

UNILEVER SUSTAINABLE LIVING PLAN (USLP): OVERVIEW OF PROGRESS ON MATERIAL ISSUES 2016-2018



USLP: IMPROVING HEALTH AND WELL-BEING FOR MORE THAN 1 BILLION PEOPLE

Pillar	Material issue as per Unilever's 2017 / 2018 materiality assessment	Commitment	Target date	Unit of measure	2016	2017	2018
Health and hygiene	Sanitation & hygiene	By 2020, we will help more than a billion people to improve their health and hygiene. This will help reduce the incidence of life-threatening diseases like diarrhoea.	2020	The number of people reached on a cumulative basis by an intervention through our programmes on handwashing, self-esteem, oral health, sanitation and safe drinking water.	538m [†]	601m	1.24bn
	Sanitation & hygiene; Communicable diseases	By 2020 our Lifebuoy brand aims to change the hygiene behaviour of 1 billion consumers across Asia, Africa and Latin America by promoting the benefits of handwashing with soap at key times.	2020	People reached through our initiatives which aim to improve handwashing behaviour (cumulative millions).	379m	426m	1bn
	Sanitation & hygiene; Water	Through our range of water purifiers, we aim to provide 150 billion litres of safe drinking water by 2020.	2020	Litres of safe drinking water provided through the sales of Pureit devices [measured in millions of people since 2005 until end of 2013]	85bn	96bn	106bn
	Sanitation & hygiene	By 2020 we will help 25 million people gain improved access to a toilet by promoting the benefits of using clean toilets and by making toilets accessible. [New target 2014]	2020	Cumulative number of people reached by Domestos funded programmes which help people gain improved access to a toilet since 2012 (millions). [Note: there is a one year lag in the reporting of performance e.g. 2015 = 2012-2014, 2016 = 2012-2015; 2017 = 2012-2016; 2018 = 2012-2017]	6.2m	>10m	16.5m
	Sanitation & hygiene	We aim to reach 50 million people by 2020 with our toothpaste and toothbrush brands and oral health improvement programmes to encourage children and their parents to brush day and night.	2020	People reached through our initiatives which aim to improve oral health (millions).	75m	78m	83.5m
		We aim to help 15 million young people to build up positive body confidence and self-esteem through educational programmes (target extended to 40 million young people by 2020).	2020	Cumulative number of young people reached through the Dove Self-Esteem Project initiatives since 2005.	23m	29m	35m
		Through our Vaseline Healing Project, we aim to help heal the skin of 5 million people by 2020.	2020	People reached through product donations and healing missions (millions)	Target did not exist	2.6m	4m
Nutrition	Nutrition & diets; Trusted products & ingredients	By 2020, we will double the proportion of our portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.	2020	Percentage of sales volume of Unilever's food and refreshment products meeting the criteria for highest nutritional standards, based on globally recognised dietary guidelines.	35%	39% ^o	48%
	Nutrition & diets; Trusted products & ingredients	By 2020, 75% of our Foods portfolio will meet salt levels to enable intakes of 6g per day. ^o	2020	Percentage of our Foods portfolio compliant with the 5g target until 2015, and 6g from 2016	61%	63%	66%
	Nutrition & diets; Trusted products & ingredients	By 2012, our leading spreads will contain less than 33% saturated fat as a proportion of total fat.	2012	Percentage of leading spreads (by volume) containing less than 33% saturated fat as a proportion of total fat	Target expired	Target expired	Target expired
	Nutrition & diets; Trusted products & ingredients	A daily portion will provide at least 15% of the essential fatty acids recommended by international dietary guidelines.	2012	Percentage of leading spreads providing at least 15% of essential fatty acids recommended by international dietary guidelines.	Target expired	Target expired	Target expired
	Nutrition & diets; Trusted products & ingredients	By 2017, 90% of our complete global portfolio of soft vegetable oil spreads will contain no more than 33% fat as saturated fat and at least 67% as good unsaturated fat. In tropical areas, without chilled distribution, the maximum saturated fat content will be set at 38%, as a slightly higher saturated fat level is required to maintain stability of the spreads.	2017	Percentage of sales volume of Unilever's soft vegetable spreads global portfolio sold in tubs containing less than 33% saturated fats as a proportion of total fat.	79%	80%	Target expired
	Nutrition & diets; Trusted products & ingredients	By 2012, we will have removed from all our products any trans fats originating from partially hydrogenated vegetable oil.	2012	Percentage of portfolio free from trans fats originating from partially hydrogenated vegetable oil.	Target expired	Target expired	Target expired
	Nutrition & diets; Trusted products & ingredients	By 2020 we will remove an additional 25% sugar in ready-to-drink teas. In 2014 we extended this target to include our powdered ice tea and milk tea products.	2020	Percentage reduction of sugar content in sweetened tea beverages based on current sales volumes compared to sugar content in sweetened tea beverages based on 2010 sales volumes.	12%	15%	20%
	Nutrition & diets; Trusted products & ingredients	By 2014, 100% of our children's ice creams will contain 110 kilocalories or fewer per portion. 60% will meet this level by 2012.	2014	Percentage of children's ice cream products which have 110 kilocalories or fewer per portion.	Target expired	Target expired	Target expired
	Nutrition & diets; Trusted products & ingredients	By 2015, 80% of our packaged ice cream products will not exceed 250 kilocalories per portion [New target 2014]	2015	Percentage of packaged ice cream sales volumes which have 250 kilocalories or less per portion.	91%	90%	92%
	Nutrition & diets; Trusted products & ingredients; Responsible marketing & advertising	Our aim is to provide clear, simple labelling on our products to help consumers make choices for a nutritionally-balanced diet. All our products in Europe and North America provide full nutritional information. By 2015, this will be extended to cover all our products globally. We will include energy per portion on the front of pack plus eight key nutrients and % Guideline Daily Amounts (GDA) for five nutrients on the back of pack. Our targets will respect local or regional industry agreements as well as the law in each market.	2015	Percentage of sales volume of Unilever's food and refreshment products meeting Unilever's healthy eating information criteria.	92%	94%	95%

