

UNILEVER SUSTAINABLE LIVING PLAN

# SCALING FOR IMPACT

SUMMARY OF PROGRESS 2014



Unilever

# ABOUT US

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## 2 BILLION

consumers use our products on any given day



190  
countries where our products are sold

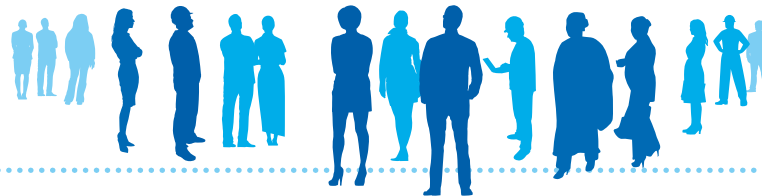
## €48.4 BILLION

sales in 2014



## 172,000

employees worldwide



Our portfolio has four categories: Personal Care, Foods, Refreshment and Home Care. We have 13 brands with sales of more than

## €1 BILLION

AXE



LUX





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# THE BIGGER PICTURE

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Unilever has a simple purpose – to make sustainable living commonplace.

In a volatile world which is facing environmental change and rising populations, we see this as the best long-term way for us to grow and bring benefits to all our stakeholders. To succeed in this goal, we need to change the way we do business and to scale up the impact on the issues that matter most.



# GROWTH AND SUSTAINABILITY ARE NOT IN CONFLICT. IN FACT, IN OUR EXPERIENCE, SUSTAINABILITY DRIVES GROWTH.

We are learning how sustainability can generate growth, control costs and manage risk. The economic case is clear.

Through the Unilever Sustainable Living Plan we have committed to halving our environmental impact, improving the health and well-being of more than a billion people, and enhancing the livelihoods of millions working in our value chain – and we've set tough targets to make sure we deliver. We're working with other organisations through partnerships that have the potential to change things on a global scale – with a focus on climate change and deforestation; sustainable agriculture and smallholder farmers; and water, sanitation and hygiene.

Why are we doing this? Because we know the world is changing.

Climate change is taking effect. Water and food supplies are increasingly scarce. Population figures are growing fast. Meeting basic hygiene and sanitation needs is even more of a challenge – and stretching the planet's resources further still.

We can see how people are already affected by these changes. And we are experiencing similar challenges as commodity costs rise, markets become unstable and raw materials harder to source.

Business as usual is not an option. So we are developing a new way of doing business where sustainability drives everything we do. A business model in which:

- all raw materials come from sustainable sources
- people's health and well-being are a priority
- workplace rights and opportunities are improved and women get a fair deal
- the environment is safeguarded for future generations.

Unilever has a history of tackling some of the big issues that society faces. Back in the 19th century our business was founded to provide mass market products such as soap and spreads to improve hygiene and nutrition. Today, the Unilever Sustainable Living Plan is driving sustainability into every corner of our business and generating new opportunities and growth:

- more people are choosing purpose-driven brands, such as Dove and Lifebuoy
- as consumers' needs adjust due to changes in the environment, we're innovating with new products such as laundry products that use less water
- training more smallholder farmers in sustainable practices is making our supply chain more secure.

Progress towards our ambitious 2020 goals shows promise. So far we've helped nearly 400 million people to improve their health and well-being. The environmental impacts of our own operations continue to reduce, although those associated with the consumer use of our brands are proving much harder to reduce. Meanwhile the number of people whose livelihoods we can enhance is increasing, following the new commitments we made last year.

But progress with our Plan alone is not enough. We are at a turning point in history, a point where we all need to change for human life on the planet to continue to prosper. A new business model with sustainability at its heart is vital for quality of life around the globe to improve. Only the businesses that grasp this will survive. Only those who grow sustainably will thrive.

