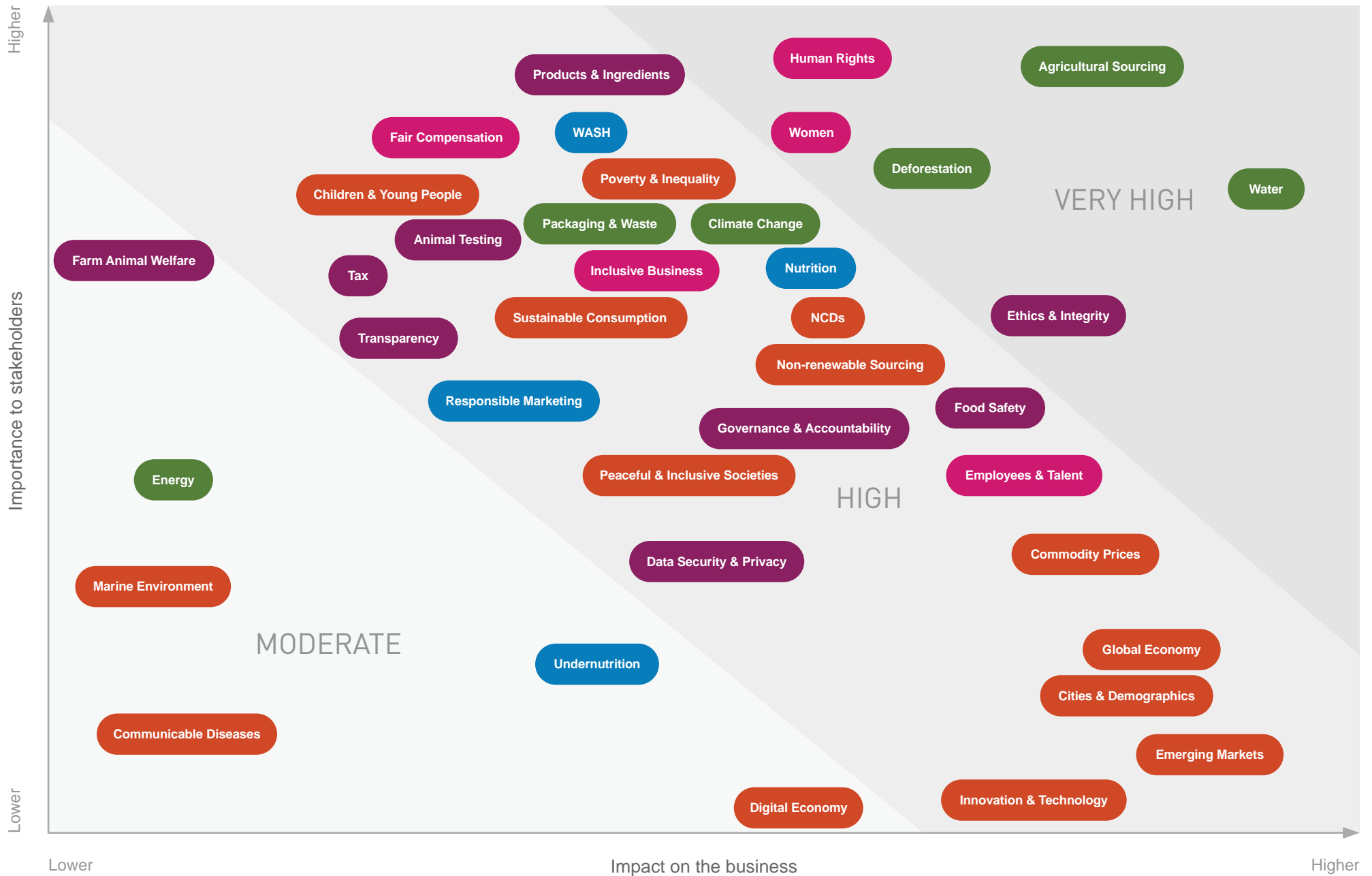




# Our Materiality Matrix

## FOCUS AREAS

- Improving Health & Well-being (4)
- Reducing Environmental Impact (6)
- Enhancing Livelihoods (5)
- Responsible Business Practices (9)
- Wider Sustainability Topics (14)





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A total of **191 issues** have been identified and grouped into **38 topics**. The table below lists the 38 topics that form Our Materiality Matrix and reflects how we have prioritised them. We have classified these topics into five Focus Areas. Improving Health & Well-being, Reducing Environmental Impact and Enhancing Livelihoods encompass the three Big Goals of the Unilever Sustainable Living Plan; Responsible Business Practices and Wider Sustainability Topics include topics that are not explicitly part of our Plan, but which are relevant to our commitments as a responsible business.

