanal that we remediate the soil as soon as possible to a rigorous science-based standard, which is protective of both human health and the environment.

On December 31, 2016, HUL received permission from TNPCB to commence preparatory work and trials for soil remediation at former factory site in Kodaikanal.

HUL commenced soil remediation on a trial basis at its former factory site in Kodaikanal on August 16, 2017. The trial was conducted for a period of three months and was successfully completed in November 2017 in accordance with the Detailed Project Report and as per the approval given by TNPCB.  To read more about this, please click here (<https://www.hul.co.in/news/press-releases/2017/hul-commences-soil-remediation-trial-at-former-factory-site-in-kodaikanal.html>).

In February 2018, HUL submitted the final soil remediation plan for remediating the soil inside the factory premises to the TNPCB.

On June 11, 2018, Hindustan Unilever Limited (HUL) received permission from Tamil Nadu Pollution Control Board (TNPCB) to commence full scale soil remediation to the remedial standard of 20mg/kg at its former factory site in Kodaikanal.

On November 1, 2018, the Principal bench of NGT cleared the way for soil remediation at HUL's former factory in Kodaikanal. The NGT has reaffirmed the soil remediation standard of 20 mg/kg.

HUL is committed to cleaning up the site.

✓ Read a much more detailed background on this issue (PDF | 527KB) (/Images/soil-remediation-kodaikanal-india-march18_tcm244-479921_en.pdf)

Q&A on soil remediation

How long will it take to complete the soil remediation?

On June 11, 2018, Hindustan Unilever Limited (HUL) received permission from Tamil Nadu Pollution Control Board (TNPCB) to commence full scale soil remediation to the remedial standard of 20mg/kg at its former factory site in Kodaikanal. We estimate that the remediation process will take around three years to complete after all other statutory approvals are received. Hindustan Unilever Limited is committed to cleaning up the site.

Following this, some of the activists approached the National Green Tribunal (NGT) contesting the soil remediation standard of 20 mg/kg. The NGT has directed the Central Pollution Control Board (CPCB) to obtain an expert opinion on whether the Site-Specific Target Level of 20 mg/kg is the right remediation standard. In the interim, the NGT has asked HUL to wait for its order to begin remediation of soil inside the factory premises.

What is the process that will be followed in carrying out this remediation?

The soil remediation consists of soil washing and vacuum retorting treatment processes. Impacted soil will be excavated from the contaminated areas and transported to factory shed for treatment. The soil will be mixed with water, agitated, scrubbed, washed and screened into various size fractions.

Those fractions with mercury content higher than the remediation standard will be heated in vacuum retort and mercury vapour will be condensed into elemental mercury. Treated soil meeting the clean-up standard will be backfilled to the excavated area and rehabilitated. The soil remediation processes were tested successfully during the trials undertaken from 16th Aug 2017 to 18th Nov 2017.

Who will be carrying out this exercise?

The soil remediation will be carried out by Hindustan Unilever under the guidance of the National Environmental Engineering Research Institute, Nagpur and Indian Institute of Soil and Water Conservation, Ooty. HUL will involve international environmental consultants M/s Environmental Resources Management and remediation services providers in the process. Remediation work will be monitored by the Scientific Experts Committee constituted by the Supreme Court Monitoring Committee and Tamil Nadu Pollution Control Board. The Local Area Environment Committee and Local Body i.e. Kodaikanal Municipality will be associated with the remediation.

Who set the remediation standard?

The Tamil Nadu Pollution Control Board (TNPCB) - the statutory authority which has the responsibility of protecting the environment in the state of Tamil Nadu, where the site is located - set the remediation standard for the clean-up.

TNPCB had consulted with both the Scientific Expert Committee (SEC), which was constituted by the Supreme Court Monitoring Committee, and the Central Pollution Control Board – the foremost organisation that deals with issues concerning pollution control under the Ministry of Environment and Forests, Government of India – while deciding the remediation standard.

How was the remediation standard set?

In line with international best practice, a site-specific risk assessment was carried out at our former site taking into consideration human and environmental safety. Following this a remediation standard of 20mg/kg was set by the TNPCB. At this level, it will be fully protective of human health and the environment.

This standard had been confirmed by the Scientific Expert Committee (SEC), which was constituted by the Supreme Court Monitoring Committee, and has also been validated by the Central Pollution Control Board (CPCB) – the foremost organisation that deals with issues concerning pollution control under the Ministry of Environment and Forests, Government of India – to whom the TNPCB had referred the matter.

TNPCB had set the remediation standard basis review of extensive studies conducted by various eminent national institutions including National Environment Engineering Research Institute (NEERI), Indian Institute of Technology (IIT), Delhi, National Botanical Research Institute, Lucknow, and the Central Soil and Water Conservation Research & Training Institute, Ooty

Why is remediation work pending even after 15 years?

We remain fully committed to cleaning up the soil at our former factory and are eager to start work as soon as possible.

This has been a longstanding issue, dating back to 2001, when it was found that glass scrap with residual mercury had been sold to a scrap dealer in breach of our guidelines. HUL immediately closed the factory and launched an investigation.

There was no adverse impact on the environment except in some areas within the factory premises which required remediation. This has been confirmed by many independent studies.

We sought permission as early as 2002 to begin the soil remediation, but it was not until 2007 that we received in principle approval to start work after a full analysis was carried out by NEERI.