USLP: REDUCING OUR ENVIRONMENTAL IMPACT BY HALF

Pillar	Material issue as per Unilever's 2017 / 2018 materiality assessment	Commitment	Target date	Unit of measure	2016	2017	2018	
Greenhouse gases	Climate action; Consumers & sustainability	Halve the greenhouse gas impact of our products across the lifecycle by 2030.	2030	Percentage change in the greenhouse gas impact of our products across the lifecycle per consumer use between the 2010 baseline and the current period.	+8%	+9% ^o	+6%	
	Climate action	By 2020 CO2 emissions from energy from our factories will be at or below 2008 levels despite significantly higher volumes.	2020	<ul style="list-style-type: none"> Percentage change in CO2 from energy use (market based) per tonne of production in Q4-Q3 compared to 2008 (1 January 2008 to 31 December 2008). Change in the tonnes of CO2 from energy use (market based) in Q4-Q3 compared to 2008 (1 January 2008 to 31 December 2008). kg of CO2 emissions from energy use per tonne of production. 	-43% (1,080,314 fewer tonnes of CO2 from energy in 2016 than in 2008)*. 83.52kg of CO2 emissions from energy use per tonne of production.	-47% (1,218,554 fewer tonnes of CO2 from energy in 2017 than in 2008) ^o . 76.77kg of CO2 emissions from energy use per tonne of production.	-52% (1,347,840 fewer tonnes of CO2 from energy in 2018 than in 2008) ^o . 70.46kg of CO2 emissions from energy use per tonne of production.	
		We will become carbon positive in our manufacturing by 2030:						
	Climate action	<ul style="list-style-type: none"> We will source 100% of our energy across our operations from renewable sources by 2030. [2010-2014 renewable energy target: we will more than double our use of renewable energy to 40% of our total energy requirement by 2020. We recognise this only a first step towards a long-term goal of 100% renewable energy.] 	2030	Percentage of total energy use in our manufacturing operations was generated from renewable resources compared to 15.8% in 2008	31.60%	33.60%	36.70%	
	Climate action	<ul style="list-style-type: none"> We will source all our electricity purchased from the grid from renewable sources by 2020. 	2020	Percentage of grid electricity used in our manufacturing generated from renewable resources.	63%	65%	67%	
	Climate action	<ul style="list-style-type: none"> We will eliminate coal from our energy mix by 2020. 	2020	Million GJ of the energy used in our manufacturing	1.1m	1.1m	1.0m	
	Climate action	<ul style="list-style-type: none"> In order to achieve our target to be carbon positive by 2030, we intend to directly support the generation of more renewable energy than we consume and make the surplus available to the markets and communities in which we operate. 	2030	In 2018 we continued to develop our methodology and will report on our target progress in our 2019 Sustainable Living Report	No data available	No data available	No data available	
	Climate action; Consumers & sustainability	We will reformulate our products to reduce greenhouse gas emissions by 15% by 2012.	2012	Percentage (by volume) of our laundry powders in our top 14 countries, reducing associated emissions by 15%	Target expired	Target expired	Target expired	
	Climate action	By 2020, CO ₂ emissions from our global logistics network will be at or below 2010 levels despite significantly higher volumes. This will represent a 40% improvement in CO ₂ efficiency.	2020	Percentage improvement in CO ₂ efficiency from transport in kg per tonne of products sold (weight) in the current year, measured from 1 January to 31 December, compared to the 2010 baseline year.	27%	31%	38%	
	Climate action	We will accelerate the roll-out of climate-friendly (hydrocarbon) refrigerators to 1.3 million by 2015.	2015	Ice cream freezer cabinets purchased using climate-friendly (hydrocarbon) refrigerants (millions).	2.3m	2.6m	2.9m	
	Climate action	By 2020 we will halve the energy (kWh) purchased per occupant for the offices in our top 21 countries versus 2010.	2020	Percentage reduction in energy (kWh) purchased per occupant in our non-manufacturing sites.	32%	30%	34%	
	Climate action	By 2011 video conferencing facilities will be available in more than 30 countries for our employees.	2011	Number of countries where video conferencing facilities are available.	Target expired	Target expired	Target expired	
Water	Water; Consumers & sustainability; Responsible use of innovation & technology	Halve the water associated with the consumer use of our products by 2020.	2020	Percentage change in Unilever's water impact (water added to the products and water associated with the consumer use of our products) per consumer use between the period measured from 2010 baseline and the current period.	-7%	-2% ^o	-2%	
	Water	By 2020, water abstraction by our global factory network will be at or below 2008 levels, despite significantly higher volumes.	2020	<ul style="list-style-type: none"> Percentage reduction in water abstracted per tonne of production m³ of water abstracted per tonne of production 	-37 (18.7 million fewer m ³ of water abstracted in 2016 than in 2008)*. 1.85m ³ of water abstracted per tonne of production.	-39% (19.8 million fewer m ³ of water abstracted in 2017 than in 2008) ^o . 1.80m ³ of water abstracted per tonne of production.	-44% (22.5 million fewer m ³ of water abstracted in 2018 than in 2008) ^o . 1.67m ³ of water abstracted per tonne of production.	
	Water; Consumers & sustainability	Providing 50 million households in water-scarce countries with laundry products that deliver excellent results but use less water by 2020	2020	Number of households in water-scarce countries provided with laundry products that use less water (millions).	>59m	Target expired	Target expired	

