



UNILEVER BASIS OF PREPARATION 2018 FOR THE SUSTAINABLE LIVING REPORT (SLR)

FOR UNILEVER SUSTAINABLE LIVING PLAN (USLP) AND
ENVIRONMENTAL AND OCCUPATIONAL SAFETY (EOS)
PERFORMANCE MEASURES SELECTED
FOR INDEPENDENT ASSURANCE

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1. Introduction

PricewaterhouseCoopers LLP (PwC) has been appointed to provide limited assurance of selected USLP and EOS performance measures. This Basis of Preparation document sets out how these USLP and EOS performance measures, described in Section 2 below, have been prepared and reported, including their reporting periods.

The selection of USLP and EOS performance measures for limited assurance is explained in the "Independent Assurance" section of the online Unilever Sustainable Living Report.

Our USLP and EOS targets and the performance results achieved are described in full in the online Unilever Sustainable Living Report for 2018. A selection of targets and the performance results achieved are also described in the 2018 Annual Report and Accounts.

This document reflects our business objectives and processes and takes into account regulatory requirements applicable to our operations globally, industry codes of practice and voluntary guidance from external bodies. Unlike financial accounting standards, currently there are no industry norms or globally recognised established practices for measuring and evaluating performance data of this type. While these practices are evolving, it is important therefore to understand the approach we have taken with our data. We have established objective measurement techniques, including appropriate estimates and assumptions, for our performance data.

2. Scope

This document summarises the definition, scope and data preparation for the performance measures listed below. The preparation of the USLP and EOS performance measures is detailed in Sections 4 and 5 respectively.

Unless otherwise indicated, the performance data includes newly acquired businesses as soon as the appropriate processes and systems are implemented to enable consistent data collation and Unilever Group level consolidation.

Operations categorised as joint ventures or investments are excluded from the scope of all performance measures, unless otherwise indicated.

The results of disposed businesses are included in the performance measures up to the date of disposal.

We ensure that appropriate procedures are in place to report performance data, in all material respects, as set out in this document. These procedures ensure that:

- the reported information reflects our performance;
- the data is meaningful and is consistent with the stated definitions and scope;
- any specific exclusions are stated clearly and explained;
- any assumptions we make as well as our accounting and calculation methods are clearly described; and
- the level of transparency is sufficient to enable users to have confidence in the integrity of our reporting.

2.1 USLP performance measures

USLP indicator	Performance measured	2018 reported performance result
Health & Hygiene (pillar commitment): Helping people to improve their health, hygiene or wellbeing.	<ul style="list-style-type: none"> The number of people reached on a cumulative basis by an intervention through our programmes on handwashing, self-esteem, oral health, skin healing and safe drinking water. The number of litres of safe drinking water provided through the sale of Pureit devices since 2005. 	<ul style="list-style-type: none"> 653 million people reached by end of 2018. 106 billion litres of safe drinking water by end of 2018, of which 10 billion litres were provided in 2018
Waste (pillar commitment): Halve the waste associated with the disposal of our products by 2020.	<ul style="list-style-type: none"> The percentage change in Unilever's waste impact (packaging that is not recycled or recovered, and leftover product) per consumer use between the period measured from 1 January 2010 to 31 December 2010 ("2010 baseline") and the period measured from 1 July 2017 to 30 June 2018 ("2018 footprint"). 	<ul style="list-style-type: none"> 31% decrease in the waste associated with the consumer use of our products.
Fairness in the Workplace: Implement the UN Guiding Principles on Business and Human Rights.	<ul style="list-style-type: none"> Implementing the UN Guiding Principles on Business and Human Rights throughout Unilever's operations and publicly reporting on progress. 	<ul style="list-style-type: none"> A series of implementation activities have been carried out to continue embedding the UN Guiding Principles on Business and Human Rights throughout Unilever's operations.
Fairness in the Workplace: Responsible Sourcing Policy	<ul style="list-style-type: none"> The percentage of procurement spend on suppliers who meet the mandatory requirements of Unilever's Responsible Sourcing Policy (RSP) from 1 January 2018 to 31 December 2018. 	<ul style="list-style-type: none"> 61% of procurement spend meeting the mandatory requirements of the Unilever RSP.
Sustainable Sourcing: Sustainable dairy	<ul style="list-style-type: none"> The percentage of dairy products purchased from sustainable sources from 1 January 2018 to 31 December 2018. 	<ul style="list-style-type: none"> 75% of dairy products purchased sustainably by end of 2018.
Opportunities for Women: Build a gender-balanced organisation with a focus on management.	<ul style="list-style-type: none"> The percentage of women who were in Unilever management roles as at 31 December 2018. 	<ul style="list-style-type: none"> 49% of women were in Unilever management roles as at 31 December 2018.
Opportunities for Women: Promote safety for women in communities where we operate.	<ul style="list-style-type: none"> Number of women enabled to access initiatives aiming to promote their safety for the period 1 January 2017 to 30 September 2018. 	<ul style="list-style-type: none"> Enabled 8,891 women to access initiatives aimed at promoting their safety.
Opportunities for Women: Enhance access to training and skills	<ul style="list-style-type: none"> Number of women we have enabled to access initiatives aiming to develop their skills for the period 1 October 2010 to 30 September 2018. 	<ul style="list-style-type: none"> Enabled 1,723,800 women to access initiatives aimed at developing their skills.
Opportunities for Women: Expand opportunities our retail value chain.	<ul style="list-style-type: none"> Number of women enabled to access initiatives aiming to expand their opportunities in our retail value chain for the period 1 July 2017 to 30 September 2018. 	<ul style="list-style-type: none"> Enabled 113,407 women to access initiatives aimed at expanding their opportunities in our retail value chain.

2.2 EOS performance measures

EOS indicator	Performance measured	2018 reported performance result
Water: Reduce water use in manufacturing.	<ul style="list-style-type: none"> Water abstracted in m³ per tonne of production Change in the volume of water in m³ abstracted in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008)*. Percentage change in the water abstracted per tonne of production in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008)*. Emissions of chemical oxygen demand (COD) in kg per tonne of production. 	<ul style="list-style-type: none"> 1.67 m³/tonne. 22.5 million fewer m³ of water abstracted in 2018 than in 2008. 44% reduction in water abstracted per tonne of production in 2018 compared to 2008. 0.96 kg/tonne.
Energy and greenhouse gas emissions: Reduce GHG from manufacturing.	<ul style="list-style-type: none"> CO₂ emissions from energy use in tonnes (market based). CO₂ emissions from energy use in tonnes (location based). CO₂ emissions from energy use in kg per tonne of production (market based). Change in the tonnes of CO₂ from energy (market based) in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008)*. Percentage change in CO₂ from energy use (market based) per tonne of production in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008)*. Energy use in gigajoules per tonne of production. 	<ul style="list-style-type: none"> 1,438,042 tonnes (market based) 1,964,505 tonnes (location based) 70.46 kg/tonne 1,347,840 fewer tonnes of CO₂ from energy use in 2018 than in 2008 52% reduction in CO₂ from energy use (market based) per tonne of production in 2018 compared to 2008. 1.27 GJ/tonne
Waste: Reduce waste from manufacturing.	<ul style="list-style-type: none"> Hazardous waste in kg per tonne of production. Non-hazardous waste in kg per tonne of production. Total waste sent for disposal per tonne of production. Change in the tonnes of total waste sent for disposal in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008)*. Percentage change in the total waste sent for disposal per tonne of production in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008)*. 	<ul style="list-style-type: none"> 0.17 kg/tonne. 0.03 kg/tonne. 0.20 kg/tonne. 146,946 fewer tonnes of total waste sent for disposal in 2018 than in 2008 97% reduction in total waste sent for disposal per tonne of production in 2018 compared to 2008.
Occupational safety: Reduce workplace injuries and accidents	<ul style="list-style-type: none"> Number of fatal accidents in 2018 (1 October 2017 to 30 September 2018). Accident rate: Total Recordable Frequency Rate (TRFR) per 1,000,000 man-hours in 2018 (1 October 2017 to 30 September 2018). 	<ul style="list-style-type: none"> 1 fatality. 0.69 accidents per 1 million man-hours worked.

* The baseline 12-month reporting period is considered to be comparable to the 12-month reporting period for 2018

3. Data sources

Our objective is to gather and report reliable and robust data. We are committed to providing transparency on the quality of the data where we consider there are matters which are material to users of the information. The information we report is subject to internal review processes and, where relevant and/or required, peer review. All performance measures in the above tables, 2.1 and 2.2, are subject to external assurance unless specifically noted.

3.1. USLP performance measures

Our data reporting systems for Unilever Sustainable Living Plan targets and performance are evolving and we continue to work to align data recording and reporting methods across the Unilever Group. This includes working with third parties where we rely on their data to provide input and support our performance.

3.2. EOS performance measures

Every year we collect data on key measures of environmental performance. This is collated and analysed using a web-based Environmental Performance Reporting tool (EPR). Since 2008 we have reported our CO₂ emissions with reference to the GHG Protocol**.

For the reporting period 1 October 2017 to 30 September 2018, 274 manufacturing sites in 68 countries reported environmental performance data. In some cases, multiple factories occupy one manufacturing site.

For the two occupational safety performance measures, we collect data from our manufacturing sites and non-manufacturing sites via our Occupational Safety (OS) tool. For the reporting period 1 October 2017 to 30 September 2018, 506 sites reported occupational safety performance measures.

** The Greenhouse Gas Protocol Initiative is a multi-stakeholder partnership of businesses, NGOs, governments and others convened by the World Resources Institute (WRI), US-based environmental NGO, and the World Business Council for Sustainable Development (WBCSD), a Geneva-based coalition of 200 international companies. Launched in 1998, the Initiative's mission is to develop internationally accepted greenhouse gas (GHG) accounting and reporting standards for business and to promote their broad adoption.

4. USLP performance data preparation

Sections 4.1 – 4.9 detail the basis of preparation for each USLP performance measure.

4.1a Health & Hygiene (pillar commitment) - Helping people to improve their health, hygiene or wellbeing

Performance measures

- Number of people reached through our initiatives which aim to improve health, hygiene or wellbeing by the end of 2018.

Definitions

The people reached is measured by the number of interventions achieved through our initiatives: Lifebuoy handwashing, Dove Self-Esteem, Oral Care Brush Day & Night, Domestos sanitation, Vaseline Healing Project initiative and through the sale of Pureit devices. In some cases, the same person will be reached by more than one intervention as they have more than one health, hygiene or wellbeing need. Our cumulative total captures the sum of people reached by each of our individual interventions.

An intervention is an interaction, via one of our initiatives, with an individual regarding a health, hygiene or wellbeing need.