During the intervening period, other remedial measures such as the export of mercury bearing material to US in 2003 and decontamination and disposal of plant and machinery in 2006 were undertaken.

Soil remediation work began in 2009, but was stalled the following year after some activists contested the clean-up standard – resulting in further studies being carried out by national institutions to assess the impact on matters such as tree preservation and soil erosion.

An additional Risk Assessment Study and review of the site specific clean-up standard was also carried out by IIT Delhi. The culmination of these studies – and visits by the TNPCB and the Scientific Experts Committee (SEC) to Kodaikanal – was the reconfirmation of the TNPCB set 20mg/kg standard by the SEC in 2013. The TNPCB referred this matter to the CPCB, who endorsed the standard of 20 mg/kg in 2015.

In 2015, Hindustan Unilever submitted a Detailed Project Report for soil remediation to the TNPCB, based on the soil remediation standard as recommended by the SEC.

On December 31, 2016, HUL received permission from TNPCB to commence preparatory work and trials for soil remediation at former factory site in Kodaikanal. Click here [↗](#) to read more about this (<http://www.hul.co.in/news/press-releases/2017/hul-to-commence-preparatory-work-and-trials-for-soil-remediation-at-former-factory-site-in-kodaikanal.html>). HUL is committed to cleaning up the site.

On August 16, 2017, HUL commenced soil remediation on a trial basis at its former factory site in Kodaikanal. The trial was conducted for a period of three months and was successfully completed in November 2017 in accordance with the Detailed Project Report and as per the approval given by TNPCB. In February 2018, HUL submitted the final soil remediation plan for remediating the soil inside the factory premises to the TNPCB. The company is engaging with TNPCB on next steps.

HUL is committed to cleaning up the site.

Why not go below 20 mg/kg?

- The TNPCB set and CPCB approved 20mg/kg standard has been reached following internationally recognised best practice for determining site specific remediation criteria.
- There is no science to back any reduction in the site specific remediation criteria, as it is not based on any site-specific risk assessment.
- A remediation to the Canadian Soil Quality Guideline would not be any more protective to human health and the environment than a remediation to the site-specific mercury remediation standard.
- A lower standard will lead to greater ecological and environmental damage on account of greater soil excavation and will lead to soil erosion & ecological imbalance in the hilly terrain where soil content is not uniform.
 - We estimate that 300 trees will be affected / removed if the standard is 20 mg/kg as set by the TNPCB and approved by the CPCB. If the standard is taken to 6.6 mg/kg (as currently suggested by activists based on current Canadian Soil Quality Guideline), an estimated 3 to 4 times the number of trees will be affected / removed.
 - We estimate that the area to be excavated would be approximately 10,000 m² if the standard is 20 mg/kg as set by the TNPCB and approved by the CPCB. If the standard is taken to 6.6 mg/kg, the area to be excavated would be around five times more – causing significantly greater disturbance of a fragile ecosystem, and implications for soil run-off and landslides.

Are there international remediation standards for the clean-up of mercury-contaminated sites?

There is no single remediation standard for the clean-up of mercury contamination either in India or any other country.

Some countries have established preliminary screening criteria, which are used by regulators to determine whether a site is potentially contaminated or not and whether a site-specific clean-up standard should be established. These criteria vary from country to country and are different to the standards which regulators set when remediation is required. Remediation standards are based on a risk assessment study of the site in accordance with international best practice. The US Environmental Protection Agency, UK Environment Agency and European Environmental Protection Agencies follow this approach.

Some activists have claimed that 6.6 mg/kg is the remediation criteria that should be adopted for the site. What is your view?

The Ministry of Environment & Forests (MOEF), Government of India, has not issued any document which proposes 6.6 mg/kg as the remediation standard.

Tamil Nadu Pollution Control Board (TNPCB) has set the remediation standard based on site specific risk assessment study. This has been done as directed by the Supreme Court Monitoring Committee. Even the guideline issued by CPCB in 2015 mandates site specific risk assessment for deciding remediation standard for remediating contaminated sites.

The TNPCB had in May 2015 stated that the Site Specific Target Level (SSTL) for our former factory in Kodaikanal should be 20 mg/kg after this standard had been validated by the Central Pollution Control Board (CPCB) – the foremost organization that deals with issues concerning pollution control under the Ministry of Environment and Forests, Government of India – to whom TNPCB had referred the matter.

Arbitrarily lowering the remediation standard without any scientific basis can result in risks to the local ecology whilst not providing any additional benefit.

HUL is committed to cleaning up the site and will commence work once the consent is received from the regulatory authority and necessary statutory permissions are received.

On December 31, 2016, HUL received permission from TNPCB to commence preparatory work and trials for soil remediation at former factory site in Kodaikanal.

On August 16, 2017, HUL commenced soil remediation on a trial basis at its former factory site in Kodaikanal. The trial was conducted for a period of three months and was successfully completed in November 2017 in accordance with the Detailed Project Report and as per the approval given by TNPCB.

In February 2018, HUL submitted the final soil remediation plan for remediating the soil inside the factory premises to the TNPCB. The company is engaging with TNPCB on next steps. HUL is committed to cleaning up the site.

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Microplastics

Microplastics are tiny pieces of plastic which can end up in the seas, causing potential damage to the environment. Most come from the breakdown of larger plastics in the ocean but some can come from their use in consumer and industrial products.

