

Human Rights report

Creating a fairer and more
socially inclusive world

2020



Unilever

Welcome to our Human Rights report 2020

We made a commitment in 2014 to disclose our efforts and challenges in implementing the UN Guiding Principles on Business and Human Rights. This is a report on our progress.

In 2021 we announced a wide-ranging set of commitments and actions to help build a more equitable and inclusive society. All these ambitions – including raising living standards, creating opportunities through inclusivity, and preparing people for the future of work – are founded on the principle of respect for human rights.

In this report we give an outline of the work we have done since 2014 to build those foundations by embedding the respect and promotion of human rights into every function, role and corner of our organisation – and of our approach to continuing our momentum in the future. We describe the progress we've made in addressing our salient human rights issues, and discuss the challenges we continue to face as well as the lessons we have learnt.

We believe that human rights are at the heart of sustainable business, and our human rights work does not exist in isolation within Unilever. It is increasingly integrated throughout the business, with our markets, brands and people in all functions continually improving the ways they advance respect for human rights. This report is therefore not exhaustive: it can only give a snapshot of the work that is done by people and teams across Unilever, every day, all over the world. We know that our journey is not over. Human rights issues still occur in our value chain, and there is much more we need to do to address them. Respect for human rights will continue to drive Unilever's approach in the years to come.

This report reflects our belief that transparency and accountability must underpin the advancement of human rights. We hope it will help foster the engagement and discussion with stakeholders that have been crucial to our progress so far – and contribute to a global movement in which businesses advance and promote human rights for people everywhere.

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Welcome from Alan Jope, CEO

Putting our purpose into action. Building a fairer world.

At the heart of our business strategy is the vision of building a fairer, more socially inclusive world. We're determined to turn that vision into action – and that means everything we do through our business and our brands must be underpinned by an absolute commitment to respect human rights.

If we ever needed reminding, 2020 showed us again and again why equity and human rights matter so much. Around the world, social divides widened, inequalities deepened – and the COVID-19 pandemic threatened livelihoods and the rights of workers.

It's clearer than ever that decisive and collective action is needed to build a society that helps to improve livelihoods, embraces diversity, nurtures talent, and offers opportunities for everyone. So, in January 2021, we announced a set of commitments and actions that will take our business to the next level when it comes to tackling inequality and unfairness. We've made a range of key commitments – including ensuring that everyone who directly provides goods and services to Unilever earns at least a living wage or income by 2030, which we believe is one of the strongest actions we

can take to address the social inequality that, alongside climate change, is the greatest collective challenge the world faces today.

With our commitment to purpose and brands that reach billions every day, Unilever can, and must, make a positive difference.

As this report describes, we've made good progress already in embedding human rights in our business – and while we're far from finished, we have a firm foundation to build on through our wider ambitions of raising living standards, tackling harmful social norms, pioneering new employment models, and being a beacon of equity, inclusion and diversity.

This work will continue – both within our business and value chain, and through our network of stakeholders among suppliers, governments, civil society, unions and others.

And it is a journey we will take with consumers, too. They want to know that we source, make, transport and advertise our products responsibly. Our brands want to lead the way in knowing, and showing, that their



“The era of radical transparency is coming, and I welcome it.”

Alan Jope
Unilever CEO

‘footprint’ is sustainable, socially as well as environmentally. The era of radical transparency is coming, and I welcome it – because it will add even more momentum to our brands in their drive to be a force for good. And brands with purpose drive growth.

We invite all our stakeholders to read this report, share their feedback, and continue to help us respect and promote human rights in everything we do.



Our approach

Introduction from Marcela Manubens

The world changed in 2020 – both in terms of the realities of life for millions of people, and in the way we as citizens view our lives.

As we build back better from COVID-19, we must make sure the world changes again in 2021 – for the better. We need to stand up for the opportunity to build a fairer, more socially inclusive world – and stand against any trends that deepen divides or undermine respect for human rights. And we must hold on to what the pandemic has reminded us – how valuable life and health are, how much we treasure our families and those around us, and how much we can achieve when we work together with purpose.

Building that better world will take courage, commitment, and co-operation – but I am convinced it is both possible and essential.

The journey is far from over

While there is no doubt progress has been made on human rights, both in society and in our business, the risks to human rights have not gone away. In some areas, they are being highlighted

by wider global trends. We know that the economic disruption caused by COVID-19 could impact working conditions in supply chains, for example, as rising unemployment and insecurity put pressure on wages, working hours, safety and other fundamental workers' rights. We're also seeing transformative changes to the world of work, brought about by automation, digitisation and new business models. At the same time, movements like Black Lives Matter have highlighted once again that the journey to equity, inclusion, diversity and social justice is far from over.

Towards fairness, equity and gender equality

Business has to take action to tackle the issues of unfairness and exploitation, and Unilever is setting a course for the future that is underpinned by an unfaltering commitment to respecting human rights.

Our business strategy includes key goals announced in 2021 that are designed to tackle social inequality and the drivers that make it so entrenched in our societies.

One of those drivers is poverty wages, which deny people a decent standard of living and trap them in cycles that leave them vulnerable to many human rights issues, so we're committed to ensuring that everyone who directly provides goods and services to the company earns at least a living wage or income by 2030.

Inequality is also deepened when marginalised groups are held back from fulfilling their potential – so we've embarked on a range of actions to create opportunities through inclusion. And we've set out a clear path to generate and sustain employability, by preparing our employees and people beyond our organisation for the societal and technological changes that are taking place.

In this work, we will be able to build on our progress over recent years. Our ten-year Unilever Sustainable Living Plan (USLP), which came to an end in 2020, drove positive social impacts within and beyond our business, and from 2014 included transformational goals in the areas of Opportunities for Women, Fairness in the Workplace and Inclusive Business. These goals enabled pioneering work in areas

such as combating violence against women, tackling harmful stereotypes, and ensuring a living wage for all our employees by 2020 – work that often anticipated trends we see magnified today, as the calls for gender empowerment, equality, and equity are increasingly, and often belatedly, being heard in our societies. And this work – which continues at the heart of our strategy – could only make progress because it is built on the foundation of advancing human rights across our operations and extended supply chain.

Wiring our business to drive respect for human rights

As this report describes, building that foundation has meant wiring respect for human rights into every aspect of the business. That was no small challenge. We employ 155,000 people in our operations, and many millions play a role in our value chain. We have sales in more than 190 countries, each of which is socially, culturally and legally distinct.

To make progress we have had to engage and establish a community of action. That applies within Unilever, ensuring that human rights were not siloed in one function, but were the responsibility of everyone, in their everyday jobs. It also applies beyond the business, where our partnerships with civil society and UN agencies and our engagement with peer companies and other stakeholders have been vital, both in terms of our ability to make a difference on the ground, and to our understanding of the issues.

This report aims to show the steps we have taken on our journey so far. We share what we have learnt, and identify some of the challenges we have overcome – while acknowledging that there are areas where we still have much more to do and learn. I am confident that, as part of a community underpinned by respect for human rights, we can continue to progress and build a better future. And on a personal note, I would like to thank everyone in that community of colleagues and critical friends; it has been a privilege to be part of such an extraordinary journey over the last seven years.

Marcela Manubens

Global Vice President for Integrated Social Sustainability, Unilever



“Harnessing the scale and reach of Unilever, we are absolutely committed to advancing human rights around the world. Regardless of what progress we may have already made, we now all need to redouble our efforts, and continue to actively drive an environment where it’s safe to speak up, collectively and individually.”

Marc Engel

Chief Supply Chain Officer, Unilever

Our strategy



PHASE IV

Driving sustainable business and demonstrating its value

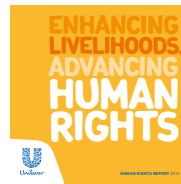
The next phase of our approach is founded on the fact that 'people' and 'planet' are inextricably linked with sustainable business success - and that economic, social and environmental sustainability, anchored on human rights, are increasingly recognised by financial markets as the only long-term business strategy. The respect and promotion of human rights must be mainstreamed and embedded in every new business model. We will continue to demonstrate the value and positive impact of our approach to all stakeholders, including investors.

STATUS: IN PROGRESS

We describe our work on governance in the [governance section](#) of this report.

Committed to the UN Guiding Principles Reporting Framework

Our first [Human Rights Report 2015](#), our [progress update report in 2017](#) and this current report have all followed the UN Guiding Principles Reporting Framework.



Our five focus areas

We have consistently adopted five areas of focus for our work in embedding human rights across our business.

Our five focus areas have become mainstream ways of working for responsible business.

Transparency is critical in allowing us to discuss the root causes of human rights concerns and abuses, so we can develop effective solutions. Benchmarks and indices increase in importance alongside product information apps and labels that disclose the social impacts of products which trace supply chains. Technology will continue to drive and support increased transparency.

Stakeholder consultation has become integral to our way of working and our multi-stakeholder value creation model – as shown by our extensive internal and external consultation in advance of the launch of our new Compass commitments (see [page 11](#)). We're committed to a frank and open dialogue with all our stakeholders about progress, challenges and solutions, so that we can take combined action. We carry out independent human rights impact assessments where engagement with stakeholders and rights-holders is an integral element. Stakeholder dialogue informs our work.

Shared Responsibility (previously described as "Collective responsibility models") proposes a coordinated response by businesses, governments, international organisations, philanthropic groups, unions and other interested parties to devise collective solutions and share the financial costs of addressing the most entrenched human rights problems in complex supply chains. Key to this is making these problems visible and addressing not just the problem itself but also the underlying cause. By taking an industry-wide approach and acting together, our progress is likely to be quicker and more sustainable.

Through our **partnerships** with other companies, civil society organisations, governments, development agencies and multinational initiatives, we continue to scale up our efforts to promote universal human rights principles, create positive social impact and search for solutions that build on local knowledge, lead to better decisions and create lasting change.

As 2020 has shown, the world of business is changing fast, with an increased focus on e-commerce and automated factories, greater flexibility and platform or gig employment.

These **new business models** carry with them the dangers of fewer social protections for workers. If we want to have a less polarised world, we need to understand these issues to advance new and better business models. We need to ask ourselves what it means to put human rights front and centre of new business models and ensure that every job is a 'good' job, and meets social protection requirements such as those of the ILO core conventions. The role of financial markets and investors will be critical as we build back better as capitalism evolves. Meanwhile we continue to build capability within our operations and throughout our value chain, so that people can recognise and act on human rights issues. This includes improving people's access to grievance mechanisms and remedy, which play a critical role in opening channels for dialogue, investigation, problem solving and, when required, providing remedy.

More information on transparency and reporting can be found in [Appendix VI](#).

Building a more equitable and inclusive society, founded on human rights

At the heart of our business strategy is the ambition to help build a more equitable and inclusive society by raising living standards across our value chain, creating opportunities through inclusivity, and preparing people for the future of work. This can only be achieved based on a foundation of respect for human rights.

Accelerating our ambition through our social compass

We know that social inequality and climate change remain the biggest challenges of our time – so in early 2021 we announced commitments and actions that would take us a step further towards the fairer and more inclusive world we want to see. These social ambitions build on our Unilever Sustainable Living Plan which ran until 2020 and are informed and driven by our continuing journey to embed human rights across the company, making human rights the foundation of our business strategy.

Taking action against social inequality

Among a wide range of social ambitions that show how our journey to embed respect for human rights has driven our strategy, we have committed to:

- ensure that everyone who directly provides goods and services to the company earns at least a living wage or income, by 2030
- spend €2 billion annually with suppliers owned and managed by people from under-represented groups, by 2025
- pioneer new employment models for

“There is much to welcome in these new commitments from Unilever, not least its robust readiness to give real substance to the notion of ‘fair value’ through its supply chains, and to do so in a way that gives equal weight to social justice as it does to climate justice – across a decade that will undoubtedly decide the future of humankind.”

Jonathon Porritt
Founding Director of Forum for the Future, leading sustainability expert and member of the Unilever Sustainability Advisory Council

our employees, and equipping 10 million young people with essential skills to prepare them for job opportunities, by 2030

Focus on a living wage

One of our key commitments is that everyone who directly provides goods and services to Unilever will earn a living wage or a living income by 2030.

We believe this is a vital contribution to the global effort to eradicate poverty wages from value chains, and an enabler for advancing respect for human rights in many areas. And it is a critical step forward for the work we've done since 2014 to advance human rights throughout our value chain, showing the

evolution of our human rights strategy from 'doing no harm' to 'doing good'.

A living wage is sufficient to afford a decent standard of living for a family's basic needs including food, water, housing, education, healthcare, transportation, clothing and other essential needs including provision for unexpected events.

Enabling people to earn a living wage will support and help stimulate economic recovery in the communities where we operate. This in turn will fuel consumer demand and kickstart the engine of responsible and sustainable economic growth.

We have already achieved our commitment to providing a living wage

to our direct employees. As we extend our ambition, we will focus on the most vulnerable workers in manufacturing and agriculture, working with stakeholders to create systemic solutions to raising living standards through purchasing practices, collaboration and advocacy wherever we operate. Our approach to extending our ambition on living wages beyond our direct employees builds on our requirement, enshrined in our RSP, that our suppliers must pay their workers the legal minimum wage or prevailing industry standard, whichever is higher.

We describe our work in this area in Fair wages, [page 25](#).

"The right to an adequate standard of living is a fundamental human right – sadly one that many of millions of people around the world are unable to access. Decent work, enough to adequately maintain yourself and your family not only helps people escape poverty but helps economic and social development too. So I commend Unilever for its foresighted commitment as it continues the evolution of its social ambition, founded on the respect for human rights."

Professor John Ruggie

Harvard University, Former U.N. Secretary General's Special Representative for Business and Human Rights, member of the Unilever Sustainability Advisory Council

"Inclusive growth relies on business sharing their profits and therefore ensuring broader prosperity built through labour. A minimum living wage is fundamental to escape poverty, ensure dignity of work and to facilitate the capacity for working families to participate in sustainable economies. Unilever's leadership on this commitment along with their unwavering support for mandated human rights due diligence is a social platform that all business must implement."

Sharan Burrow

ITUC General Secretary

Looking to the future

We want to see economies that provide people with decent jobs and sustainable livelihoods through a fair distribution of income and wealth. These economies help build social cohesion and create opportunities for inclusive growth and development that is good for both society and business. We are taking a holistic approach to tackling social challenges, and we will deliver this approach across our entire business.

As we look ahead at the future of our business, we can see both challenges and opportunities in the field of human rights work and reporting. In this section we look at some of the trends that we believe will shape the future of our work.

How do we ensure a fairer future for workers?

How do we support human rights due diligence?

How do we improve our measurement and reporting so we can see, and share, our impact on people's lives?

How do we ensure a fairer future for workers?

“Gig economy in Britain doubles, accounting for 4.7 million workers.”

The Guardian newspaper reporting a study from the TUC and academics at the University of Hertfordshire, July 2019.

The trend

The world of work is changing fast. More and more people are hired as contract workers rather than in traditional full-time roles, accelerating the move towards a gig economy. At the same time, increasing automation continues to change people's roles and create shifts in the demand for workers and for certain types of employment. Both trends threaten to converge in ways that weaken people's access to their rights, including their right to freedom of association. This risk is compounded by many other factors, including legislation that bans or hinders trade unions and social practices that shape perceptions around union activity.

We have seen these risks to workers' rights increase as economies are disrupted by COVID-19.

Our action

We recognise the shifts that are taking place in the workplace, and our responsibility to respect the rights of workers in our business and supply chain. We need to ask ourselves how we put human rights front and centre of new business models – particularly as we contribute to building back better after COVID-19.

We've committed to ensuring that all our employees are reskilled or upskilled to have a future-fit skillset, by 2025. While we may not be able to offer permanent, full-time, fixed jobs for life, we want to ensure that our employees are equipped with the skills required to protect their livelihoods, whether within or outside Unilever. We're engaging with other businesses,

Our four principles for responsible automation:

Our responsibility as an enterprise operating in local communities. Business decisions impact those communities and they need to be taken with integrity and respect.

Our commitment to support people to increase their employability and entrepreneurship and create new opportunities.

Our openness to establishing transparent communication with our employees, unions, the community and other relevant stakeholders.

Our values of integrity, respect, responsibility and pioneering.

governments and academia, as well as working with trade unions. We have Future of Work plans tailored for each country in which we operate, supported by our Social Impact Playbook, which will guide implementation. In addition to skills development, we will pioneer new employment models and provide our people with flexible employment options, by 2025.

Any country transformation plan must include a responsible automation plan to manage its social impact responsibly. It must provide effective and agile solutions for the repositioning of employees impacted by transformation and must increase redundant workers' employability while supporting their transition to new employment.

We have developed our guidelines for our approach to responsible automation, based on four core principles. We're also developing digital ways for qualitative and quantitative feedback from workers on their progress in finding replacement jobs.

Our work with unions on responsible automation is described on [page 31](#).

The challenges ahead

We know that we need to improve our visibility of conditions for workers in our supply chain, especially as the economic impacts of COVID-19 could create scope for weakening rights in communities facing high unemployment. We also know that the trends towards contract labour and automation are likely to accelerate, and that our Framework for the Future of Work must continually adapt to stay ahead of them. This underlines the importance of remaining open to transparent communication with our employees, unions, the community and other rights-holders and stakeholders.

How do we support human rights due diligence?

The trend

Under the UN Guiding Principles on Business and Human Rights companies have a responsibility to undertake human rights due diligence. Worldwide, and particularly in Europe, there is a growing movement for mandatory due diligence – that is, legal requirements for companies to show that they are taking action to address human rights risks in their value chains.

Our action

We support due diligence frameworks that address the root causes of human rights violations, lead to real shifts in companies' practices and bring about positive change on

the ground. In September 2020 we signed a [Statement](#) relating to the EU framework on mandatory human rights and environmental due diligence, supporting legislation that will require businesses to address their actual and potential human rights impacts and, where legally permissible, scale up collaboration between brands, suppliers and other stakeholders to improve the sustainability of supply chains. We also gave our public support to this in relation to [cocoa](#) and as members of [AIM-Progress](#) and [B4IG](#), we also support their contribution to this debate.

The challenges ahead

There remain significant challenges in operating in countries where national law is either non-existent in certain areas, or deviates from internationally recognised human rights standards. It is also vital that mandatory human rights due diligence results in processes that are fully embedded in governance and company culture, ultimately leading to better outcomes for people.

How do we improve our measurement and reporting so we can see, and share, our impact on people's lives?

The trend

Stakeholders focus on transparency, quantitative reporting and impact measurement. They, like us, want to see evidence of progress on the ground in the form of improved working conditions and better lives in our value chain. Social impact, however, remains difficult to measure and report in meaningful ways.

Our action

We are building on the ways we hear directly from people on the ground who are impacted by our business. Some of the ways we do this are described on pages [75](#) and [77](#). Social dialogue with workers' representatives is also vital, and we describe our engagement with trade unions in Freedom of association, on [pages 30–32](#).

We align our reporting with the United Nations Guiding Principles Reporting Framework, producing a first human rights report in 2015, a progress report in 2017 and a series of updates on progress each year. Following our engagement in the consultation process for auditing implementation of the UNGPs, our progress is reviewed and validated (not verified) by our sustainable finance team and independently assured (not audited). Details of our Basis of Preparation can be found [here](#). From 2021 we will continue with these principles as we integrate our human rights reporting into the business's core reporting framework through the Annual Report and the new Planet & Society hub on Unilever's global website. Our aim is to make our reporting more interactive, with regular updates, and to incorporate more quantitative reporting and impact measurement.

The challenges ahead

There is a consistent challenge for business in this area: the impact on the individual rights-holder is difficult to measure and very personal. Robust social impact metrics will help better capture complexities, enabling clearer measurement of effectiveness as we continue to work on strengthening on the ground verification. This includes a greater role for technology to bring transparency, as well as continuing expansion of community-based monitoring engagement, including 'ground-truthing'.

The new Unilever Compass

Building on the progress we made and the lessons we learnt throughout the ten years of the USLP, the Compass is our fully integrated corporate strategy, which includes actions and commitments designed to help build a fairer, more inclusive world. Giving focus to the Compass will be 15 multi-year priorities that cover the full spectrum of our business and wider ecosystem, with a new set of industry-leading, company-wide social and environmental commitments. These commitments will tackle the key challenges of our time including human rights, social inclusion and fair value distribution. We describe our social ambitions on [page 11](#).