**Paul Polman**  
Chief Executive Officer, Unilever

# OUR STRATEGY

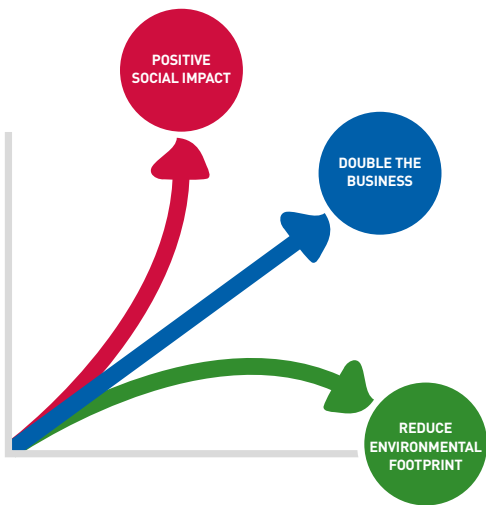
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## OUR PURPOSE IS TO MAKE SUSTAINABLE LIVING COMMONPLACE

We work to create a better future every day, with brands and services that help people feel good, look good and get more out of life.



# OUR VISION IS TO DOUBLE THE SIZE OF THE BUSINESS, WHILST REDUCING OUR ENVIRONMENTAL FOOTPRINT AND INCREASING OUR POSITIVE SOCIAL IMPACT



## UNILEVER SUSTAINABLE LIVING PLAN

In an uncertain and volatile world, we cannot achieve our vision to double our size unless we find new ways to operate that do not just take from society and the environment.

Launched in 2010, the Unilever Sustainable Living Plan is our blueprint for sustainable growth.

The Plan is helping to drive profitable growth, reduce costs and fuel innovation.

Our Plan sets out three big goals. Underpinning these goals are nine commitments supported by targets spanning our social, environmental and economic performance.

**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.

**REDUCING ENVIRONMENTAL IMPACT BY 1/2**

By 2020 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.

**ENHANCING LIVELIHOODS FOR MILLIONS**

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

Our plan is distinctive in three ways. It spans our entire portfolio of brands and all countries in which we sell our products.

Secondly, it has a social and economic dimension – our products make a difference to health and well-being and our business supports the livelihoods of many people.

Finally, when it comes to the environment, we work across the whole value chain – from the sourcing of raw materials to our factories and the way consumers use our products.



Unilever's Greenhouse Gas Footprint



# SUSTAINABLE BRANDS, SUSTAINABLE GROWTH

Putting sustainable living at the heart of our brands is growing our sales, engaging our consumers and creating efficiencies.

## OUR VIRTUOUS CIRCLE OF GROWTH

Our virtuous circle of growth describes how we generate profit from our sustainable growth business model.

### Sustainability-led growth

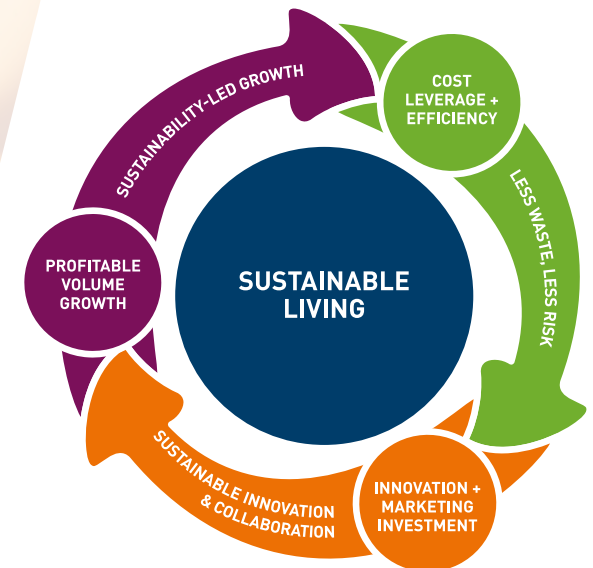
Brands that are integrating sustainable living into their core purpose are driving success for our business.

### Less waste, less risk

By reducing waste in energy, raw materials and so on, we create efficiencies and cut costs, which helps to improve our margins.

### Sustainable innovation & collaboration

By looking at product development, sourcing and manufacturing through a sustainability lens, opportunities for innovation open up.







# SUSTAINABILITY-LED GROWTH

Brands that are integrating sustainable living into their core purpose are driving success for our business.



## DOVE BOOSTS SELF-ESTEEM AND BUSINESS SUCCESS

Dove, our largest Personal Care brand, continued to grow strongly in 2014. Dove's Self-Esteem Project contributed to this performance. The Project drives consumer appeal and loyalty by improving attributes such as 'helps me make the most of my beauty' and 'works better than other brands'.