There are various definitions associated with our initiatives. The key ones are noted below.

i. Lifebuoy handwashing

The people reached are measured by the number of interventions achieved through our Lifebuoy handwashing programmes. An intervention is an interaction with an individual regarding the need to improve hygiene through handwashing with soap.

The Lifebuoy handwashing programmes are designed to reach children through schools, to reach mothers through health clinics and women's groups, and to reach people in remote areas via rural outreach programmes such as 'Khushion Ki Doli' (KKD) in India. KKD is a multi-brand marketing initiative which reaches out to consumers in media dark villages to promote messages from a variety of Unilever home and personal care brands including Lifebuoy.

Reach is calculated as the total number of direct contacts in each of our handwashing programmes multiplied by the average number of individuals in a household ('household multiplier').

Direct contact is defined as an individual who has attended a handwashing behaviour change programme consisting of interactive elements such as educational videos, games, stories as well as demonstrations regarding handwashing. These elements align to five 'non-negotiables' that we have identified as being important principles of Lifebuoy's behaviour change interventions. They are: 1) programme drives sustained practice of handwashing with soap for 21 days, 2) mother-child interaction, 3) glo germ demo, 4) reward, 5) pledge. They are informed by behaviour change best practice and are grounded in a deep understanding of the target and their soap-use behaviour. Our programmes are encouraged to cover all five non-negotiables. The direct contacts are only counted once they have completed a minimum of three of these five non-negotiables.

ii. Dove self-esteem

The Dove Self-Esteem Project (DSEP) consists of a number of body confidence (building self-esteem) programmes and tools: 1) Confident Me (materials enable a teacher to lead an in-class session), 2) True To Me (provides youth leaders and mentors of young people with interactive, offline activities for young people), 3) Free Being Me and Action on Body Confidence (educational programme developed by the World Association of Girl Guides and Girl Scouts (WAGGGS) and Dove that is delivered by Scout and Guide leaders), 4) Uniquely Me (activity booklet for parents and carers to use with girls), 5) Mindful Me (guide for mentors of girls – discontinued in 2017), 6) Dove Day (global event where trained Unilever staff and business partners run workshops on body confidence). Additionally, Dove.com/self-esteem is the go-to destination for information and activities linked to body confidence and includes downloadable materials and articles for parents, teachers and youth leaders for the programmes mentioned above.

Reach is calculated as the number of young people (7-17-year olds) who have been meaningfully engaged with one of the above initiatives. One hour is the minimum length of time required for young people to be meaningfully engaged. This engagement time is based on analysing several different studies about self-esteem by the DSEP Global Experts at Centre for appearance research and previously a set of advisors forming a board. Since 2016, the Board has been replaced by the on-going work that the Unilever global Dove team has been conducting with the academic partners at the Centre for Appearance Research on evaluating engagement tools and their impact and separate experts for project-based work specific to their skill set and Dove's need.

iii. Oral Care Brush Day & Night

The people reached are measured by the number of interventions achieved through our Brush Day & Night television ("TV") advertising campaigns and school programmes. An intervention is an interaction with an individual regarding the need to improve hygiene by brushing teeth in the morning (day) and the evening (night).

The oral health initiatives aim to encourage people to brush day and night in two ways:

TV advertising

The oral health TV advertising is carried out through a series of Signal, AIM, Mentadent, Pepsodent, Prodent and P/S television campaigns (TVCs) to encourage children and mothers to brush day and night. The primary target audience for the TVCs are mothers with children in the age range 4 to 12.

Reach is based on the percentage of the audience which is the primary target watching the TVCs in the relevant countries.

School programmes

The oral health school programmes are designed to reach children through a 21-day school programme, consisting of interactive elements, such as educational videos, games, stories as well as demonstrations regarding toothbrushing. These elements align to five 'non-negotiables' that we have identified as being important principles of behaviour change interventions, which follow the five levers of change model. They are: 1) make it easy, 2) make it a habit, 3) make it understood, 4) make it rewarding, and 5) make it desirable.

Our school programmes are encouraged to cover all five non-negotiables. Children are counted if they have attended a programme which has completed a minimum of three of these five non-negotiables.

iv. Pureit safe drinking water

Pureit offers a range of in-home water purifiers that provide safe drinking water and meets stringent safety standards in the countries that the Pureit devices are sold.

Reach was calculated as the number of people who gained access to safe drinking water based on the sale of Pureit devices and its consumables for the period 1 January 2005 to 31 December 2013. In 2014 we stopped counting the number of people reached from sale of Pureit devices and added a new target which measures the volume (number of litres) of safe drinking water provided since 2005.

v. Domestos sanitation

Domestos provides partial or full funding to the following programmes, which help a person gain improved access to a toilet:

- UNICEF
- Cleaner Toilet, Brighter Future ("CTBF") - delivered via implementation partners such as local NGO, government agency or an activation agency

Improved access to a toilet is defined as:

UNICEF

- Promoting the benefits of using clean toilets in communities to encourage a change in behaviour so that people stop the practise of open defecation and get a toilet. This is done through behaviour change or capacity building programmes
- Improving the sanitation of schools in India through capacity building and training programmes focussed on improving operation and maintenance of toilets in schools.

Cleaner Toilet, Brighter Future ("CTBF")

- Improving the quality of existing toilet facilities in schools through support for light maintenance, operation, training of school personnel, and/or minor refurbishment activities.

The number of people reached is measured in the following ways:

UNICEF

- The number of people living in a community, where behaviour change programmes have been run by UNICEF, who no longer practise open defecation.
- The number of people indirectly reached through capacity building programmes run by UNICEF.
- The number of children in schools reached indirectly by capacity building and training programmes which improve sanitation by focussing on operation and maintenance.

Cleaner Toilet, Brighter Future ("CTBF")

- The number of people reached is defined as the number of children enrolled in a school where the toilets' cleanliness and usability has improved to a basic service level.

Clean means:

- A toilet facility free of litter, toilet cubicle walls and floor are free of visible traces of faeces or urine, and the toilet bowl/pan/slab is free of visible traces of faeces and urine (cleanliness).

A basic service level means toilets are usable, comprising:

- Toilets are accessible to students (doors are unlocked, or a key is available at all times) (accessibility)
- Toilets have closable doors that lock from the inside and no large gaps in the structure (privacy)
- Toilet facilities offered in the school include: flush/pour-flush toilets, pit latrines with slab or composting toilets, which are operational and not blocked (functioning).

All children enrolled at a school are counted when a minimum of one additional toilet for girls and one additional toilet for boys is clean and usable, conforming to the basic service level. Only the female children or only the male children at a school will be counted if an additional toilet meeting the basic service level is only available for girls or for boys. Both boys and girls will be counted if the additional toilet is a mixed-use facility.

vi. Vaseline skin healing

The people reached are measured by the number of interventions achieved through our Vaseline Healing Project initiative. An intervention is "an interaction with an individual regarding a skin healing need".

The Vaseline Healing Project aims to help heal the skin of people in need in two ways:

Product donations

Unilever donates Vaseline products (petroleum jelly and lotions) to beneficiary organisations through a global partner, Direct Relief, who distributes the products. Vaseline products are made available to patients by health care workers at the beneficiary organisations. In some beneficiary organisations, the Vaseline products are also made available for use by the staff.

There are two main types of beneficiary organisations: In the USA, there are a large number of small, local organisations who provide health care services to underserved populations, where people typically live at risk of poverty, in geographic isolation or in the wake of disaster, and lack access to healthcare. In other countries, there are a number of large organisations who provide health care services to both underserved populations and to people affected by disasters and emergencies.

Reach is calculated as the number of products distributed by Direct Relief to beneficiary organisations for donation to individuals, reduced by the number of product losses and damages and the number of products that have been distributed to the same person more than once (e.g. repeat patients).

Healing missions

Unilever partners with Direct Relief which send dermatologists on healing missions to areas of acute need (e.g. refugee camps) to work with beneficiary organisations to help treat patients with skin conditions. The list of the healing missions with start and end date for each mission is identified by Direct Relief. At the start of the calendar year Unilever Vaseline Global team approves the list of healing missions to be run in areas of acute needs. As part of a healing mission consultation, dermatologists diagnose and treat skin conditions.

Reach is calculated as the total number of patients treated for skin conditions.

Scope

The number of countries in which the initiatives have been carried out is:

- i.* **Lifebuoy handwashing:** Lifebuoy programmes have been carried out in 29 countries.
- ii.* **Dove self-esteem:** Dove self-esteem programmes have been carried out in 141 countries
- iii.* **Oral Care Brush Day & Night:** Oral Care Brush Day & Night campaigns have been carried out in 24 countries.
- iv.* **Pureit safe drinking water:** People have been reached through the sale of Pureit devices in 12 countries.
- v.* **Domestos sanitation:** Domestos programmes have been carried out in 73 countries.
- vi.* **Vaseline skin healing:** The Vaseline Healing Project has been carried out in 57 countries.

Performance data preparation and assumptions

The performance measure is calculated by the Unilever group team by summing the number of people reached by each of the initiatives. This performance measure is subject to internal review to identify and correct material anomalies before it is reported.

The approach taken to measure our performance data is dependent on the initiative and is set out below:

- i.* **Lifebuoy handwashing:** Number of people reached by Lifebuoy handwashing programmes since 2010 (this covers period from 1 January 2010 to 31 December 2018).

The average number of attendees of intervention sessions (direct contacts) are logged and consolidated into the total number of direct contacts per programme in each 'in scope' country. This data is captured by local programme administrators (third party agencies and/or Unilever staff), consolidated and reviewed at country level, before being shared with our Unilever group team for review and reporting.

A household multiplier is applied when the specific programme has met at least three of the five non-negotiables. The application of the household multiplier is based on previous research evidence which demonstrates that each individual will take back to their family household the learning from attending the intervention programme.

In the case of multi-brand rural intervention programmes, such as KKD in India, we count the total number of direct contacts attending i.e. we do not apply a household multiplier to these programmes.

For the countries which have been running programmes before 2014, the average number of individuals in a household in each 'in scope' country is based on national census data or recognised survey data. For countries in which the programmes have been executed for the first time since 2014, average number of individuals in a household is based on the latest census data taken from Euromonitor International.

Where different handwashing programmes are run in the same locations, contact with more than one family member of a single household could result. To remove this double counting, we exclude the direct contacts reached of a programme according to the following:

- Where two programmes are run in the same area the programme with lower reach (by direct contact) is excluded.
- In Vietnam and Indonesia, where programmes which target mothers and programmes which target schoolchildren run concurrently, a statistical analysis is used to determine any double counting.

No adjustment is made for siblings from the same household reached directly by programmes due to lack of accurate sibling data.

Total reach of people helped is the sum of people reached through on-ground handwashing education programmes. The Unilever global brand team consolidates the data on an excel spreadsheet and calculates the total people reached.