Background

Microplastics originate from a variety of different sources including the breakdown of larger plastic materials in the water, the shedding of synthetic fibres from textiles during domestic clothes washing, and from the use of small plastic beads, for their abrasive or other properties, in a range of consumer and industrial products. Plastic microbeads from cosmetic products form a very small contribution (<0.1%) of the total amount of marine litter.

As a member of the detergents industry, Unilever are working together with textile and clothing manufacturers to better understand, address and minimise the effect of textile wear during the life cycle of clothes. For more information on the work being carried out, see the [International Association for Soaps, Detergents and Maintenance Products \(AISE\)](https://www.aise.eu/newsroom/aise-news/aise-joins-cross-industry-agreement-on-prevention-of-microplastic-release-from-the-washing-of-synthetic-textiles.aspx?back=8) (<https://www.aise.eu/newsroom/aise-news/aise-joins-cross-industry-agreement-on-prevention-of-microplastic-release-from-the-washing-of-synthetic-textiles.aspx?back=8>).

Unilever used to use small plastic scrub beads in a limited number of dedicated beauty & personal care products, such as exfoliating face and body washes. The plastic scrub beads were used as an ingredient because of their ability to gently remove dead skin cells from the surface of the skin. Many consumers enjoy the clean feeling that using products with the beads provides. We stopped using plastic scrub beads in 2014. See [Plastic scrub beads](#) (/about/innovation/Our-products-and-ingredients/Your-ingredient-questions-answered/Plastic-scrub-beads.html) for more information.



Related links

-
- [Waste & packaging](#)
(/sustainable-living/reducing-environmental-impact/waste-and-packaging/)
-

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Product Safety & Quality

Consumers trust us to provide them and their families with safe and high-quality products. All of our products are designed and manufactured to be safe for their intended use.

Safety comes first

Our Code of Business Principles sets out our commitment to provide branded products and services that are safe, and to innovate based on sound science. We have mandatory policies and standards in place to ensure that we meet this commitment. Safety and product quality are an important and integral part of our product design.

Unilever's long-established Safety & Environmental Assurance Centre (SEAC) works with teams across the company to assess the safety and environmental sustainability of our products, and the processes used to manufacture them. As part of our Responsible Innovation approach, we design safety and sustainability into our products and manufacturing processes using the best science available. See Safety and Environmental Science (</about/innovation/safety-and-environment/>) for more.

We monitor and track consumer and customer feedback to proactively address potential product quality or safety issues. Sometimes mistakes can be made in the end to end value chain that potentially impact product safety or product quality. A product might, for example, have a quality defect or a contamination of the raw materials or a mislabeling of ingredients. If this happens, protecting consumers' safety is our number one priority and when it is necessary, we will recall such products from the marketplace.

We track the number of product incidents we have globally. Unilever classifies them into those that could potentially impact consumers' safety and incidents that could potentially seriously impact product quality. Wherever and whenever these shortcomings occur we investigate them fully, identify the root cause and capture them within a 'lessons learned' document which is then deployed throughout the end to end value chain order to prevent a recurrence.

Over the last five years, market place product quality incidents have reduced by 54%. All improvements have been driven by focused improvement projects targeted at improved risk reduction measures in our manufacturing sites and those of our suppliers.



Related links

- > Consumer safety
(</about/innovation/safety-and-environment/>)
- FDA 2017 recalls, market withdrawals and safety alerts
(<https://www.fda.gov/Safety/Recalls/Page=1>)

Unilever's intention is to achieve zero quality incidents in the very near future through the application of World Class Manufacturing and the application of other targeted programmes. Our target for 2018 is to reduce quality incidents by a further 50%.

Separate to our market place incidents are our public recalls where we, as a company, recall or correct particular products for the protection of the public. The table below shows public recall data since 2013.

	2013	2014	2015	2016	2017
Number of public recalls	2	5	5	6	2

In 2017, two public recalls took place; one as a result of undeclared food allergens, and the other as a result of microbiological spoilage. No consumers were harmed as a result of these incidents.

Continued focus on quality

All 140 of Unilever Foods and Refreshment sites are certified to Food Safety System Certification scheme FSSC 22000, a Global Food Safety Initiative (GFSI) benchmarked standard. In addition, with support from the British Standards Institute and Industry partners, we have developed and published an equivalent standard for Home and Beauty & Personal Care manufacturing facilities (PAS420), which has been adopted by an independent 3rd party and converted into a certifiable scheme HPC420.

Unilever will continue to work with external organisations and the authorities to develop more rigorous product vulnerability risk assessments and counter measure programmes that will help prevent malicious or economically motivated adulteration.

We continue to work in partnership with research organisations, industry partners, NGOs and regulators to strengthen consumer confidence in our products, and to work with them to try to find alternative ingredients, where appropriate. In 2017 we created an online platform which provides information beyond what's given on labels, such as our approach to developing safe products, explanations of ingredient types and answers to common questions. For more information, please see what's in our products ([/brands/whats-in-our-products.html](#)).

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Research with stem cells

There are several types of stem cell and it is important to distinguish between those derived from humans, other animals and plants as well as between adult, embryonic and induced pluripotent stem cells (generated artificially via reprogramming of adult cells).