Waste	Packaging & waste; Consumers & sustainability	Halve the waste associated with the disposal of our products by 2020.	2020	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 2010 baseline and the current period.	-28%*	-29%	-31%
	Packaging & waste	By 2020 total waste sent for disposal will be at or below 2008 levels despite significantly higher volumes	2020	Kg per tonne of production of total waste (hazardous and non-hazardous) sent for disposal. • Percentage change in total waste sent for disposal per tonne of production in Q4-Q3 compared to 2008. • Tonnes change of total waste sent for disposal in Q4-Q3 compared to 2008. • kg of total waste sent for disposal per tonne of production.	-96% (143,903 fewer tonnes of total waste in 2016 than in 2008)*.	-98% (147,444 fewer tonnes of total waste in 2017 than in 2008)∠.	-97% (146,946 fewer tonnes of total waste in 2018 than in 2008)∠0.20kg total waste sent for disposal per tonne of production.
	Packaging & waste	By 2015 all manufacturing sites will achieve zero non-hazardous waste to landfill [New target 2012]	2015	Percentage of non-hazardous waste disposed to landfill or sent for incineration without energy recovery across our manufacturing sites.	Target expired	Target expired	Target expired
	Packaging & waste; Responsible use of innovation & technology	By 2025 all of our plastic packaging will be designed to be fully reusable, recyclable or compostable. [New target 2017]	2025	By the end of 2018, we will publish the percentage of our plastic packaging portfolio that is fully recyclable. We are exploring new technologies, business models and distribution mechanisms, as well as alternative materials, to drive our progress on developing further recyclable reusable and compostable packaging solutions.	Target did not exist	See unit of measure comment.	See unit of measure comment.
	Packaging & waste; Responsible use of innovation & technology	By 2020 we will reduce the weight of packaging that we use by one third through: •Light weighting materials •Optimising structural and material design •Developing concentrated versions of our products •Eliminating unnecessary packaging	2020	Percentage reduction in weight per consumer use compared to 2010	15%	13%	18%
	Packaging & waste	Working in partnership with industry, governments and NGOs, we aim to increase recycling and recovery rates on average by 5% by 2015 and 15% by 2020 in our top 14 countries.	2020	Percentage increase in recycling and recovery rates over the 2010 average Recycling & Recovery Index (RRI) averaged across our top 14 countries.	7%	8%	9%
	Packaging & waste	By 2025 we will increase the recycled plastic material content in our packing to 25%. This will act as a catalyst to increase recycling rates.	2025	Tonnes of post-consumer recycled materials incorporated into our rigid plastic packaging.	3,830	4,850	4,845
	Packaging & waste; Responsible use of innovation & technology	Our goal is to develop and implement a sustainable business model for handling our sachet waste streams by 2015.	2015	Percentage of target achieved	Target expired	Target expired	Target expired
	Packaging & waste	We will eliminate PVC (polyvinyl chloride) from all packaging by 2012 (where technical solutions exist).	2012	Percentage of PVC removed from our portfolio.	Target expired	Target expired	Target expired
	Packaging & waste	In our top 21 countries, at least 90% of our office waste will be reused, recycled or recovered by 2015 and we will send zero waste to landfill by 2017.	2017	Percentage of waste from non-manufacturing sites in tonnes reused, recycled or recovered in our top 21 countries.	>99% and we sent zero waste to landfill in our top 21 countries	100% and we sent zero waste to landfill in our top 21 countries	Target expired