All supporting documentation is uploaded into Unilever's Electronic Measurement and Assurance ("ELMA") tool for storage. This is reviewed and approved by the Metric Owner.

- ii.* **Dove self-esteem:** Number of young people reached through the DSEP initiatives since 2005 (this covers the period 1 January 2005 to 31 December 2018).

The approach taken to measure our performance data is set out below:

The young people reach number is measured using a combination of registers (of individuals or number of materials handed out) at local events and data analytics tools for materials downloaded from dove.com/self-esteem or those of our partner organisations (i.e. WAGGGS and member associations).

The majority of the reach data is captured by local programme administrators (third party agencies/associations and/or Unilever staff) and then reviewed at country level by Unilever Dove brand managers. The data is consolidated and reviewed by the Unilever global Dove team.

The reach count for downloaded materials is determined by applying discounting and multiplier factors depending on the type of materials being accessed. For example, with WAGGGS, using Google analytics we:

- measure the number of downloads of the 11-14s activity pack and the 7-10s activity pack;
- reduce this by 50% to account for double downloads or material not being with a group of girls; and
- multiply by the average group size of girls attending [based on information provided by WAGGGS].

The risk of double-counting of lives reached is taken into account as follows:

- The overall take up of multiple DSEP initiatives (i.e. at school and youth group) remains relatively low.
- Teachers' lesson planning ensures the risk of students receiving body confidence education more than once in the same school year is highly unlikely.
- Specific discounting and multiplier factors have been applied to the programmes.

- iii.* **Oral Care Brush Day & Night:** The number of people reached through the Brush Day & Night campaign since 1 January 2010 (this covers the period 1 January 2010 to 31 December 2018).

Data is collected and consolidated as follows:

TV advertising

The number of people reached is based on the penetration of specific Oral Care television campaigns (TVCs) in-scope countries for the 12-month period.

The TVC data is captured by local third-party agencies that determine what percentage of the relevant target audience (mothers with children aged 4-12) would have seen the Oral Care TVCs. A global third-party media data agency, Mindshare, consolidates the country level data.

In order to determine the reach data for each in-scope country, discounting and multiplier factors are applied as follows:

- The percentage of the target audience watching the TVCs (over the 12-month period) is multiplied by the number of mothers (with children aged 4-12) in each country to give a total reached number. The household data is provided by Euromonitor International (same source used for Lifebuoy).
- A discounting factor is applied to take account of possible double-counting risks when similar TVCs are aired over a number of years. For example, if a TVC was run in the prior year, only 1/12 of the current year total reached number is used, and if the TVC was run in the year before, only 2/12 is used, and so on.

In some countries, where access to the coverage data from TVCs or population data is not available or there has been a socio-political crisis, reach data is excluded.

The total data, per in-scope country, is provided to the Unilever Oral Care team for review and reporting.

School programmes

The number of children reached is based on the number of children attending schools running the 21-day school program in in-scope countries during the 12-month period.

The number of children participating in school programmes in 'in scope' countries are captured in spreadsheets and logged in Unilever's Electronic Measurement and Assurance ("ELMA") tool by local programme administrators (third party agencies and/or Unilever staff). The data is aggregated in ELMA, which calculates the total number of children reached in each country, and is reviewed by Unilever country brand managers.

The country level data is aggregated in ELMA, which calculates the total number of people reached by school programmes, and is reviewed by the Unilever global brand team. To avoid the risk of double counting within the reporting year, local partners who are responsible for selecting the schools where the programme will be run, aim to select schools where the programme has not been previously run. If the same school is re-visited, only those children who were not previously part of the programme will be counted e.g. if the school programme reached children in school years 1, 2 and 3 during the first year of running the programme, then in the subsequent year of running the programme at the same school, only the new school year 1 children will be counted.

Overlap of TV advertising and School programmes

The global brand team checks if an oral health school programme has been conducted in a country or location where a TV advertising campaign has previously taken place. Where this has occurred, to account for the risk that some people reached by TV advertising could also be reached by school programmes, the number of people reached by school programmes is deducted from the number of people reached by TV.

The total number of people reached is the sum of people reached through school programmes and by TV advertising. The Unilever global brand team consolidates the data on an excel spreadsheet and calculates the total people reached.

- i. **Pureit safe drinking water:** The number of people reached (gaining access to safe drinking water) through sales of Pureit devices (Pureit water purifiers and Germ Kill Kits) from 1 January 2005 to 31 December 2013.

The number of people reached (gaining access to safe drinking water) through sales of Pureit devices

(Pureit water purifiers and Germ Kill Kits) between 1 Jan 2005 to 31 Dec 2013.

The numbers of Pureit devices sold are obtained from the relevant Unilever sales management systems in each 'in scope' country. It is assumed that all Pureit devices distributed in each 'in scope' country are used by individual households in that country.

The number of people gaining access to safe drinking water is calculated from the total number of Pureit devices sold multiplied by the average number of individuals in a household applicable to each of the 'in scope' countries.

The following assumptions have been included in the calculations:

- Unilever's range of Pureit devices and consumables sold to its customers (e.g. retailers) are sold onto end-consumers.
- All consumables and devices sold are used upon purchase.
- The full purification capacity of each consumable is used within one year.
- The full purification capacity of each consumable is used before replacement.
- There is a zero percent failure rate, as all returns can be repaired and returned to consumers.

The average number of individuals in a household in each 'in scope' country is based on national census data or recognised survey data.

The number of people who have gained access to safe drinking water from Pureit has been rounded down to the nearest 5 million.

- v. Domestos sanitation:** The number of people reached by Domestos funded programmes which help people gain improved access to a toilet (this covers the period 1 January 2012 to 31 December 2018).

The performance measure is calculated by the Unilever global Domestos brand team by summing the number of people reached by each of the programmes.

For each of the programmes, information is received from the implementation partners, either at the end of an activity or on dates agreed with the implementation partner. The performance measure is subject to internal review to identify and correct factual anomalies before it is reported.

UNICEF

All information is collected, assessed and calculated by UNICEF in accordance with its own methodology and reported to Unilever. The number of people reached is calculated in three ways:

- The number of people reached by behaviour change programmes or by capacity building programs is calculated by estimating the number of people living in communities that have been declared as open defecation free. The assessment of whether the practise of open defecation has ended is made by UNICEF/ the government or relevant implementing organisation. Once a community has been declared open defecation free, the whole population of that community is included, as it is assumed that they will all benefit from the change in behaviour
- The number of people indirectly and directly reached by other capacity building programmes is calculated by multiplying the number of households with a new toilet by a household multiplier (UNICEF source data). This is based on the assumption that all individuals in the household will use the new toilet.
- The number of children who have gain improved access to sanitation in schools through capacity building and training is calculated as the number of children in a school that has met the standard approved by the Indian government.

Where programmes have been entirely funded by Unilever, all people reached are included in the reported number.

Where programmes are partially funded by Unilever the number of people reached is reported based on Unilever's proportion of funding i.e. the % of Unilever funding is applied to the total people reached.

Cleaner Toilet, Brighter Future ("CTBF")

The Unilever local brand team and CTBF implementation partner agrees with local municipalities or the Ministry of Education which schools in a country or region may require improvement to school toilet facilities. A list of schools whose facilities will be reviewed is agreed.

Reviews are performed by the implementation partner or school representative to assess usability and cleanliness of toilet facilities following a standard procedure. The participating school and/or the implementation partner document the observations and results on a standardised form. The reviews indicate the state of the toilet facilities and the specific interventions required to improve the toilet facilities. The specific interventions required e.g. locks required on doors, regular cleaning, are agreed by the Unilever local brand team and the implementation partner with the school principal. The implementation partner provides training or instructions on how to perform the improvements and maintenance of the toilet facilities.

The implementation partner or school representative also obtains the number of children enrolled at the school, split by gender, from the school administration and documents it on the standardised form. The standardised forms are sent by the implementation partner to the Unilever local brand team who keeps a list of schools and number of enrolled children which have been reviewed.

After six weeks, the school representative or the implementing partner, evaluates progress against the review conducted before the intervention started and documents the result on a standardised form. A sample of schools that completed the standardised form will be visited and checked by an external agency to assess the success of the interventions and the validity of the results presented by either the implementing partner or school representative. Sampling is done on a statistical basis taking into account number of schools in the programme and location. The verification is conducted by an external agency to independently validate that the toilets have improved their cleanliness and usability to a basic service level. The results of the verification are applied to the total number of children enrolled in schools where the interventions took place i.e. a discount factor for any schools not meeting the usability basic service level and cleanliness is applied. This calculation is performed by the Unilever local team in the country or region and provided to the Unilever global team for review.

In the subsequent year, the school administrators of schools where interventions took place to improve toilet facilities in the previous year, provide the number of new children enrolled in their first year of school to the implementation partner. A further independent verification is performed on a sample of schools, using the same list of schools where interventions took place to improve toilet facilities in the previous year, to check that basic service levels for usability and cleanliness are still being met. Sampling is done on a statistical basis taking into account the number of schools in the programme and location. The results of this verification is applied to the total number of new children enrolled at schools i.e. a discount factor for any schools who no longer meet the basic service level for usability and cleanliness is applied.

Double counting

The risk of double counting exists where i) a person can be reached by both the UNICEF and CTBF programmes because they are run in the same country or are targeted at the same group of people or ii) people can access the same programme more than once in one year or over a number of years.

The Metric Owner performs an assessment of this risk during the reporting period by checking for any instances where different programmes have been run in the same locations and by checking if any repeated programmes have been run in the same location since the start of the reporting period of the programme. Where the risk of double counting is identified, the Metric Owner reviews the locations overlap and deducts the number of people reached from the most recent programme.

Calculation of total number of people reached

The children reached at each school is recorded either on paper, or in excel spreadsheets or in a tool. The Unilever global team aggregates the number of children reached for each country or region in an excel spreadsheet to calculate the total number of children enrolled in schools where the basic service levels have been met during the reporting period. This is added to the previous years' results to calculate the cumulative result.

The supporting information and documentation for the calculation is collected and stored in Unilever's Electronic Measurement and Analysis ("ELMA") tool.

vi. Vaseline skin healing: The performance measure is calculated by the Unilever Vaseline brand team by summing the number of people reached by product donations and healing missions.

Data is collected and consolidated as follows:

Product Donations

The number of products distributed by Direct Relief is tracked in the Direct Relief SAP system. Direct Relief provides Unilever with a monthly report from SAP for the number of products distributed by location. Every 6 months Unilever Vaseline Global team checks that the data received from the Direct Relief monthly aligns to the numbers of products donated by Unilever during the 6 months period.