Collaborative action

The Consumer Goods Forum (CGF)

HUMAN RIGHTS AND SUSTAINABLE SUPPLY CHAINS

World Economic Forum (WEF)

HUMAN RIGHTS; EQUITY AND SOCIAL JUSTICE; FUTURE OF WORK; TRANSPARENCY AND ANTI-CORRUPTION

AIM-Progress

RESPONSIBLE SOURCING

Leadership Group for Responsible Recruitment (LGRR)

RESPONSIBLE RECRUITMENT

Business for Inclusive Growth (B4IG)

INCLUSIVE GROWTH

For more details see [Appendix V](#).

Taking action to achieve systems change

The lasting, systemic changes needed to make a positive difference to millions of people can only come about through collaborative action at scale. That's why we work with a wide range of stakeholders.

In addition to our global partnerships, our brands have many local partnerships.

Institute for Human Rights and Business

We have worked with the [Institute for Human Rights and Business](#) since 2014, including as a founding member of the [Leadership Group for Responsible Recruitment](#), see [Appendix V](#).

AIM-Progress

We are members of the Human Rights

Steering Group, providing strategic direction to the organisation.

Priority areas include:

- Human rights due diligence
- Eradication of forced labour and promotion of responsible recruitment
- Understanding the impact of climate change on human rights
- Working towards a living wage in supply chains
- Developing worker voice solutions and grievance mechanisms
- Measuring and reporting outcomes and impact for people in member supply chains

The Consumer Goods Forum (CGF)

We are members of CGF and participate actively in its committees including the [Human Rights Coalition - Working to End Forced Labour](#) and the [Sustainable](#)

[Supply Chain Initiative](#) (SSCI), focused on providing clear guidance to buyers and suppliers in the consumer goods industry on third-party auditing and certification schemes that cover sustainability requirements and apply relevant governance and verification.

Business for Inclusive Growth (B4IG)

We are members of the working groups on Building an inclusive recovery; Inclusive sourcing and Impact measurement.

Working with partners to achieve social impact

Our strategy involves working with multiple partners to achieve positive social impact, implement programmes on the ground, advocate for policy changes and create powerful campaigns to raise awareness and drive consumer engagement.

Public-private partnerships for change

We see public-private partnerships as a core part of our approach. In 2015, for example, Unilever and the UK government's Department for International Development (DFID, now UK Aid*) founded [TRANSFORM](#), an innovation programme which supports social entrepreneurs to bring private sector creativity and commercial approaches to solve persistent global development challenges. By aiming to enable millions of people in sub-Saharan Africa and South Asia to gain access to products and services that have been shown to improve health, livelihoods, the environment or well-being, it addresses a wide range of the UN Sustainable Development Goals (SDGs).

In 2018 TRANSFORM scaled up and quadrupled the value of the programme to £40 million, and by 2020 TRANSFORM had supported over 50 projects in thirteen countries – including these crucial projects with innovative social enterprises to enhance access to water and sanitation in Africa and Asia.

- **Kenya:** working with the [Malindi Water and Sewage Company](#) (MAWASCO) to showcase innovative models for scaling up sanitation services.
- **Zambia:** working with Southern Water and Sanitation Company Limited on waste management models.
- **Nigeria:** 16 Sunlight Water Centres providing clean water through solar-powered boreholes in remote communities.

* This project was funded with UK aid from the UK government, however the views expressed do not necessarily reflect the UK government's official policies.

- **India:** Supporting Dharma Life to promote 'Clean and Connected Homes' and scale awareness and behaviour change among rural low-income households on good health, hygiene, water and sanitation habits, and provide access to relevant products.
- **India:** Working with Frontier Markets' network of 300 women entrepreneurs to distribute Pureit water filters in rural Rajasthan for the first time.
- **Bangladesh:** Supporting Drinkwell to scale its micro-franchise model of community water kiosks to sell clean drinking water, aiming to impact 100 million lives globally by 2030.
- **Rwanda:** Improving the business model of Pit Vidura which promotes sanitation and health for low-income communities by offering safe and affordable pit latrine emptying services in dense informal settlements.

Shift

[Shift](#), the leading centre of expertise on the UN Guiding Principles, has acted as a trusted adviser to Unilever on the UN Guiding Principles on Business and Human Rights and on overall human rights issues for many years. Shift has facilitated multiple workshops and helped to develop a guide to integrate human rights into our M&A processes.

Most recently, they helped create our Business & Human Rights Training in 2019.

Working with UN Women to increase women's safety and advance equality

We have worked on a range of initiatives with [UN Women](#), including [A Global Women's Safety Framework in Rural](#)

[Spaces](#). Launched in 2018, this aims to increase the safety of women in agricultural value chains, as we describe on [page 34](#). We were also a founding member of the UN Women-convened [Unstereotype Alliance](#) and are proud to be a vice chair today. Launched in 2017, the Alliance aims to eradicate stereotypes and adverse social norms from the advertising industry. We describe our work to combat gender-based violence in [Harassment](#).

Oxfam

We have worked with [Oxfam](#) on a range of projects and relating to workers and farmers in our supply chain. These include a [poverty footprint study in Indonesia](#) in 2004; [a joint project on sustainable agriculture](#) including through the [Enhancing Livelihoods Fund](#); a ground-breaking [report](#) looking into labour rights in our supply chain in Vietnam in 2013 with a [follow-up report in 2016](#); and extensive work around women's rights, including making the case for businesses to address [unpaid care work](#). Oxfam continues to be a key partner and help us bring the voices of workers to our discussions.

WEF

We sit on the [WEF Global Future Councils](#) on [Human Rights; Equity and Social Justice; Future of Work; Transparency and Anti-corruption](#). We have worked with the WEF to incorporate human rights considerations into mainstream discussions, including those of other WEF councils.

While we have seen significant progress through these collaborations, we recognise that they do not provide

Some of our partners

(Click on logo for link)



UNICEF



Save the Children



GAIN



GAVI



IDH



UN Women



International Center for
Research on Women



WEConnect International



CARE International



bop inc



UNHCR

the solution to every issue. There can be challenges in working in coalitions in terms of speed, agreement on overall vision and ambition, and the implementation of measures on the ground. Competing organisations may also take individual approaches rather than coming together on issues. Nonetheless, we believe in the impact

of partnership and engagement, we are committed to work in collaboration with multiple stakeholders, and we will continue to seek innovative approaches to achieve shared goals.

“Unilever is one of the most engaged companies on human rights, living wages and gender equality that I have worked with in my time at Oxfam.”

Rachel Wilshaw
Workers' Rights Senior Manager,
Oxfam

“Poverty eradication and universal human rights lie at the core of the Sustainable Development Goals. Businesses like Unilever must leverage their scale and influence to improve society and the environment. If a critical mass joins the SDG movement and we all work together to drive transformational change, it will create an unstoppable force for good.”

Rebecca Marmot
Chief Sustainability Officer,
Unilever

Our salient human rights issues

What are salient human rights issues?

The UN Guiding Principles (UNGPs) define them as the human rights that are at risk of the most severe negative impacts through a company's activities or business relationships.

Unilever's salient issues **are**:

- those identified and prioritised in alignment with the UNGP process.

They are **not**:

- an exhaustive list of all issues that exist across our business. We continue to address all human rights issues.

In the lead up to our [first human rights report in 2015](#), we worked with a range of expert external stakeholders and internal leaders to identify where, and how, our business activities could result in salient human rights risks. In our 2015 Report we gave an introduction to each issue and how we were responding to it. In our [2017 Report](#), we gave progress highlights of our work and outcomes, and linked them to the SDGs. We have reported annually on our progress on our [global website](#).

As part of our new Compass ambition, we have conducted a review of the global salient issues and conducted regional stakeholder consultations to map out relevance and impact at the regional level. As a result, comprehensive multi-year action plans are in place.

On the following pages we look back at highlights of our recent work to address our salient human rights issues, the challenges we've faced and the opportunities we see for the future. They are a snapshot of a far wider range of activities around the world. For more information on the progress we have made on our salient issues, please go to our Salient Issues timeline – [Appendix II](#). Our Supplier Audit Results 2019 can be found [here](#).



Discrimination



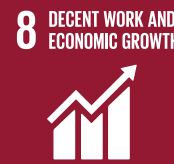
RESPONSIBLE SOURCING
POLICY:

#3 All workers are treated equally and with respect and dignity

#10 All workers have access to fair procedures and remedies



Discrimination holds people back and has serious consequences for people's life-chances. As the events of 2020 have shown, systemic injustice continues to impact people's rights around the world.



An inclusive world, with no discrimination

Eradicating discrimination and advancing diversity are vital to the communities where we operate, to our wider ambition to challenge outdated cultural norms throughout our value chain – and to contributing to a more prosperous and just society.

Removing barriers and challenging harmful norms

We're committed to eliminating discrimination of all kinds, including by gender, and to building a culture that empowers people in our business and beyond. Our ambition is to establish equitable workplaces that recognise

the fundamental dignity and worth of individuals from all identities, backgrounds and walks of life, while working to eliminate the institutional and unconscious barriers that limit employees' ability to achieve their full potential. We are committed to removing barriers and increasing inclusivity for underrepresented groups. We have identified four Strategic Identity Groups (Gender, Race and Ethnicity, Persons with Disabilities and members of the LGBTQI+ communities) which will require global focus in order to address challenges of underrepresentation at all levels of our organisation, career progression, perception of inclusion and levels of voluntary attrition. Our overall aim is to be a beacon of equity, inclusion and diversity. That ambition extends beyond our own business,

including through our commitments to spend €2 billion annually with diverse suppliers, and increase the number of our advertisements that include people from diverse groups, by 2025.

To achieve this, we understand that we must drive systemic change through our practices, policies and behaviours to ensure that our culture promotes psychological safety and a deep sense of belonging for employees across all of our operating companies and functions. It requires accountability from our most senior leaders in the organisation, who can set the tone and lead by example with their actions, as well as the commitment of all managers and employees to proactively work towards dismantling the barriers faced by underrepresented identity groups.

Approximate number of workers in our extended supply chain potentially impacted:

77,000

Top three countries where issues are found:



When a non-compliance is found we estimate the possible number of people impacted. See [Appendix III](#) for details. Our suppliers put remediation plans in place for every non-compliance. Data source: USQS Global Responsible Sourcing Report NC Audit data 2016-YTD 2020 audits.

“The burden to end institutionalised racism cannot fall only on Black and African American communities. We must do more both within and outside the Unilever ecosystem to use our economic power for good and help tackle the root causes of social injustice.”

Fabian Garcia
President, Unilever North America

In 2014 we launched the Opportunities for Women pillar of the [Unilever Sustainable Living Plan](#), based on the tripod of rights, skills and opportunities and underpinned by our belief that women’s empowerment is the single greatest enabler of human development and economic growth.

Our work builds on the progress we’ve made through our USLP, in which challenging harmful stereotypes and other forms of discrimination have been key elements in our work to create fairness in the workplace and opportunities for women – work informed by our 2017 report, [‘Opportunities for Women: Challenging harmful social norms and gender stereotypes to unlock women’s potential’](#). In 2020, in the US, we committed more than \$7 million to organisations working towards social justice and racial equity. In support of our aim to be the No.1 employer of people with disabilities, we are building a culture where there is no stigma in sharing a disability, where employees can have open and honest conversations regarding their abilities, and where our workplaces, systems, and processes do not present obstacles. In 2018 we signed the UN Standards of Conduct for Business: [Tackling Discrimination against Lesbian, Gay, Bi, Trans, & Intersex People](#). In 2020, we also used external guidance including from [ILGA](#), [Stonewall](#) and [Open for Business](#) to zone all the markets we operate in depending on four factors: same sex acts being legal; protection against hate crime; employment protection; and legality of same-sex marriages and/or civil unions. This informs how we engage on LGBTQI+ issues in each of our markets.



Brands in action

In 2019, Dove partnered with UNICEF with a shared vision/goal to educate 10 million more young people by 2022 on self-esteem and body confidence to help them reach their full potential. Dove also created Project #ShowUs, an image library created by women, female-identifying and non-binary individuals.

In 2018, Ben & Jerry’s partnered with Miłość Nie Wyklucza (Love Does Not Exclude Association) and Fundacja Wolontariat Równości to install a [colourful water unbreakable rainbow light projection](#) just in time for Warsaw’s Pride parade.

In 2019, Hindustan Unilever joined in the country’s first-ever Pride campaign to create awareness and support colleagues who identify as being part of the LGBTQI+ community.

Equal pay for equal work

We have a longstanding commitment to equal pay for equal work, which is one of the five principles of our [Framework for Fair Compensation](#).

If our analysis indicates any average pay differences between genders at a country or grade level (a 'gender pay gap'), we support and identify opportunities to address gaps through our diversity and inclusion initiatives.

We also cascade the principles of our Framework to our suppliers through our [Responsible Sourcing Policy](#), which requires that fair wages are paid.

We have identified temporary workers as an area of focus both in our own operations and in our extended supply chain. In 2018 we rolled out our internal policy and process for the Sustainable Employment of Temporary Workers, which sets out 10 Golden Standards that include fair and equal treatment, gender equality, diversity and freedom of association. By linking this to extensive work to collect global granular data relating to the employment of temporary workers in our factories, we've gained greater insight and understanding of how temporary workers are employed. In 2019, we enhanced the assessment process for labour agencies providing in-sourced temporary workers, checking that they are compliant with our RSP and using a specifically designed Self-Assessment Questionnaire (SAQ) and subsequent risk-rating for labour agencies, followed by independent on-site assessments. In 2020, because of COVID-19, these assessments were done remotely.

Our future direction

The events of 2020 have shown that the journey towards social justice and gender equality is far from over. At the same time, movements such as Black Lives Matter demonstrate the power and commitment of citizens around the world in demanding equity and justice.

We understand that discrimination is an intricate system resulting in the exclusion of people of colour from positions of power, access to services, global decision makers, etc. Aligned with our expressed values and standards of leadership we believe that it is our responsibility to understand and eliminate discrimination based on race and ethnicity in our company and in those organisations that partner with us. Given the social relevance of the issues of racism and institutionalised discrimination, Racial and Ethnic Equity has been established as one of four Strategic Identity Groups in our Global Equity, Inclusion and Diversity (EI&D) strategy and we have developed a strategic framework to ensure visible, measurable, sustainable actions to impact representation, employee experience and career progression of Black and Brown Talent.

The job to address women's inequality and lack of opportunity in some areas is still not done. For example we have made good progress in addressing the legacy of underrepresentation of women in leadership positions in our Supply Chain function, but we still have work to do. Another challenge we face as a global business is implementing global positions on issues such as LGBTIQ+ rights at the local level, where we need to remain true to our beliefs while being sensitive to the local situation. Working with expert organisations, sharing experiences and learning from others has helped us create clear plans in this area.

The casualisation of employment and unequal working conditions continue to be at the heart of many labour issues in global supply chains. As we build on our internal policy on the Sustainable Employment of Temporary Workers, a focus going forward will be ensuring comparable terms and conditions for temporary workers in our extended supply chain.

Fair wages



RESPONSIBLE
SOURCING POLICY:

**#6 All workers are
paid fair wages**

1 NO
POVERTY



10 REDUCED
INEQUALITIES



8 DECENT WORK AND
ECONOMIC GROWTH



**Fair wages are a crucial
element of raising living
standards and creating a
fairer, more inclusive world.
They also benefit the
broader economy by
stimulating consumer
spending, creating a virtuous
economic growth cycle.**



Our living wage vision

Fair wages are the bedrock of a truly responsible and sustainable business – and a vital gateway to more equitable societies.

Our ambition is to improve living standards for low-paid workers worldwide, allowing people to participate more fully in their communities and helping them break the cycle of poverty. Alongside programmes aimed at empowering millions of small and medium enterprises in our value chain for growth, we've committed to ensuring that everyone who directly provides goods and services to Unilever earns at least a living wage or income by 2030. We believe it is one of the biggest,

most important, and most challenging contributions our company can make to building a fairer and more inclusive world. To achieve this vision, we will build on the work we've already done to pay all our employees a living wage, everywhere in the world – and work with others to change the global systems that currently hold people's incomes and opportunities back.

Our Framework for Fair Compensation

In 2014 we created a [Framework for Fair Compensation](#), which included our commitment to be a living wage employer. This outlines how we should deliver fair compensation by listing a number of standards. We require each

country business to report its status against the standards of our Framework each year, and where appropriate, country reports must include a remediation plan to rectify any issues of concern.

Fair wages, for decent living standards

Central to our Framework is the principle of a 'living wage' – that is "remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision

“We will work with our partners to raise standards so that their employees are paid a living wage and are not subject to forced, compulsory, trafficked or child labour.”

From our Code of Business Principles, updated 2020

for unexpected events.” (Global Living Wage Coalition)



FAIRWAGE
NETWORK

We have continued our work with the independent [Fair Wage Network](#) (FWN) and use their global living wage database to monitor our own operations. Our initial assessment, in 2015, identified 37 countries with living wage concerns, amounting to just under 12,000 of our direct employees receiving less than a living wage. These concerns have now been addressed.

Building on our work with suppliers

The payment of either the legal minimum wage or the prevailing industry standard (whichever is higher) has always been a mandatory requirement of our Responsible Sourcing Policy. Over the years we’ve worked with suppliers to ensure this requirement is met – but it is not always straightforward. In some countries, including those under the Gulf Cooperation Council (GCC), there are no legal minimum wages mandated by the government, so there is no legal framework. This meant we needed to identify a substitute for the legal minimum wage as an initial wage floor or starting level.

We are working with the FWN to achieve this and have conducted a study to identify the gap between the lowest wage paid by our suppliers and the value we have identified. The FWN carry out interviews with workers to better understand their expenditure and have

done this in the UAE, Vietnam, Rwanda and India, where we are working with the FWN across 17 states.

Expanding our vision across our value chain

To make our living wage and living income ambition a reality, we’ve put an action plan in place that builds on the progress we’ve made through our RSP. We’re looking at where the gaps between legal minimum wages and living wages are the greatest, where the social safety net for workers is weakest, and where we can make the most impact, based on our presence and scale in local markets. We will focus on the most vulnerable workers in manufacturing and agriculture, and we will work with our suppliers, other businesses, governments and civil society – through our purchasing practices, collaboration and advocacy – to create systemic change and the global adoption of living wage practices.

Spotlight on Malawi

Malawi Tea 2020 was a multi-stakeholder partnership that aimed to improve the competitiveness and sustainability of the Malawian industry so that workers earn a living wage and small-scale farmers earn a living income. At the end of the 5 year [programme](#), a third of the living wage gap has been closed for 50,000 tea workers. Highlighting progress but also on-going challenges. Learnings from the Malawi 2020 programme partnership included the importance of agreement on living wage methodologies, the important link between improved product quality and wages, and, critically, verification from producers that they benefitted from

Approximate number of workers in our extended supply chain potentially impacted:

260,000

Top three countries where issues are found:



When a non-compliance is found we estimate the possible number of people impacted. See [Appendix V](#) for details. Our suppliers put remediation plans in place for every non-compliance. Data source: USQS Global Responsible Sourcing Report NC Audit data 2016-YTD 2020 audits.

Our future direction

Rolling out our internal Framework for Fair Compensation across the full breadth and diversity of our global operations has underlined the importance of strong governance and of building internal understanding of which elements contribute to a living wage.

We've found it has been critical to have a clear framework, policy and process in place, which we continued to review and strengthen. Few companies have attempted an ambition on this scale, and it required a rapid learning process, including when it came to regional differences where gaps with the living wage were largest. Progress in some areas was slower than we wanted, for example in our sales-force teams where pay structures were different.

We've laid important foundations for our new living wage commitment, by building awareness and understanding

of the concept, by encouraging industry and stakeholder collaboration, particularly around aligned methodologies and benchmarks, and by working towards transparent and widely available wage data. We see the inclusion of living wage requirements in certification schemes as a positive move, but one that needs further development.

We are clear that paying a living wage is not only the right thing to do but also makes business sense. We need to continue to drive systemic solutions, including addressing purchasing practices and fair pricing models, while creating an enabling environment for fair wages, including through government advocacy to raise wages above poverty level.

improved quality. Obtaining feedback from workers is an area that needs to be strengthened. Engagement with trade unions and support for collective bargaining was a vital element of this work as was the development of an innovative sustainable procurement model. Another concern was potential unintended consequences of focusing on wage increases in one country due to its effect on sourcing from other countries. A further consequence of increased wages in Malawi was that it pushed workers into a higher tax band.

These issues underline the importance of a multi-stakeholder approach – including producers, traders, buyers, retailers, trade unions, NGOs, development partners and governments – when working to increase wage standards sustainably in global supply chains.

See [Appendix IV](#) for more information.