	Packaging & waste	By 2015 we will reduce paper consumption by 30% per head in our top 21 countries.	2015	Percentage reduction in paper consumed per occupant at non-manufacturing sites against our 2010 baseline in our top 21 countries.	62%	Target expired	Target expired
	Packaging & waste	We will eliminate paper in our invoicing, goods receipt, purchase order processes, financial reporting and employee expense processing by 2015, where legally allowable and technically possible.	2015	Percentage of electronic transactions within invoicing, goods receipt and purchase order processes.	Target expired	Target expired	Target expired
	Sustainable sourcing	Agricultural sourcing; Deforestation	By 2020 we will source 100% of our agricultural raw materials sustainably: 10% by 2010; 30% by 2012; 50% by 2015; 100% by 2020.	2020	Percentage of agricultural raw materials sourced sustainably	51%	56%
Agricultural sourcing; Deforestation		We will purchase all palm oil from certified sustainable sources by 2015.	2015	Percentage of our total palm oil from certified sustainable sources; and from 2012 onwards: percentage of our palm oil certified via GreenPalm certificates.	Target expired	Target expired	Target expired
Agricultural sourcing; Deforestation		[New target 2012 and revised in 2016] We will purchase all palm oil from physically certified sustainable sources by 2019 [Original 2012 target wording: We will purchase all palm oil sustainably from certified, traceable sources by 2020.]	2019	[2015 onwards] Percentage of our total palm oil and palm kernel oil from physically certified sources, achieved through a combination of segregated and mass balance supply. [2012-2014: percentage of our total palm oil purchased from certified, traceable sources through a segregated supply and percentage of palm oil certified via GreenPalm certificates.]	36%	56%∠	67%
Agricultural sourcing; Deforestation		We will source 75% of the paper and board for our packaging from certified sustainably managed forests or from recycled material by 2015. We will reach 100% by 2020.	2020	Percentage of purchased paper and board packaging coming from sustainable sources (ie certified, recycled and recovered materials).	99%	98%	98%
Agricultural sourcing; Deforestation		We will source sustainably all soy beans by 2014 and all soy oils by 2020	2014	Percentage of soy beans purchased from sustainable sources	Target expired	Target expired	Target expired
Agricultural sourcing; Deforestation		We will source sustainably all soy beans by 2014 and all soy oils by 2020.	2020	Percentage of soy oil sustainably sourced in the form of Round Table for Responsible Soy (RTRS) certificates	65%	72%∠	72%
Agricultural sourcing; Deforestation		By 2015 we aim to have the tea in all Lipton tea bags sourced from Rainforest Alliance Certified™ estates.	2015	Percentage of our Lipton tea bag blends which contain 100% of tea from Rainforest Alliance Certified™ sources.	Target expired	Target expired	Target expired
Agricultural sourcing; Deforestation		By 2020, 100% of Unilever's tea, including loose tea, will be sustainably sourced.	2020	Percentage of our tea from Rainforest Alliance Certified™ sources and [2015 onwards] including percentage of tea trustee Verified	75% inc 7% trustee Verified	81% inc 10% trustee Verified∠	84% inc 16% trustee Verified
Agricultural sourcing		We will purchase 100% of our fruit from sustainable sources by 2015.	2015	Percentage of fruit purchased from sustainable sources.	Target expired	Target expired	Target expired
Agricultural sourcing	We will purchase 50% of our top 13 vegetables and herbs from sustainable sources by 2012 and 100% by 2015.	2015	Percentage of the top 13 herbs and vegetables purchased from sustainable sources.	Target expired	Target expired	Target expired	