The number of product damages and losses is calculated by Direct Relief based on the % of historic damages and losses and we apply it to the total of products distributed. This percentage is assumed to stay the same year on year and will not be recalculated.

The number of products distributed to the same patient more than once (repeat patient) is estimated based on an annual Direct Relief survey conducted with the beneficiary organisations as to the % of repeat patients they treat. This % is recalculated annually by Direct Relief using the survey.

The Unilever Vaseline brand team collects the data and performs the calculation on an excel spreadsheet. The calculation is the total number of products distributed to patients or made available to a member of staff less % of product losses and damages less the % of repeat patients.

Healing Missions

The partner organisation tracks the number of patients treated for skin conditions at the end of the healing mission and provides Unilever Vaseline brand team with a report monthly of the number of patients treated for skin conditions at the end of the healing mission by location. The partner organisation confirms in the report that they have reviewed names of patients treated and eliminated any names that appear twice on the list.

Where product donations and healing missions are delivered in the same location, only the reach of healing missions is counted.

Total reach of people helped is the sum of people reached through product donations and healing missions. The Unilever Vaseline brand team consolidates the data on an excel spreadsheet and calculates the total people reached.

All supporting documentation with calculation is uploaded into ELMA for storage. This is reviewed and approved by the Metric Owner.

4.1b Health & Hygiene (pillar commitment) - Helping people to improve their health, hygiene or wellbeing Performance measures

The number of litres of safe drinking water provided through the sales of Pureit devices (Pureit water purifiers and Germ Kill Kits) by the end of 2018.

Definitions

Pureit offers a range of in-home water purifiers that provide safe drinking water and meets relevant safety standards in the countries that the Pureit devices are sold.

The volume, in litres, of safe drinking water is based on the capacity of the Pureit devices sold between 1 January 2005 and 31 December 2018

Scope

There are 12 countries "in-scope" of this performance measure where Pureit is currently available: Bangladesh, Brazil, China, Ghana, India, Indonesia, Kenya, Mexico, Nigeria, Pakistan, Philippines and Sri Lanka.

In March 2014, Unilever acquired Qinyuan, which sells water purification devices in China. The number of litres of safe drinking water provided by Qinyuan is not currently in the scope of this performance measure.

Performance data preparation and assumptions

The number of litres of safe drinking water provided through the sales of Pureit devices (Pureit water purifiers and Germ Kill Kits) since 2005. The reporting period is from 1 January 2005 to 31 December 2018.

The number of litres of safe drinking water provided is calculated as the total number of devices and consumables sold multiplied by the total purification capacity (in litres) of each device or consumable during its lifetime, for each of the countries in scope of the performance measure.

The volume measured is the capacity of the device and not the actual/assumed consumption by individuals. The purification capacity of each product has been determined through product certificates and tests to confirm the purity which have been reviewed and signed-off by Unilever's Research and Development team.

The following assumptions have been included in the calculations:

- Unilever's range of Pureit devices and consumables sold to its customers (e.g. retailers) are sold onto end-consumers.
- All consumables and devices sold are used upon purchase.
- The full purification capacity of each consumable is used within one year.
- The full purification capacity of each consumable is used before replacement.
- There is a zero percent failure rate, as all returns can be repaired and returned to consumers.

A number of consumables (Germkill Kits) were provided to distributors to package with Pureit devices and not sold separately as replacements. This has resulted in double counting litres of safe water between 2011 and 2015 for these consumables. The cumulative number to 2015 is restated from 78 billion litres to 73 billion litres

4.2 Waste (pillar commitment) - Halve the waste impact associated with the disposal of our products by 2020

Performance measure

The percentage change in the waste impact of our products across the lifecycle per consumer use between the period measured from 1 January 2010 to 31 December 2010 ("2010 baseline") and the period measured from 1 July 2017 to 30 June 2018 ("2018 footprint").

Definitions

- The waste performance measure considers waste from disposal of our primary and secondary packaging only to the extent that this has not been recycled, reused, or recovered, plus product left behind in the primary pack at disposal ('leftover').
- The waste performance measure is expressed on a 'per consumer use' basis. 'Per consumer use' refers to the consumed amount per individual portion, single use or serving of a Unilever product by one person. It is based on the amount of product sold to the consumer, and either the recommended dose/use or habits data.
- Recycled packaging refers to packaging that has been converted back into its original material.
- Recovery refers to the recapture of energy embedded within packaging.
- Reuse refers to packaging which is reused for its original application.

Scope

Our waste performance measure calculates the waste related to the disposal of our packaging and leftover.

- In 14 USLP countries: Brazil, China, France, Germany, India, Indonesia, Italy, Mexico, Netherlands, Russia, South Africa, Turkey, UK, and USA.
- For our 11 categories: Beverages, Deodorants, Dressings, Hair Care, Household Care, Ice Cream, Laundry, Oral Care, Savoury, Skin Care, Skin Cleansing.

- In two phases in our life cycle: raw materials (primary packaging and secondary packaging, which has not been recycled or recovered), and consumer use (leftover).

Products excluded from the waste performance measure are:

- Those for which the required data is not available with sufficient detail and/or where Unilever does not have direct influence over the footprint of the finished product, namely: products developed and manufactured through our joint venture operations, products distributed to professional markets via Food Solutions, bulk items and export items that are sold to third parties as unfinished products, promotional items and complex packs, and tools and devices (including Pureit).
- Those which have exceptionally high sales volumes expressed in per consumer uses and represent a negligible proportion of our absolute impact, thereby having the potential to distort the 'per consumer use' performance measure (namely Q Tips cotton swabs, Annapurna salt, and Vaseline lip balm).

The Spreads business was sold in mid-2018 and is excluded from the performance measure to ensure alignment with the existing business structure. The 2010 baseline has accordingly been restated by an increase of 5% to 0.82g per consumer use.

These exclusions are applied consistently across the GHG, water and waste performance measures.

Performance data preparation and assumptions

Calculating this performance measure requires a detailed analysis of the waste impacts of thousands of products spread across 14 key countries. The results are calculated at a corporate level on a per consumer use basis. The waste impact is calculated for a representative sample of products, based on a clustering of products. The clustering aims to account for at least 80% of our sales volume in the key countries. The representative product assessment is then extrapolated at a category and country level to account for the un-clustered products in each of the 14 key countries.

For each representative product, a number of internal and external data sources are used to describe the various life cycle activities and inputs (e.g. specification of product, consumer use data). Consumer use is determined based on either consumer habits studies or on-pack recommendations. In cases where relevant consumer habits studies are unavailable, internal expert opinion is used. Consumer use data often varies by country. The amount of packaging that has been recycled, reused, or recovered is determined using relevant Recycling and Recovery Indices ("RRI") from each of the 14 key countries. Sources of RRI include government-published or industry-average data. In cases where these sources are unavailable or unreliable, internal expert opinion is used.

4.3 Sustainable sourcing – Sustainable dairy

Performance measure: The percentage of dairy products purchased from sustainable sources from 1 January to 31 December of the current reporting period.

Definitions

Dairy products refers to products that are derived from milk, for example skim milk powder, fresh cream, butter oil, cheese.

Sustainable sources refers to suppliers of dairy products which comply with the requirements set out in the Unilever Sustainable Agriculture Code 2010 (SAC)¹ in order to be categorised as a sustainable source. The mechanisms to demonstrate compliance are outlined in the SAC Scheme Rules².

Scope

All dairy material purchases are in scope for the performance measure except for:

- Dairy products which are classified as confectionary products e.g. chocolate flakes.
- Dairy purchased by third parties that manufacture products for Unilever.

Performance data preparation and assumptions

All dairy product purchases are recorded in Unilever's purchasing systems in tonnes. In North America, suppliers' invoices record the dry weight equivalent of dairy supplied i.e. the weight excluding the liquid component of the product. We apply a conversion factor to record the actual tonnes of dairy received in our purchasing systems. The proportion of dairy contained in the different dairy products purchased is recorded in a raw materials specification database. The calculation of the proportion of dairy products purchased from sustainable sources is undertaken as follows:

Calculate the total purchased volume of dairy

The purchased volume data of dairy products is extracted from the purchasing systems and stored in the sustainable sourcing system (the "SuSo system"). The respective proportion of dairy in each product purchased is taken from the raw material specification database and is used to determine the amount of dairy purchased in tonnes by multiplying the total purchased volume with the respective proportion of dairy. The volumes of dairy in each product are then summed to give the total purchased volume in tonnes. These calculations are performed automatically within the SuSo system.

Calculate the volume of dairy that is sustainably sourced

Dairy products are classified as being sustainably sourced if one of the following criteria is met:

- The supplier has provided a self-declaration on their level of compliance with the SAC within the last 18 months or
- The supplier has provided evidence that its internal control system covers all requirements of the SAC in accordance with the scheme rules
- The supplier has provided annual confirmation that the dairy materials supplied by them are certified against third party standards determined to be equivalent to the SAC.

Unilever commissions an independent third party (Control Union Auditors) to verify a sample of supplier self-declarations each year. The sample group is determined on a statistical basis taking into account the sustainability risks associated with the supplier location and the volume purchased. The scope of the verification is from 1 April 2017 to 31 March 2018. The results of the verification are applied to the total purchased volumes for each raw material from 1 January 2018 to 31 December 2018.

Suppliers that comply with the SAC or provide raw materials which are certified against third party standards are 'tagged' as sustainable in the sustainable sourcing system using a sustainable sourcing factor ("SuSo factor"). Sustainable suppliers, identified by the SuSo factor are matched by supplier name, cluster and country with the total purchased volume records in the SuSo system to calculate sustainably sourced volumes (in tonnes) purchased from suppliers.

The sustainably sourced volumes from suppliers are summed to calculate the total sustainably sourced volumes (in tonnes) in the SuSo system.

Calculate the percentage of dairy from sustainable sources

The total sustainably sourced volumes (in tonnes) are divided by the total purchased volumes (in tonnes) to calculate the proportion of sustainably sourced volumes.

¹SAC 2010 - https://www.unilever.com/Images/ul-sac-v1-march-2010-spread_tcm244-423998_en.pdf

²SAC Scheme Rules 2010 - https://www.unilever.com/Images/ul-sac-v1-march-2010-spread_tcm244-423998_en.pdf

4.4 Fairness in the Workplace – Implement UN Guiding Principles on Business and Human Rights Performance measure

A series of implementation activities have been carried out to continue embedding the UN Guiding Principles on Business and Human Rights throughout Unilever's operations.

Definitions

The United Nations Guiding Principles on Business and Human Rights ("UN Guiding Principles") is a global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity. Unilever's human rights approach is formed with reference to the UN Guiding Principles. The Human Rights Policy Statement document describes Unilever's commitment to respect global principles and the associated due diligence processes and governance of respect for human rights. Implementation means the ongoing embedding of these principles into Unilever's policies and processes, in response to changing requirements and identification of issues, so that they are followed by the business.