“Malawi 2020 is a good example of Unilever’s new vision for procurement – a procurement with purpose – driving impact every day, everywhere, for everyone. It is critical that additional value is passed onto the workers, and we continue to work with our suppliers to include this in our contracts with them.”

John Mutua
Head of Tea Procurement, Africa



Forced labour



RESPONSIBLE SOURCING POLICY:

#2 Work is conducted on the basis of freely agreed and documented terms of employment

#4 Work is conducted on a voluntary basis

#5 All workers are of an appropriate age

Forced labour can be found in global value chains in all regions of the world – and we're committed to playing a lead role in its prevention and eradication.

1 NO POVERTY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Forced labour: a constant risk, in a changing world

The movement and recruitment of migrant workers are often poorly regulated and informal, and they can leave people vulnerable to forced labour – that is, being coerced or deceived into jobs which they cannot leave. COVID-19 has heightened the risk to vulnerable workers.

Championing responsible recruitment

A key element of our work is implementing the [Employer Pays Principle](#) (EPP), that no worker should pay for a job. Our [Respect, Dignity and Fair Treatment policy](#) requires that all

employees have obtained employment with Unilever without the employee having paid a recruitment fee or related cost directly or indirectly, as guided by the International Labour Organization standards. This requirement is also in our RSP for our suppliers.

Our RSP contains benchmarks that guide suppliers to establish preventative mechanisms and strong internal control systems, including responsible recruitment practices. However, we found that issues relating to forced labour were not always being picked up by external auditors.

To address this, we conducted shadow audits to understand how RSP auditors were identifying abusive issues related to recruitment processes, fees and passport retention. We engaged our

external auditors to underline that there should be no retention by the employer of personal documents, or other personal items of value, under any circumstances, and that workers should always keep their personal documents with them or be provided with a safe place to keep them that they have 24-hour access to. Workers living in dormitories should be provided with a secure locker to store their personal belongings in. This is particularly important for migrant workers. We also developed a questionnaire that provides guidance for our teams on the standards we expect when they are visiting accommodation for migrant workers, and what needs to happen where those standards aren't met.

Effective and accessible grievance mechanisms are essential. We recognise

work remains to be done to strengthen grievance mechanisms for migrant workers in particular. To understand our position further, please see our [UK Modern Slavery Transparency Statements](#).

Harvesting the Future Project (Turkey) 2019 and 2020

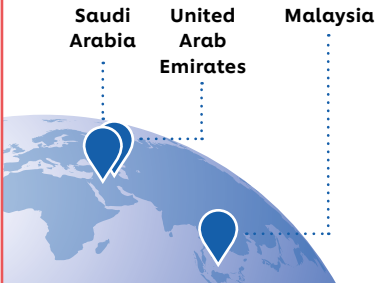
Crops:	Worker Groups Accessed:	Labour Contractors Accessed:
6	528	363
Participant Brands:	Workers Accessed:	Producers Accessed:
5	9,440	746
Participant Suppliers:		
20		

This [project](#) aims to improve recruitment and employment practices among seasonal migrant agriculture workers in Turkey

Approximate number of workers in our extended supply chain potentially impacted:

1,800

Top three countries where issues are found:



We used the key incident of passport retention. We recognise this is just one indicator of forced labour. The number of workers potentially affected by these issues is far higher. Audit reports estimate over 23,000 migrant workers in our extended supply chain in Malaysia, Thailand, UAE and KSA.

See [Appendix III](#) for details.

When a non-compliance is found we estimate the possible number of people impacted. See [Appendix III](#) for details. Our suppliers put remediation plans in place for every non-compliance. Data source: USQS Global Responsible Sourcing Report NC Audit data 2016-YTD 2020 audits.

Our future direction

Regional or industry approaches to addressing human rights issues for migrant workers, such as those taken in the palm oil sector, can drive change at scale. These must take action in both the migrant workers' home and destination countries.

While we are seeing progress on issues such as passport retention and an increasing understanding among suppliers that fee payment is not acceptable, we need to do more work to demonstrate both the moral and the business case for suppliers to practise responsible recruitment. Demand from businesses like ours helps create an ethical recruitment industry, especially where systems have previously relied on fees. Suppliers must have processes in place to fully understand the recruitment journey of workers, and workers must fully understand their rights and understand the work they are being recruited to do.

One of the biggest challenges we have found relates to the remediation of fees paid, a key element of the Employer Pays Principle. The large amounts of money involved, often relating to several years, means that a sustainable fee repayment plan has to be created, involving both suppliers and workers. Workers are often concerned about being open about the fees they have paid for fear of retaliation. We also need to be aware of possible tension between migrant and local workers who may not understand why fees are being reimbursed.

We are working with ethical trade management consultancy [Impactt](#) to create a fee remediation toolkit, based on the experiences in our supply chain, which we will share with all suppliers who recruit migrant workers. At the same time, we will continue to promote prevention as well as remediation. Gaps in legislation also need to be effectively addressed, putting in place safeguards to protect and respect the rights of migrant workers: for example, local laws do not prohibit fee payment in some instances. This means transparency and clarity from governments are critical.

In 2021, we will continue to implement our multi-year strategy to eradicate forced labour, including our EPP operational framework.

Freedom of association



RESPONSIBLE SOURCING
POLICY:

#8 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



The world of work is changing – and we need to continue to uphold fundamental rights and effectively implement ILO core conventions, including the right to freedom of association.

8 DECENT WORK AND
ECONOMIC GROWTH



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



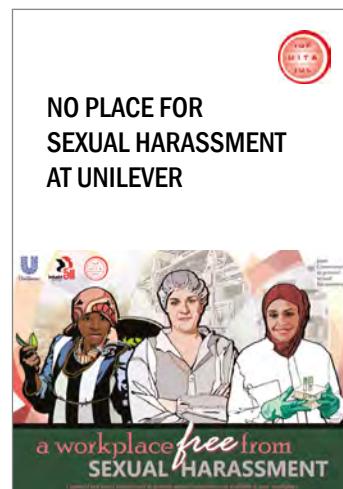
Respecting the right to freedom of association

Freedom of association means that workers are able to form and/or join trade unions of their choice, and to bargain collectively. It is a fundamental human right.

Trade unions play a critical role in representing and supporting workers. Around 80% of our total workforce and around 89% of our manufacturing employees are covered by an independent trade union or collective bargaining agreements. This equates to 285 independent trade unions that we engage and negotiate with on an annual basis around the world.

Working with trade unions at the global, regional and local level

We work extensively with trade unions, including through joint working groups and formal consultations, as well as through the day-to-day interactions that our leadership teams have with union representatives in the workplace. We have working groups in place to address the well-being of our employees, the rights of temporary labour employees, sustainable employment, women's rights and sexual harassment in the workplace. Our relationships with trade unions help us have constructive engagements on workplace practices, enabling us to be proactive and pre-emptive in solving industrial and employment relations issues.



Approximate number of workers in our extended supply chain potentially impacted:

50,000

Top three countries where issues are found:



When a non-compliance is found we estimate the possible number of people impacted. See [Appendix III](#) for details. Our suppliers put remediation plans in place for every non-compliance. Data source: USQS Global Responsible Sourcing Report NC Audit data 2016-YTD 2020 audits.

The Memorandum of Understanding that we have with the [IUF](#) (International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations) and [IndustriALL](#) confirms our commitment to biannual meetings and communications between meetings as deemed necessary. These biannual meetings are a face-to-face engagement between Unilever's senior executive and industrial relations leaders and IUF and IndustriALL leadership and representatives. These discussions allow us to address human and trade union rights arising within the Group's operations and overarching issues and set the tone for local management/trade union relations.

In 2020, to meet the challenges created by the COVID-19 pandemic, we had regular communication with employees and local union representatives on the ground. This enabled us to deep dive in specific countries and sites, and to work with local teams and union representatives to resolve issues.

In Europe, we work with the Unilever European Works Council (UEWC), an annual forum in which union representatives and management from all countries and sites of Unilever in Europe come together. In 2019, the UEWC signed the declaration on the [Future Framework of Work](#) to further strengthen the position of individual employees in times of change and to prepare employees for the future of work. We also work through the European Core Committee (ECC), a monthly forum where we discuss ongoing topics such as employee rights, organisational changes and strategy.

In the USA, we have recently committed to the IUF and affiliated UFCW union that we will continue to recognise employee rights through a transparent process should employees on our sites wish to unionise. In all other countries with unionised sites, we will either undertake local trade union negotiations at site level or regional/sector negotiations at national bargaining level.



"It is important that we continue to work with a partnership mindset with our unions around the world in order to build a more collaborative approach to jointly solve Future of Work requirements."

Antoinette Irvine
VP HR Global Supply Chain,
Unilever

Making progress on key issues

In the last few years, we have regularly come together with trade unions to address critical rights issues in the workplace, including diversity and sustainable employment. These engagements have led to progress in several areas.

In 2019, as part of the Joint Working Group on Sustainable Temporary Employment, we agreed to undertake joint independent assessments at some of our factories to review the policy and practices for fair treatment of Unilever temporary employees. Recommendations for best practices sharing, and/or risks worth mitigating against, are communicated to other Unilever sites around the world.

In 2018, we started working with the [International Transport Workers' Federation](#) (ITF), the [International Union of Food Workers](#) (IUF) and [FNV-Stichting VNB](#) to better understand and act on poor working and safety conditions for truck drivers, including migrant drivers in Europe. We piloted new ways of conducting worker-centred, human rights due diligence in our supply chain, so we will be better able to identify and remediate issues of human and labour rights abuses, specifically for drivers of HGV vehicles. This work is unique and represents a new way of assessing human rights risks by working with trade unions.

We also supported dialogue between workers and management to improve water and sanitation in tea estates in Assam. This kind of engagement is important to systematically address human rights impacts.

Our future direction

Engagement with local and global trade unions has enabled us to respect and advance workers' rights through joint working groups, commitments and MOUs. When issues arise, we work together to resolve them in a collaborative and effective manner, both in our own operations and with our suppliers. It is important to work with trade union and worker representatives to effectively address labour rights and non-compliance concerns.

In 2019, 107 out of 145 countries surveyed by the [International Trade Union Confederation](#) (ITUC) excluded certain categories of workers from the right to freedom of association, often based on their employment status. 74% of countries exclude workers from the right to establish or join a trade union. The Middle East and North Africa were described as the worst regions for working people and [10 countries ranked as the worst countries for working people](#). Like many other businesses, we work in all of these countries and must remain diligent.

One of the challenges continues to be working in those countries where, due to legal frameworks, unions are neither free nor fair, there are no effective collective bargaining mechanisms and/or workers are not free to join a union of their choice. In such cases, we recognise that we need to ensure that other credible means of worker engagement are available, while always supporting independent unions and respecting the right to freedom of association.

As technology rapidly changes the workplace and new business models develop, the rights of all workers need to be respected and promoted, including platform workers and those working in the so-called gig economy. We will continue to work in collaboration with others including trade union partners and governments to enable the same protections and benefits for workers in non-traditional settings, including at home. Our new employment models linking flexibility and security, upskilling due to automation and access to learning are currently being piloted in countries around the world and will be accelerated in 2021. Unions are important partners in supporting the reskilling and upskilling of workers as we prepare for the work of the future.

Harassment



RESPONSIBLE SOURCING
POLICY:

#3 All workers are treated equally and with respect and dignity

Harassment and bullying have severe effects on survivors and on those around them. We have zero tolerance for harassment of any kind. We know that harassment can take place anywhere, in any sector, industry and workplace, and we are committed to addressing it throughout our value chain.



5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



Safety for women: addressing root causes

We're taking action to improve women's rights and safety in the communities in which we operate.

Our work on [safety for women](#) started in our tea plantations in Kericho in 2014. While we believed that women living and working on our tea plantations were safe, in reality more needed to be done. We had also thought that our grievance mechanisms were effective and trusted, but again, in reality, they were not. As in many parts of the agricultural sector, women in and around tea plantations are too often disempowered and denied access to rights or remedies.

Our response was to create a programme for women's safety, asking

women the simple question: "What would it take to make you feel safe?"

We engaged an independent ombudsman to investigate past and current cases of gender-based violence and hired external experts to lead our safety programme.

In our tea plantations, the welfare management team supports managers to implement our safety programme for women, boys and girls. The team leads training and other programmes on gender and related topics, with 100% of employees trained on sexual and gender-based violence and related topics every year. All survivors and families are provided with psycho-social support, including counselling, grievance handling and monitoring. We have formed plantation committees

comprising welfare, business integrity, security and legal representatives. This has improved information-sharing and helped us to address the root causes of issues by taking a holistic approach and sharing lessons.

One in three women and one in seven men will encounter abuse at some point in their lifetime. These numbers are currently on the rise.

Approximate number of workers in our extended supply chain potentially impacted:

4,500

This refers to RSP audit results only.

Top three countries where issues are found:



When a non-compliance is found we estimate the possible number of people impacted. See [Appendix III](#) for details. Our suppliers put remediation plans in place for every non-compliance. Data source: USQS Global Responsible Sourcing Report NC Audit data 2016-YTD 2020 audits.



PHOTO: SALINA WILSON/UN WOMEN

Working with partners to make women safer

To promote an industry-wide commitment to tackle safety in the tea sector, we supported the formation of the Gender-Empowerment Platform (GEP) in Kenya, led by [IDH](#) – the Sustainable Trade Initiative. Since 2017, the GEP has brought together Kenya's biggest tea-producing companies and relevant civil society. We have led and participated in various peer learning sessions to build dialogue and uptake of the women's safety agenda in the tea industry in Kenya. The platform will help tea to become the first agricultural supply chain in Kenya to address and develop solutions to gender-based violence-related issues, by being effective in response but even stronger in prevention. It was clear the issues were endemic, and we wanted to trigger change across the sector.

Working with [UN Women](#), we reviewed and expanded our programme to all our tea plantations in Africa, and engaged our tea suppliers in Kenya and Assam, India. In Assam we have reached approximately 15,000 workers directly and 296,000 indirectly.

In Assam, we are developing the Women's Safety Accelerator Fund (WSAF) – a bold new programme to address women's safety and gender-based violence in the Indian tea sector. The impact fund has been set up in partnership by Unilever and IDH, and will support tea producers and local implementation partners to set up mechanisms to address gender-based violence, strengthen prevention and support women's empowerment in the tea gardens. It aims to impact

200,000 women workers on almost 300 tea estates in Assam by the end of 2023.

In November 2020 we published our global position on domestic violence accompanied by a comprehensive guide and the domestic violence learning pathway on Degreed – our global learning system. Our global position includes special paid leave of up to 10 days for relevant appointments, including with support agencies, solicitors, to rearrange housing or childcare, and for court appointments. Up to an additional five days' paid special leave and temporary or permanent changes to working times and patterns may be provided to someone escaping an abusive situation.

Spotlight on women's safety in last-mile distribution channels

Since 2018 Unilever has partnered with [CARE](#) International to support women's economic empowerment and provide solutions to the issue of women's safety as part of the development and implementation of Unilever's last-mile distribution models, such as Shakti. Our Shakti programme enables women in remote rural areas to become micro-retail entrepreneurs and earn income by selling Unilever products. As part of this project in Guatemala, CARE International conducted a socio-economic assessment in two pilot locations, focusing on violence against women, economic decision-making, women in leadership and gendered division of labour.

This baseline study found that violence had been so normalised in communities that the women participating in the study had difficulty sharing their

“A thriving society is one where everyone has equal access to rights, skills and opportunities. This cannot be achieved without ensuring the safety of marginalised communities. Unilever is committed to leading on this and ensuring that we continue to design, implement and advocate for progressive policies which help to respect the human rights of everyone.”

Leena Nair
Chief Human Resources Officer,
Unilever

experiences and understanding that they have the right to live a life free from violence. The study indicated that 65% of the participants had experienced gender-based violence. We then embarked on a deeper study to understand the specific risks related to violence against women and the opportunities offered by last-mile distribution interventions. Learning from the information shared by women participants, we were able to design social norms interventions addressing violence against women which will be embedded in ‘foundational’ and ‘accelerator’ entrepreneurship training curriculums, with business and life skills sessions. The findings from Guatemala are supporting the further development of a blueprint for women’s safety recommendations and guidance.

Our future direction

We have learnt a great deal from our work to combat harassment and promote safety for women. Two key insights have been the importance of involving men and boys in programmes, and the realisation that little will change unless women are able to access positions of leadership in both the workplace and community. We’ve also seen from our work on financial inclusion that men often control women’s accounts and mobile phones, which are frequently used in cash transfers. It is critical that this cultural norm is addressed in a careful and sensitive way as part of our work to improve the economic independence of women.

Cases continue to be raised by women working for suppliers, and many cases are raised directly to Unilever. We must have an ongoing focus on developing and supporting grievance channels within our suppliers’ organisations. It is important that these channels are developed with input from workers. In Kenya, we are working with tea workers, smallholder farmers and UN Women to build and strengthen grievance mechanisms among suppliers so that workers can report grievances and seek essential health and legal services.

Looking ahead, we will expand our work on safety for women to all our key agricultural commodities. Palm oil will be our next focus for rolling out the Global Women’s Safety Framework in Rural Spaces. We will also risk-map our other non-agricultural commodities. Although much of our work has focused on agriculture, we recognise that harassment exists everywhere and has the potential to affect anyone, regardless of gender. COVID-19 has increased the vulnerability of many workers.

Women have been put in even more vulnerable situations, with statistics showing that reports of domestic abuse are up over 20% in many countries. As we look to our new Social Ambition, safety for women will continue to be one of our key priorities.

Health & safety



RESPONSIBLE SOURCING
POLICY:

**#9 All workers' health
and safety are
protected at work**

**Safety is a
non-negotiable
commitment,
shared by
everyone at
Unilever.**



**Every year, there
are more than
2.78 million
deaths from
occupational
accidents or
work-related
diseases**

ILO 2018

**3 GOOD HEALTH
AND WELL-BEING**



**8 DECENT WORK AND
ECONOMIC GROWTH**



A moral obligation at the heart of our business

Any employee should be able to live and work free from the risk of injuries or accidents. It is a moral obligation that is reflected in our Code of Business Principles, and our RSP. We require that everyone who works for or with us embeds health and safety as core elements in everything they do.

Within our operations, it is Unilever's responsibility to provide a healthy and safe environment, but individuals must also adhere to our requirements to drive our vision of an injury- and accident-free workplace. That's why we implemented 'safety moments' to learn from examples and continually improve. We have no tolerance for lack of implementation, and expect the same from our suppliers.

In our supplier audits, health and safety continue to be the non-compliance most often reported. This may be because they are easier to identify in audits than other non-compliances. We know that as financial pressures on businesses increase, health and safety can often suffer, so much of our engagement with suppliers is around improving health and safety, sharing our knowledge and best practice.

Supporting physical and mental health, as well as safety

Within our business, the five pillars of our safety programme address safe travel and transport, behaviour-based safety, and safety related to contractors and construction, processes and machinery, in pursuit of our Vision Zero safety ambition.

At the same time, we aim to promote a positive physical and mental health environment in the workplace, to enable our people to thrive.

No acceptable level of accidents

We measure accidents in our factories and offices using our Total Recordable Frequency Rate (TRFR), which counts all workplace injuries except those requiring only simple first aid treatment. This was 0.64 per million hours worked in 2020. This meets the target set in our USLP, which was to halve the 2008 TRFR of 2.10 in our factories and offices by 2020, a target we first achieved in 2013. However, we will not settle for any rate while accidents are still occurring, and we continue to pursue our Vision Zero strategy.

Approximate number of workers in our extended supply chain potentially impacted:

108,000

Data does not relate to all H&S issues that were reported in audits but to [Key Incidents](#).

Top three countries where issues are found:



When a non-compliance is found we estimate the possible number of people impacted. See [Appendix III](#) for details. Our suppliers put remediation plans in place for every non-compliance. Data source: USQS Global Responsible Sourcing Report NC Audit data 2016-YTD 2020 audits.

Vision Zero

The right to a safe and healthy work environment is non-negotiable. We are transforming safety with our Vision Zero strategy which underpins everything we do as a business. It aims for:

- zero fatalities
- zero injuries
- zero motor vehicle accidents
- zero process incidents
- zero tolerance of unsafe behaviour and practices.



Supporting our people and communities during COVID-19

In the face of COVID-19, we're taking action across a number of fronts to help protect the lives and livelihoods of our stakeholders – including our employees, consumers and communities, our customers and our suppliers. We've put in place a set of [measures to support global and national efforts](#) to tackle the pandemic.