Background

Stem cells have indefinite self-renewing capacity and are the only cells to be active throughout our entire life. They divide and differentiate into many different types of cells.

Given their unique regenerative abilities, stem cells offer many potential therapeutic benefits (in areas such as leukaemia, Parkinson's disease and the repair of damaged tissues) and health/beauty benefits.

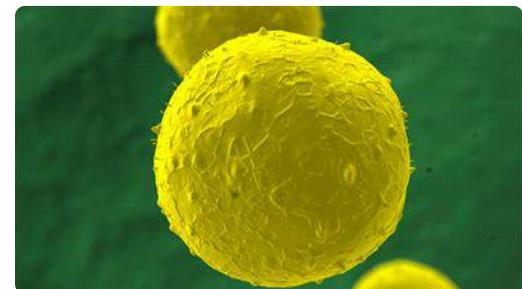
They are important research tools used to model aspects of human biology (such as skin biology and hair biology) that are difficult to study in detail by other means. They are also used to investigate the effects of ingredients on specific biological processes.

Unilever's position

We do not undertake any research with embryonic stem cells. We support research with adult human stem cells and plant stem cells only.

We conduct all our research and innovation responsibly, in full compliance with the highest safety, ethical, legal and regulatory standards and requirements.

We work in partnership with leading scientific experts to investigate the potential applications of stem cell technology, including health and beauty benefits for consumers.



Downloads

-
- ✖ Research with stem cells position statement
PDF | 467KB
(/Images/research-with-stem-cells-position-statement_tcm244-423163_en.pdf)
-

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Science with objectivity and integrity

Science with objectivity and integrity is a key foundation to Unilever's approach to responsible innovation.

Unilever is committed to investing in science and scientific research that enhance our knowledge and understanding of how food, nutrition, home and personal care products can benefit public health and well-being, and how the environmental, societal and economic impact of our products can be improved.

We champion responsible research and development (R&D) and are committed to the application of high standards of quality to all our scientific activities. We adhere to the following principles to govern our scientific research:

Scientific robustness

- Hypothesis driven: Scientific research should be hypothesis driven and follow the principles of scientific rigour. This includes discussion of any limitations or challenges of the work in order to ensure objective and robust critique and evaluation.
- Scientific criteria: All scientific research, irrespective of the source of the research, should meet the universal scientific criteria in terms of methodology and design, data quality and validation, and statistical analysis. We pursue academic consensus as the strongest demonstration of the validity and robustness of science.

Objectivity

- We strive to maintain scientific objectivity as an essential requirement – including in discussions with external parties.
- We believe policy decisions must be primarily informed by objective scientific evidence. Other dimensions taken into account in decision-making need to be made transparent.

Governance

- We apply rigorous standards in our research. The leadership in our R&D organisation takes responsibility for the adherence to these. Find out more about these standards in our [Code of Business Principles and Code Policies \(PDF | 5MB\)](#) (/Images/code-of-business-principles-and-code-policies_tcm244-409220_en.pdf).
- We consider independent peer review as the best method to maintain our standards of quality.



Related links

-
- [Innovation in Unilever](#)
(/about/innovation/innovation-in-unilever/)
-

Transparency

- We embrace dialogue with the world's scientific community so we can operate at the forefront of scientific developments. We will present key findings and research developments in international conferences or meetings to encourage discussion and build scientific consensus.
- Where we are seeking to reach scientific consensus, we will publish the science we conduct. This in particular applies to research on the safe use of our ingredients and the potential impact of specific product/ingredients. When we publish our scientific research, we will do so in independent, peer-reviewed journals and other appropriate forums, which bring transparency and awareness for our consumers, regulators and sector.
- We are transparent and open about our research collaborations with external partners, such as universities and consortia.

Working with others

The world of scientific research is collaborative and we increasingly work with external partners, often in multi-stakeholder partnerships. We apply in these collaborations the same principles as we apply to our own research.

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Tax

Tax, particularly international tax, is a key issue for us, our stakeholders and other interested parties.

The tax we pay is an important part of our wider economic and social impact and plays a key role in the development of the countries we operate in. We regard it as a critical element of our commitment to grow in a sustainable, responsible and socially inclusive way. Find out more about how [✓ our tax contributions support the United Nation Sustainable Development Goals \(PDF | 421KB\) \(/Images/tax-and-sdgs_tcm244-523215_en.pdf\)](#).

Our Code of Business Principles sets out the standards of behaviour we expect all employees to adhere to. This is no different when it comes to taxation. While Unilever has a clear responsibility to comply in full with the laws in the countries in which we operate, we also choose to do this by respecting not only the letter of the law but also the underlying tax policy intent. Tax evasion is illegal.

We must also square our responsibilities as a co-operative, compliant taxpayer in each and every country we operate in with the need to support competitive business growth - serving all our stakeholders including investors, suppliers and employees. Sometimes this means that the total tax we pay in a particular country will decrease due to changes in our business model – resulting in a change to where value is created. For example, a decision to close a factory in a certain country would result in a change to the amount – and the jurisdiction – of the tax paid.

These are important business decisions taken to ensure our future competitiveness. While we recognise that they sometimes negatively impact a country's tax revenue, without taking such decisions the overall tax raising potential of our business would decrease.