Implementation focuses on eight (8) salient human rights issues for Unilever (as set out in the Human Rights Report 2015).

These are:

- Discrimination: This is addressed in the Code of Business Principles ("COBP") and Respect, Dignity and Fair Treatment ("RDFT") Code Policy.
- Fair wages: This is addressed in the COBP, RDFT Code Policy and Framework for Fair Compensation.
- Forced labour: This is addressed in the COBP and RDFT Code Policy.
- Freedom of association: This is addressed in the COBP and RDFT Code Policy.
- Harassment: This is addressed in the RDFT Code Policy.
- Health and safety: This is addressed in the COBP and the Occupational Health and Safety Policy.
- Land rights: Principles and Guidance were implemented in 2018.
- Working hours: This is addressed in the RDFT Code Policy.

Description of implementation activities

The continued embedding of the UN Guiding Principles is the responsibility of business units and regional/global teams. The Unilever Integrated Social Sustainability (iSoSu) team co-ordinates this implementation and provides expert assistance to the business units and regional/global teams. The iSoSu team drives the human rights strategy and advocacy for Unilever and is led by the Global Vice President for Integrated Social Sustainability.

During 2018, the iSoSu team, which includes at least one representative in each Unilever country cluster (Europe, North America, Latin America, NAMET and RUB, Asia, Africa) performed awareness raising, capacity building and integration of the 8 salient human rights issues into business decision-making and processes through the implementation activities below. A review of the salient human rights issues was also carried out, with regional teams in Europe, the Americas, Asia and Africa.

Review of global policies and codes

- Where a human rights issue was identified and was not covered by a specific policy, the iSoSu team worked with the relevant business units to revise policies or create new standards, where necessary.
- The iSoSu team created Unilever's Human Rights Policy Statement in 2014; reviewed the RDFT Code Policy in 2016 and the COBP in 2015 with code policy owners to ensure that relevant salient human rights issues were addressed. There were no changes to these specific policies during 2018. Respective Unilever functions have also created or reviewed relevant policies.

Training

- The iSoSu team provided guidance to the business on understanding and interpreting the eight salient human rights issues, including through face to face and online training which was developed by the global learning team or other internal or external subject matter experts.
- Human rights principles have been included in the COBP training, which is required to be completed by all employees, third parties and contractors working at Unilever operational sites.
- Corporate Audit monitored internal controls to ensure that new employees have read and understood the COBP.

Review of legal requirements

- Unilever regional teams reported on human rights locally where legally required according to local legislation – e.g. Unilever published its updated Modern Slavery & Human Trafficking Statement in April 2018 in response to the UK Modern Slavery Act 2015.

Risk assessments, remediation and mitigation

- The Corporate Responsibility Committee, which oversees Unilever's conduct as a responsible global business, meets quarterly and ad hoc as required. The meetings include detailed discussions concerning the Code of Business Principles and associated Code Policies which set out the standards of conduct expected of all Unilever employees in their business endeavours such as no harassment, working hours limits, good health and safety etc. The Committee Chairman is responsible for reporting the findings from meetings to the Boards.
- The iSoSu team and Business Integrity team carried out country risk analyses using a risk assessment tool provided by an independent third party, undertook a review of non-compliances and obtained local business and external knowledge to identify which countries had a high risk of not complying with human rights principles ("high risk countries").
- Detailed country / site risk assessments were performed for high risk countries using an independent third party, which identified specific areas that required a remediation or mitigation plan.
- The iSoSu team, working with the relevant function/site created a detailed mitigation plan to address identified issues and support implementation.

Remediation and mitigation of business specific issues

- The iSoSu team were made aware of human rights issues that arose through internal escalation (e.g. from business units, regional/global teams, legal or human resources functions), or through external sources such as the media.
- The iSoSu team worked with the relevant business teams to create a plan to mitigate or remediate issues.

Public reporting of progress on implementing the UN Guiding Principles is performed with reference to the UN Guiding Principles Reporting Framework.

Progress is reported on an annual basis in the USLP online report, periodically in a separate Human Rights Progress Report, and in separate reports which are legally required, such as the Modern Slavery & Human Trafficking Statement which requires Unilever to state the measures put in place to eradicate slavery in the supply chain.

Scope

The performance measure covers a person employed by Unilever.

4.5 Fairness in the Workplace – Responsible Sourcing Policy

Performance measure

The monetary value of purchases from suppliers who meet the mandatory requirements of Unilever's Responsible Sourcing Policy expressed as a percentage of total procurement spend calculated over the period from 1 January to 31 December of the reporting year.

Definitions

Total procurement spend

Procurement spend is the amount invoiced by all third-party suppliers to Unilever for goods and services (expressed in euros), except for purchases by companies acquired by Unilever which have not yet been integrated into Unilever's procurement systems.

Responsible Sourcing Policy ("RSP")

Unilever's RSP sets out twelve fundamental principles on respecting human and labour rights, ethical business practices and land rights and sustainability. Suppliers doing business with Unilever need to commit to all of these and meet the mandatory requirements set out for each fundamental principle. The fundamental principles are:

- Business is conducted lawfully and with integrity.
- All workers are treated equally and with respect and dignity.
- Work is conducted on a voluntary basis.
- All workers are of an appropriate age.
- All workers are paid fair wages.
- Working hours for all workers are reasonable.
- All workers' health and safety are protected at work.
- All workers have access to fair procedures and remedies.
- Work is conducted on the basis of freely agreed and documented terms of employment.
- 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.
- Land rights of communities, including indigenous peoples, will be protected and promoted.
- Business is conducted in a manner which embraces sustainability and reduces environmental impact.

See www.unilever.com/responsible-sourcing-policy for more information on the RSP.

Unilever Supplier Qualification System

Unilever stores supplier details and information relating to their level of compliance with the RSP in a database called the Unilever Supplier Qualification System ("USQS"). Suppliers meeting all the mandatory requirements are given an overall tagging as compliant. Suppliers tagged as "compliant" in the USQS system are mapped to the procurement spend for those suppliers using a unique supplier code.

Risk Rating

Risk assessment is performed for all suppliers using country risk and commodity risk data from external third-party risk data providers. The suppliers' sites are categorised as high, medium or low risk.

Anti-Bribery and Corruption ("ABC") Screening is performed for all suppliers by an external third party. The screening checks for matches of the supplier with findings such as significant adverse media, politically exposed persons, presence on sanctions lists and state-owned companies.

De Minimis suppliers

These are suppliers who have made a declaration that they comply with the mandatory requirements of the RSP, who are assessed as being low risk and for whom Unilever intends to raise three or less purchase orders with an individual value of less than €10k during the reporting period.

Mature Programme suppliers

These are suppliers who have demonstrated to Unilever that they operate their own responsible sourcing programme which is sufficiently mature and robust to meet all the requirements of the RSP within their own operations and their extended supply chain. Mature Programme Suppliers are required to show that their own programme covers all the requirements of the RSP and that they conduct appropriate due diligence to assure compliance. Mature Programme suppliers are required to provide further information and evidence, regarding their responsible sourcing programme, which is evaluated by Unilever's Procurement and Integrated Social Sustainability teams. Approval is required every three years from the Vice President for Integrated Social Sustainability for a supplier to be classified as having a Mature Programme.

Performance data preparation and assumptions

Supplier registration

- Unilever requires all suppliers to complete a registration process through which the following information is obtained:
- Types of products and services to be provided;
- Country/countries from which goods or services will be provided to or produced for Unilever;
- Their head office location and details of any manufacturing or product handling sites from which Unilever will source goods or services;
- A declaration from the supplier that they will comply with the mandatory requirements of the RSP.
- Answers to a self-assessment questionnaire ("SAQ") on the extent of their compliance with the mandatory requirements of the fundamental principles of the RSP (including information relating to anti-bribery and corruption). De Minimis suppliers are not required to fill out the SAQ.

Risk assessment

The information from the supplier registration, plus country and commodity risk data from external third-party risk data providers is used to conduct a risk assessment. The suppliers' sites are categorised as high, medium or low risk.

Independent assessment of high risk sites

Suppliers who confirm they are compliant with the mandatory requirements and who have high risk sites are subject to an independent third-party audit. All high-risk sites, except high risk sites of Mature Programme suppliers, must be audited on a one, two or three-year cycle depending on the outcome of their most recent audit.

The type of audit performed is based on the type of product or service delivered. In general:

- Suppliers handling or supplying raw materials or finished goods: an on-site compliance audit is performed.
- Suppliers providing equipment or services: a remote desktop compliance audit is performed.

Audited sites need to rectify any non-compliances identified in the audits within 90 days. The Social Accountability Director can authorise an extension to this period in exceptional circumstances.

If at any time a grievance against any supplier is received by Unilever additional checks are carried out. If these checks confirm non-compliance with the mandatory requirements this supplier will then be deemed non-compliant.

Calculation

Compliant Suppliers are determined as follows:

- De Minimis suppliers that have declared they will comply with the mandatory principles are deemed to be compliant unless they have failed the ABC Screening.
- Suppliers with unaudited low and medium risk sites that have declared they will comply with the mandatory principles are deemed to be compliant subject to the application of a "discount factor" (see below) unless they have failed the ABC Screening.

- Suppliers approved as having a Mature Programme are deemed to be compliant unless they have failed the ABC Screening.
- Suppliers with audited sites are deemed to be compliant if:
 - 50% or more of their audited sites have either passed the audit or are in the process of rectifying the audit findings within 90 days.
 - They have not failed the ABC Screening.

All other suppliers are deemed to be not compliant with the RSP.

Discount factor

Our approach to auditing suppliers and sites now only focuses upon those considered to be high risk. However, to account for the possibility that there may be some medium and low risk sites that would not be compliant, we have calculated a 'discount factor' that is applied to the total compliant procurement spend.

The 'discount factor' is derived from medium and low risk sites who have voluntarily undergone compliance audits within the last 3 years up to the reporting date. The 'discount factor' is based on the best available information and not statistical sampling.

The percentage of procurement spend through suppliers which meet the mandatory requirements of the RSP is calculated as the total procurement spend by Unilever through suppliers which are "compliant" divided by total procurement spend by Unilever in the reporting period.

4.6 Opportunities for Women – Build a gender-balanced organisation with a focus on management

Performance measure

The percentage of women who were in Unilever management roles as at 31 December 2018.

Definitions

- A Unilever management role is a position where employees are at a work level of 2, 3, 4, 5 or 6. Employees at work levels 1 are not in Unilever management roles. Work level ("WL") definitions are:
 - WL1: Below Management Roles
 - WL2: Manager Roles
 - WL3: Director Roles
 - WL4: Vice President (VP) Roles
 - WL5: Senior Vice President (SCP / EVP) Roles
 - WL6: Unilever Executive Board (ULE) Roles

Scope

All Unilever women employees are in the scope of the performance measure.