All of our sourcing units and distribution centres apply specialist tiered protocols to protect our workers while supporting business continuity. Our country leadership teams continue to monitor the situation carefully and engage with site leads as appropriate. We've also put in place strict site protocols for hygiene and social distancing.

Supporting well-being

We have a global strategy for medical and occupational health, which focuses on both health protection and health promotion.

Mental health is one of our top three health issues and is a central focus of our programme, which recognises that mental health is especially important in times of change or uncertainty. We actively encourage talking about mental health with the same comfort as we do about physical health at the workplace. We train our leaders and line managers to understand the impact of mental health issues, recognise signs and signpost the support available to their teams. This has been particularly important in 2020, during the COVID-19 pandemic.

Health and safety in our extended supply chain

Our audits of suppliers' facilities consistently find that health and safety issues represent the greatest number of non-conformances with our policies. Too often, we find that suppliers' facilities are addressing only the symptoms of the issue and not the root cause. In many cases, that root cause is a lack of a 'health and safety mindset' among both workers and management. Even with good processes in place, a lack of accountability from senior leaders increases accidents in any company.

Unilever safety experts often visit supplier sites to provide support, and we have designed a guidance document to help suppliers create their own Health & Safety committees, sharing best

“Safety is first and foremost a matter of mindset. It must be integrated in every decision we make and every action we take. No one should think of it in terms of a programme that somebody else will drive within an organisation. Zero accidents do not happen by chance. I believe safety is and must be the first leadership value of every organisation.”

Olivier Carnet
Head of SHE, Logistics,
Manufacturing and SEAA SC
operations, Unilever

practices from the industry and from Unilever. We will roll this out globally by the second quarter of 2021 by providing online training and organising safety webinars for suppliers, and and continue to monitor safety results at supplier sites through our RSP process.

Engagement of workers and their representatives is vital to prevent and, where needed, remediate health and safety issues.

Our future direction

Despite the significant progress we’ve made in reducing injuries, we’re still having serious accidents. These are not acceptable and we’re determined to prevent them by continually improving our programmes. In 2019, to demonstrate the commitment of the leadership of our organisation, we introduced a one-hour stand-down (a scheduled stop) across all Unilever’s operations worldwide to mark any fatality happening at work. Alongside this, a Unilever Leadership Executive member or the country’s General Manager will travel to the location of any fatality to review the case and the actions being taken.

We have applied the same lessons-learnt process following any kind of incident. We have also made good progress relating to our MoMo (Motor on, Mobile off) programme. Self-discipline remains one of the biggest challenges. To support our efforts we are piloting an app which will stop any incoming calls/texts when driving. Overall, we are also moving to increased real-time reporting of accidents or near-misses in order to further reduce unsafe behaviour.

Another focus of our work has related to acquisitions and building the capabilities and competencies of new businesses. We continue to work with our suppliers in developing a safety mindset and making their workplaces safer

As we look to the future, increased automation and digital factories have the potential to reduce accident rates. Digital factories are based on integrating diverse digital methodologies and tools in production and engineering. They include an operating system with real-time tracking of line performance and online tracking of quality and safety. However, they also bring challenges in terms of the changing world of work and its impact on people. We describe our work on responsible automation in [Looking to the Future](#).

Land rights



RESPONSIBLE SOURCING
POLICY:

**#11 Land rights of
communities,
including
indigenous peoples,
will be protected
and promoted**



**Legal or customary
rights to land
protect people's
livelihoods**



Respecting land rights

We are committed to the principle of free, prior and informed consent (FPIC): the principle that a community has the right to give or withhold its consent to proposed projects that may affect the lands it customarily owns, occupies or otherwise uses. That's because we recognise that millions of people depend on their land for their livelihoods – and we have a responsibility to respect their rights.

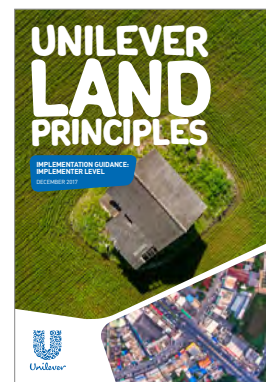
Our global principles

We want to ensure that land rights are respected throughout our value chain, and in 2016 we developed a comprehensive roadmap for our work. With the aid of non-profit organisation

[Landesa](#), we created the Global Land Rights Principles and Due Diligence Implementation Guidance for our own operations. In 2017, we rolled these out, using awareness-raising and capacity-building materials.

We put in place a standard operating procedure and due diligence applicable to all land transactions, requiring adherence to our Land Rights Principles and Implementation Guidance, geared to identify and properly address any case of expropriation from individuals or communities, or where land-rights holders or users are identified.

We have since completed seven land rights investigations relating to land acquisitions and disposals, putting in place appropriate actions to ensure the FPIC principles are followed when we



are buying a piece of land, and ensuring we take responsibility to dispose of land ethically when no longer required.

Alongside this work, we are piloting the use of technology to create predictive models to better understand the implications of land change, for example in terms of deforestation and water use.

Spotlight on land rights and tea

In 2016, we put our Land Rights Principles into action in Rwanda when Unilever successfully bid for a Rwandan government concession to set up a tea-processing factory and commercial estates that will support extensive smallholder tea development in South-West Rwanda. This project has transformed one of the poorest areas of Rwanda by creating around 1,000 jobs, and will provide financial and agricultural support to smallholder farmers, who will provide 70% of the tea produced.

The land for the core estate and factory site is leased by Unilever and was expropriated by the government for the project. As a condition of the bid, we required that land acquisition and resettlement would be implemented in line with [International Finance Corporation \(IFC\) Performance Standards](#). We worked closely with the government during their expropriation process.

We used external experts to independently verify that the Resettlement Action Plan (including the Livelihoods Restoration Plan and Grievance Mechanism) properly ensured that potentially affected persons and communities were identified and



engaged and appropriate remedial measures were in place. This included a risk-mapping plan and a socio-economic survey focusing on vulnerable groups to ensure that no one in the local communities is left worse off by the project. New model villages with infrastructure were constructed by the government, and livelihood support programmes were created. Unilever gave priority for employment to people affected by the project. Due diligence around this work is ongoing and we've put in place a local Unilever welfare manager to work with communities and local authorities.

Working with legal and real estate teams

In Latin America, we've seen challenges relating to lands acquired by Unilever through M&A or debt recovery from our clients which have been illegally

occupied by families or traditional communities. We are using a cross-functional approach that includes our Legal and Real Estate teams to understand how to secure the right to the land for all parties, especially where there has been an illegal occupation but the family or community won't have anywhere to live if a resettlement takes place.

Working with partners and communities

It is vital that our work on land rights includes involving local communities and working with suppliers and other partners. In Côte d'Ivoire, for example, we work with [CLAP](#) (Côte d'Ivoire Land Partnership) on an early-scale implementation of land tenure education and documentation for cocoa smallholder families.

Central Kalimantan, Indonesia (with Yayasan Penelitian Inovasi Bumi – Inobu)

Since 2016, in [Central Kalimantan](#), Indonesia, which is an important source of our palm oil, we have been collaborating with the non-profit research institute, [Inobu](#) to support the provincial government of Central Kalimantan and the district governments of Kotawaringin Barat and Seruyan through a jurisdictional approach to sourcing sustainable palm oil. Since 2019, the project has included a workstream on enhancing customary and community land rights by establishing a system with the local governments to respond to and mitigate conflict as well as mapping and registering customary-owned and community lands.

Key barriers include the lack of recognition of community rights to land and resources; lack of clear standard operating procedures for handling, reporting and managing conflict; and lack of accessible and transparent databases for recording and monitoring the progress of conflict resolution processes. Inobu has also contracted The [Forest Peoples Programme](#) to carry out an independent human rights impact assessment to identify any additional human rights impacts that need to be addressed beyond land rights. The involvement of local communities and the creation of a truly participatory process will be integral to this work.

Please see our [section on palm oil](#) for background information on jurisdictional and landscape approaches and examples of other programmes we are using to pursue common environmental, social, and economic goals.

Our future direction

We know that resolving social conflicts relating to the land rights of indigenous peoples and local communities is critical to reaching our ambition for a fairer world, and in particular our commitment to the principles of no deforestation, no development on peat and no exploitation of people and communities (NDPE). This will be a key area of our work for 2021 and beyond.

One of the challenges we've faced is the frequent lack of either formal or informal conflict resolution mechanisms. We continue to seek guidance on how business can best help resolve conflicts, and on which interventions are most appropriate. We have engaged [The Forest Institute](#) (TFI) to conduct a qualitative analysis of social and land conflicts relating to the palm oil industry in Indonesia, and to research global best practices and innovations in order to develop concrete recommendations on where, when and how the private sector could best intervene to help reduce or resolve conflicts.

This will help inform not just our own palm oil strategies but also those of the wider palm oil sector. We will continue to focus on the impacts of formal and informal land tenure on women and continue to support human rights defenders (see [page 57](#)). Although many issues relating to land rights are in rural areas, issues around compulsory purchase, eviction and land ownership can also be found in other sectors, including peri-urban areas or so-called 'urban sprawl'. We will continue to review land transactions across our business and implement our requirements across our extended supply chain.

Working hours



RESPONSIBLE SOURCING
POLICY:

**#7 Working hours
for all workers are
reasonable**



**Excessive working hours
can take many forms,
including excessive and
sometimes mandatory
overtime, back-to-back
shifts, lack of rest days or
a lack of breaks during
the day.**

8 DECENT WORK AND
ECONOMIC GROWTH



When home and work merge into one

For many people, the working day is far too long. Whether it is the pressures of an 'always on' office environment where home and work blend into one, or the need to work as many shifts as possible during harvest time, too many people are subject to long working hours beyond legal requirements – if indeed those legal limits exist.

There is plenty of evidence that excessive hours of work and inadequate periods of rest can damage health and increase the risk of accidents. And often, there is a significant link between low wages and excessive working time, a risk that has become increasingly apparent during 2020 as a result of COVID-19, which has also meant some workers working extra

hours to cover absenteeism prompted by illness, fear or lockdown rules. We know that this is an issue in our business and supply chain that we must address responsibly to ensure the well-being and safety of employees, in alignment with our ambition for a fairer and more socially inclusive world.

Collaborating with suppliers on working hours

Under our RSP guidelines for suppliers, following national law on working hours is non-negotiable. However, in reality, national law can often allow a high number of working hours per week – which is one of the reasons that reducing working hours, including to ILO recommendations, is among the biggest challenges we face in our



Approximate number of workers in our extended supply chain potentially impacted:

190,000

Top three countries where issues are found:



When a non-compliance is found we estimate the possible number of people impacted. See [Appendix III](#) for details. Our suppliers put remediation plans in place for every non-compliance. Data source: USQS Global Responsible Sourcing Report NC Audit data 2016-YTD 2020 audits.

own operations and in our extended supply chain. Since working hours are often directly connected to income, there is a frequent issue with workers moving to other jobs if their working hours, which may include overtime, are reduced. That's why any discussion around working hours must be linked to wage levels. Overtime must always be voluntary with the worker's consent, and health and safety must always be paramount.

Understanding local laws

Working hours legislation varies by region, and very often by country.

In Kenya, for example, where local law does not prevent people working more than 60 hours per week, we held a roundtable event in 2019 with packaging

suppliers to share best practice and business toolkits. All participants committed to move towards working within the limits of 60 hours per week for regular and overtime hours. We will work with our suppliers on making progress.

In the Philippines, where there are no legal limits to working hours, we conducted a study of eight suppliers in 2020, and found that three had workers working more than 60 hours per week. Remediation plans were put in place.

Guidelines to support workers' well-being and help suppliers

To drive better practices, we created a guidance document to reduce working hours. This summarises the rest days and maximum working hours per day and



per week, and specifies the conditions which must be in place to qualify for an exemption for a limited time, such as additional overtime for a limited period during peak harvest season. Exemptions could also apply to exceptional, force majeure circumstances that are unforeseeable or cannot be prevented, such as recovering production after industrial action, machinery breakdown or power failure. We have also helped suppliers improve their production processes to reduce the burden of excessive working hours, including through planning, employing additional workers and changing shift patterns (eg new rotation systems).

To meet our RSP's good practice level, suppliers need to implement the ILO conventions of 48 hours of normal working hours and a maximum of 12 hours of overtime per week, or national law if this is stricter. To demonstrate best practice under our RSP, suppliers must show they have conducted an effective study to avoid the need for overtime altogether, except in exceptional circumstances. This aims to enable workers to enjoy a proper work-life balance. Our aim is for suppliers to move beyond national requirements to the good and best practice standards of our RSP.

Much of our work relating to working hours is done on a case-by-case basis with our suppliers, helping them to understand root causes and to address the issue in a systematic way. As such our 'key areas of progress' are more at an individual supplier level.

Our future direction

There are several challenges to reduce excessive working hours. One is that workers are not given the appropriate number of rest days because suppliers require existing employees to work extra hours (sometimes back-to-back shifts) rather than hire additional staff to cover an extra shifts. This is also a health and safety risk, which we raise with suppliers in our discussions. It is often compounded by a lack of clarity or rigour in local legislation, allowing companies to propose shift rotations that require employees to work, for instance, 14 consecutive days without any 24-hour rest days.

Workers frequently want or need to work extra shifts in order to earn more money and, in many cases, secure a decent livelihood, especially in countries facing recession and high rates of unemployment, or when people have temporary contracts. We support working hour reductions by supplier engagement, site visits and constant follow-up on practices and policies. Issues such as excessive working hours are increasingly prevalent and difficult to monitor the further up a company supply chain you go. The traceability of global supply chains is an area where we have made progress (see our [agriculture commodity supplier lists](#)), but this remains one of our key challenges, and one where both collaboration and technology must play a role.

Keeping our salient human rights issues under review

As well as addressing the salient issues we've identified, we know we need to keep monitoring them to make sure they're still relevant. Are there any new, emerging issues we need to consider – such as those relating to technology or new ways of working? And if so, are these relevant globally? Or do we need to take a more local approach?

To answer this, we re-mapped our salient issues in each of our country clusters so we can focus our efforts on what matters most in those countries.

In 2018, we started a review of our salient human rights issues, carrying out internal and external consultations with rights-holders and organisations that could give insight into rights-holders' perspectives, beginning with an initial consultation in London facilitated by the consultancy, [Shift](#). This included participants from civil society and worker representatives.

In 2019 we held internal and external stakeholder meetings in Kenya and Thailand, also facilitated by Shift and involving engagement with workers in our own and our suppliers' businesses. In 2019 we carried out a salient issue review in Brazil, while in other clusters our Social Accountability team reviewed the local salient human rights issues through understanding audit outcomes, conducting research and speaking with Procurement. While we found that the main issues remained the same, going forward we will also focus on local salient human rights issues. We also discussed emerging issues such as [human rights and plastic collection](#) and the increasing link between human rights and climate change.

We know that regular engagement with rights-holders and their representatives and other stakeholders is critical to keeping our salient issues under review and needs to be an ongoing process.

“Being a truly responsible and socially sustainable business means meaningfully engaging with, listening to and learning from rights-holders in order to collaboratively solve issues”

Rachel Cowburn-Walden

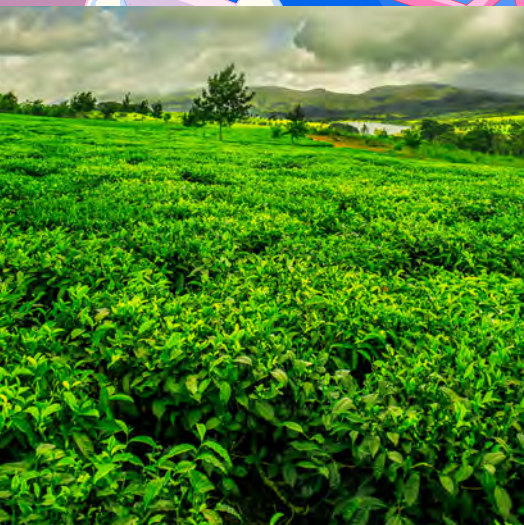
Global Director, Human Rights Stewardship,
Integrated Social Sustainability, Unilever

Spotlight on issues

Understanding the trends. Taking action to promote human rights.

COVID-19	Water	Palm oil
Tea	Cocoa	Non-renewables
Human rights defenders	Traceability and transparency	Plastic

Our business has impacts on millions of people's lives, every day. While our manufacturing and supply chain creates opportunity, we know that we operate in systems where human rights risks are often deep-rooted and endemic. In this section, we shine the spotlight on some of the key risks associated with our business activities – and the actions we're taking to address them.



COVID-19



Protecting health, respecting people's rights

COVID-19 is presenting an unprecedented challenge to people's lives, livelihoods and rights. We believe everyone in society has a part to play to overcome this challenge, and we are focused on protecting our people and those in our value chains, the communities we operate in and the continuity of our business.

As the world's biggest soap company, we have a particular role to play, as washing hands thoroughly and frequently with soap is one of the most effective ways to arrest the spread of infection.

From the outset, we have aimed to use our expertise in how to teach people to

handwash effectively, whichever brand they choose to use, to protect lives and to protect livelihoods – and in March 2020, [we committed to provide free soap, sanitiser, bleach and food to the value of €100 million.](#)

Global partnerships to promote handwashing

In March 2020, we teamed up with the UK government to promote handwashing and surface hygiene in response to the pandemic. Building on the longstanding work of our soap and detergent brands, Lifebuoy and Domestos, the programme is backed by contributions of up to £50 million each from both the UK's Foreign, Commonwealth & Development Office and Unilever.

Lifebuoy is taking action across Africa and Asia. In Ghana, for example, we have extended the reach of our Lifebuoy handwashing programme by placing hygiene stations with free

soap and handwashing information at bus terminals so people can wash their hands before and after travelling. In Bangladesh, we're working with NGO [BRAC](#), to raise awareness of personal hygiene, social distancing and respiratory etiquette, and to change behaviours in marginalised communities. We reached approximately 1 million people through door-to-door dissemination of key messages to combat the virus, and distributed 500,000 sachets of Lifebuoy handwash.

Seafarers: a human rights crisis in the midst of pandemic

COVID-19 restrictions on travel and transit meant that around 300,000

seafarers were either left stranded on vessels or prevented from returning to ships during the crisis. It was a humanitarian emergency, as these men and women were at risk of becoming physically and mentally exhausted, away from their families and loved ones for periods far beyond the standards stipulated in international conventions.

We believed governments should step in and organise the facilitation of crew changes, and work together with the shipping industry in ways that recognised seafarers' rights and averted the risk of widespread disruption to the global economy.

In September 2020, we joined 30 Consumer Goods Forum (CGF) companies in a [joint letter](#) to the

UN calling for governments to designate seafarers as 'key workers' and grant exemptions from government-imposed travel restrictions and quarantine measures.

Supporting workers in India

In India, we worked with [UNICEF](#), the [Indian Tea Association](#) and other producer associations to support tea workers in Assam with hygiene products and information on the proper response to and containment of COVID-19.

More widely, Hindustan Unilever has partnered with UNICEF through the [#BreakTheChains](#) / [#VirusKiKadiTodo](#) mass media campaign to inform and empower people during the pandemic to be aware of the causes and implications of COVID-19.

We've also worked together with UNICEF and the government to make essentials like Lifebuoy soaps, hand sanitisers and Domex cleaners available across the country.*

Practical support for our workforce and our value chain

In response to the pandemic, we made a range of changes to the way we operate so we could keep people safe and support workers. We created a four-tier system for our factories linked to the WHO rate of human transmission of the COVID-19 virus and, in a spirit of collaboration, shared this and our other practices and control measures with

relevant suppliers. We also changed the audit process for our RSP, removing the requirement for in-person audits which were unable to take place due to the COVID-restrictions, but continuing with remote assessments.

We also committed to protect our workforce from sudden drops in pay as a result of market disruption or being unable to perform their role, for up to three months. We covered our employees, contractors and others who we manage or who work on our sites, on a full or part-time basis. For our customers and suppliers, we have offered €500 million of cash flow relief to support livelihoods across our extended value chain. That includes early payment for our most vulnerable small and medium-sized suppliers to help them with financial liquidity, and extending credit to selected small-scale retail customers whose business relies on Unilever, to help them manage and protect jobs.

Innovating to adapt to the pandemic

In the UK, we adapted production lines to make hand sanitiser to donate to the NHS and joined a consortium making ventilators.

In Myanmar, we used an almost fully dedicated train of the national rail system as a solution to the shortage of truck drivers and trucks during lockdown. This meant we were still able to transport finished products from our manufacturing plant in Mandalay to Yangon and serve communities in the southern part of the country.