Re-building public trust in the corporate tax system is vital - when broader taxpayer trust in the system is damaged people become less willing to comply and all taxpayers suffer as a result. Addressing public concerns that some multinationals are not paying their fair share of tax, requires not only technical international tax reforms but also better efforts to improve public understanding and awareness. Providing user-friendly information about a company's tax position to a broad range of stakeholders plays an important role in this.

We endorse the B Team  Responsible Tax Principles (<http://www.bteam.org/announcements/responsibletax-2/>) which were developed with a group of leading companies, along with involvement from civil society, investors and representatives from international institutions. Find out more about our [✓ compliance with the B Team Tax Principles \(PDF | 485KB\) \(/Images/unilever-b-team-compliance_tcm244-523216_en.pdf\)](#).



Related links

[✓ Annual Report and Accounts
PDF | 10MB
\(/Images/unilever-annual-report-and-accounts-2016_tcm244-498744_en.pdf\)](#)

[➤ Our Governance \(/sustainable-living/our-strategy/our-sustainability-governance/\)](#)

We support the OECD international tax reform work on Base Erosion and Profit Shifting (BEPS). As we operate in a global competitive environment, we urge tax policy makers to implement international tax reform in a coherent, co-ordinated way so that there is a level playing field and the risk of paying tax twice on the same income is minimised.

Our tax strategy

Our brands are important assets used in our business, and managing them effectively requires a global strategy. Centralising parts of our business means we can offer consumers innovative products quickly. By bringing together activities in one location, we create efficiencies and economies of scale which create value for our consumers and our shareholders. As a result, there are many transactions between Unilever Group companies, and the transfer pricing for these transactions must reflect an arm's-length or market price. Our pricing is driven by the activities undertaken and the value created in each part of our business.

Corporate income tax is payable on the profits made by the companies in the Unilever Group after deducting business expenses and legislated tax reliefs - such as depreciation on equipment and R&D incentives - as provided by the tax laws in the countries we operate in. We aim to pay the right amount of tax at the right time, on the profits we make, and in the countries where we create the value that generates those profits. This means that we must:

- Respect the tax laws applicable in each country, including not only the letter of the law but the tax policy intent underlying the tax law
- Understand how and where the different companies in the Unilever Group contribute to creating value, and ensure that our transfer prices – the prices paid on transactions between companies in the Unilever Group - properly reflect where value is created
- Prepare and file all tax returns in the form specified and at the time required
- Prepare and retain the documentation required by the tax laws or which will be needed to answer any questions raised by tax auditors
- Employ appropriately qualified and trained tax professionals with the right levels of tax expertise and understanding of Unilever's business

As the tax laws are not always clear, getting this right requires careful judgement consistently applied across around 400 corporate income tax returns that the Unilever Group files annually.

The tax authorities in the countries in which we operate may not agree with some of the judgements we make. For the Unilever Group this happens most often in the area of transfer pricing where there can be different views from different jurisdictions' tax authorities of where value is created and therefore which country has the right to tax the profits arising.

Here our biggest challenge is to ensure that we pay tax only once on the profits, particularly since the current international system for resolving tax disputes often falls short of what is needed. We try to obtain certainty, firstly by ensuring that our transfer pricing policies are consistently applied across the Group and, secondly by entering into Advance Pricing Agreements with the relevant country tax authorities based on full disclosure of all relevant information. We want to pay all the tax that is due, we just don't want to pay tax twice on the same profits.

Exercising judgement on tax sensitive items consistently across the Unilever Group means our employees need a common understanding of Unilever's perspective on tax risk. Unilever has adopted a set of global tax principles covering areas such as transfer pricing, use of tax havens and relationships with tax authorities. We believe these

principles illustrate good corporate practice in the area of tax management and tax transparency, balancing the interests of our various stakeholders including consumers, investors and the governments and communities in the countries in which we operate.

The tax principles are a clear articulation of our tax governance framework and Unilever's perspective on tax risk. Our tax principles are set out below.

Our tax principles

1. Compliance

We act at all times in accordance with all applicable laws and are guided by relevant international standards (for example OECD Guidelines). We aim to comply with the spirit as well as the letter of the law.

2. Transparency

We are transparent about our approach to tax. We regularly put forward understandable, timely and transparent communication about our tax policy and total tax payments.

3. Transfer pricing

We aim to pay an appropriate amount of tax according to where value is created within the normal course of commercial activity. Any transfer pricing is always calculated using the 'arm's-length' principle.

4. Structure

We do not use contrived or abnormal tax structures that are intended for tax avoidance, have no commercial substance and do not meet the spirit of local or international law.

5. Tax havens

Secrecy jurisdictions or so-called 'tax havens' are not used for tax avoidance.

6. Tax rulings

We only seek rulings from tax authorities to confirm the applicable treatment based on full disclosure of the relevant facts.

7. Relationships with governments

We respect the right of governments to determine their own tax structures, rates of tax and collection mechanisms.

8. Relationships with tax authorities

We seek to develop strong, mutually respectful relationships with national tax authorities based on transparency and trust. Where countries have weak or poorly constructed fiscal regulation and/or institutions we support work to help develop the capability of tax authorities and systems.

9. Accountability & governance

We ensure that as a business we have the mechanisms in place to adhere to the above principles and provide both relevant training and opportunities for employees to raise any issues of concern confidentially, consistent with the Unilever Code of Business Principles. We report annually to the Board on adherence to the Unilever Tax Principles.