Performance data preparation and assumptions

The performance measure is reported annually as at 31 December.

The gender of employees as female and male is recorded by human resources ("HR") in Unilever's Online Global System for Human Resources ("HR global system") based on official identification (such as a passport or national identity card). Work levels are maintained in Unilever's HR global system based the role and position in which women are employed.

A list of all employees at WL2 to WL6 is extracted on the last working day of the year from the HR global system by the HR team. The list of female employees in management roles is then extracted and summed up by HR team to calculate the percentage of women in management roles.

Some of Unilever's employees are not captured in HR's global system. These are:

1. Plantation workers;
2. Employees of companies purchased by Unilever that have not yet been fully integrated into Unilever;
3. Employees of Unilever entities operating in embargoed countries.

The gender and work levels for these employees is manually collected for reporting at year end by the global HR team from local HR contacts at the respective Unilever entities, where the data is maintained on separate local HR systems.

4.7 Opportunities for Women - Promote safety for women in communities where we operate

Performance measure

Number of women enabled to access initiatives aiming to promote their safety for the period 1 January 2017 to 30 September 2018.

Definitions

We measure the number of women (which can include any female persons from 14 years upwards) who have been enabled to access an initiative which aims to promote their safety.

Promotion of safety for women is defined as 'improving the physical and psychological safety of women, including protection from sexual and gender-based violence (SGBV), especially sexual harassment in the workplace'.

The initiative includes direct ongoing face to face training on a number of safety related topics, including Domestic Violence and Sexual Harassment. The content for this training was developed in partnership with Dr Mutuma Ruteere, Director at Centre for Human Rights and Policy Studies in Kenya, based on a baseline study and research which demonstrated that this content would be likely to result in the improvement of safety for women.

The training provided as part of this initiative is delivered by the Unilever Tea Kenya welfare office and we deem the level of commitment made by Unilever is significant enough for all women in this initiative to be counted in our performance measure.

The initiative included in this performance measure (and their reporting periods) is Safety for Women and Girls initiative in Kenya (1 January 2017 to 30 September 2018).

We enable women to access this initiative through face to face training courses e.g. classroom, school, workshop, presenter led training courses.

For a woman to be counted in the performance measure they have to have attended at least one face to face training session.

The Metric Owner at Unilever will apply the following tests to determine that all initiatives are appropriate to be included under the definition of promoting safety:

- The subject matter and duration of the initiative is appropriate and relevant to the specific geography or situation
- The level of Unilever commitment is appropriate, through a significant commitment of financial/other resource contribution and/or provision of staff/people who direct or implement the initiative.

The Metric Owner at Unilever obtains a list of new initiatives to be included in the performance measure on an annual basis. Metric owner performs the following checks for each initiative:

- The initiative content is likely to result in the improvement of safety for women.
- All initiatives are appropriate to be included under the definition of promotion of safety.
- The initiative counts a woman only if she has attended at least one face to face training session.
- There are at least 1,000 women who have accessed the initiative.

If all above are met, the Metric Owner confirms which initiatives can be included and sets up the data collection, data aggregation and approvals processes with the initiative owner.

Scope

The country in scope of this performance measure in the current reporting period is Kenya, India and Tanzania.

An initiative is included in this performance measure when at least 1,000 women have accessed the initiative.

Performance data preparation and assumptions

The reporting period for each of the initiatives are noted above.

Women who attend the training courses, aimed at promoting their safety, is input by the initiative owner into Unilever's Electronic Measurement and Analytics Solution ("ELMA"), which aggregates and stores a list of women who attend training courses. The Unilever data team extracts the list of women who have attended training courses into excel and checks that each woman is only counted once. The total list of women who have attended the training courses is summed in excel and reviewed by the Metric Owner.

There is no risk of counting women attending initiatives in Kenya (the Kenya Safety for Woman and Girls programme and the Kenya Tea Development Agency Sustainable Agriculture Initiative) more than once because the training delivered through the Kenya Safety for Women and Girls programme is to Unilever employees and their family members living on the Unilever tea estates who are separate from the smallholder farmers participating in the KTDA initiative. The smallholder farmers are not employed by Unilever and don't live on Unilever estates.

4.8. Opportunities for Women - Enhance access to training and skills

Performance Measure

Number of women we have enabled to access initiatives aiming to develop their skills for the period 1 October 2010 to 30 September 2018.

Definitions

We measure the number of women (which can include any female persons from 14 years upwards) who have been enabled to access an initiative which aims to develop their skills.

We provide women with training which enables them to develop new or additional skills in the following areas:

- a) Improving women's aptitude for work i.e. enable women to be better at their jobs or better able to secure a job through the provision of training on professional skills, vocational skills, office skills, business skills, agricultural skills and entrepreneurship skills.
- b) Improving women's skills in nutrition and health and wellbeing.

This can be achieved through training and development which meets one of the following three criteria:

- a) training curricula that is formally accredited with a recognized body or organization;
- b) training and skills courses delivered by qualified individuals or a recognized body or organization;
- c) training curricula which has been peer reviewed.

The initiatives included in this performance measure (and their reporting periods) are:

- Black Soy for Bango Initiative (31 December 2016 to 30 September 2018)
- Brilhante Cycle Initiative (11 April 2017 to 30 September 2018)
- Cargill Cocoa Promise (31 August 2015 to 30 September 2018)
- China Smallholder Farmers Initiative (1 January 2018 to 30 September 2018)
- Fair & Lovely Career Foundation (31 December 2016 to 30 September 2018)
- Fair & Lovely Foundation Scholarships Initiative (1 October 2010 to 30 September 2018)
- GAIN Partnership (30 September 2016 to 30 September 2018)
- Guddi Baji Beautician Initiative (1 January 2012 to 30 September 2016)
- I'm Walls Initiative (1 January 2018 to 30 September 2018)

- Kabisig Summits Initiative (1 January 2016 to 30 September 2018)
- KTDA Sustainable Agriculture Initiative (1 January 2014 to 30 September 2016)
- Marcatus Smallholder Farmers Initiative (1 June 2015 to 30 September 2018)
- Prabhat Enabling Livelihoods Initiative (30 September 2014 to 30 September 2018)
- Rin Career Ready Academy Initiative Bangladesh (1 January 2018 to 30 September 2018)
- Rin Career Ready Academy Initiative India (31 July 2016 to 30 September 2018)
- Surf School of Shine Initiative (23 November 2016 to 30 September 2018)
- Sustainable Tea Vietnam Phase II Initiative (30 September 2016 to 30 September 2018)
- Tea Vietnam Initiative (1 November 2013 to 30 September 2016)
- Trustea Plantation Workers Initiative (10 July 2013 to 30 September 2018)
- Trustea Smallholder Farmers Initiative (10 July 2013 to 30 September 2018)
- Unilever Learning Hub and My Learning Initiative (1 October 2016 to 30 September 2018)
- Unilever Tea Tanzania Nutrition Programme (1 April 2018 to 30 September 2018)
- Upscaling Vanilla Madagascar Initiative (1 November 2016 to 30 September 2018)
- WE-Care Partnership (30 September 2016 to 30 September 2018)

We enable women to access initiatives in the following ways:

- Face to face programmes or training courses. OR
- Virtual/remote training courses or programmes. OR
- Through being a member of a farm household which has achieved certification through sustainable farming certification made possible by Unilever.

For a woman to be included they have to have attended at least one face to face training session, to have enrolled in at least one virtual/remote training course or programme, or be a member of a farm household that has achieved certification. We count women who have enrolled in virtual/remote training courses or programmes but may not have completed the courses or programmes. This is because course completion data is not always available for virtual/remote training courses or programmes.

Virtual training is made available through digital and/or mobile devices, with people registering via Facebook or Google accounts or using their mobile phone number. Where we do not have gender and/or age data of individuals who have registered, an estimate is calculated based on those who have recorded their gender and age upon registration.

The Metric Owner at Unilever will apply the following tests to determine that all initiatives are appropriate to be included under the definition of developing skills:

- the subject matter and duration of the initiative is appropriate and relevant to the specific geography or situation;
- the level of Unilever commitment is appropriate, through a significant commitment of financial/other resource contribution and/or provision of staff/people who direct or implement the initiative.

The Metric Owner at Unilever obtains a list of new initiatives to be included in the performance measure on an annual basis. Metric owner performs the following checks for each initiative:

- The training and development meets one of the three criteria outlined above (i.e. accredited organisation, or qualified individual or peer reviewed).
- The tests are performed to determine that all initiatives are appropriate to be included under the definition of developing skills. (i.e. duration of the course and level of commitment).
- The initiative counts a woman only if she has attended at least one face to face training session, enrolled in at least one virtual/remote training course or programme, or is a member of a farm household that has achieved certification.
- There are at least 1,000 women who have accessed the initiative.

If all above are met, the Metric Owner confirms which initiatives can be included and sets up the data collection, data aggregation and approvals processes with the initiative owner.

Scope

The countries in scope of this performance measure in the current reporting period are Bangladesh, Brazil, China, Côte d'Ivoire, India, Indonesia, Kenya, Madagascar, Malaysia, Nigeria, Pakistan, Philippines, South Africa, Tanzania, Vietnam, Zimbabwe and all other countries where Unilever has operational sites. Operational sites cover manufacturing, non-manufacturing (offices, research and development facilities and data centres) and logistics sites such as warehouses.

An initiative is included in this performance measure when at least 1,000 women have accessed the initiative.

Performance data preparation and assumptions

The reporting period for each of the initiatives are noted above. There are different data preparation processes for the initiatives:

KTDA Sustainable Agriculture Initiative

The number of women enabled is an extrapolation based on the number of farms certified by the Rainforest Alliance and an estimate of the number of adult female household members on these farms. The extrapolation is calculated using the method below:

- The number of farms completing certification (which is based on data from the Sustainable Agriculture Network (SAN) multiplied by the average number of adult household members on farms [3.2] (which is based on research from the Rainforest Alliance, 2009) multiplied by the national average percentage of women involved in farming [34%] (which is based on research conducted by the Kenyan Bureau of Statistics, 2016). Therefore, the calculation is number of certified farms x 3.2 x 34% = number of adult female farm household members.

Farms must be compliant with the training requirement of the Sustainable Agriculture Standard to achieve certification, and Rainforest Alliance audit a sample of farms to verify that each farm has met all the requirements of certification.

We assume that the adult female household members on these farms have been given access to the training that has been provided as part of the certification process, either through direct attendance at training or indirectly through knowledge passed on from those who have attended. This is based on the nature of smallholder farms, where in most instances all household members are involved in the farming.