In 2014 the brand partnered with the World Association of Girl Guides and Girl Scouts to launch the 'Free Being Me' Girl Guides badge, which is awarded to girls taking part in education on common body myths. Through this partnership, Dove is now reaching girls in more than 70 countries worldwide – up from 22 in 2013.

*Dove*



**70+**

countries where Dove is reaching girls via 'Free Being Me'

## KISSAN – GROWING TOMATOES AND SALES

Our Kissan brand in India wanted to make its tomato ketchup even more appealing to consumers by demonstrating that it contains 100% real, juicy tomatoes. The tomatoes we use are sustainably grown by local suppliers.

The brand inspired children and their parents to get closer to nature. We offered free tomato seeds and special tomato-shaped caps on our bottles which doubled as pots to grow tomato plants in. A competition found the best growers and their tomatoes were made into personalised bottles of Kissan ketchup.

In 2014 the campaign reached 30 million people and helped propel Kissan ketchup to market leadership.



## SUSTAINABLY SOURCED FRUIT APPEALS TO CONSUMERS

Fruittare is a frozen fruit bar made with real fruit. Research showed Fruittare's US consumers actively care about sustainability issues and that sustainably sourced fruit drives higher purchase intent.

In 2015 Fruittare became the first frozen fruit bar to tell people about its sustainably farmed fruit with an on-pack logo.

Origin is also important to consumers. Our strawberries are from California and our black cherries are grown in Oregon.

In 2016 the entire range is planned to contain 100% sustainably sourced fruit.





## LESS WASTE, LESS RISK

By reducing waste in energy, raw materials and manufacturing, we create efficiencies and cut costs, which helps to improve our margins.



### BOTTOM-LINE BENEFITS AS ECO PROGRAMME STEPS UP A GEAR

Business benefits from reductions in environmental impacts are increasing rapidly as we transform our manufacturing processes and redesign our products and packaging.

Since 2008, cumulative costs avoided through eco-production have exceeded €400 million, with energy efficiency playing a big role.

Beyond manufacturing, the savings from innovation in products and packaging are mounting too. In 2014 alone over €200 million of costs were saved, equally from efficient use of materials and better logistics. Examples include compacting our washing powder, compressing our deodorant sprays, light-weight and smaller size packaging and better transport. In one instance, warehousing teams simply changed the way pallets are loaded into trucks, adding two extra per delivery - fewer trucks on the road, and lower costs and greenhouse gas emissions as a result.

# 28%

of our energy requirements for manufacturing from renewable sources in 2014

### ZERO WASTE TO LANDFILL ACHIEVED ACROSS OUR GLOBAL FACTORY NETWORK

Thousands of small actions from Unilever teams around the world have combined to accomplish a world first. Dubbed our 'zero-makers', they helped us achieve zero non-hazardous waste to landfill across our global factory network in 2014. That's more than 240 factories across 67 countries - thought to be a first for a company of our size and scale.

Inspired by our zero waste mission, we've eliminated the 140,000 tonnes of waste we used to send to landfill in 2008. Now tea bag paper from our St Petersburg factory in Russia is recycled into wallpaper, waste mayonnaise from our Purfleet factory in the UK is turned into biofuel and plastic laminates in Africa are transformed into school desks.



we've eliminated the weight of 17 Eiffel Towers of non-hazardous waste to landfill since 2008



### ECO PACKS: LOVED BY CONSUMERS, BETTER FOR THE PLANET

Our concentrated laundry liquids now come in new eco-packs - innovative pouches that can be used as standalone packs or to refill an existing detergent bottle. Eco-packs use up to 70% less plastic and reduce greenhouse gas impacts by 50-85% per consumer use.

Our research shows that 86% of consumers find the product appealing, and 80% think the refill pack is more environmentally friendly, so we're launching them across Europe in 2015.

In China alone, eco-packs for Omo laundry detergent, Comfort fabric conditioners and Lux body wash have saved around €2.5 million and 940 tonnes of plastic - the weight of 25 Boeing 737s.