Agricultural sourcing	We will source cocoa sustainably for our Magnum ice cream by 2015. All other cocoa will be sourced sustainably by 2020.	2020	Percentage of sustainable cocoa purchased which is used in Magnum ice-cream products manufactured; and overall percentage of cocoa sourced sustainably.	98% and 64%	98% and 70%	98% and 82%
Agricultural sourcing	We will source all sugar sustainably by 2020.	2020	Percentage of sugar purchased from sustainable sources.	62%	67%	69%
Agricultural sourcing	We will source all sunflower oil sustainably by 2020.	2020	Percentage of sunflower oil purchased from sustainable sources.	53%	45%	17%
Agricultural sourcing	We will source all rapeseed oil sustainably by 2020.	2020	Percentage of rapeseed oil purchased from sustainable sources.	80%	84%	76%
Agricultural sourcing; Animal testing & welfare	We will source all dairy produce sustainably by 2020.	2020	Percentage of dairy purchased from sustainable sources.	70%	74%	75% \diamond
Agricultural sourcing	All flavours of Ben & Jerry's ice cream will be Fairtrade certified by 2013.	2013	Percentage of all Ben & Jerry's flavours manufactured that are Fairtrade certified.	Target expired	Target expired	Target expired
Agricultural sourcing; Animal testing & welfare	We aim to move to 100% cage-free eggs for all our products, including Ben & Jerry's ice cream and Hellmann's, Amora and Calvé mayonnaises.	2020	Percentage of cage-free eggs purchased for all our products where allowed by local legislation.	53%	61%	64%
Agricultural sourcing; Deforestation	By 2013 we will source all paper-based office materials for our top 21 countries from either certified sustainable forests or recycled sources.	2013	Percentage of paper-based materials from certified sustainable forests or recycled sources.	Target expired	Target expired	Target expired