Unilever Learning Hub and My Learning Platform

Virtual and face to face training is made available through the Human Resources ("HR") learning system (Learning Hub) and Degreed platform (My Learning). A list of employees who have completed training courses is extracted from the two systems. The Unilever HR team tags the employees as male or female. Only women completing courses which are aimed at developing their skills, are counted.

The number of women completing at least one training session during the reporting period is calculated on an excel spreadsheet. The supporting documentation and calculation is uploaded into Unilever's Electronic Measurement and Analytics Solution ("ELMA") for review and approval by the Metric Owner.

All other initiatives

The number of women who have been enabled to access initiatives, aimed at developing their skills is calculated for each initiative by Unilever or its implementation partners by aggregating the individual women who have accessed the initiative. Where the number of women for an initiative is calculated by the implementation partner, it can be reported by the implementation partner to Unilever either as a cumulative number for the full reporting period or as an incremental number for the most recent year of reporting period which Unilever will aggregate to the previous year's cumulative results for the initiative. The cumulative results of the initiatives are then aggregated into a total number of women. The supporting documentation and calculation is uploaded into Unilever's Electronic Measurement and Analytics Solution ("ELMA") for review and approval by the Metric Owner.

The risk of double counting exists where i) women can access more than one initiative because the initiatives are run in the same country or are targeted at the same group of women or ii) women can access the same initiative more than once in one year or over a number of years. The Metric Owner performs an assessment of this risk during the reporting period by checking for any instances where different initiatives have been run in the same locations and by checking if any repeated initiatives have been run in the same location since the start of the reporting period of the initiative. Where the risk of double counting is identified, the Metric Owner manually reviews the list of women who have accessed the initiatives to identify if any women have been counted twice. The women who have attended twice are removed from the attendance lists of the most recent initiatives.

4.9 Opportunities for Women - Expand opportunities in our retail value chain

Performance measure

Number of women enabled to access initiatives aiming to expand their opportunities in our retail value chain for the period 1 July 2017 to 30 September 2018.

Definitions

We measure the number of women (which can include any female persons from 14 years onwards) who have been enabled to access an initiative which aims to expand their opportunities in our retail value chain (which includes all activities related to selling or distributing our products).

Expanding opportunities is defined as 'gaining employment, starting or growing a business in our retail value chain'. We expand opportunities in a number of ways, either directly or in partnership with civil society organisations, governments or financial institutions:

- Through securing employment of women in a business, or helping them to set up or grow their own business, which is selling Unilever products either directly to the public, or to retail outlets. For example, by providing start-up capital.
- Through improving access to markets, information and financing. For example, women small-scale retailers obtaining credit through our distributors.

The initiatives included in this performance measure (and their reporting periods) are:

- Guddi Baji (1 July 2018 to 30 September 2018)
- Saubhagya (1 July 2018 to 30 September 2018)
- Shakti (1 July 2017 to 30 September 2018)
- Shakti Middle Americas (1 July 2018 to 30 September 2018)
- Shakti Nigeria (1 July 2017 to 30 September 2018)

For women to be included they have to be actively involved in an initiative selling or distributing Unilever products. For women selling or distributing Unilever products, this means that they must have recorded at least one transaction with Unilever in the previous three months prior to the end of the reporting period.

The Metric Owner at Unilever will apply the following tests to determine that all initiatives are appropriate to be included under the definition of expanding opportunities for women in our retail value chain:

- The subject matter and duration of the initiative is appropriate and relevant to the specific geography or situation.
- The level of Unilever commitment is appropriate, through a significant commitment of financial/other resource contribution and/or provision of staff/people who direct or implement the initiative.

The Metric Owner at Unilever obtains a list of new initiatives to be included in the performance measure on an annual basis.

Metric owner performs the following checks for each initiative:

- The tests are performed to determine that all initiatives are appropriate to be included under the definition of expanding opportunities.
- The initiative is aimed at expanding opportunities within Unilever's retail value chain.
- The initiative counts a woman only if she is actively involved selling or distributing Unilever products.
- There are at least 1,000 women who have accessed the initiative.

If all above are met, the Metric Owner confirms which initiatives can be included and sets up the data collection, data aggregation and approvals processes with the initiative owner.

Scope

The countries in scope of this performance measure in the current reporting period are Colombia, El Salvador, Guatemala, India, Nigeria, Pakistan and Sri Lanka.

An initiative is included in this performance measure when at least 1,000 women have accessed the initiative.

Performance data preparation and assumptions

The reporting period for each of the initiatives are noted above.

The number of women who have been enabled to access initiatives, aimed at expanding their opportunities are calculated for each initiative by Unilever or its implementation partners by aggregating the individual women who have accessed the initiative and reported as a cumulative number for the full reporting period into Unilever's Electronic Measurement and Analytics Solution ("ELMA"). The supporting documentation and calculation is uploaded into ELMA for review and approval by the Metric Owner.

The risk of double counting exists where i) women can access more than one initiative because the initiatives are run in the same country or are targeted at the same group of women or ii) women can access the same initiative more than once in one year or over a number of years. The Metric Owner performs an assessment of this risk during the reporting period by checking for any instances where different initiatives have been run in the same locations and by checking if any repeated initiatives have been run in the same location since the start of the reporting period of the initiative. Where the risk of double counting is identified, the Metric Owner manually reviews the list of women who have accessed the initiatives to identify if any women have been counted twice. The women who have attended twice are removed from the attendance lists of the most recent initiatives.

5. Environmental and Occupational Safety performance data preparation

Sections 5.1 – 5.6 detail the basis of preparation for each EOS performance measure.

5.1 Water – Quantity of water abstracted by manufacturing sites

Performance measures

- Water abstracted in m³ per tonne of production.
- Change in the volume of water in cubic meters (m³) abstracted in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008).
- Percentage change in the volume of water abstracted per tonne of production in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008).

Definition

Each factory records water abstracted for use in manufacturing from various sources. These sources are classified as; municipal/piped sources, groundwater (direct abstraction by site), surface water (direct abstraction from river or lake), brackish/saline sources (direct abstraction from estuary or sea), water delivered to site by tanker, non-contact cooling water (any source).

Total water abstracted is the sum of these sources, measured in cubic metres.

We calculate water abstracted per tonne of production, based on total water abstracted in cubic metres divided by the sum of production volume in tonnes reported by each manufacturing site.

Scope

Manufacturing sites included in the performance measures are those which meet all the following criteria:

- The site is owned or leased by Unilever.
- Unilever personnel are running/controlling the site.
- The site manufactures or packs Unilever products or materials used in Unilever products.
- Production lines on new sites are only included once fully commissioned, which occurs once there has been sign-off by technology providers and R&D sign-off.

A manufacturing site may have one or more factories. Reporting will be performed for individual factories on a manufacturing site when the above conditions are met for one or more of the factories on the site.

Manufacturing sites excluded from the performance measures are those that meet the following criteria:

- Sites which are owned by Unilever but are run by third party companies.
- Sites owned by third parties that produce (pack or make) our products.
- Sites that are under commissioning. Indicators for when a site is still under commissioning, includes:
- Site not been released for normal production for more than 72 consecutive hours.
- No quality norms being achieved over a similar time period while running at rated throughput.
- Not all sections / modules within the plant being able to perform to rated parameters.
- Site not yet being depreciated.
- Technology guarantee checks not yet performed.
- Sites where decommissioning has started.

Non-manufacturing sites are offices, research laboratories and marketing/sales organisations.

Water used at our manufacturing sites from the following sources are excluded from total water abstracted:

- Rainwater captured and treated on the manufacturing site; and
- Embedded water or water contained in raw materials.

Performance data preparation and assumptions

Water abstraction data is taken from meter reads/invoices and captured by each manufacturing site in the EPR system. All data is recorded in cubic metres. The EPR system summarises and aggregates the data into standard reports by manufacturing site and at regional and global levels.

5.2 Water - Emissions of chemical oxygen demand (COD) by manufacturing sites

Performance measure

- Chemical oxygen demand (COD) in kg per tonne of production in 2018 (this covers the period 1 October 2017 to 30 September 2018).

Definition

COD represents the ingredients and product lost from our manufacturing processes in process wastewaters. It arises mainly during cleaning operations.

COD is widely used by regulatory bodies to control industrial wastewaters and to calculate the correct level of charges for downstream municipal wastewater treatment, which is designed to remove most of the COD before the wastewater is discharged to the environment.

Scope

Manufacturing sites included in the performance measures are those which meet all the following criteria:

- The site is owned or leased by Unilever.
- Unilever personnel are running/controlling the site.
- The site manufactures or packs Unilever products or materials used in Unilever products.
- Production lines on new sites are only included once fully commissioned, which occurs once there has been sign-off by technology providers and R&D sign-off.

A manufacturing site may have one or more factories. Reporting will be performed for individual factories on a manufacturing site when the above conditions are met for one or more of the factories on the site.

Manufacturing sites excluded from the performance measures are those that meet the following criteria:

- Sites which are owned by Unilever but are run by third party companies.
- Sites owned by third parties that produce (pack or make) our products.
- Sites that are under commissioning. Indicators for when a site is still under commissioning, includes:
 - Site not been released for normal production for more than 72 consecutive hours.
 - No quality norms being achieved over a similar time period while running at rated throughput.
 - Not all sections / modules within the plant being able to perform to rated parameters.
 - Site not yet being depreciated.
 - Technology guarantee checks not yet performed.
 - Sites where decommissioning has started.

Non-manufacturing sites are offices, research laboratories and marketing/sales organisations.

The Unilever COD data represents the effluent load discharged from the boundary of the manufacturing site. It is typically calculated from a representative concentration of COD in the wastewater and volumetric flow of the wastewater.

Reuse of COD on-site, for example through irrigation of land on the Unilever site, is excluded from reported COD.

Performance data preparation and assumptions

The COD load is typically calculated using COD concentration data measured in on site laboratories or those of wastewater treatment companies and volumetric flow data from effluent flow meters on site.

Where direct measurement of COD is not carried out, estimation methodologies are applied by applying a standard conversion factor to COD measurement with reference to BOD (Biological Oxygen Demand) measurements and COD:BOD ratios for sites with similar product output or by using an average COD concentration per tonne of production based on similar manufacturing sites or those obtained during production trials.

The data does not make any allowance for the fact that based on individual site data we estimate that around a further 90% of this material is removed in municipal wastewater treatment plants. Consequently the COD load which actually reaches the environment is much lower.