# SUSTAINABLE INNOVATION & COLLABORATION

By looking at product development, sourcing and manufacturing through a sustainability lens, opportunities for innovation open up. By collaborating with partners including not-for-profit organisations, we can leverage skills, capabilities and networks that we do not have.



## BIGGEST BREAKTHROUGH IN SOAP TECHNOLOGY FOR 50 YEARS

Washing hands with soap is one of the best and cheapest ways to prevent disease. Our new soap, Lifebuoy with Activ Naturol Shield (ANS) offers improved germ-fighting efficacy. As well as better protection against bacteria that cause stomach infections, typhoid and cholera, it also combats skin and eye infections.

This breakthrough innovation creates a highly effective soap that is both pleasant to use and affordable, made possible by a patented combination of synergistic natural ingredients.

Lifebuoy with ANS is helping grow the whole brand, with worldwide sales up another 15% in 2014.

## SMALL IS BEAUTIFUL

Unilever's revolutionary compressed aerosol cans are the next big thing in the deodorant market, delivering significant benefits to the planet, the consumer and the business. Compressed aerosols are an example of how new technology can grow brand value and save resources.

In 2014, we rolled out compressed sprays to five European markets. The smaller cans last just as long and work just as effectively as full-sized cans. However, they use half the propellant gas and 25% less aluminium, saving over 16,000 tonnes of CO<sub>2</sub>.

In the UK, given the choice between compressed and regular aerosols, more than 50% of people chose to buy compressed.



# 25%

less aluminium and half the propellant gas are used in our compressed deodorant aerosol sprays

## CHANGING ATTITUDES IN THE GULF

In the Gulf, water consumption is high – but awareness of the need to conserve water is low.

Our Water Savers campaign shows how our brands can help. Sunlight dishwash is a good example, saving up to 20% of water by degreasing faster than other brands.

We ran advertising and in-store activations including competitions and discounts on water bills with our six major customers, including Carrefour, LuLu Hypermarkets and The Sultan Center, driving sales of over 20% above market growth for our brands and our customers. We also joined forces with bodies such as the Dubai Electricity and Water Authority to reinforce the water-saving message.

Importantly, Water Savers shifted attitudes: over half the shoppers taking part in-store have taken action to save water.





# SCALING FOR IMPACT

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We have set a bold ambition to achieve change within our own company. But we are only one company among many and the change needed to tackle the world's major social, environmental and economic issues is big – and urgent. What is really needed is fundamental change to the broader systems of which we are a part.



# WE HAVE SET OUT TO MAKE A DIFFERENCE TO THOSE BIG ISSUES THAT MATTER MOST

Scaling for impact is ever more critical in 2015 as the United Nations prepares to adopt a set of Sustainable Development Goals and broker a climate deal to reduce emissions. Success for both will require input and active leadership by business.

By combining our own actions with external advocacy on public policy and joint working with partners, we are seeking to create what we call 'transformational change' – that is fundamental change to whole systems, not simply incremental improvements.

We are focusing on three areas where we have the scale, influence and resources to make this big difference:



Eliminating deforestation from commodity supply chains by 2020, to help combat the threat from climate change



Making sustainable agriculture the mainstream, and so increase food yields and enhance the livelihoods of smallholder farmers



Working towards universal access to safe drinking water, sanitation and hygiene

In all three areas, the role of women is crucial, both as partners in change and as beneficiaries. Empowering women is critical to eradicating poverty and accelerating global development.

To achieve change at scale, we need to go beyond what we can achieve in our own operations and with our suppliers. We are stepping up our engagement with governments, NGOs and others in our industry and forming partnerships to demonstrate the change we want to see. Often our partners become the best advocates of system-wide change.

**By focusing on these three areas, we believe we can help address the twin goals of combating climate change and promoting human development.**

# ELIMINATING DEFORESTATION

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Our ambition is to eliminate deforestation from the world's commodity supply chains, and so combat the threat from climate change. 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. This commitment also extends to our tea businesses and supply chains.





## DRIVING TRANSFORMATION IN THE PALM OIL INDUSTRY

A decade ago Unilever became a founding member of the Roundtable on Sustainable Palm Oil (RSPO), to change the palm oil industry which, in some regions, was driving deforestation. RSPO's aim is to develop and implement global standards for sustainable palm oil. Today it has around 2,000 members, representing over 40% of all palm oil produced in the world, and 18% of global palm oil meets RSPO criteria.