Brands in action against COVID-19

While health and hygiene brands such as Lifebuoy and Domestos have led our contribution against COVID-19, brands from across our portfolio have also played their part.

In Brazil, for example, Cif is working with Heineken, the country's second-largest brewing company, to manufacture a special batch of Cif household cleaner to donate to people who live in some of São Paulo's most socially vulnerable towns.

Supporting our communities

In the US, we worked with over 100 suppliers and partners for our first [Day of Service](#) to provide products, time and gratitude for those affected by COVID-19. The equivalent of one day's worth of products produced at the 14 Unilever factories across America, approximately \$12 million, were donated to our partners at Feeding America or Direct Relief so that American families could get the food and personal care and hygiene products they needed.



* UNICEF does not endorse any brand, product, company or service.

Spotlight on

Water

Water: a basic human right to the world's most precious resource

Far too many people still do not have their basic water needs met.

Worldwide, one in three people do not have access to safe drinking water. Two out of five do not have basic handwashing facilities, and more than 673 million people still have to resort to open defecation. Water insecurity affects 40% of the global population and is projected to rise into the future.

This is a clear human rights issue – and improvements are not coming fast enough. In 2020, UN-Water announced that the world was “alarmingly off-track” in meeting Sustainable Development Goal 6 (SDG 6), which seeks to ensure availability and sustainable management of water and sanitation for all by 2030.

Through our brands, operations and supply chain, we're committed to respecting people's rights to water, and to acting as water stewards. We want to make sure we're using water in ways that enable everyone not just to survive, but to thrive.



Respecting the right to water

In July 2010, through Resolution 64/292, the UN General Assembly explicitly recognised the human right to water and sanitation. We respect these rights by operating our business in a way that fulfils the human right to water, as defined by the UN Human Right to Water Policy. We've also signed the World Business Council for Sustainable Development [WASH Pledge](#) to provide access to Water, Sanitation and Hygiene (WASH) in all our factories, plantations and workplaces.

New collaborations tackling water security and stewardship

In 2020, we announced two new partnerships to address water stewardship. The [2030 Water Resources Group](#) (2030 WRG) will see us engage in collective action to achieve water security for all by 2030. We will work in five markets of strategic importance, taking action to address shared water risks in and around 100 of our water-stressed manufacturing sites by collaborating with other stakeholders in the catchment area. To support this we have joined the [Alliance for Water Stewardship](#) (AWS).

Our brands in action

Through our Lifebuoy soap brand, we have helped over 1 billion people around the world improve their [handwashing habits](#).

Our Pureit brand is available in 12 countries and plays a key role in [providing safe drinking water](#).

And through Domestos, by the end of 2019 we had helped over 28 million people gain [access to better toilets](#).

Our brands are also helping our consumers [cut water use at home](#).

WASH during COVID-19

In March 2020, we announced that we're providing free soap, sanitiser, bleach and food to the value of €100 million to help tackle the COVID-19 pandemic. See [page 48](#).



Harnessing the power of partnership

Our public-private partnership with TRANSFORM, described on [page 18](#), includes a focus on water and sanitation. We're currently working with WASH social enterprises in India, Bangladesh, Kenya, Rwanda, Nigeria, Madagascar and Zambia. TRANSFORM has provided grant funding and tailored business support to help these enterprises scale up their ideas.

"We are using our voice and networks to remind the world that access to clean water, safe sanitation and hygiene is a right, not a privilege."

Peter Ter-Kulve
President, Home Care,
Unilever

Commodities

Our supply chain connects us to millions of people whose livelihoods depend on producing agricultural and non-renewable commodities. We know that there are systemic human rights abuses in commodity supply chains such as forced labour, inadequate health and safety protections, harassment, discrimination and child labour. Dealing with the scale and intricacy of these commodity supply chains is one of our biggest challenges, but we believe we can use our influence and purchasing power to create positive change. In cases where we do not source directly, we use the influence we have with our direct suppliers to ask that they in turn work with their suppliers to drive sustainable change, implementing the principles and requirements of the RSP across their own corporate group operations and their third-party supply chains that are supplying materials to Unilever.

Our Sustainable Agriculture Programme, our [Unilever Sustainable Agriculture Code](#) (SAC) and our [Responsible Sourcing Policy](#) (RSP) are at the heart of our approach to sustainable sourcing.

Certification will continue to play an important role in providing a level of sustainable practices assurance, but it has proved to be insufficient as a stand-alone mechanism for addressing deforestation, human rights or land rights holistically. That is why we also take an impact programme approach, working with a range of stakeholders to implement a range of initiatives on the ground. Alongside, we've taken steps to strengthen the social element of certification schemes and its effective monitoring, grievance mechanisms and remedial actions.

Our new [People and Nature](#) (cross-commodity) Policy strengthens existing mandatory requirements of our suppliers and adds new ones to ensure a clear and robust approach to deforestation and respecting and promoting human rights. It focuses on four key principles:

- 1 Protecting natural ecosystems from deforestation and conversion;
- 2 Respecting and promoting human rights;
- 3 Maintaining transparency and traceability; and
- 4 Being a force for good for people and nature.

In particular, principle two – Respecting and promoting human rights – sets out the necessity to scale up efforts and drive the implementation of improved working and living conditions, particularly by protecting vulnerable workers (including women, migrants, temporary and informal workers), eradicating forced and child labour, and safeguarding land and community rights.

Building on our existing work, we are developing a matrix for sourcing specific commodities including soy, paper and board, which will cross-reference key human rights issues against our ability to have a positive influence in terms of transparency to origin, our contractual terms and our purchasing power. This will enable us to create specific actions plans for these commodities.

The following pages give a snapshot of our recent work with, and challenges in, sourcing some key commodities. In our future work, we also intend to place a stronger focus on additional commodities such as sugar.

Palm oil

Plantation workers and smallholder farmers in the palm oil sector are vulnerable to exploitation, and there continue to be abuses in the industry, as well as environmental issues, that impact the rights of indigenous people, communities and women. Human rights defenders and whistle-blowers are also at risk.

Recent reports have again shown the vulnerability of women workers in the palm oil sector. The safety of women in global agricultural supply chains and the particular issues that women face remain a key concern for us, and we recognise that more still needs to be done, and done quickly. We are committed to working with governments, certifiers, civil society, suppliers and peers to drive the promotion of the rights and safety of women and girls. We describe our work on safety for women under the salient issue, [Harassment](#).

While there are many opinions on the approach to and importance of palm oil, including calls for the removal of all palm oil from products, we believe that palm oil has a very important role to play provided it is produced and sourced responsibly and sustainably, particularly since approximately 16 million people and their families rely on the palm oil industry to make their living. Our approach has always been, working in partnership with others, to increase the traceability and transparency of our palm oil and to improve living and working conditions.

We are actively involved in the [Roundtable on Sustainable Palm Oil](#) (RSPO), where we successfully drove improvement of the certification's



Principles and Criteria which are now aligned with the UNGPs and our RSP, and continue to push for their effective implementation including by developing and improving guidance for assessors and strengthening RSPO's verification and complaint mechanisms.

Read more about our work to [transform the palm oil industry](#).

Collaboration key to driving change

The scale and expansion of the industry and the remoteness of some workers continue to create challenges in assessing and remediating human rights risks. In our own value chain, we observe an increase in grievances relating to social issues, and more connections between social and environmental issues. Read more about our palm oil [grievance mechanism](#).

Collaboration remains key. We are also members of the RSPO Human Rights Working Group, where the focus includes the rights of the following vulnerable groups: indigenous peoples and local communities; plantation workers; women; smallholders; human rights defenders; and whistleblowers.

The RSPO Human Rights Working Group recently commissioned the development of a Practical Guidance on Gender Inclusion and Compliance with the 2018 Principles and Criteria and 2019 Independent Smallholder Standard. The roll-out of auditing against the new Principles and Criteria is in process.

We work with the Consumer Goods Forum's Human Rights Coalition Palm Oil Working Group – Working to End Forced Labour. As members of the Palm Oil Collaboration Group, we launched and co-convened the Social Issues Working Group (dedicated to labour and land issues). [The Palm Oil Collaboration Group](#) (POCG) brings together companies from every stage of the palm oil supply chain to accelerate effective implementation of the NDPE commitments. The POCG meets regularly to discuss ways to align and collaborate, and is facilitated by an independent, expert organisation. As members of the POCG, we launched and co-convened the Social Issues Working Group (dedicated to labour and land issues).

Engaging more stakeholders through a 'landscape' approach

We increasingly take a 'landscape and jurisdictional' approach to address both environmental and social impacts in palm oil. These approaches bring together diverse stakeholders to develop and pursue common environmental,

social and economic goals in specific geographic areas. Through collaboration with government, civil society and local communities, these initiatives can help address risks and impacts of commodity production that are beyond the full control of individual companies. Jurisdictional and landscape approaches offer the potential to accelerate and scale up sustainable commodity production initiatives, to promote conservation and restoration activities, and to be more inclusive of smallholder producers. We are currently working on five landscape approaches. We highlight two in Indonesia below, and discuss a third in the [Land Rights section](#) of this report.

We will extend the social impact work we're doing in South East Asia to Latin America, particularly focusing on women in the palm oil sector.

North Sumatra, Indonesia (with Conservation International)

We are partnering with [Conservation International](#) (CI) to advance sustainable palm oil production through strengthening a multi-stakeholder initiative known as the [Coalition for Sustainable Livelihoods](#) (CSL). The CSL supports economic development, poverty reduction and natural resource management in North Sumatra and Aceh.

Within this, we are helping form a working group to strengthen the integration of labour and social considerations into CSL's work. The group will work to understand what labour and/or land rights issues local communities and farmers are facing and develop solutions together with local actors and government.

Aceh, Indonesia (with IDH – The Sustainable Trade Initiative)

Through our partnership with [IDH](#), The Sustainable Trade Initiative and other industry representatives, we are supporting the Aceh Tamiang and Aceh Timur district governments in Indonesia to accelerate efforts to achieve a successful production–protection–inclusion model and Verified Sourcing Area readiness pilot. With various local partners, the project will include the development of a deforestation monitoring tool for the local government and local stakeholders, an RSPO certification programme for independent smallholder farmers and forest restoration with an agroforestry-based livelihood model.

In 2021, the project will include the creation of a database of land and labour conflict related to agriculture development in the district of Aceh Tamiang, with a focus on large-scale oil palm development. This will be available to the local government and local stakeholders, including civil society organisations and the private sector, with the aim of improving land conflict resolutions in the oil palm sector.

Tea

Living and working conditions in the tea industry remain a challenge. Around the world, we're working on a range of [sustainable tea programmes](#) that aim to create better lives for people in the tea supply chain. Our work is focused on wages, housing and sanitation, and nutrition – and improving safety for women and girls in the tea industry as a priority. Women working in the industry are too often subjected to violence and

harassment, and further denied their rights by inadequate or non-existent grievance mechanisms and safe spaces. Our work in this area is described in the [Harassment section](#).

Unilever is a member of the [Ethical Tea Partnership](#) (ETP), a not-for-profit organisation which brings together the tea industry with development partners, NGOs and governments to improve the lives of tea workers, farmers and the environment in which they live and work. This helps us make a difference at scale: to take one example, our partnership with ETP on housing and sanitation in Assam, India, aims to reach a total population of 9,800. We also chair the Living Wage Working Group. In Bangladesh, we are also working with [UN Women](#) and [UNDP](#) on a needs assessment of living and working conditions in six tea gardens, in order to make improvements across the industry.

In 2020, following a review, Unilever decided that much of our tea business could best achieve its potential as a separate entity, and given its business structure, we would retain our tea business in India and Indonesia. We remain committed to completing our existing programmes and carrying out the separation of the tea business responsibly.



Kericho Tea Plantation, Kenya.



Oil palm fruit, Aceh, Indonesia.



Salt pan workers, India.
Cocoa pods, Côte d'Ivoire.



Cocoa

In line with our USLP commitment to source 100% of our cocoa sustainably, as at 2019, 89% of all our cocoa was sourced sustainably, up from 82% in 2018.

Working with our partners we are increasing our social impact in cocoa through programmes that complement the work of certification and bring us closer to the people who grow our ingredients. To better address issues at an industry level, we became members of the [World Cocoa Foundation](#), [International Cocoa Initiative](#) and the [Cocoa & Forests Initiative](#) in 2018. By 2025, we aim to have reached at least a third of the cocoa farmers in our direct sourcing with tailored impact programmes that:

- close the gap to a living income
- eliminate child labour
- halt deforestation and they often champion forest protection and conservation.

We know that child labour exists within the cocoa sector, so we're developing impact programmes with our partners, certifiers and suppliers to ensure that we source from cocoa co-operatives that have monitoring and remediation systems in place that assess and address child labour cases. By 2023, all the co-operatives we directly source from will have such a system in place.

Women's economic empowerment is critical for child labour prevention, so we aim to reach 2,000 women in cocoa households through training and income diversification opportunities. We are also committed to increasing the number of village savings and loans associations in the communities we

source from. We are working with our suppliers Barry Callebaut and Cargill on these programmes, alongside NGOs [CARE International](#) and 100 WEEKS. In November 2020, our brand Ben & Jerry's [committed to paying farmers a third-party benchmarked income reference price for their cocoa beans in West Africa](#), with 5,000 cocoa farmers in Côte d'Ivoire receiving the additional premium, which, coupled with productivity projects, will support closing the gap towards a living income. Supporting Our Cocoa Farmers to Build Better Futures.

Non-renewables

Many of the raw materials we use each year to make our products are classified as non-renewable. Around 6 million tonnes of these originate from minerals or metals extracted from the earth.

The extraction and processing of minerals can have negative human rights impacts. In 2015, we co-created the [Code for Responsible Extraction](#) (CORE), working in close collaboration with the NGO [Solidaridad](#), suppliers and the industry.

CORE is one of the first independently auditable global codes for minerals at the extraction site. Its goal is to drive greater traceability and transparency, push for higher standards and minimise negative environmental impact. It also aims to protect the health, safety and rights of the millions of workers who depend on these industries for their livelihoods.

So far, CORE certification has been achieved at 45 extraction sites in India and seven in China, reaching 4,895 workers.

We also support initiatives that help extraction workers on the ground. Our Lifebuoy brand, for example, partnered with Solidaridad and our suppliers in 2019 on a handwashing campaign in Kutch, India, reaching approximately 1,200 workers. And in 2020, again in partnership with suppliers, we launched mobile health clinics for mines, addressing the fact that workers in remote mines sometimes lack access to healthcare and providing preventative check-ups and vaccinations. We have covered 26 villages, reaching 11,317 beneficiaries including salt pan workers, mine workers and their families through these mobile clinics. We plan to expand our current focus from the north-west to the south of India.

Human rights defenders

Human rights defenders (HRDs) champion the rights of others such as the rights of workers and individuals, often in commodity supply chains. They champion labour rights, improvements in working conditions, land rights, freedom of association and collective bargaining, and the rights of indigenous peoples. In many places they face persecution and violence.

Businesses are actively stepping up efforts in support of human rights defenders around the world. In 2019, we signed a declaration led by the [B-Team](#) in support of human rights defenders and civic freedoms. We will continue to work with multiple stakeholders to seek the effective implementation of protections, and speak up for those who put their lives in danger in support of human rights. We will publish a separate policy on human rights defenders in early 2021.

Traceability and transparency

Through consolidation of our supply chain we are improving traceability. Greater traceability, transparency and scrutiny of our commodity supply chains help us work more effectively with partners and suppliers to address human rights issues and bring about positive change. These are the reasons why we publish our supplier lists.

In 2018, we led the way in disclosing a [full list of our palm oil suppliers](#) on our website. We also publish a list of suspended palm oil suppliers. For more details of our work in this area, see [Partnership and technology-led traceability](#).

In 2019, we published our [Tea supplier list](#), supported by an [interactive map](#), which shows people where their tea comes from. And in March 2020 we published a list of our [cocoa suppliers](#) (Tiers 1 and 2).

Plastic

Our business wants to lead the way on the shift to 'less plastic', 'no plastic' and plastic recycling. But we know that there are potential social and human rights impacts, as plastic is frequently collected by waste collectors in the informal economy, often working under dirty and dangerous conditions and without earning adequate wages or receiving social benefits.

These individuals and their communities are an integral part of the plastics solution, because without them we will not be able to scale up our collection efforts to meet our goals for a waste-free world.

Our Responsible Sourcing Policy sets out our expectations and commitment to conduct business with integrity, openness and respect for universal human rights. That means it covers some of the key issues faced by waste collectors today, such as health and safety, fair wages and working age. To drive change on the ground, however, we need a tailored approach to waste collectors and other workers involved in waste supply chains, based on who they are and the particular challenges they face, which can include a lack of financial skills and exclusion from social security schemes. This targeted approach is one we have taken with workers in the extractive and transport sectors, and in this case is part of holistically addressing human rights impacts in the plastic value chain.

Following interviews with relevant internal stakeholders and key external experts, we created an internal cross-functional group, which will develop a 'People behind the plastic' global framework.

The framework will start with traceability and transparency. That means discovering the 'who, where and what' of our plastic value chain: who is involved, where the plastic comes from and what are the human rights risks and opportunities. There is currently a lack of both economic and social data, for example, how much waste pickers are paid and an in-depth understanding of the issues they face. Once we have this information, we can develop a typology of stakeholders and rights-holders, and the economics, risks and opportunities on which we can build models of intervention. These models can then be adapted and implemented locally, based on

each country's value chain, building on existing work and partnerships where relevant.

"Our strategy is to achieve 'Procurement with Purpose', therefore respecting and promoting human rights, inclusion, equality and improving livelihoods is absolutely fundamental to meeting this ambition. It's our responsibility to work in partnership with suppliers, peers and industry bodies so that everyone connected to our value chain is treated with respect, dignity and given equal opportunity. We must also continue to improve transparency and accountability, changing the way we partner to drive positive and lasting change."

Dave Ingram
Chief Procurement Officer,
Unilever



Oil palm grove at the edge of the rainforest.
Plastic waste collector, Thailand.



Brands with purpose

Walking the talk on 'purposeful brands'

One of our founding companies, Lever Brothers, created Sunlight Soap with an explicit purpose: 'to make cleanliness commonplace'.

We want to use our brands to have a positive social impact into the future. Leveraging the power of our purposeful brands – some of which reach billions of people every day – is a core part of our Compass ambition.



"I have always been passionate about human rights. In my role at Unilever, I know that brand performance by itself is no longer enough. Consumers, citizens, indeed people are looking for more. Today, brands need both performance *and* genuine purpose to thrive."

Hanneke Faber
President, Foods and Refreshment,
Unilever



Putting purpose into action

Ben & Jerry's: Joining Milk with Dignity

Purpose: social justice and climate change

Too many farmworkers across the US face poverty-level wages, long work hours, and inhumane labour and housing conditions. In 2020, Ben & Jerry's celebrated its third anniversary of becoming the first company to join the pioneering [Milk with Dignity Programme](#). Founded by Migrant Justice, Milk with Dignity epitomises Worker-Social Responsibility which comprises:

- worker-authored labour standards
- worker-to-worker education
- independent monitoring, complaint resolution, and market consequences
- premium paid by buyer to farmers and farmworkers
- legally binding agreement.

Thus far, the Milk with Dignity premiums, paid by Ben & Jerry's to its participating farmers, have enabled over \$1million to be invested directly in increasing farmworker wages and bonuses, as well as improving labour and housing conditions.



"We must take responsibility for the entirety of our impact in the world. 'Externalities' are a dangerous fiction. Business is the most powerful force in society – and leaders must step directly into the intersections of social & climate justice and commit to being part of the solutions."

Matthew McCarthy
CEO, Ben & Jerry's



Dove: Creating a respectful and open world for natural hair (CROWN)

Purpose: to make universally accessible to every woman a positive experience of beauty

Dove supports natural beauty and opposes discrimination – so in 2019, it put its purpose into action by helping make hair discrimination illegal.

The CROWN Coalition, a national alliance in the US, created by founding members Dove, National Urban League, Color Of Change and Western Center on Law & Poverty, set out to create a more equitable and inclusive experience for Black people by advancing legislation against hair discrimination, known as the CROWN Act. The Act ensures protection against discrimination based on race-based hairstyles by extending statutory protection to hair texture and protective styles such as braids, locs, twists and knots in the workplace and public schools.

The CROWN Act was first passed into law on 3 July 2019 in California, and despite the limitations of COVID-19, the Crown Act is now law in seven states. The CROWN Act passed the US House of Representatives just nine months after it was introduced.