USLP: ENHANCING LIVELIHOODS FOR MILLIONS

Pillar	Material issue as per Unilever's 2017 / 2018 materiality assessment	Commitment	Target date	Unit of measure	2016	2017	2018
Fairness in the workplace		By 2020, we will drive fairness in the workplace by further building human rights across our operations and advancing human rights in our extended supply chain, developing a continuous improvement roadmap and promoting best practice. We will create a framework for fair compensation, and help employees take action to improve their health (physical and mental), nutrition and well-being. We will reduce workplace injuries and accidents in our factories and offices:					
	Human rights; Agricultural sourcing; Non-agricultural sourcing; Ethics, values & culture	We will source 100% of our procurement spend through suppliers who commit to promote fundamental human rights as specified in our Responsible Sourcing Policy	2020	Percentage of procurement spend through suppliers meeting mandatory requirements of our Responsible Sourcing Policy.	67	55%±	61%±
	Fair compensation	We will create a framework for fair compensation, starting with an analysis in 180 countries by 2015. We will work with external organisations, including our social partners, referring to approaches such as living wage methodologies.	2015	Creation of a Framework for Fair Compensation	We created a Framework for Fair compensation in 2015, which we rolled out in 2016. We use The Fair Wage Network to provide a global database of relevant living wage benchmark data for each country in which we have operations. This enables us to compare non-management employees' lowest fixed earnings levels against relevant living wage benchmarks.	We created a Framework for Fair compensation in 2015, which we rolled out in 2016. We use The Fair Wage Network to provide a global database of relevant living wage benchmark data for each country in which we have operations. This enables us to compare non-management employees' lowest fixed earnings levels against relevant living wage benchmarks.	We created a Framework for Fair compensation in 2015, which we rolled out in 2016. We use The Fair Wage Network to provide a global database of relevant living wage benchmark data for each country in which we have operations. This enables us to compare non-management employees' lowest fixed earnings levels against relevant living wage benchmarks.
	Employee well-being; Communicable diseases; Ethics, values & culture	Our Lamplighter employee programme aims to improve the nutrition, fitness and mental resilience of employees. By 2010 it had already been implemented in 30 countries, reaching 35,000 people. In 2011 we aimed to extend the reach of Lamplighter to a further eight countries. We will implement Lamplighter in an additional 30 countries between 2012 and 2015. Our longer-term goal is to extend it to all countries where we operate with over 100 employees.	2015	Number of people and number of countries	Target expired	Target expired	Target expired
	Employee well-being; Ethics, values & culture	By 2020 we will reduce the Total Recordable Frequency Rate (TRFR) for accidents in our factories and offices by 50% versus 2008.	2020	Employee Total Recordable Frequency Rate (TRFR).	1.01	0.89	0.69
	Opportunities for women	Women's rights & opportunities; Talent	By 2020, we will empower 5 million women by advancing opportunities for women in our operations; promoting safety; providing up-skilling; and expanding opportunities in our value chain.	2020	Women to access initiatives aiming to promote their safety, develop their skills and expand their opportunities and women in Unilever management positions.	920,000	1,259,000
Women's rights & opportunities; Talent		We will build a gender-balanced organisation with a focus on management.	2020	Percentage of women in Unilever management positions	46	47	49
Women's rights & opportunities		We will promote safety for women in the communities where we operate.	2020	Women enabled to access initiatives aiming to promote their safety.	7,000	7,000	8,891
Women's rights & opportunities; Talent		We will enhance access to training and skills and expand opportunities across our value chain	2020	Women we have enabled to access initiatives aiming to develop their skills and expand their opportunities in our value chain.	836,000	1,175,000	1,723,800
Women's rights & opportunities		We will expand opportunities for women in our value chain.	2020	Women enabled to access initiatives aiming to expand their opportunities in our value chain.	77,000	77,000	113,000
Inclusive business	Economic inclusion; Tax & economic contribution	By 2020, we will have a positive impact on the lives of 5.5 million people by improving the livelihoods of smallholder farmers, improving the incomes of small-scale retailers and increasing the participation of young entrepreneurs in our value chain:					
	Economic inclusion	We will engage with at least 500,000 smallholder farmers in our supply network to help them improve their agricultural practices, enabling them to become more competitive.	2020	Smallholder farmers in our supply network we have enabled to access initiatives aiming to improve their agricultural practices.	650,000	716,000	746,000