We also drive change by working with our suppliers. In December 2013, we announced a Memorandum of Understanding with Wilmar, an important supplier and Asia's

leading agribusiness group which represents over a third of the global palm oil market. This agreement means that the company's plantations will only provide products that are free from links to deforestation and human rights abuses.

Other growers, such as Cargill and Musim Mas, have since committed to 'no deforestation' policies, which now cover over 90% of globally traded palm oil.

**40%**  
of the world's palm oil produced by RSPO members



## MAKING GLOBAL PROGRESS ON FORESTS AND CLIMATE

We are making good progress towards our sustainable sourcing targets; however, we cannot end deforestation by ourselves. Businesses, governments and civil society must work in partnership to achieve sustainable development while valuing and conserving forests.

Increasingly ambitious private sector and government commitments to tackling deforestation culminated in the New York Declaration on Forests, launched at the UN Climate Summit in September 2014. Its pledge to halve deforestation by 2020, end it by 2030, and restore 350 million hectares of degraded forest – an area roughly the size of India – was endorsed by over 175 entities: countries, states, provinces, companies, indigenous leaders and NGOs.

## WORKING IN PARTNERSHIP WITH OTHERS

To get to scale we need to align business action with public policy, through partnership and collaboration. One such example is the Tropical Forest Alliance (TFA), created with the governments of Norway, Netherlands, UK, US, Indonesia and Liberia and dozens of NGOs.

The goal of the TFA is to eliminate deforestation from the supply chains of consumer goods companies.

The initial focus is on palm oil, soy, paper and beef products, and three regions: South East Asia, where palm oil is increasingly covered by 'no deforestation' commitments but implementation remains a challenge, particularly engaging smallholder farmers; Latin America, where deforestation is primarily linked to soy and animal feeds; and Africa, to prevent deforestation becoming an issue as the continent increases its production of palm oil.







# MAINSTREAMING SUSTAINABLE AGRICULTURE

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Our ambition is for sustainable agricultural production to become the mainstream, as the best way we can help to end hunger, achieve food security and improve nutrition as one of the global Sustainable Development Goals. The world needs to double agricultural productivity and increase the incomes of smallholder farmers. We are among the largest purchasers of crops such as tea, palm oil and vegetables and have a significant role to play.





## A GROUND-BREAKING PARTNERSHIP

Our partnership with the Clinton Foundation and Acumen – the Enhanced Livelihoods Investment Initiative (ELII) – is designed to create a more efficient way for Unilever to buy from small producers. It will enable farmers to generate more income as well as to improve the livelihoods of as many as 300,000 smallholder farmers and their communities in Africa, South Asia, Latin America and the Caribbean.

The ELII will be a three-year, minimum \$10 million investment initiative to catalyse economic growth and alleviate poverty amongst low-income communities, while creating more inclusive and sustainable value chains. One of its primary goals is to leverage market-based approaches to poverty alleviation, to create and scale up privately-held enterprises which will support smallholder farmers and link them to our global supply chains and distribution networks.

## OUR AMBITION IS FOR SUSTAINABLE AGRICULTURE TO BECOME THE MAINSTREAM AND WE HAVE A SIGNIFICANT ROLE TO PLAY

### HEALTH AND NUTRITION FOR SMALLHOLDERS

Working with smallholder farmers to ensure that they and their families stay healthy through good nutrition and hygiene drives economic development and helps us to meet our goals on sustainable growth. With the Global Alliance for Improved Nutrition (GAIN) we have created a global programme to help improve the health and nutrition of 2.5 million people living in rural communities.

Our Nutrition Intervention Programme aims to reach the smallholder farmers and farm workers in our global supply chain. It has a particular focus on female farmers, pregnant women and children, as GAIN's research shows that they are key to stopping the cycle of malnutrition in impoverished rural communities.

### BETTER LIVES FOR 1 MILLION PEOPLE

In September 2014, we announced a strategic partnership with Solidaridad to improve the lives of 1 million people in our extended supply chain.