Our tax principles in action

We set out below further details on some of our principles.

Tax havens

We use the OECD definition of tax havens and as at 31 December 2017 we have four companies in the Unilever Group located in countries identified as tax havens: two in Panama, one in Jersey and one in the Isle of Man.

The Panama companies are both operating companies: one is a marketing and sales company and the other provides regional services including logistics. The Jersey and Isle of Man companies are both holding companies which are UK tax resident and therefore subject to tax in the UK. As well as these companies located in countries on the OECD tax havens list, we had a dormant subsidiary in the Cayman Islands which has now ceased to exist.

Our relationships with tax authorities

We promote open, transparent working relationships with tax authorities and early engagement in advance of undertaking transactions and filing tax returns.

In the Netherlands Unilever engages with the Dutch tax authorities through regular meetings, calls and correspondence which includes discussing the tax impacts of potential future events, such as a business restructure, in advance. This constructive cooperation and real time working results in transparency as well as faster and greater clarity on Unilever's positions.

In the UK Unilever has an open and transparent relationship with HMRC (Her Majesty's Revenue and Customs). Unilever and HMRC engage cooperatively with regular face-to-face meetings and telephone calls with any issues being discussed on a real time basis, including pre-filing meetings in advance of filing our tax returns.

In Australia, we are a signatory to the Board of Taxation's Voluntary Tax Transparency Code. The Code aims to enhance the community's understanding of the corporate sector's compliance with Australia's tax laws. It outlines a set of principles and minimum standards to guide the disclosure of tax information by businesses. Further information on the Code and its full Catalogue of Signatories is available from the  Australian Board of Taxation (<http://taxboard.gov.au/current-activities/transparency-code-register/>).

This open approach helps us with our goal of achieving certainty over tax positions - but such an approach is not always possible. For example, in some developing countries we face significant challenges in reaching agreements and in some cases find regional and national tax authorities taking different views on the same issue.

As well as engaging with tax authorities directly we also talk to them as part of trade bodies such as the CBI in the UK and VNO in the Netherlands. We take part in working groups such as those set up to engage on new legislation arising from BEPS. We help tax authorities develop expertise and understanding of our industry and in partnership with the OECD Tax & Development team have run business sector knowledge sessions for tax authorities in Africa and Latin America.

Preventing Tax Evasion and Criminal Facilitation

Tax evasion and criminal facilitation of tax evasion is illegal. The United Kingdom introduced new legislation in 30 September 2017 called the Criminal Finance Act. Part III of the Act describes a Corporate Criminal Offence for the Failure to Prevent the Facilitation of Tax Evasion.

This applies automatically to a Corporation where an associated person (employee or third party) acting for or on behalf of the Corporation criminally facilitates tax evasion. Acting in this way is in clear contravention of Unilever's Tax Principles and doing so risks criminal prosecution of the individuals involved, as well as placing unnecessary risks on Unilever. We maintain a zero-tolerance approach to dealing with such behaviour.

We have followed HMRC's guidelines to improve prevention procedures both in the United Kingdom and across Unilever and continue to adopt reasonable prevention procedures, which are proportional to the risks inherent in our business.

Accountability & governance

We report to our Board's Audit Committee on tax strategy and provide updates on tax regulation and key tax challenges we are facing. The Audit Committee receives an annual update on the Group's effective tax rate, tax provisions, key tax issues for the coming year, and compliance with our Tax Principles.

We have a Tax Principles scorecard to assess whether material transactions or changes in the way we do business comply with our Tax Principles. The scorecard is completed by our Tax managers and reviewed by senior members of our Tax team. Material transactions must be scored against the various Tax Principles and the transactions will not be approved unless they achieve a certain score. In 2017 a total of 25 scorecards were completed.

Tax function responsibilities & organisation

Unilever's Tax team is part of our Finance function, which reports to the Group Chief Financial Officer. Our Executive Vice President Global Tax leads a senior team of around 80 people with specific geographic and technical responsibilities, including specialists in Transfer Pricing, Indirect Taxes and Employment Taxes. Advice is sought from external advisors on material transactions and whenever the necessary expertise is not available in-house.

The Tax function is organised on a global basis which ensures we have consistent tax policies, strategies and processes, and can invest in the team's continuing professional development. Most of our Tax team work with our operations in a country with only a few central roles, allowing the Tax team to stay closely connected to Unilever's business and the tax developments in country.

Managing our tax risk

As a business, we are subject to taxation in the many countries in which we operate. The tax legislation in these countries differs and is often complex and subject to interpretation by management and the government authorities. Recent developments in the international tax arena have increased the likelihood of changes to tax systems in the countries we operate in and this creates added uncertainty.

The risks are managed through our Tax Risk Framework and monitored through a web-based tool for collecting details of all our corporate income tax exposures and provisions. We use the tool to collect details of all exposures and provisions on a quarterly basis. It has an approval process for any new provisions or changes to existing provisions, and also includes an Annual Compliance Checklist, in which countries confirm that they have met all their statutory tax obligations, that their controls are operating effectively and that all tax positions are in compliance with our Tax Principles.

We have a tax compliance tracking tool to centrally monitor the filing of all corporate income tax returns and related tax payments. A key way to manage tax exposure is to be as "current" as possible in agreeing the final tax liability for the tax year with the tax authority, so we monitor and seek to minimise the number of open tax years where final agreement has not yet been reached.