The Coalition now includes strategic alliances with over 70 community and advocacy organisations that work to advance racial equity and is pressing on until hair discrimination is illegal in all US states: people can show support and sign their petition at TheCrownAct.com.

“Brands with purpose grow – the evidence is clear and compelling. Purposeful brands are a force for good, in helping to address key social issues that our consumers care about and driving positive impact throughout their supply chains.”

Sunny Jain
President, Beauty and
Personal Care, Unilever



Bango: helping 10,500 soy bean farmers

Purpose: every Bango supports farmer training

In Indonesia, we have worked with farmers to develop a high-quality sustainable supply of black soy bean for Bango, our market-leading sweet soy sauce brand, while also supporting training and women's empowerment.

In 2000, we started working with Gadjah Mada University to engage local farmers – beginning with just 12. We provided technical assistance and financing to help them improve their productivity and boost their incomes from black soy beans. We run education programmes that give farmers planting advice, teach them how to increase yields, and improve quality and efficiency. We've now reached over 10,500 smallholder farmers, including through a women's empowerment programme that has helped more than 3,000 women farmers.



Sir Kensington's: making sustainability targets mainstream

Purpose: we believe food is the most powerful human connector. To protect that superpower, we work to defend the dignity of food.

Businesses need to link sustainability performance authentically with their people's everyday work. In 2020, our Sir Kensington's brand, which makes premium condiments and dressings, set itself a range of targets focused on sustainable agriculture and responsible packaging – and directly aligned them with performance incentives for 100% of its team. A certified B Corporation, Sir Kensington's set out how every leader and individual must consider environmental and social responsibility as part of their jobs with a public target:

"Link performance incentives for 100% of team members to sustainability and diversity, equity, and inclusion (DEI) indicators by the end of 2020."

The priorities for Sir Kensington's are guided by its Director of Impact Strategy and its six-member Integrity Board, which includes external sustainability experts and Unilever business partners. The Integrity Board was founded in 2019 to build better governance structures around impact, help champion Sir Kensington's initiatives and ensure rigorous measurement for its sustainability targets.



Joko Tea: #EndDomesticSilence

Purpose: to leverage the strength of Joko tea to harness the power of conversations to help reduce domestic violence and the stigma faced by survivors.

In South Africa, one in five women has experienced physical violence, and 60,000 women and children are victims of domestic violence.

Our Joko brand is committed to supporting women in abusive relationships by helping create safe spaces for women to be heard. Its **#EndDomesticSilence** campaign is an initiative in partnership with [POWA](#)

(People Opposing Women Abuse) to make a significant impact on ending the silence surrounding domestic violence. Founded on the link between tea and conversations, Joko has produced branded red and purple packs to drive awareness, and donates R1 to POWA from every Joko 100s pack sold to create more safe spaces.

In Nov 2020, Joko announced its support for the 16 days of [activism campaign](#) to urge government to accelerate the passing of three pieces of proposed legislation to protect women and children from domestic violence. Joko's website provides essential information on domestic violence and advice on how to either get or to give help: www.joko.co.za.

We describe our work on [Harassment](#) in Salient Issues.



Responsible and socially sustainable business

Our governance

Our policy framework

Our Responsible Sourcing Policy

Reviewing risk, raising concerns and access to remedy

Building capacity within and beyond Unilever

Our governance

We've embedded human rights into our organisational structure, and we continue to listen to the advice, concerns and criticism of people outside Unilever.

Oversight by the Board and business leaders

Our human rights governance is led from the top, overseen by our CEO and supported by our [Unilever Leadership Executive](#) (ULE), the most senior leaders of our business. As well as providing strategic direction, the ULE is consulted on human rights issues when the severity of an actual or potential impact is high, where a business-critical decision needs to be taken, or where substantial financial investment may be needed to address an impact. Additional Board-level oversight is provided by the Corporate Responsibility Committee.

At a strategic and operational level, Unilever's human rights work is led by the Global Vice President, Integrated Social Sustainability. Monitoring third-party compliance to the mandatory standards of our Responsible Sourcing Policy (RSP) is now delivered by our Legal – Business Integrity function. Our Integrated Social Sustainability team focuses on addressing the root causes of endemic business and human rights issues and social impact programmes, and on working with our suppliers on

critical and endemic issues to move from good to best practice.

The Procurement Business Integrity Committee (PBIC) is a tripartite internal body comprising representatives from Supply Chain (including Procurement), Business Integrity and Human Resources. It provides guidance and direction on difficult and complex situations where remediation, escalation and sanctions are required with respect to sourcing in line with our RSP. The PBIC is the final arbiter for these cases and is responsible for upholding the principles that govern the implementation of the RSP by the Procurement function, and for ensuring a consistent, fair and appropriate approach.

Seeking expert external insights

Our [Sustainability Advisory Council](#) is a key channel for gathering external insight and advice from independent specialists. It is chaired by our Chief Sustainability Officer, and among its distinguished expert members is Professor John Ruggie, Harvard Kennedy School of Government, who joined in 2019.

Our Sustainable Sourcing Advisory Board provides independent advice and judgement and helps strengthen policy-making within Unilever. See [Our approach to sustainable sourcing](#).

"It is essential to our business success that we conduct every part of our operations with respect for human rights and expect our business partners to do the same."

Ritva Sotamaa
Chief Legal Officer
Unilever

Our policy framework

Clear policies help us set consistent expectations and standards, for ourselves and for our partners. They help drive the positive behaviour that we expect from everyone in our value chain, and they underpin our positive social impact, assigning clear responsibility and accountability.

We keep our policy and guidance framework under review and strengthen it where necessary. Our full policy framework and whose rights these address is described in our [first Human Rights Report](#).

Key Policies (supported by commodity or issues specific policies)

Code of Business Principles and Code Policies

In 2020 we updated our [Code of Business Principles & Code Policies](#) with wording that we will work with our partners to raise standards so that their employees are paid a living wage and are not subject to forced, compulsory, trafficked or child labour. We also recognised privacy as a human right with respect to how we collect and use data.

Respect, Dignity and Fair Treatment Code Policy

In 2020 we updated our [Respect, Dignity and Fair Treatment Code Policy](#) wording stating that employees must have obtained employment with Unilever without having paid a recruitment fee or related cost directly or indirectly, as guided by the International Labour Organization standards.

New guidance on mergers and acquisitions

In 2017 we created guidance to help when engaging in potential mergers, acquisitions or joint ventures (pre-transaction, during due diligence, contract negotiation and post-acquisition/joint venture governance).

Responsible Sourcing Policy (RSP)

For all Unilever suppliers. Created in 2014.

Responsible Business Partner Policy (RBPP)

For all Unilever business partners. Created in 2016.

Human Rights Policy Statement

Our [Human Rights Policy Statement](#) was created in 2015 and describes our commitment to respect universal principles, our due diligence processes and our governance.

Our Responsible Sourcing Policy

Our Responsible Sourcing Policy (RSP) and Responsible Business Partner Policy (RBPP), have been the keystones of our work to do business responsibly and drive up standards.

Our RSP journey

2014

We launched our RSP to bring our policy and processes into one document. It included a ladder for our suppliers to move from mandatory requirements to good and best practices.

2017

In 2017 we re-launched our RSP, having simplified some of the processes to onboard suppliers into our compliance database and expanded the programme to cover all our suppliers (i.e. both production and service suppliers).

In 2017 and 2018 we expanded our audit verification to use mutually recognised industry standards to ease audit fatigue and allow suppliers to focus on the remediation of identified issues.

2019

We introduced stronger due diligence screening relating to anti-bribery and corruption and formalised the internal processes to review and address findings. We continue to track our total compliance levels, and at the end of 2019 we stood at approximately 70% of spend from our approximately 60,000 suppliers being compliant with our Responsible Sourcing Policy.

2020

We started to better integrate our spend and compliance systems towards enforcing our requirements of sourcing only from compliant suppliers ("Responsible Sourcing Policy before Purchase Order"). Our 2020 compliance figure will be published in Q1 2021.



Our RSP consists of 12 fundamental principles covering business and human rights, and states mandatory requirements for each fundamental principle which suppliers must meet in order to maintain a business relationship with Unilever. Our ambition is for our suppliers to progress from mandatory to good and to best practice, and our RSP provides guidelines they can follow on this journey. We are committed to applying our RSP to our entire supply chain and to being able to govern the requirement that we are sourcing only through compliant suppliers. To this end, we have integrated our various spend systems with our compliance database – the Unilever Supplier Qualification System (USQS)

Since its launch, the RSP has been a driver of change inside and outside Unilever. We have worked with suppliers and others to continue to develop the RSP, and it is now entering a new period of revision to incorporate our next level of ambition. We will be moving away from asking suppliers to ‘sign up’ to our policy and instead asking them to confirm they meet the mandatory requirements with their own policies and practices. This reflects the fact that many suppliers have comparable programmes, and shifts the emphasis from basic compliance to a deeper understanding of what Unilever, as a customer, is trying to achieve. A supplier with their own policies and practices is more likely to govern and implement them throughout their organisation. If a supplier does not

have policies or programmes that align with our RSP, then they are free to adopt the RSP as a starting point, and we aim to support them through capability building. Suppliers who are unwilling or unable to comply or progress with Responsible Sourcing requirements are reviewed by the Procurement Business Integrity Code Committee for further work or eventual delisting.

We’ve refreshed the RSP to reflect one of the key lessons we’ve learnt: if we want to change behaviour in real ways, we need to move as far as possible from a tick-box approach to one which puts preventative mechanisms in place. While we’ve been clear that we should not source from suppliers that were not compliant with our RSP, in order to drive

The 12 Fundamental Principles of our Responsible Sourcing Policy

1 Lawful business with integrity  Anti-bribery & corruption	2 Terms of employment  Documented & freely agreed contracts	3 Equal treatment with respect & dignity  No discrimination	4 Voluntary work  No forced or slave labour
5 Appropriate age  No child labour	6 Fair wages  Ensuring wages, overtime pay & benefits	7 Working hours  Controlling all working hours & rest days	8 Freedom of association  Trade unions & collective bargaining
9 Health & safety  H&S mindset & practices	10 Fair procedures & remedies  Grievance mechanisms	11 Land rights  Respecting land titles & user rights to land	12 Sustainability & environment  Protect & preserve the environment

change, we adjusted our systems to require a commitment to RSP compliance as a condition for transacting business.

As we continue to develop our RSP, we will advance our broader ambitions in areas such as the living wage, the environment, carbon, plastics and animal testing, giving suppliers insight into our ambitions to prepare for future requirements. We will go deeper into our supply chain, where human rights risks are often less visible or more prevalent, including where we have a contract but are not invoiced, ie where we have a relationship but the invoicing goes through our Tier 1 or where the Tier 1 supplier sub-contracts and work for Unilever is carried out by a Tier 2 supplier.

In December 2020 we launched our new [Partner with Purpose strategy](#). This will see us take more of a partnership approach with our suppliers as we collaborate with transparency and trust on our responsible sourcing ambitions. Our aim is that we work together with suppliers to contribute to a fairer and more socially inclusive world, fight climate change, regenerate nature and preserve resources. We will also review our own purchasing practices, including a review of supplier feedback on the relationship with our buyers as part of regular score-cards.

Our Responsible Business Partner Policy

Our RBPP shares the principles of the RSP, and applies to distributors and other partners in our value chain that are not covered by the RSP.

By the end of 2020, approximately 2,000 employees were trained on our Responsible Business Partner Policy, and 12,000 distributors were risk assessed. Further due diligence and actions were carried out where our required standards were not met. Resolution of these issues involves agreeing a mitigation plan with the distributors and working jointly to upskill and drive an improved understanding and approach on ethical and responsible behaviours.

During 2020, we extended the RBPP programme to cover direct customers and recipients of funding (e.g. NGOs). These programmes are being deployed according to a phased and risk-based approach.



Mutual recognition

When we launched the RSP in 2014, we created a Unilever-specific audit process because, at the time, other audit processes did not cover all elements of our RSP. By 2017 the [SMETA](#) audit processes had developed enough to enable us to also accept SMETA audits. This mutual recognition helps lessen the assessment burden on suppliers, reduce duplication and create common expectations through comparing and converging our approaches. This has been a key area of our work with [AIM-Progress](#). Through the [Consumer Goods Forum Sustainable Supply](#)

[Chain Initiative](#) (SSCI), we also work with others to set an industry baseline through a benchmark process for third-party sourcing standards in order to improve the quality of the management system of these standards as well as the work of auditors, including aligning with the [Association of Professional Social Compliance Auditors](#) (APSCA).

In 2018, we incorporated the use of [EcoVadis](#) assessments for suppliers of services, widening our verification methodologies to make them more appropriate to these suppliers.

Reviewing risk, raising concerns and access to remedy

We continue to look for ways to improve how we review risk to make sure we can identify any trends, hot spots and root causes and remediate issues effectively.



This process is built on the foundation of trusted, robust mechanisms for raising and addressing concerns. Grievance mechanisms play a critical role in opening channels for dialogue, problem solving, investigation and, when required, providing remedy. They enable workers and other rights-holders to raise complaints freely and obtain effective and transparent resolutions. They can also help identify country-specific solutions and pre-emptive action.

Reviewing risk

Internal risk

Our risk assessments take many factors into account. These include external country-level human rights risk indicators, such as those provided by the risk organisation [Verisk Maplecroft](#), as well as the views of the local leadership team, our Business Integrity committees, and internal functional experts. They

also consider historic Code breaches, training completion statistics, local activations to drive awareness and visibility, and the procedures in place to respond to issues.

We assess risk geographically, for both our own operations and extended supply chain. This means we can focus on our highest-risk operations and work with leadership and Business Integrity committees to drive awareness, enable mandatory training and review internal structures and procedures.

Every two years we do operational country self-assessments of adherence to our code policies. These incorporate both external indexes and internal data such as training records and historic code cases, to identify high-risk countries with a potentially increased chance of a code breach. These results are analysed and any necessary action plans drawn up and deployed.

“Unilever’s Code of Business Principles and Code Policies are underpinned by our Values. They provide a framework of support to our employees so that they can work in a safe, healthy and thriving environment without fear of retaliation if they raise concerns. Having a culture of integrity strengthens Unilever’s sustainable growth and works to raise standards in the communities in which we operate.”

Kim Morgan-Verlaque
Chief Business Integrity Officer,
Unilever

Assessing our own factories

Building on our existing risk assessment and tracking process for factories, in 2019 we assessed potential human rights issues through a site pledge signed by the leaders of each of our factories. The pledge asked site leaders to confirm that they had read, understood and implemented all relevant Unilever policies, standards and commitments relating to human rights, including relevant Code policies and RSP principles, and provided an opportunity for site leaders to either report that

issues had been identified as requiring action, or to request support to assess and close potential gaps. From our 329 factories, approximately 73 site leaders either reported that issues had been identified and were being remediated, or requested assistance from experts to resolve. Issues mainly concerned working hours, recruitment fees, and terms and conditions for temporary workers. Remediation included new shift patterns and fee reimbursement.

Supply and value chain risk

We review our risk indices each year and consider industry, commodity, supplier, geography and specific risk issues. As a business, we are evolving our risk assessments to broaden the geographies that are considered as high risk, and balance this with a more focused assessment relating to the risk of particular industries. This means we will assess risk through distinct lenses rather than providing a broader, average risk. We will evaluate risk with regard to three areas: legal and business integrity risk; human rights; and environment and planet. Where we outsource our manufacturing production to third parties, we will require independent onsite audit verification of their compliance with our RSP standards, regardless of what they are manufacturing or in which country they operate.

The current scope of the RBPP includes distributors, joint ventures, franchises, importers, agents and direct customers. Our risk profiling considers Maplecroft country ratings, which incorporate measures related to human rights, internal relationship manager knowledge, Dow Jones and desktop screening identification of unethical

behaviour by the customer. We perform further due diligence on higher-risk customers, validating the information they provide and doing broader research from a wider range of sources including NGOs and action group websites. Support to remediate any negative human rights impacts is provided by the Integrated Social Sustainability team.

Human rights impact assessments

Our audit processes are supplemented by human rights impact assessments (HRIAs). HRIAs are carried out by independent expert organisations who visit a representative sample of our own operations, our suppliers and other business partners. Engagement with workers and other rights-holders are an integral element of HRIAs.

We have carried out HRIAs in Myanmar, Guatemala, Honduras, Kenya, Turkey and Thailand.

What our HRIAs have identified

Issues identified included: excessive working hours and inadequate periods of rest; discrimination (including relating to pregnancy); constraints on the ability to associate freely and bargain collectively; recruitment fees; lack of minimum hiring age policies; lack of contracts; no overtime payments; lack of grievance mechanisms; lack of social security payments; high levels of contract work leading to an inability for some workers to access their rights; and a disproportionately low number of women workers.

We create country-specific, time-bound Corrective Action Plans to address the identified issues, assigning responsibility for implementation and progress measurement at the local level.

Raising concerns and access to remedy

Investigating Code breaches

Our Code procedure enables individuals to raise concerns about our Respect, Dignity and Fair Treatment (RDFT) Code Policy, or related policies, following an established process led by our Chief Business Integrity Officer.

Under our Code procedures, our market-based Business Integrity Committees oversee investigations of all potential breaches of our Code and Code Policies, except where senior executives are involved. In such cases, our Chief Legal Officer and Chief Business Integrity Officer oversee investigations and a global code policy committee determines any sanctions regardless of where the executives are located. The ability of individuals to raise human rights-related issues is underpinned by our Respect, Dignity and Fair Treatment Code Policy (RDFT).

We offer both internal and external channels for raising concerns confidentially via our 24/7 hotline or our online reporting tool. We encourage individuals and communities to raise any concerns with us directly. On occasions where they feel they aren't able to do this, we would never seek to impede access to state-based judicial or non-judicial mechanisms for those who feel human rights have been impacted, and we aim to co-operate with competent authorities in investigating or adjudicating alleged human rights impacts.

We have continued to enhance our reporting since 2017, when we transitioned to a new third-party service

provider for our hotline and online reporting process in an effort to make whistle-blowing and the reporting of issues easier, including through mobile channels. We routinely provide training and organise global 'speak up' awareness programmes on how concerns can be raised.

A speaking-up culture

We believe in a speaking-up culture which is based on safeguarding the rights of the individual who has raised the concern, and on ensuring that a transparent and predictable process which is fair to all those involved is followed.

Disciplinary consequences of substantiated Code breaches range from verbal warnings to termination by dismissal.

We publish details on both opened and substantiated Code cases by relevant theme.

In 2019, we investigated and closed 591 cases related to our Respect, Dignity and Fair Treatment Code Policy (RDFT) received through our hotline and online reporting systems. Of these, 283 were confirmed as breaches. In 2019, bullying, harassment and performance pressure were our highest reported salient issues under RDFT, with a high number of reported breaches coming from Latin America, North America and East Africa. We analyse our case data including both organisational and behavioural drivers at a geography level, carrying out targeted regular awareness-raising sessions and training. If cases relating to third parties that don't involve a Unilever employee are raised, after an initial review by Business Integrity Officers they

Our palm oil grievance mechanism

Our grievance mechanism for palm oil is part of a grievance eco-system which should start with workers being able to access remedy directly with their employer. If that fails and the supplier is a certified agricultural supplier then, this should also provide a route for remedy. Our own palm oil grievance mechanisms, which we have strengthened, can be accessed by third parties in our value chain or those who support or represent them. We engage where other options have not been successful.

We publish details of our [Palm oil grievance procedure](#), including how to lodge a [Palm oil grievance](#), and our [Palm oil grievance tracker](#).

See more on our work in [palm oil](#).



are passed on to the relevant expertise team to investigate, liaise with the third party and resolve.

In 2019, we continued to develop and publish new guidance and training for our Business Integrity Officers on classifying and handling RDFT Code matters and Human Resources grievances. Since the launch of the RDFT Code policy, there has been a significant influx of cases that are initially classified as RDFT. Most of these cases have been found to be unsubstantiated, and many of them turn out not to raise Code Policy concerns. In 2019, we started collecting both behavioural and organisational drivers to provide greater insights and enable root cause solutions to be explored. We believe it is important to have an anonymous forum for raising general concerns about inappropriate conduct, regardless of whether the behaviour rises to the level of a Code violation. For matters that amount to Human Resources grievances, rather than RDFT Code complaints, however, it is more effective to have a Human Resources expert immediately investigate and manage the concerns.

While we require our suppliers to provide their workers with their own robust internal procedures to raise issues, our Code support line is also open to third parties. That means our suppliers and distributors and their employees can contact us if they're concerned about any breaches (by us or within their own operations) of our Code, RSP or RBPP. If cases relating to third parties (rather than Unilever employees) are raised, these follow the RSP/RBPP process.