This builds on our long track record of working together on projects that engage over 150,000 smallholder farmers and workers. The programme will run until the end of 2017 in Africa, Latin America and Asia. It will explore ways to encourage smallholders to grow sustainable tea, cocoa, sugar, palm oil, fruit, vegetables, soy and dairy and will provide training, new finance models and seed funding.





# ACCESS TO WATER, SANITATION AND HYGIENE

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Our ambition is to achieve universal access to safe drinking water, sanitation and hygiene. The world's nations are discussing how to enshrine this commitment in a new set of Sustainable Development Goals. With our portfolio of health and hygiene brands, Unilever is well placed to help. Tackling these issues together can achieve a fundamental impact on the diseases that cause ill health and cost lives.







## WITH OUR PORTFOLIO OF HEALTH AND HYGIENE BRANDS, UNILEVER IS WELL PLACED TO HELP ACHIEVE UNIVERSAL ACCESS TO SAFE DRINKING WATER, SANITATION AND HYGIENE

### COLLABORATIVE APPROACHES TO SANITATION

Globally, 2.5 billion people still lack access to adequate sanitation facilities. Tackling this challenge will not only save lives but also create market opportunities.

For instance, one of the ways we are supporting the Indian government's ambition to have a toilet in every home by 2019 is through our Domex (Domestos) Toilet Academies. This is a market-based model that

improves sanitation in India and Vietnam by training entrepreneurs to form businesses supplying, installing and maintaining hygienic toilets. Through our Academies we aim to train 250 entrepreneurs and support the installation of 51,000 toilets by 2015.

We are also catalysing cross-sector collaboration for change. In 2014 we launched the Toilet Board Coalition, bringing together businesses, NGOs, academics and social entrepreneurs, with the aim of developing commercially-scalable sanitation solutions.



### PARTNERING FOR SCALE

We've found partnerships are vital to scaling up Lifebuoy soap's reach and achieving our goal of better health through better hygiene. Partners help us develop cost-effective interventions that can be scaled up, making handwashing education viable over the long term.

Lifebuoy's new partnership with the Children's Investment Fund Foundation (CIFF) aims to reach 9 million children in Bihar with our handwashing education programme. Bihar has one of the highest levels of infant mortality in India.

Piloted in 2014, the programme began to scale in 2015. With children acting as change agents for their families, 45 million people are expected to benefit by 2018.



### SAFE DRINKING WATER

Over 2 billion people have poor or no access to safe drinking water. Our Pureit in-home water purifier provides drinking water that is 'as safe as boiled' without the need for gas, electricity or a pressurised water supply.

Pureit removes harmful viruses, bacteria, parasites and pesticide impurities. Its unique technology delivers 'germ-kill' at prices that appeal to low-income consumers – the ongoing running cost of our most affordable model is just one euro cent for around two litres of safe drinking water.

Available in 12 countries, Pureit made rapid strides in 2014, achieving growth of 20%. In 2014 we acquired leading Chinese water purification business Qinyuan, a move which doubles our size in this sector and addresses a fast-growing consumer need.



# DELIVERING OUR PLAN

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In 2014 we made good progress across our commitments. In particular we achieved strong performance for targets within our direct control. Those outside our direct control are proving more challenging.





## IMPROVING HEALTH AND WELL-BEING

We are progressing well towards our first big goal of helping more than a billion people take action to improve their health and well-being. By the end of 2014 we had reached 397 million people. The brands driving this goal, such as Lifebuoy, Dove and Domestos, have shown strong growth.

In September 2014 we added a new target to our Plan: to help 25 million people gain improved access to a toilet by promoting the benefits of clean toilets and by making toilets accessible. We are the first company to make a commitment to improving sanitation on this scale.

In addition, a third of our portfolio of brands in our Foods and Refreshment categories now meet the highest nutritional standards, based on globally recognised dietary guidelines. Already, the majority meet or are better than benchmarks based on national nutritional recommendations.

