The Unilever Compass for Sustainable Growth

**Our Vision**

is to deliver winning performance by being the global leader in sustainable business

**Our Financial Framework**

Consistent and competitive growth driving top third TSR

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**Where to play**

Build a high growth portfolio across five business groups

- Beauty & Wellbeing (including Prestige Beauty and Health & Wellbeing)
- Personal Care
- Home Care
- Nutrition
- Ice Cream

Win with our brands, powered by superior products, innovation and purpose

- Win with differentiated science and technology
- Improve the health of the planet
- Improve people’s health, confidence and wellbeing
- Contribute to a fairer, more socially inclusive world

Accelerate in key growth markets

- USA, India and China
- Leverage emerging market strength

Lead in the channels of the future

- Accelerate digital commerce
- Win with top customers
- Drive category value

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**How to win**

**Operational Excellence through the 5 Growth Fundamentals**

- Purposeful Brands
- Improved Penetration
- Impactful Innovation
- Design For Channel
- Fuel For Growth

**Global Leader in sustainable business**

- Drive climate action to reach net zero
- Reduce plastic as part of a waste-free world
- Regenerate nature and agriculture
- Raise living standards in our value chain

**A growth-focused and purpose-led organisation and culture**

- Drive greater category focus and expertise
- Leverage power of Unilever-wide capabilities
- Unlock speed and agility of a digitally-enabled organisation
- Be a beacon for equity, diversity and inclusion
**Win with our brands as a force for good, powered by purpose and innovation**

### Improve the health of the planet

<table>
<thead>
<tr>
<th>Climate action</th>
<th>Protect and regenerate nature</th>
<th>Waste-free world</th>
<th>Positive nutrition</th>
<th>Health and wellbeing</th>
<th>Equity, diversity and inclusion</th>
<th>Contribute to a fairer, more socially inclusive world</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net zero emissions across our value chain by 2039</td>
<td>Deforestation-free supply chain in palm oil, paper &amp; board, tea, soy and cocoa by 2023</td>
<td>50% virgin plastic reduction by 2025</td>
<td>€1.5 billion sales per annum by 2025 from plant-based products in categories whose products are traditionally using animal-derived ingredients</td>
<td>Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030</td>
<td>Achieve an equitable and inclusive culture by eliminating any bias and discrimination in our practices and policies</td>
<td>Ensure that everyone who directly provides goods and services to Unilever will earn at least a living wage or income by 2030</td>
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<tr>
<td>Halve greenhouse gas impact of our products across the lifecycle by 2030</td>
<td>Help protect and regenerate 1.5 million hectares of land, forests and oceans by 2030</td>
<td>25% recycled plastic by 2025</td>
<td>Double the number of products sold that deliver positive nutrition by 2025</td>
<td>Gender equality</td>
<td>Accelerate diverse representation at all levels of leadership</td>
<td>Help equip 10 million young people with essential skills by 2030</td>
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<tr>
<td>Zero emissions in our operations by 2030</td>
<td>100% sustainable sourcing of our key agricultural crops</td>
<td>Collect and process more plastic than we sell by 2025</td>
<td>85% of our portfolio to meet Unilever’s Science-based Nutrition criteria by 2028</td>
<td>Racial equity</td>
<td>5% of our workforce to be made up of people with disabilities by 2025</td>
<td>Pioneer new employment models and provide access to flexible working practices to our employees by 2030</td>
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<tr>
<td>Replace fossil-fuel derived carbon with renewable or recycled carbon in all our cleaning and laundry product formulations by 2030</td>
<td>Empower farmers and smallholders to protect and regenerate farm environments</td>
<td>100% reusable, recyclable or compostable plastic packaging by 2025</td>
<td>Double the number of products sold that deliver positive nutrition by 2025</td>
<td>Body confidence and self-esteem</td>
<td>5% of our workforce to be made up of people with disabilities by 2025</td>
<td>Spend €2 billion annually with diverse businesses worldwide by 2025</td>
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<td>Share the carbon footprint of every product we sell</td>
<td>Implement water stewardship programmes in 100 locations in water-stressed areas by 2030</td>
<td>Halve food waste in our operations by 2025</td>
<td>85% of our portfolio to meet Unilever’s Science-based Nutrition criteria by 2028</td>
<td>Mental wellbeing</td>
<td>Increase representation of diverse groups in our advertising</td>
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<td></td>
<td>Maintain zero non hazardous waste to landfill in our factories</td>
<td>95% of packaged ice cream to contain no more than 22g total sugar per serving by 2025</td>
<td>95% of packaged ice cream to contain no more than 250 kcal per serving by 2025</td>
<td>Hand hygiene</td>
<td>95% of packaged ice cream to contain no more than 250 kcal per serving by 2025</td>
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<td>Sanitation</td>
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<td>Oral health</td>
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<td>Skin health and healing</td>
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Supported by: €1 billion Climate & Nature Fund

### Improve people’s health, confidence and wellbeing

- €1.5 billion sales per annum by 2025 from plant-based products in categories whose products are traditionally using animal-derived ingredients
- Double the number of products sold that deliver positive nutrition by 2025
- 85% of our portfolio to meet Unilever’s Science-based Nutrition criteria by 2028
- 95% of packaged ice cream to contain no more than 22g total sugar per serving by 2025
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### Health and wellbeing

- Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030
- Gender equality
- Racial equity
- Body confidence and self-esteem
- Mental wellbeing
- Hand hygiene
- Sanitation
- Oral health
- Skin health and healing

### Equity, diversity and inclusion

- Achieve an equitable and inclusive culture by eliminating any bias and discrimination in our practices and policies
- Accelerate diverse representation at all levels of leadership
- 5% of our workforce to be made up of people with disabilities by 2025
- Increase representation of diverse groups in our advertising

### Contribute to a fairer, more socially inclusive world

- Ensure that everyone who directly provides goods and services to Unilever will earn at least a living wage or income by 2030
- Help equip 10 million young people with essential skills by 2030
- Pioneer new employment models and provide access to flexible working practices to our employees by 2030
- Spend €2 billion annually with diverse businesses worldwide by 2025
- Increase representation of diverse groups in our advertising

### Respect human rights

- Respect and promote human rights and the effective implementation of the UN Guiding Principles, and ensure compliance with our Responsible Partner Policy

### Our responsible business fundamentals

- Business integrity
- Safety at work
- Employee wellbeing
- Product safety and quality
- Responsible innovation
- Responsible advertising and marketing
- Safeguarding data
- Engaging with stakeholders
- Responsible taxpayer
- Committed to transparency

See our Planet & Society Hub on unilever.com for more