We regularly review the effectiveness of our grievance programme to ensure it is trusted and effective and this includes

Getting closer to workers through interviews and technology

In 2018 we began working with the [International Transport Workers' Federation](#) (ITF), the [International Union of Food Workers](#) (IUF) and [FNV-Stichting VNB](#) to tackle exploitation in the trucking industry. Alongside this work, we started working with [ELEVATE](#), and developed a new audit protocol that reflected the complex structure of the industry and included interviewing workers using mobile technology. We also started to work with ELEVATE to

introduce an enhanced vetting process for labour agencies, initially focusing on those providing workers to our manufacturing sites. This included specific Self-Assessment Questionnaires (SAQs), scoring systems and audit protocols, and a worker survey that can be accessed by using a mobile phone by scanning a QR Code. We hope programmes like these can help drive industry-wide approaches, open to others to join so that we can create change at scale.



Exploring new ways to hear from workers through social media

Our social impact and human rights programme is based on understanding the true working and living conditions of the workers in our immediate and extended supply chain. Audits, while important and necessary, can be more reactive than proactive – and they're not always the best way to connect with workers.

We work in a number of ways to overcome this gap, including using anonymous surveys and working with suppliers to improve grievance mechanisms. But we're convinced there's more we can do, including through technology of the kind brands

currently use to understand what consumers think and feel – through social media posts. We haven't found the answer yet – but we've explored some options. In 2018, for example, we partnered with a social listening firm, and enlisted colleagues and local human rights experts on the ground. We found that social listening technology works well in picking up public social media posts that clearly identify a particular issue, and we could hear workers' sentiments directly – but the conversations were about issues we already knew about. The technology didn't help when

workers were posting privately, as is most likely the case if they don't feel safe or empowered to speak publicly about poor working conditions or treatment. And those are the issues we want to know about, so we can have a greater impact.

We believe in the power of technology for good, so we'll continue to explore appropriate uses of social listening technology – and technologies out there to help us better understand the conditions of the workers in our value chain.



regular testing of our hotlines and connectivity to interpreter services to ensure they are operational.

We biennially undertake operational country self-assessments related to the adherence to our Code policies which incorporate both external indexes and internal data such as training records and historic code cases, to identify high-risk countries with a potentially increased chance of a Code breach. In line with our Business Integrity governance, these results are analysed and any necessary action plans drawn up and deployed. Corporate Audit assesses our operations relating to awareness of Code Policies and effective functioning of Code breach reporting mechanisms. Breaches result in further site assessments and remediation.

We've been working on letting people outside our business, who are working with our third parties, know how to raise grievances through our systems, so that they can feel confident to raise concerns. More than 100 cases were raised in 2019 by employees speaking up against their own company.

Strengthening our grievance mechanisms

We have sought to strengthen our grievance mechanisms and the ways in which people can gain access to remedy. That includes through our Code procedures, and through our Code Support Line, which is open to third parties. Our [RSP includes information on grievance mechanisms](#), and our specific palm oil grievance mechanism is open to anyone in our palm oil value chain.

Reaching out to more workers on the ground

We have learnt that it is vitally important to understand the needs of different groups of people and how best to reach them. For example, it is very difficult physically to reach some remote communities in order to understand the situation on the ground and any negative human rights impacts. One of the areas we are exploring is the idea of 'ground-truthing' – collecting data directly from the field as a way to independently verify information, using different ways of engagement. We are also increasing our use of technology to connect with workers to address risks of abuse and exploitation. We follow the [WEST principles](#) for engaging workers through technology.

The need to be pro-active

We know that the third pillar of the UN Guiding Principles on Business and Human Rights – access to remedy – is one where we still need to make much more progress. We have found that some grievance mechanisms are less effective than we previously believed. We need more engagement in the design of our grievance mechanisms from workers, and we need to be clearer about process and timelines.

In our extended value chain, we need to continue to ensure that effective grievance mechanisms are available to workers as issues are best dealt with at the local level. Where cases are complex and sensitive, we have engaged support from independent experts, for example relating to cases of gender-based violence on our Kericho tea plantation, and sexual harassment in our extended supply chain.

We also recognise that grievance mechanisms are only used when a negative human rights impact has potentially happened, so we will continually strengthen our ongoing due diligence to pro-actively identify issues.

Tracking

Tracking and monitoring issues are a vital part of measuring progress in remediation and addressing grievances. Within our own operations we track reported issues through Code breaches, grievances reporting and engagement with worker representatives, supported by regular training and monitoring.

For our extended supply chain, we work with our RSP champions to monitor progress against targets and review suppliers' registration and compliance status and action plans.

"As reflected in our Code of Business Principles, personal data of all individuals we interact with is treated in accordance with our values, applicable laws and above all with respect for Privacy as a human right. This could not be more relevant for trust in today's environment."

Luis X Hernandez
Chief Privacy Officer, Unilever

Building capability within and beyond Unilever

Capability building within Unilever and throughout our value chain is a critical element of embedding human rights. That capability building needs to reach businesses, but it is also vital it reaches workers, to make sure that they are aware of their rights.

Human rights training within our business

We'll only succeed in embedding human rights across our business if everyone understands how, and why, they matter in their day-to-day jobs. That means communicating on human rights to everyone in Unilever, as we do through campaigns on our internal Yammer site and other internal news sites and learning platforms. It also means creating and delivering training that brings the issues to life – and brings home exactly what our people need to do, beginning with the question we asked through internal videos led by our CEO in 2013: "What does human rights mean to you?"

In 2019, we developed a new five-stage training programme on business and human rights, using webinars, film and face-to-face modules to provide both an overview and deep-dive training into specific issues at regional level

(see factbox). We piloted this in the USA and Singapore with the aim of rolling it out globally. We also ran various training sessions related to our RSP and RBPP. A good example is our training on how to respond to 'red flags' for our Procurement team and Business Integrity Officers. Red flags are issues of concern relating to our suppliers or other business partners following initial desktop assessments using various external databases. These include issues around human rights, including labour rights.

Training tailored for local issues

We run specific training to address risks that occur in individual regions or countries. In 2019, for example, we commissioned ethical trade management consultancy [Impactt](#) to run internal training in the United Arab Emirates on the Employer Pays Principle (EPP) for our Procurement and Human Resources teams, along with external

training for our suppliers on ethical recruitment, with a focus on recruitment fees. The training gave insights into the kinds of practices linked to potential forced labour conditions, and how responsible businesses are tackling those challenges and driving best practice. In Turkey, we ran a webinar with representatives of Supply Chain, Procurement and Human Resources to discuss the findings of our Turkey human rights impact assessment. We will build on this through workshops with our agricultural suppliers, manufacturers and distributors to increase awareness of key human rights issues and best practice.

Our RSP champions

In 2017, we created RSP champions in our Procurement team. These champions are the first contact point for their colleagues, helping to strengthen implementation of the RSP and our ongoing due diligence. We run RSP

Our new five-part business and human rights training

In 2019, we worked with external experts to develop a new training series to equip our people with an essential understanding of human rights and apply this knowledge within their roles. The training is case-based and regionally tailored, with a focus on salient issues and emerging issues and on implementing a human rights 'lens' in day-to-day work.

We created a short film introducing business and human rights, and a web-based learning programme building awareness about our salient human rights issues and how we're responding to them. We also developed a face-to-face training module which makes clear the relevance and significance of our policies to those who need to implement them, and how everyday decisions such as purchasing practices and supplier choices can affect human rights.

The five parts:

100 series: Video

Overview of Business & Human Rights and the UN Guiding Principles on Business and Human Rights

200 Series: Pre-recorded webinar

Overview of Unilever's human rights commitment, policies and salient human rights issues

300 Series: In-person training

Case-based and regionally tailored with a focus on salient issues, emerging issues, and implementing a human rights lens in day-to-day work

400 Series: Tailored training

Deep dive into our salient human rights issues

500 Series: Brands with Purpose

Understanding our brand social footprint

champions' calls and clinics to monitor progress against targets, explain any process changes, and showcase best practices.

Building capability among suppliers

Working closely with suppliers, alongside collaborations across industries (see pages [17](#) and [87](#)), helps raise understanding of human rights issues and ultimately drives standards.

We work with suppliers in a number of ways, for example through workshops to raise awareness and address specific issues. In 2019 we ran workshops in Egypt and the UAE, providing training to our suppliers to help them gain a better understanding of our RSP and our due diligence process and to get their feedback. For 2021, we are planning to work with peer companies to develop a larger capability-building plan for suppliers in the Gulf region that will cover responsible migrant workers recruitment and employment practices.

Working with suppliers through AIM-Progress

[AIM-Progress](#) exists to enable and promote responsible sourcing practices and sustainable supply chains for fast-moving consumer goods (FMCG)

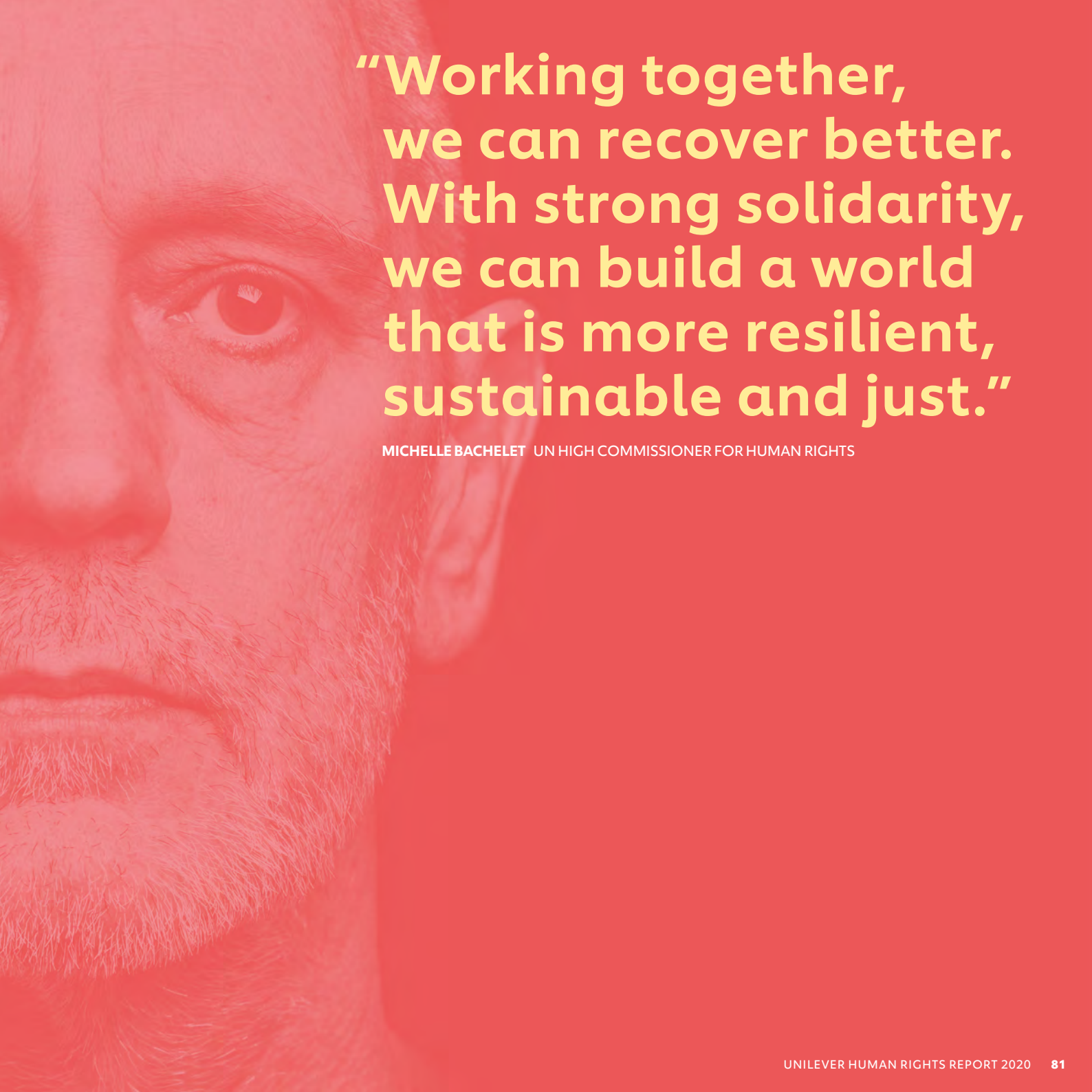
manufacturers with common suppliers. It works with suppliers to build their capability, including through seminars and workshops.

We've sponsored a range of capability-building events with suppliers around the world since 2010. Each covered responsible sourcing issues, including recruiting and managing migrant labour, anti-bribery and corruption, health and safety, contract labour management, wages and working hours. AIM-Progress also facilitates responsible sourcing clinics where member companies can learn from each other and share best practices.

Since 2017 we have co-sponsored training in countries including the UAE, India, Malaysia, China and Brazil. We were a founding member of the AIM-Progress APAC hub which held a virtual responsible recruitment capacity-building series in Malaysia in October 2020, and which included a kick-off webinar and three separate e-learning modules. The focus included information that migrant workers need to know, both before departing for a job abroad and on arrival.

Lessons learnt

We recognise that we need to strengthen how we involve workers in the creation, as well as the completion, of training. Internally, we have seen that engaging our learning team as well as our global communications is essential for driving procurement awareness of our Responsible Sourcing Policy and salient human rights issues. We have a solid plan and good engagement with internal stakeholders, which will make training structured, consistent and impactful. Externally, we will continue to develop a more proactive approach to suppliers' training where we increasingly anticipate training needs. This will include further collaboration across industries and sectors to address endemic issues.



**“Working together,
we can recover better.
With strong solidarity,
we can build a world
that is more resilient,
sustainable and just.”**

MICHELLE BACHELET UN HIGH COMMISSIONER FOR HUMAN RIGHTS

Our journey

As we move forward, we will build on the significant milestones of our journey so far.

2010

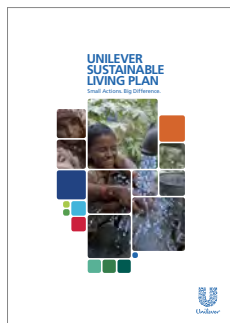
Launched the Unilever Sustainable Living Plan (USLP)

Published the Unilever Sustainable Agriculture Code

Introduced a country-based risk matrix to evaluate suppliers

Joined the [UN Global Compact \(UNGC\)](#)

Joined [AIM-Progress](#)



2011

Endorsed the [United Nations Guiding Principles on Business and Human Rights](#) passed by the [UN Human Rights Council](#)

Established the Unilever Supplier Qualification System (USQS)

Joined the [LEAD](#) group of UNGC Participants

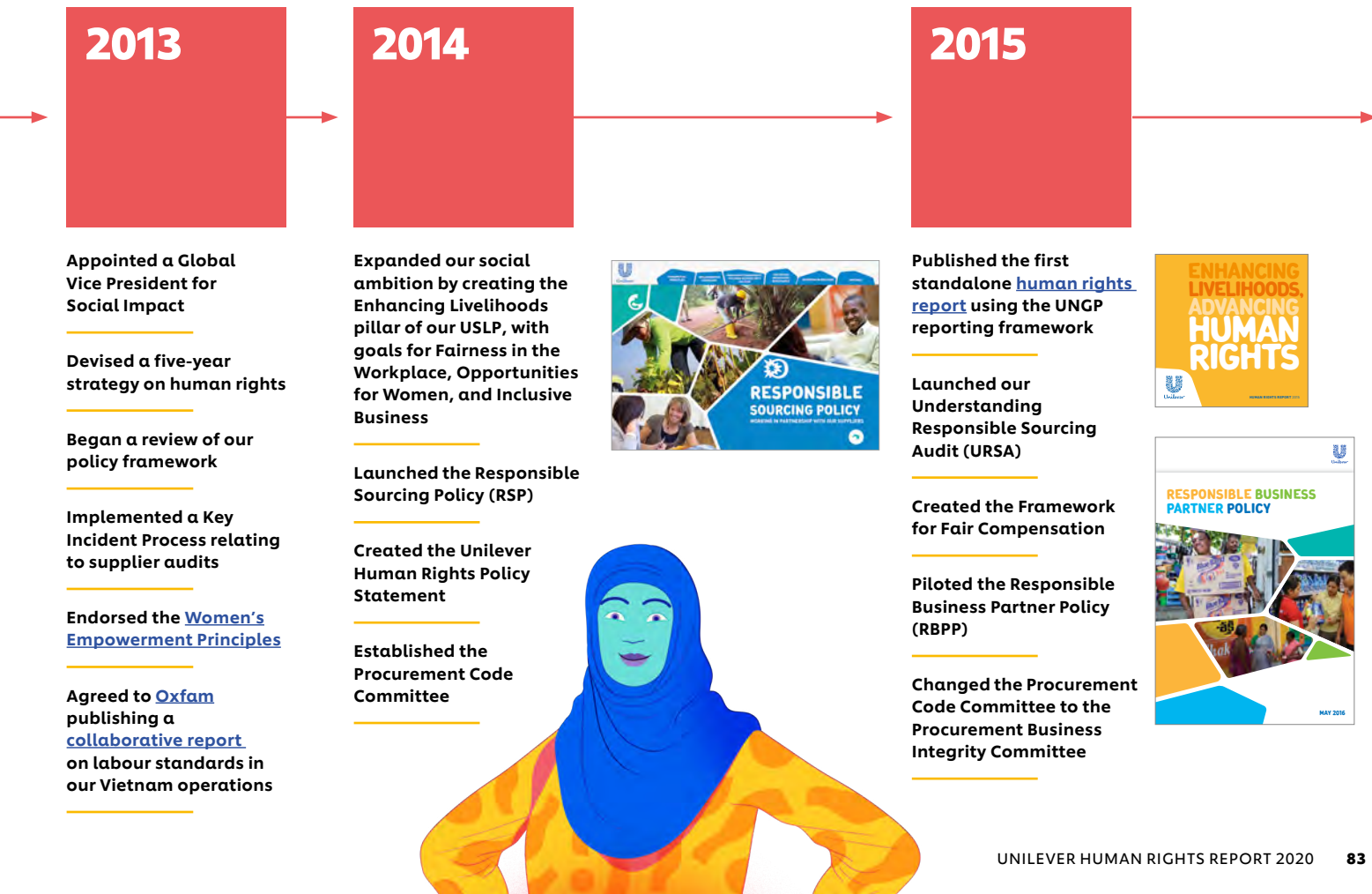
2012

Implemented a Unilever specific scoring system for non-conformances in our extended supply chain





Our work on human rights has particular relevance to the goals highlighted above.



