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

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

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
- Bea 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>
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</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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<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>Spend €2 billion annually with diverse businesses worldwide by 2025</td>
<td>Increase representation of diverse groups in our advertising</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>Spend €2 billion annually with diverse businesses worldwide by 2025</td>
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<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>Increase representation of diverse groups in our advertising</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

### 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