Economic inclusion; Tax & economic contribution	We will create and improve the incomes of 5 million small-scale retailers in our distribution network	2020	Small-scale retailers in our distribution network we have enabled access to initiatives aiming to improve their incomes (millions).	1.5m	1.6m	1.7m
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OTHER MATERIAL ISSUES

Material issue as per Unilever's 2017 / 2018 materiality assessment	Commitment	Unit of measure	2016	2017	2018
Governance & accountability	All Non-Executive Directors are expected to provide Unilever with independent character and judgment. Non-Executive Directors are judged by the Boards for their independence in the light of criteria that are in line with best practice guidelines in the Netherlands, the UK and the US.	% of Non-Executive Directors judged independent by the Boards.	100%	100%	100%
Governance & accountability	The composition and qualities of the Boards as a whole should be in keeping with the size of Unilever, its portfolio, culture and geographical spread and its status as a listed company. With respect to diversity in the composition of the Boards, the objective pursued by the Boards is to have a variation of age, gender, expertise, social background, ethnicity and nationality.	% of Non-Executive Directors who are female.	43%	38%	38%
Data security & privacy	Safeguarding information: information is essential to our success; it fuels our research keeps us in touch with consumer needs and helps us work effectively together. If used inappropriately, information can cause considerable damage to our business. This is covered by five Code Policies: Protecting Unilever's Information Preventing Insider Trading Competitors' Information & Intellectual Property Personal Data & Privacy Use of Information Technology	Number of substantiated Code breach cases			57

Note: The table above lists quantitative targets and their associated metrics. For details of all our other targets, see www.unilever.com/sustainable-living/our-sustainable-living-report-hub

Symbol	Explanation
‡	RSP spend : During 2017 and 2018 we amended how we assess compliance with the Responsible Sourcing Policy, hence year-on-year data is not comparable.
◇	PwC assured 2018. For details and 2018 basis of preparation see www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance
◇	PwC assured 2017. For details and 2017 basis of preparation see www.unilever.com/sustainable-living/our-approach-to-reporting/reports-and-publications-archive
φ	PwC assured 2016. For details and 2016 basis of preparation see www.unilever.com/sustainable-living/our-approach-to-reporting/reports-and-publications-archive
§	Target changed from 5g per day to 6g per day in 2016
	Target performance not reported because target deadline has expired
	Target performance not reported because the target did not exist or data not available