Appendix I: Our journey

2016

2017

Expanded the remit of the Social Impact team to Integrated Social Sustainability, moving from the Chief Sustainability Office to Supply Chain

Founded the [Leadership Group for Responsible Recruitment](#) (LGRR) with peer companies

Signed Joint [IUF](#)/Unilever Commitment to fight sexual harassment

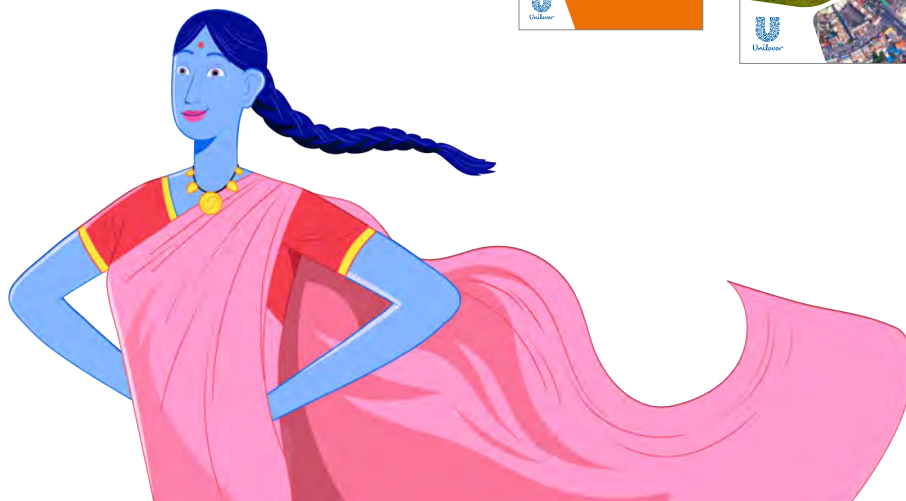
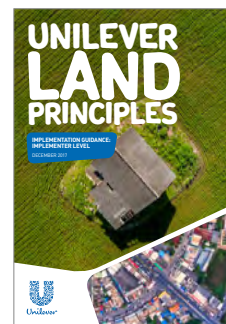


Launched [RSP 2017](#)

Published [Human Rights Progress Report](#)

Created new internal guidance on human rights considerations in mergers and acquisitions

Created internal land rights policy



2018

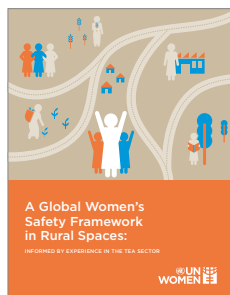
2019

2020

2021

Launched the [Global Women's Safety Framework in Rural Spaces](#) with [UN Women](#)

Rolled out RSP to indirect procurement suppliers



Launched our Human Rights & Business training series

Joined the [Business for Inclusive Growth Coalition](#)

Reorganised human rights governance, with compliance moved to our Legal – Business Integrity function. Integrated Social Sustainability (ISS) leads on capability building/remediation/ endemic issues

Launched our new People and Nature (cross-commodity) Policy

Launched the new Unilever Compass and Social Ambition



Salient issues timelines



Discrimination

2013

Launched [Global Reach with Local Roots](#): creating a gender-balanced workforce in different cultural contexts

2014

Launched the Opportunities for Women pillar of our [USLP](#)

2015

Signed up to the UN Women's [Empowerment Principles](#)

Committed to UN Women's [HeForShe](#) movement

2016

Reached 92,000 women with access to initiatives that promote their rights and expand opportunities

Launched 'Winning with Diversity' Award for our suppliers

Launched our [Supplier Diversity Program](#) in the US, which aims to increase the presence of historically underrepresented groups in our supply chain

2017

Introduced our [Global Maternal Well-being Standard](#)

Rolled out our enhanced vetting process for temporary labour recruiters

Launched the [Unstereotype Alliance](#)

Committed to challenging harmful gender norms including through a changing mindsets campaign which reached 82,000 employees

Published '[Opportunities for Women: Challenging harmful social norms and gender stereotypes](#)'

2018

Introduced our new [Global Paternity Leave](#) Standard

Signed the [United Nations Standards of Conduct for Business](#): Tackling Discrimination against Lesbian, Gay, Bi, Trans & Intersex People

Launched our internal policy on the [Sustainable Employment of Temporary Workers](#)

Announced our ambition to be the [No. 1 employer of choice for people with disabilities](#)

2019

Increased the number of women in management positions in our supply chain from 31.95 to 39.8% (compared to 2015) and the number of women who lead our factories from 11% in 2015 to 22% in 2019

Introduced [global guidelines](#) to ensure accessibility for those with disabilities in IT, recruitment, communications and workplace design

Created [Enable@Unilever](#), a resource and support group for employees with a disability

Increased the number of diverse suppliers to our US business by 35% vs 2017

Doubled our spend in the US with diverse minority suppliers vs 2017

Launched ad campaigns for some of our biggest brands including Dove, TREsemme, and Magnum to address harmful gender norms and stereotypes

By 2019, in partnership with others, enabled 2.34 million women to access initiatives aiming at promoting their safety, developing their skills and expanding their opportunities

2020

Achieved our ambition for [gender balance across our management globally](#), a year ahead of our target

Announced as a winner of the prestigious [2020 Catalyst Award](#), which recognises companies advancing women and diverse groups through game-changing initiatives

Signed the [Declaration of Amsterdam](#), calling for more

inclusive working environments for LGBTQI+ people around the world and joined [Stonewall](#) globally (expanding our UK membership) and [Open for Business](#)

Held a Global Virtual Pride Day and launched our global proUD network

Supported organisations and activists working for social justice and racial equity, including \$7 million pledged by Unilever USA to Black Lives Matter, National Urban League, and The Bail Project (Unilever USA)

Advocated for safe and fair access to voting in the 2020 US election

Launched our new supplier diversity commitment and our commitment to increase the number of advertisements that include people from diverse groups, both on screen and behind the camera



Fair wages

2014

Created and launched our [Framework for Fair Compensation](#), applying to all direct Unilever employees globally

2016

Joined the [Malawi Tea 2020 Programme](#)

Signed the [Obama White House Equal Pay Pledge](#), supporting country-wide change to reduce wage inequality in the US

Achieved accreditation from the [Living Wage Foundation \(UK\)](#)

2017

Brought forward our [Fair Compensation ambition](#) that none of our direct employees earn less than a living wage to 2018

Joined the [Ethical Tea Partnership](#) to work with peers and stakeholders on achieving a sustainable tea industry for workers and farmers

2019

Joined the Ethical Tea Partnership Living Wage Working Group to drive progress on fair wages

Joined the [World Cocoa Foundation](#) and International Cocoa Initiative whose aims include driving progress on income and eradication of child labour

2020

Joined the [IDH](#) Steering Committee for the Roadmap on Living Wages

Ran Living Wage Studies with Collaborative Manufacturers (those who manufacture products on behalf of Unilever)

Signed a Memorandum of Understanding with IDH to work on living wages and incomes



Forced labour

2015

Identified human trafficking as a salient issue

Strengthened our policy framework by incorporating prohibiting human trafficking explicitly into relevant Code Policies and Statements

2016

Drove the establishment of the [CGF Three Priority Industry Principles and Action Framework](#), aimed at eradicating forced labour from supply chains

Founding member of the [Leadership Group for Responsible Recruitment](#) (LGRR), promoting ethical practices

Published our first [Modern Slavery Statement](#), showing Unilever's actions to prevent, detect and respond to slavery and human trafficking within our business and throughout our supply chain

2017

Rolled out a global internal training programme to raise awareness and build capacity to identify and prevent forced labour

Hosted joint supplier training events in India, Dubai, and Malaysia in partnership with [AIM-Progress](#)

2018

Promoted best practices working in collaboration with the [International Labour Organization](#) (ILO), [International Organization for Migration](#), [LGRR](#) and the [CGF](#)

Advocated to governments of G20 and B20 countries to support change, including through due diligence for public procurement, and by implementing the [Three Priority Industry Principles](#)

2019

Conducted training on ethical recruitment, with a focus on best practices for our Procurement and Human Resources teams, and external training for our suppliers by [Impactt](#)

Developed a recruitment fees action plan for the Gulf region

Signed a Memorandum of Understanding with the [Fair Labor Association](#) (FLA) to participate in the [Harvesting the Future project](#) in Turkey

Conducted a 'Prevention and remediation' workshop for suppliers in Malaysia to implement the [EPP](#), and developed a remediation plan for the reimbursement of recruitment fees to existing workers

Joined the [Responsible Labour Initiative](#) (RLI), including giving suppliers access to training modules and, in Malaysia, a worker helpline

2020

Co-convened a virtual responsible recruitment capacity-building series in Malaysia to help suppliers better understand brand expectations, and provide practical guidance on how to strengthen existing recruitment and employment practices for migrant workers

Participated in LGRR activity to create a reporting framework to demonstrate activities and impacts in promoting the [EPP](#)



Freedom of association

2008+

Established a global forum with the [International Union of Food workers](#) (IUF) and [IndustriALL Global Union](#) on labour rights to identify, discuss and address issues and geographies of concern

Appendix II: Salient issues timelines

2017

Signed a [joint commitment](#) with the [IUF](#) and [IndustriALL Global Union](#) on preventing sexual harassment at Unilever workplaces

2018

Signed a joint memorandum of understanding ([MOU](#)) between Unilever, the [IUF](#), and [IndustriALL Global Union](#), recognising them as the internationally representative bodies of unionised workers within our worldwide operations

Created new guidance on working conditions in the trucking industry based on work with the [International Transport Workers Federation](#) (ITF), the [International Union of Food Workers](#) (IUF) and [FNV-Stichting VNB](#)

Carried out the first joint assessment of our manufacturing sites with the [IUF](#), focusing on the employment conditions of temporary workers

2019

Signed Joint Commitment on Sustainable Employment in Unilever manufacturing with the [IUF](#) and [IndustriALL Global Union](#)

Signed the [European Framework-Agreement on the Future of Work](#), agreed between Unilever's management and its European Works Council, covering

areas including retraining, employability programmes and new employment models

2020

Engaged unions on key worker rights issues with a particular focus on locations in Africa, LATAM and Asia

Collaborated on how best to manage the situation in our factories created by COVID-19 and agreed joint standards to protect the health and safety of our employees relating to [COVID-19](#)



Harassment

2013

Launched our [Safety for Women & Girls programme](#), which included strengthening our management team with more female managers

2015

Continued to engage the worker community to build the women's safety programme in Kenya and Tanzania and strengthen grievance mechanisms, embracing a more inclusive and bottom-up approach

2016

Launched our global partnership with [UN Women's EVAW](#)

[programme](#) (Ending Violence Against Women), designed to develop a human rights-based intervention programme across our tea supply chain

Launched the [Kings and Queens Clubs](#) (KQs) in schools near our tea plantations in partnership with the [Gender Violence Recovery Centre \(Kenya\)](#)

Signed a joint commitment with international union federations IUF and IndustriALL Global Union to prevent sexual harassment at Unilever workplaces

2017

Rolled out new internal guidelines providing rapid assistance to create a safe environment when harassment concerns are raised

Extended our work on combating sexual harassment through supplier partnership in Assam, India

Supported the set up and the launch of the [Gender Empowerment Platform](#) (GEP) co-ordinated by IDH. As members, we contributed to the development of the plantations roadmap on women in the tea sector

2018

Supported the development and launch of the [Global Women's Safety Framework in Rural Spaces](#) in collaboration with UN Women

Conducted a progress review of our safety programme in our tea plantations in Tanzania in collaboration with UN Women

Trained, with local women's rights partners, 2,282 women in Kenya on financial opportunities to help reduce the risk factor of financial dependence associated with gender-based violence

Supported the creation of safe spaces for women and adolescent girls, including their involvement in designing a women's safety programme in Assam, India, the implementation of women's safety audits, and other community mobilisation and awareness activities

Held consultation and feedback meetings with women tea workers and growers in Assam, India

2019

Launched the UN Women and Unilever Tea Tanzania partnership to strengthen the existing model

Supported the development and launch of a practical [Guide](#) to further support implementation of the UN Women's [Global Women's Safety Framework in Rural Spaces](#) with the aim of ensuring that all our agricultural suppliers implement it

2020

Supported an awareness campaign in Assam, India to address structural barriers to equality and attitudes/norms that perpetuate discrimination and violence against women and girls, with over 7,171 community members reached (3,784 women, 3,387 men)

Endorsed new [ILO](#) Convention to end violence in the workplace

Created the [Women's Safety Accelerator Fund](#) in partnership with IDH in Assam, India

Carried out a progress review with UN Women of our safety programme in our tea plantation in Rwanda

Rolled out internal training for Human Resources and Procurement on safety for women with a focus on the effects of COVID-19, and supported women's rights organisations on awareness-raising initiatives on COVID-19 and on violence against women and girls in Kenya, Tanzania, and Assam, India

Facilitated an expert panel discussion for our employees on ending violence against women

Launched our Global Position on Domestic Violence



Health & safety

2013+

Achieved our USLP target of halving the number of accidents in our factories and offices vs 2008

Established a Global Safety and Health Executive Committee (GSHEC), which is chaired by our Chief Executive Officer

Introduced a mandatory safety training programme for all Unilever leaders who manage a team

2014

Created our [four-pillar Well-being Framework](#), which underpins everything we do to support our employees' health and well-being

2015

Implemented mobile phone use ban when driving

2016

Launched our [Safe Haven](#) project for truck drivers (USA), giving them a safe place to stop and rest

2017

Launched our 'Safety as a core value: Being a responsible safety

leader' programme, delivering e-learning to 500 Unilever senior leaders in all markets, including our CEO

Expanded our global ban on the use of mobile phones while driving on company business to hands-free phones ([MoMo policy](#))

Launched our global [Employee Assistance Programme](#) (EAP), delivering mental well-being support 24 hours a day, 365 days a year

2018

Issued guidance for our suppliers to help them create effective health and safety committees

2019

Defined our safety strategy and roadmap for new acquisitions, and provided intensive training for senior leaders as part of our [BeSafe capability-building programme](#)

2020

Created a tier system for our factories and distribution centres to protect our workers and respond to and [safely address COVID-19](#)



Land rights

2015

Launched our [Palm Oil Sourcing Policy](#), referring to land rights

2017

Created Global [Land Rights Principles](#) and Due Diligence Implementation Guidelines for our own operations

Co-founded the [Food and Land Use Coalition](#) (FOLU)

2018

Began operationalising our Global Land Rights Principles and Implementation Guidance, starting in our own operations

Applied our Land Rights Principles to the expansion of our tea business in Rwanda

2019

Created a new internal automated due diligence/sign-off procedure for any transaction involving land

2020

Began to work on the integration of our principles and implementation guidance into requirements for our suppliers

Salient issues impact data

We analysed findings from audits conducted throughout our tier 1 supply chain of direct suppliers from 2016-2020 against each of our salient issues. In doing this we were able to see how many lives we both directly and indirectly impacted within the “walls” of supplier sites through our remediation efforts working with our supply partners. For most of the findings, using

the number of workers employed at a suppliers’ site, we were able to extrapolate the number of people that were potentially impacted. Meaning, for example, that where an auditor witnessed or found evidence relating to certain affected workers, the remediation of the issue found through the audit process would be expected to impact not only those workers directly, but also

indirectly the rest of the workers, both now and in the future, due to improved conditions and stronger management systems. Because our suppliers are subject to re-audit on a routine basis through our audit process, we are able to see if these issues arise again. N.B. for Forced Labour and Health & Safety salient issues, we focused on the Key Incidents as

a sub-set of the total number of non-conformances from the same data sets. These are the most serious non-conformances and must be communicated by the auditor to Unilever within 24 hours. Internally these are escalated to either a Director or Vice President.

Appendix IV

Malawi Tea 2020 achievements



See more details about the [Malawi 2020 programme](#).

Collaborations

AIM-Progress

Focus area:

Responsible sourcing

Desired outcome:

Formed to enable and promote responsible sourcing practices and sustainable supply chains for fast-moving consumer goods (FMCG) manufacturers with common suppliers. One of its key objectives is to build supply chain capability so that members and their suppliers are competent in executing robust responsible sourcing programmes.

Unilever's input:

We are members of the Human Rights and Mutual Recognition Working Groups and play a key role in organising supplier capacity building events.

The Business for Inclusive Growth (B4IG)

Focus area:

Inclusive growth

Desired outcome:

The Business for Inclusive Growth (B4IG) coalition (hosted by the OECD) was launched by President Emmanuel Macron in 2019 on the fringes of the G7 annual meeting to bring pioneering businesses together with governments and other key stakeholders to drive inclusive growth and address inequalities.

Each member company pledges to:

- tackle persistent inequalities of opportunities;

- to reduce regional disparities, and;

- to fight gender discrimination and child labour.

Unilever's input:

We are members of the working groups on Building an inclusive recovery; Inclusive sourcing and Impact measurement.

The Consumer Goods Forum (CGF)

Focus area:

Sustainable supply chains

Desired outcome:

Drives global collaboration between retailers and manufacturers in identifying and tackling key social sustainability issues such as the eradication of forced labour.

Unilever's input:

Sponsored at Board level by our CEO Alan Jope. We are members of the Human Rights Coalition: Working to end forced labour and the Sustainable Supply Chain Initiative.

Leadership Group for Responsible Recruitment (LGRR)

Focus area:

Responsible recruitment.

Desired outcome:

Aims to drive positive change in the international recruitment industry and a global prohibition of recruitment fees being paid by workers. In particular, the LGRR works to:

- create demand for responsible

recruitment by raising awareness about the positive benefits of ethical practices and developing tools to help companies implement the Employer Pays Principle;

- increase supply of ethically sourced labour by creating an enabling environment and supporting the development and implementation of systems to identify, and;

- use ethical recruitment agencies; improve protection for migrant workers through effective regulation.

Unilever's input:

Founder member.

World Economic Forum (WEF) Global Future Council: The Future of Human Rights (SSC)

Focus area:

Human rights; equity and social justice; future of work; transparency and anti-corruption

Desired outcome:

The Global Future Council on Human Rights will help to shape the new corporate human rights agenda, particularly in the post COVID-19 recovery.

Unilever's input:

We are members of the Global Future Council on Human Rights and the Equity and Social Justice Future Councils.

Transparency and reporting

We've applied the UNGP Business and Human Rights reporting framework since our first Human Rights Report in 2015.

It is a key element in a wider approach to transparency and reporting of social and environmental issues described on our website in [about our reporting](#).

Here are some highlights.

Unilever has been ranked the top of its sector 20 times in the S&P Dow Jones Sustainability Index (DJSI)

Dow Jones Sustainability Index (DJSI)

2018

Personal Products industry leader

2019

Personal Products industry leader

2020

Personal Products industry leader

Unilever has been awarded leadership 21 times since 1999

Behind the Brands

2013

When Behind the Brands started in February 2013, Unilever scored 49%. In September 2013, we scored 56%

2014

In February we scored 63%. In October we achieved the joint top score of 70%

2015

In March 2015, we achieved the top score of 71%

2016

In April 2016, we scored 74%. In 3 years, we improved 24%

Gartner – Supply Chain Top 25

2018

Unilever scored the top spot for the third year in a row

2019

After seven consecutive years of scoring in the top five of the Supply Chain Top 25, Unilever joined the 'Masters' category, which Gartner introduced in 2015 to recognise sustained leadership over the last 10 years

2020

In the 16th edition of the Gartner Supply Chain Top 25, we retained our spot in the exclusive 'Masters' category

Corporate Human Rights Benchmark (CHRB)

2018

Scored second highest in the agricultural sector

2019

Scored second highest in the agricultural sector and third in overall sectors

2020

Scored highest in the agricultural sector and joint highest in overall sectors

Know the Chain

2018

Ranked first out of 20 companies

2019

Ranked first out of 38 companies

2020

Ranked second out of 43 companies

Thomson Reuters Stop Slavery Award

2018

Won Thomson Reuters Stop Slavery Award for outstanding leadership of CEO

Voluntary third-party reporting

We have participated in the [Workforce Disclosure Initiative](#) since its inception in 2017. We believe that transparency on workforce issues across the value chain is key to unlocking progress on decent work and human rights in the workplace.

Supply chain traceability and transparency

We aim to make our supply chains more transparent, and we publish supplier lists for tea and palm oil (see [Spotlight on Commodities](#)).

Leadership Group for Responsible Recruitment (LGRR)

As active [LGRR](#) members, we work with other businesses and civil society partners to promote responsible recruitment and, in particular, an end to the common practice of migrant workers paying large recruitment fees to secure employment. In 2020, we've been part of the development of a reporting framework for LGRR businesses to increase transparency and demonstrate action and activities undertaken to promote the [Employer Pays Principle](#) (EPP). See the Forced Labour section of this report.

RSP governance – segregation of duties

Business Integrity

- Responsible for the Compliance & Governance of the RSP within Unilever
- Owns and sets the Anti-Bribery and Corruption standards for Unilever including in the RSP
- Business owner of the Systems used to hold the compliance database and Back-office Outsourced Services to support the systems and users
- Leads the risk management strategy and operations and assessment of the programme to ensure appropriate and proportional measures are in place with input from relevant SMEs
- Chairs the Tripartite Steering Group responsible jointly for alignment of the standards set

Corporate Responsibility Committee (CRC)

- Board level review and oversight of Third Party Compliance risk
- Management Co-Investment Plan proposal to Compensation Committee based on performance against USLP metrics and other business relevant metrics

Global Code & Policy Committee (GCPC)

- Owns the Code of Business Practices (CoBP) and 24 related Code Policies
- Defines the responsibility of Unilever and employees in regard to implementing RSP as part of CoBP

Integrated Social Sustainability

- Owns and develops human rights standards
- Develops and delivers capacity building within Unilever
- Leads on Human Rights remediation issues within the Supply Chain
- Subject Matter Experts in Human Rights Endemic Issues and leads interventions to address them
- Leads on human rights advocacy, performance and public reporting

Unilever Metrics Team and independent, external assurance

- The metrics team own the performance measures used to track external commitments and ensure the validity of measurements used
- Independent external auditors test and verify the validity and reliability of data and calculations of the performance measures

UN Guiding Principles Reporting Framework

This index is designed to help you identify the location of answers to questions according to the UN Guiding Principles Reporting Framework. Full details about the [UNGP Reporting Framework](#).

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please visit our website
www.unilever.com/sustainable-living

Your views are important and
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