Our Tax Risk Framework

The Tax Risk Framework sets out the key tax risks and the mitigating actions that Unilever takes to manage and monitor those risks. There are five key risk areas covered by the tax risk framework – policy, governance & organisation, people, compliance & documentation, reporting & risk management.



Tax in our Annual Report and Accounts

The Unilever Group consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS).

Unilever's business generates considerable tax income for the governments in the countries in which we operate. In addition to corporation taxes, we pay and collect numerous other taxes. These include employee taxes, sales taxes, customs duties and local transaction taxes. During 2017, we made global tax payments of €8.3 billion (our Total Tax Contribution). This comprised €3.9 billion of taxes borne by Unilever, and €4.4 billion of taxes collected from employees and customers on behalf of governments. The "Other taxes" include sustainability taxes, stamp duties (and equivalent), excise duty, service taxes, property taxes, local business taxes, social and educational taxes.

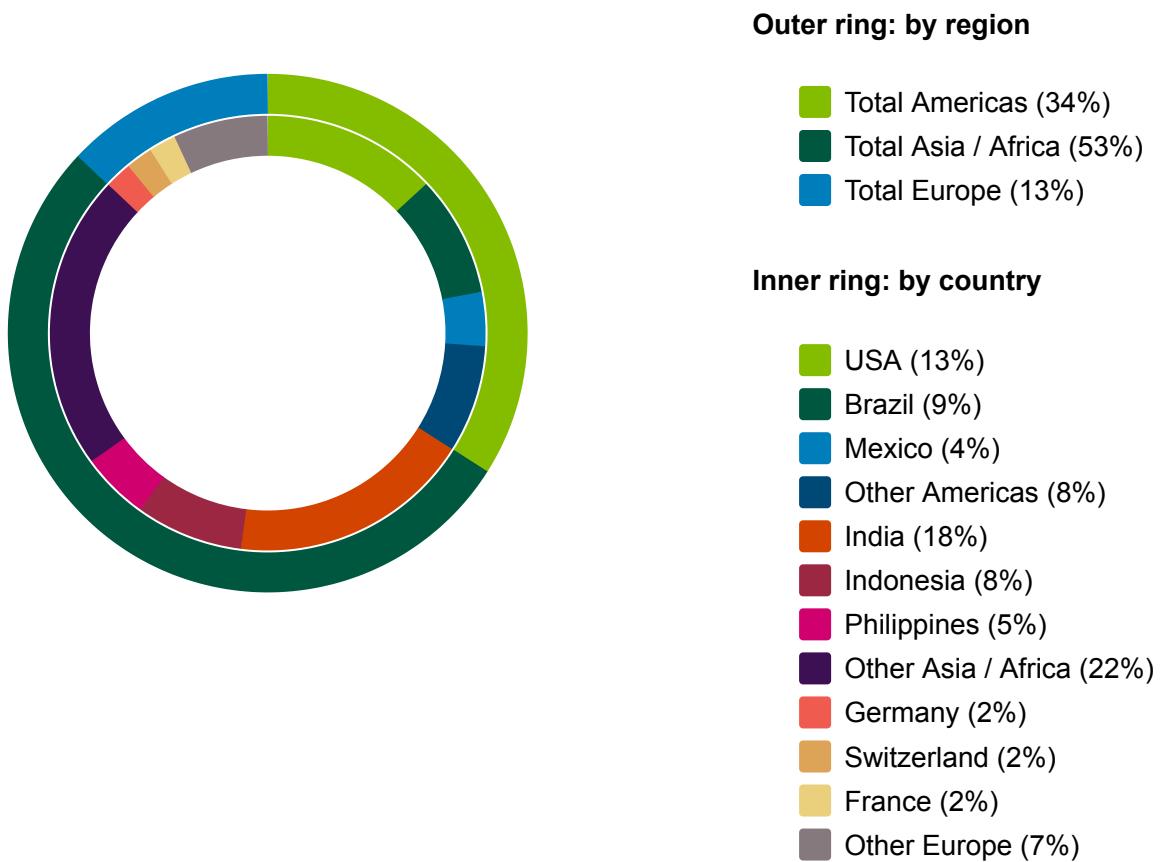
Total taxes borne by type (2017)





The chart below further breaks down the corporate tax paid by Unilever (€2,164 million) by region and by the top three largest countries within these regions.

Corporate tax paid by region (2017)



There are a number of reasons why the corporate tax cash payments in a particular year will be different from the corporate tax charge in the financial statements, including:

- Timing differences: Tax payments relating to a particular year's profits will typically be due partly in the current year and partly in the following year.
- Deferred tax: The Group tax charge includes deferred tax which is an accounting adjustment arising from timing differences. Timing differences occur when an item has to be included in the financial statements in one year but is required to be taxed/deducted for tax in another year.
- Uncertain tax positions: Unilever is subject to taxation in the many countries in which it operates. The tax legislation of these countries differs, is often complex and is subject to interpretation by management and the government authorities. These matters of judgment give rise to the need to create provisions that may result in a tax payment in future years. We make provisions against individual exposures and take into account the specific circumstances of each case, including the strength of technical arguments, recent case law decisions or rulings on similar issues and relevant external advice. The provision is estimated based on the individual most likely

outcome approach. Approximately two thirds of our uncertain tax provisions relate to judgements on transfer pricing where there is the potential for disputes due to tax authorities potentially having a different point of view on where value is created.