**397** MILLION

people helped to improve their health and hygiene habits by 2014

**33%**

of our portfolio met the highest nutritional standards in 2014



## REDUCING ENVIRONMENTAL IMPACT

Progress on our second big goal is more mixed. We have achieved our target of zero non-hazardous waste to landfill across our global factory network, and continue to make significant reductions in CO<sub>2</sub> from energy and water in manufacturing, reducing them by 37% and 32% per tonne of production respectively since 2008.

However, the consumer element of our target to halve the water and GHG impacts of our products remains a challenge. GHG impact per consumer use has increased by around 4% since 2010, partly as a result of the Alberto Culver acquisition, while the water impact per consumer use has reduced by around 2%.

New technology such as compressed deodorant sprays has helped enable reductions in waste impact per consumer use, down by around 12% since 2010.

**12%**

reduction in waste associated with the disposal of our products by consumers since 2010

**37%**

reduction in CO<sub>2</sub> from energy since 2008

## ENHANCING LIVELIHOODS

Our third goal is to enhance the livelihoods of millions of people as we grow our business. In 2015 we are publishing our first human rights report following the new UN Guiding Principles Reporting Framework. Our Responsible Sourcing Policy, launched in 2014, sets mandatory requirements and good and best practices on human rights.

We are now sourcing over half our agricultural raw materials sustainably, and by working with our agricultural suppliers and other partners, we have helped around 800,000 smallholder farmers gain access to training and support.

Our approach is to further women's economic empowerment by advancing rights, skills and opportunities across our value chain. By 2014 we provided access to training and skills for 168,000 women and increased the number of women micro-entrepreneurs selling our products in India to 70,000.

**800,000**

smallholder farmers gained access to training and support

**55%**

of agricultural raw materials sustainably sourced





The Unilever Sustainable Living Plan sets out to decouple growth from our environmental impact, while increasing our positive social impact.

Our Plan has three big goals to achieve by 2020, 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 greatest change.

More detail on our progress can be found in the Sustainable Living section of [www.unilever.com](http://www.unilever.com).

## IMPROVING HEALTH AND WELL-BEING

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

We have helped 397 million people take action to improve their health and well-being.

# FOR MORE THAN 1 BILLION

## REDUCING ENVIRONMENTAL IMPACT BY 1/2

By 2020 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.\*

### HEALTH AND HYGIENE

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.

**397M**  
people reached by end 2014



- Reduce diarrhoeal and respiratory disease through handwashing †
- Provide safe drinking water †
- Improve access to sanitation
- ✓ Improve oral health
- ✓ Improve self-esteem

### NUTRITION

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 the *highest* nutritional standards, based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.

**33%+**  
of our portfolio by volume met highest nutritional standards in 2014



- Reduce salt levels
- Saturated fat:
  - ⓧ Reduce saturated fat
  - ⓧ Increase essential fatty acids
  - Reduce saturated fat in more products
- Improve heart health
- ✓ Remove trans fat
- Reduce sugar
- Reduce calories:
  - ✓ In children's ice cream
  - In more ice cream products
  - Provide healthy eating information

### GREENHOUSE GASES

**Our products' lifecycle:**  
Halve the greenhouse gas (GHG) impact of our products across the lifecycle by 2020.

**4%+**  
our greenhouse gas impact per consumer use has increased by around 4% since 2010\*



**Our manufacturing:**  
By 2020 CO<sub>2</sub> emissions from energy from our factories will be at or below 2008 levels despite significantly higher volumes.

**37%+** reduction of CO<sub>2</sub> from energy per tonne of production since 2008

- Reduce GHG from manufacturing:
  - Renewable energy
  - New factories
- Reduce GHG from skin cleansing and hair washing
- Reduce GHG from washing clothes:
  - Concentration
  - ✓ Reformulation
  - Consumer behaviour
- Reduce GHG from transport
- ✓ Reduce GHG from refrigeration
- Reduce energy consumption in our offices
- ✓ Reduce employee travel

### WATER

**Our products in use:**  
Halve the water associated with the consumer use of our products by 2020.\*

**2%+**  
our water impact per consumer use has reduced by around 2% since 2010\*



**Our manufacturing:**  
By 2020 water abstraction by our global factory network will be at or below 2008 levels despite significantly higher volumes.