5.3 Greenhouse gas emissions and energy use by manufacturing sites

Performance measures

- CO₂ emissions from energy use (market and location based) in tonnes in 2018 (this covers the period 1 October 2017 to 30 September 2018).
- CO₂ emissions from energy use in kg per tonne of production (market based) in 2018 (this covers the period 1 October 2017 to 30 September 2018)
- Change in the tonnes of CO₂ emissions from energy use (market based) in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008).
- Percentage change in CO₂ from energy use (market based) per tonne of production in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008).
- Total energy use in GJ per tonne of production.

Goal setting and tracking is performed using market-based CO₂ emissions.

Definition

Each factory records energy used in manufacturing under various energy sources e.g. gas, oil (Scope 1 sources), purchased electricity and steam (Scope 2 sources) etc. Each energy use is converted to gigajoules (GJ), using standard conversion factors and calorific values.

CO₂ emissions from energy used in manufacturing sites is calculated from energy use in GJ multiplied by the carbon emission factor for each energy type (in kg CO₂ per GJ).

The carbon emission factors for scope 2 emissions are applied in terms of the two methods provided by the GHG Protocol: 1.

Location-based: All electricity purchased is converted into CO₂ emissions using the average grid emissions factor for electricity in the country in which it is purchased. Renewable Energy Certificates ("RECs") are not applied to the total Scope 2 emissions. 2. Market-based: All electricity purchased is converted to CO₂ using emissions factors from contractual instruments which Unilever has purchased or entered into.

The total amount of CO₂ emissions is the sum of CO₂ emissions for each energy source. This is measured in tonnes.

CO₂ emissions per tonne of production is the total amount of CO₂ emissions divided by the sum of production volume in tonnes reported by each manufacturing site. This is measured in kg per tonnes of production.

Energy from diesel/LPG used in forklifts, fire trucks and testing power generators on our manufacturing sites is excluded. CO₂ emissions from use of biogenic fuels (biomass, wood pellets, etc.) is also excluded.

Scope

Manufacturing sites included in the performance measures are those which meet all the following criteria:

- The site is owned or leased by Unilever.
- Unilever personnel are running/controlling the site.
- The site manufactures or packs Unilever products or materials used in Unilever products.
- Production lines on new sites are only included once fully commissioned, which occurs once there has been sign-off by technology providers and R&D sign-off.

A manufacturing site may have one or more factories. Reporting will be performed for individual factories on a manufacturing site when the above conditions are met for one or more of the factories on the site.

Manufacturing sites excluded from the performance measures are those that meet the following criteria:

- Sites which are owned by Unilever but are run by third party companies.
- Sites owned by third parties that produce (pack or make) our products.
- Sites that are under commissioning. Indicators for when a site is still under commissioning, includes:
- Site not been released for normal production for more than 72 consecutive hours.
- No quality norms being achieved over a similar time period while running at rated throughput.
- Not all sections / modules within the plant being able to perform to rated parameters.
- Site not yet being depreciated.
- Technology guarantee checks not yet performed.
- Sites where decommissioning has started.

Non-manufacturing sites are offices, research laboratories and marketing/sales organisations.

We measure the reduction in CO₂ which is one of the four main GHGs. We do not measure the three other main GHGs because our emissions are negligible. These are: nitrous oxide (produced mainly in nitric oxide manufacture), perfluorocarbons (mainly associated with aluminium and magnesium production) and sulphur hexafluoride (used in some electrical equipment). GHG emissions associated with fugitive losses of HFC refrigerants are not included within the scope of CO₂ emissions from energy used in manufacturing. These are not material compared to emissions from energy used.

Performance data preparation and assumptions Energy use data is taken from meter reads/invoices and captured for each manufacturing site in the EPR (Environmental Performance Reporting) system. The EPR system contains factors to convert common units of energy (e.g. cubic metres of gas or tonnes of oil) to a standard unit of energy (GJ). The EPR system summarises and aggregates the energy data into standard reports by manufacturing site and at regional and global levels. The total GJ of all energy used is calculated as the sum of all energy used.

Carbon emission factors are used to convert energy used in manufacturing to CO₂ emissions. Carbon emission factors for Scope 1 energy sources such as fuels are provided by the Intergovernmental Panel on Climate Change ("IPCC"). Carbon emission factors for Scope 2 energy sources such as grid electricity, applied according to the location-based method, reflect the country where each manufacturing site is located and are provided by the International Energy Agency (IEA). Carbon emission factors for grid electricity calculated according to the 'market-based method' are determined by contractual instruments which Unilever has purchased or entered into such as RECs, guarantees of origin, power purchasing agreements and utility contracts. Where supplier-specific emissions factors are not available a location-based factor is used.

The most recent IEA/EPA data set, which usually has a 3 year time lag, is applied to each reporting year e.g. national grid electricity emissions factors used in the calculation of 2018 emissions comes from 2014 IEA data. There are no annual changes to the IPCC factors. Total production volume is obtained from the EPR system.

5.4 Waste – Total waste (hazardous and non-hazardous) disposed by manufacturing sites

Performance measure

- The amount of total waste (hazardous and non-hazardous) sent for disposal in kg per tonne of production in 2018 (this covers the period 1 October 2017 to 30 September 2018).
- Change in the tonnes of total waste sent for disposal in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008).
- Percentage change in total waste sent for disposal per tonne of production in 2018 (1 October 2017 to 30 September 2018) compared to 2008 (1 January 2008 to 31 December 2008).

Definition

Waste is defined as hazardous or non-hazardous as classified under local legislation where the manufacturing site is located.

Disposal of waste refers to solid or liquid wastes that are exported by vehicle from a Unilever manufacturing site to landfill or to incineration without energy recovery.

We calculate kg disposed waste per tonne of production, based on total tonnes of disposed waste divided by the sum of production volume in tonnes reported by each manufacturing site.

Scope

Manufacturing sites included in the performance measures are those which meet all the following criteria:

- The site is owned or leased by Unilever.
- Unilever personnel are running/controlling the site.
- The site manufactures or packs Unilever products or materials used in Unilever products.
- Production lines on new sites are only included once fully commissioned, which occurs once there has been sign-off by technology providers and R&D sign-off.

A manufacturing site may have one or more factories. Reporting will be performed for individual factories on a manufacturing site when the above conditions are met for one or more of the factories on the site.

Manufacturing sites excluded from the performance measures are those that meet the following criteria:

- Sites which are owned by Unilever but are run by third party companies.
- Sites owned by third parties that produce (pack or make) our products.
- Sites that are under commissioning. Indicators for when a site is still under commissioning, includes:
- Site not been released for normal production for more than 72 consecutive hours.
- No quality norms being achieved over a similar time period while running at rated throughput.
- Not all sections / modules within the plant being able to perform to rated parameters.
- Site not yet being depreciated.
- Technology guarantee checks not yet performed.
- Sites where decommissioning has started.

Non-manufacturing sites are offices, research laboratories and marketing/sales organisations.

The metric does not include:

- Waste from building/demolition projects that are not directly related to production;
- Waste that is kept permanently on-site through recycling, for example, wastes that are mixed with concrete and used as building materials.
- Waste temporarily held on site until an economic batch quantity is available for transportation off-site.
- Waste from innovation and product trials carried out at manufacturing sites.
- Medical, sanitary or clinical waste.

Performance data preparation and assumptions

Sites have access to primary waste data. This is typically from weighbridge tickets and invoices from waste providers and is captured by each manufacturing site in the EPR system.

This metric is measured in the same way for all manufacturing sites. The EPR system summarises and aggregates the data into standard reports by manufacturing site and at regional and global levels.

5.5 Occupational safety – Reduce workplace injuries and accidents (fatalities)

Performance measure

The number of occupational injury or work-related ill-health (WRIH) events which results from exposure to an occupational health and safety hazard(s), in the course of employment which results in death in 2018 (this covers the period 1 October 2017 to 30 September 2018).

Definitions and scope

The following are referred to as Class A fatalities and are included in the scope of this performance measure:

- Fatal occupational injuries and/or fatal work-related ill-health (WRIH) cases which occur on, or across the immediate external perimeter, of a Unilever site to a Unilever employee, while he/she is on duty, a contractor while he/she is working for Unilever (including on-site third-party operations) or a person visiting the Unilever site.
- Fatal occupational injuries or work-related ill-health (WRIH) which occur while a Unilever employee is away from a Unilever site but on company business (i.e. while on duty).

We record any of the following types of fatality, categorised as Class B and C separate to those described above. They are not included in the scope of the fatal accident performance measure but are reported separately internally:

- All fatal accidents involving members of the public which are associated with Unilever's own operations and/or associated with a Unilever employee while they are on duty. This does not include outsourced activities undertaken for us by third parties other than any fatal accidents at contract manufacturers/packers which occur while their employees are engaged in work for Unilever.
- In 2013, we introduced the recording of deaths from natural causes and suicides of anyone within a Unilever site. These incidents are only reportable internally.

Occupational safety metrics are recorded for all Unilever manufacturing and non-manufacturing sites (offices, research laboratories and marketing/sales organisation).

Performance data preparation and assumptions

We collect data and report on three categories of fatal accidents: employee on-site, employee off-site and contractor on-site.

In addition to this fatality data, where such accidents may be deemed to be associated with our operations, Unilever also requires its individual organisations/units to report fatal accidents involving members of the public and those which occur at third-party contract manufacturers where they are producing goods and services for us. In common with other companies in our industrial sector, these incidents are only reportable internally.

5.6 Occupational safety – Reduce workplace injuries and accidents (Accident rate: Total Recordable Frequency Rate)

Performance measure

The number of occupational accidents per one million hours worked (this covers the period 1 October 2017 to 30 September 2018).

Definitions and scope

- Accidents are measured as a Total Recordable Frequency Rate (TRFR) per 1,000,000 (one million) man-hours. TRFR is defined as all workplace accidents, excluding only those that require simple first-aid treatment.
- The TRFR calculation is the sum of all lost-time accidents (LTA) plus restricted work cases (RWC) plus medical treatment cases (MTC) expressed as a rate per one million hours worked.
- TRFR is the preferred reporting performance measure for accidents at work.
- In line with industry best practice, we include in our definition of an 'employee', temporary staff and contractors who work under our direct supervision.

Occupational safety metrics are recorded for all Unilever manufacturing and non-manufacturing sites (offices, research laboratories and marketing/sales organisation).

Performance data preparation and assumptions

Recordable accidents include recordable occupational injuries occurring to Unilever employees and lost-time accidents occurring to contractors working on behalf of, but directly supervised by, Unilever. Injuries which occur while travelling on business must be included in the organisation's (site's) safety statistics, unless the injured person is travelling between their home and their normal place of work.

Man-hours worked includes the total number of paid hours worked by all Unilever site employees. Information on man-hours worked is obtained directly from personnel in our Human Resources (HR) function or estimated via employee numbers, average number of hours worked, absences and overtime information provided by HR if actual data is not readily available.