Our Effective Tax Rate (ETR) in 2017 was 21%. This is our worldwide corporate tax charge in the Unilever Annual Report and Accounts of €1,667 million, shown as a percentage of the worldwide Group profit before tax.

Note 6A (p105 of the 2017 Annual Report and Accounts) to the Group consolidated financial statements provides a tax reconciliation on a Group basis of the 2017 effective tax rate of 21% to the expected tax rate of 26% (the weighted average rate applicable in the countries where we made our profits).

It also shows our underlying effective tax rate of 26%; the difference between this and the reported rate of 21% is due to the tax impact of non-underlying items and in particular to the impact of US tax reform where we recognised a €578 million benefit, primarily due to re-measurement of US deferred tax assets and liabilities at the new lower 21% federal tax rate. In addition, where there is a requirement to prepare local company financial statements, this will also generally include an effective tax rate reconciliation for the local company.

The main reconciling items in the 2017 financial statements between the expected rate of 26% and the underlying effective tax rate (26%) include:

1. An aggregate increase in the tax rate of 5% due to

- withholding taxes on dividends paid by subsidiary companies, which cannot be offset against any other taxes due (2%)
- business expenses that are not allowed as a deduction for tax purposes (1%)
- withholding taxes on other cross border payments such as royalties and service fees, which cannot be offset against any other taxes due (1%)
- the impact of unrecognised deferred tax assets (1%)

2. An aggregate decrease in the tax rate of 5% due to

- benefits from preferential tax regimes that have been legislated by the countries and provinces concerned in order to promote economic development and investment (4%), see further detail below re tax incentives.
- other favourable items including settlements with tax authorities (1%)

The Group's future tax charge and effective tax rate could be affected by several factors including changes in tax laws and their interpretation and still to be determined tax reform proposals in the EU and Switzerland, as well as the impact of acquisitions, disposals and any restructuring of our businesses.

Tax incentives

Tax incentives are government measures that are intended to influence business decision-making or to encourage businesses to invest in a particular way by reducing the amount of tax they have to pay. A number of the territories in which we operate offer incentives of various kinds. We seek to use these incentives where they are aligned with our business and operational objectives and where they require economic substance in order for the tax incentive to be granted.



Tax incentives in practice

Turkey

Turkey provides tax investment regimes for large industrial projects. Currently Unilever has two projects benefitting from the incentive. The first is an ice cream factory and the second is a factory which makes cleaning and beauty & personal care products, both located in the province of Konya in Central Anatolia. The incentives are granted to help develop this and other regions in Turkey. The benefit is in the form of a lower tax rate on the profits generated from the sale of goods manufactured in those factories.

India

India provides tax incentive regimes to encourage research and development activity in the country. Currently Unilever participates in an incentive regime which relates to research and development carried out on eligible products. These include a wide range of home and beauty & personal care products such as detergent and body wash. The incentive comes in the form of enhanced corporate tax deductions for the associated costs, including capital costs on relevant plant and machinery.

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Human microbiome

The human body contains trillions of micro-organisms. They are present all over the body including on the skin and in the digestive system. The collection of these organisms is called the microbiome and it is unique to each of us.

The microbiome is an exciting area of scientific discovery and understanding. A balanced microbiome containing a diversity of organisms helps to maintain health and is essential for human development, immunity, health and wellbeing. Each of our individual microbiomes adapts throughout our lifetime and people can achieve a healthy microbiome in different ways.



At Unilever, we work to enhance the health and wellbeing of people all over the world. One way we do this is by supporting people to have a healthy and balanced microbiome; ensuring the microbiome is resilient; and by promoting and stimulating the growth of good bacteria.

We work with world renowned experts to understand the microbiome and develop products that are specifically designed to support it. For example, good hygiene practices such as hand washing and mild cleansing can help to preserve a balanced microbiome and enhance the skin's natural defense immunity; a healthy oral microbiome helps to prevent gum disease; and a balanced gut microbiome can positively affect our metabolism and how we process energy from food.

We have a global team of expert microbiologists who are dedicated to this area of research. We quickly adopt new techniques once they are validated and develop new techniques ourselves. We are supporting research to build even more knowledge and understanding of this vast and continuously developing area of science. All of Unilever's products are thoroughly assessed to be both effective and safe.

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Wipes

Wipes offer a quick, effective and convenient cleaning solution for our consumers. There are lots of different types available - from face cleansing wipes to kitchen surface or bathroom cleaning wipes.

Some wipes are designed to be flushable, while others have to be disposed of in general household waste to avoid them blocking sewers and potentially contributing to marine litter.

To help ensure that non-flushable wipes are not mistakenly flushed down the toilet we are committed to giving consumers clear information about the right way to dispose of them.

For our non-flushable wipes, we will always include a clear “do not flush” logo on the front of the product’s pack. In accordance with the industry standard, this logo will also be visible near the point of the wipe’s extraction from the pack.

Related links

☞ EDANA
(<http://www.edana.org/>)

☞ INDA (<http://www.inda.org/>)

➤ Waste & packaging
(/sustainable-living/reducing-environmental-impact/waste-and-packaging/)

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