**32%+** reduction in water abstraction per tonne of production since 2008

- Reduce water use in manufacturing process:
  - New factories
- Reduce water use in the laundry process:
  - Easy rinse products
  - Products that use less water
- Reduce water use in skin cleansing and hair washing
- Reduce water use in agriculture

# UNILEVER SUSTAINABLE LIVING PLAN 2014 PROGRESS

Our greenhouse gas impact has increased and our water and waste impact per consumer use has reduced since 2010.

## ENHANCING LIVELIHOODS

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

85% of our strategic suppliers met our Responsible Sourcing Policy's mandatory criteria. We helped 800,000 smallholder farmers and 238,000 women gain access to training, support and skills.

## FOR MILLIONS

### WASTE

**Our products:**  
Halve the waste associated with the disposal of our products by 2020.

12%  
our waste impact per consumer use has reduced by around 12% since 2010\*



**Our manufacturing:**  
By 2020 total waste sent for disposal will be at or below 2008 levels despite significantly higher volumes.

85%+  
reduction in total waste per tonne of production since 2008

Reduce waste from manufacturing:

- ✓ Zero non-hazardous waste to landfill
- New factories
- Reduce packaging

Recycle packaging:

- Increase recycling and recovery rates
- Increase recycled content
- Reuse packaging
- Tackle sachet waste

99 Eliminate PVC

Reduce office waste:

- Recycle, reuse, recover
- ✓ Reduce paper consumption
- Eliminate paper in processes

### SUSTAINABLE SOURCING

By 2020 we will source 100% of our agricultural raw materials sustainably.

55%  
of agricultural raw materials sustainably sourced by end 2014



Palm oil:

- ✓ Sustainable
- Traceable
- Paper and board
- Soy beans and soy oil
- Tea
- Fruit
- Vegetables
- Cocoa
- Sugar
- Sunflower oil
- Rapeseed oil
- Dairy
- 77 Fairtrade Ben & Jerry's
- Cage-free eggs
- ✓ Increase sustainable sourcing of office materials

### FAIRNESS IN THE WORKPLACE

By 2020 we will advance human rights across our operations and extended supply chain.

85%  
of our strategic suppliers met our Responsible Sourcing Policy's mandatory criteria by March 2015



- Implement UN Guiding Principles on Business and Human Rights
- Source 100% of procurement spend in line with our Responsible Sourcing Policy
- Create framework for fair compensation
- Improve employee health, nutrition and well-being
- ✓ Reduce workplace injuries and accidents †

### OPPORTUNITIES FOR WOMEN

By 2020 we will empower 5 million women.

238,000  
women provided with access to training and skills, including 70,000 Shakti micro-entrepreneurs trained in India



- Build a gender-balanced organisation with a focus on management
- Promote safety for women in communities where we operate
- Enhance access to training and skills
- Expand opportunities in our value chain

### INCLUSIVE BUSINESS

By 2020 we will have a positive impact on the lives of 5.5 million people.

800,000  
smallholder farmers gained access to training and support via partnerships with our agricultural suppliers and other partners



- Improve livelihoods of smallholder farmers
- Improve incomes of small-scale retailers
- Increase participation of young entrepreneurs in our value chain

#### KEY

- ✓ Achieved by target date
- On-plan for target date
- Off-plan for target date
- 77 % achieved by target date
- Target discontinued

† PricewaterhouseCoopers (PwC) assured. For details and the basis of preparation, see [www.unilever.com](http://www.unilever.com)

\* 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.





Unilever

We have found that doing business sustainably is possible and that brands that build sustainability into their offer are more appealing to consumers.

We realise that we can make a bigger difference to some of the world's major social, environmental and economic issues if we leverage our scale, influence and resources to drive transformational change.

The Unilever Sustainable Living Plan is inspiring our efforts.

We cannot achieve our vision alone. We invite you to give us your feedback at:

[Paul\\_Polman.SustainableLiving@unilever.com](mailto:Paul_Polman.SustainableLiving@unilever.com)

and join a growing community of people who believe it is possible to build a world where everyone lives well and lives sustainably at: [brightfuture.unilever.com](http://brightfuture.unilever.com)

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For further information on our social, economic and environmental performance, please visit our website

[www.unilever.com/sustainable-living](http://www.unilever.com/sustainable-living)