Topic	Issues	Priority
<b>Agricultural Sourcing</b>	Raw materials Organic products Soy and oils Fruit and vegetables Cocoa and sugar Dairy Paper and board Tea Traceability Biodiversity Environmental degradation Smallholder farmers (also part of <b>Enhancing Livelihoods</b> )	VERY HIGH
<b>Animal Testing</b>	Animal testing	HIGH
<b>Children &amp; Young People</b>	Growing youth population Child mortality Child labour Opportunities for young people Marketing to children	HIGH
<b>Cities &amp; Demographics</b>	Changing household structures Resilient and safe infrastructure and cities Urbanisation Growing population Rural depopulation	HIGH
<b>Climate Change</b>	Air pollution Transportation Direct energy consumption GHG emissions from our operations GHG emissions from consumer use Hydrofluorocarbons (HFCs) Climate change products Land use changes	HIGH
<b>Commodity Prices</b>	Non-food commodity prices Food commodity prices Food security	HIGH
<b>Communicable Diseases</b>	HIV/AIDS, malaria and other diseases	MODERATE
<b>Data Security &amp; Privacy</b>	Cyber security Data privacy	HIGH

Topic	Issues	Priority
<b>Deforestation</b>	Palm oil - sustainable and traceable	VERY HIGH
<b>Digital Economy</b>	Online retail Data explosion Ambient intelligence Smart environments	MODERATE
<b>Emerging Markets</b>	Knowledge transfer to emerging markets Product pricing and adaptation Emerging markets strategy Emerging markets competitors 'Asian century' Growing middle class	HIGH
<b>Employees &amp; Talent</b>	Pensions and social security Talent attraction and retention Occupational health and safety Training and education Health and well-being Access to talent Quality of employment Employment culture	HIGH
<b>Energy</b>	Operational eco-efficiency Access to affordable, reliable and sustainable energy Renewable energy Algae fuel	MODERATE
<b>Ethics &amp; Integrity</b>	Ethical business practices Compliance Risk and crisis management Anti-trust/anti-competitive behaviour Anti-counterfeiting Grey market Bribery and corruption Intellectual property	VERY HIGH
<b>Fair Compensation</b>	Pay differential among employees Living wage	HIGH
<b>Farm Animal Welfare</b>	Cage-free eggs	MODERATE
<b>Food Safety</b>	Food safety	HIGH

[Continued overleaf >](#)



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Topic	Issues	Priority
<b>Global Economy</b>	Economic growth rates Economic performance and impact Globalisation Euro/Dollar dependence Protectionism and legislation Sanctions Import-export regulations	HIGH
<b>Governance &amp; Accountability</b>	Audit conflict of interest Board effectiveness Accountability to stakeholders Long-term capitalism Internal governance and accountability	HIGH
<b>Human Rights</b>	Gender diversity/discrimination/inclusion Racial diversity/discrimination/inclusion Sexual orientation diversity/discrimination/inclusion Other forms of diversity/discrimination/inclusion Land grabbing Labour management relations Rights of indigenous peoples Equality of opportunity and treatment Human rights Forced labour Freedom of association and collective bargaining Informal labour in value chain Working hours Maternity protection Migrant workers and trafficking	VERY HIGH
<b>Inclusive Business</b>	Socially inclusive business models Environmentally-sustainable business models Global partnerships for sustainable development Philanthropy	HIGH
<b>Innovation &amp; Technology</b>	Stem cells research Nanotechnology Innovation management New technologies Responsible use of technologies Religious, vegetarian or vegan suitability	HIGH
<b>Marine Environment</b>	MSC-certified fish Bioplastics Micro-plastics Responsible use of the oceans	MODERATE
<b>Non-Communicable Diseases (NCDs)</b>	Heart health Diabetes	HIGH

Topic	Issues	Priority
<b>Non-renewable Sourcing</b>	Supply chain management and procurement procedures Supplier payment terms Sourcing of non-agricultural materials Conflict minerals	HIGH
<b>Nutrition</b>	Diets and lifestyles Product reformulation Nutritional profile Nutritional labelling Salt content and reduction Saturated fat Trans fat Calories Obesity Sugar content and sugar reduction Consumer behaviour change	HIGH
<b>Packaging &amp; Waste</b>	Biodegradable/bio-based packaging Recycling of packaging Reuse of packaging Synthetic plastics and chemical components Sachet waste Effluents from waste Manufacturing and office waste Food waste Consumer views on packaging Circular economy	HIGH
<b>Peaceful &amp; Inclusive Societies</b>	Terrorism Fragile states Inclusive and equitable education Social unrest Cultural conflict Rule of law Citizenship empowerment and social activism	HIGH
<b>Poverty &amp; Inequality</b>	Extreme poverty and hunger Economic inequality in and among countries	HIGH

[Continued overleaf >](#)



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Topic	Issues	Priority
<b>Products &amp; Ingredients</b>	<ul style="list-style-type: none"> <li>Pesticides in consumer foods and beverages</li> <li>GMOs in food</li> <li>Food colourants and flavourings</li> <li>Allergens</li> <li>Chemical compounds in packaging, foods and cosmetics</li> <li>Chemical safety</li> <li>Sugar substitutes</li> <li>Skin lightening products</li> <li>Laundry capsules and their safety</li> <li>Responsible labelling</li> </ul>	HIGH
<b>Responsible Marketing</b>	<ul style="list-style-type: none"> <li>Responsible marketing practices</li> <li>Marketing to vulnerable groups</li> </ul>	HIGH
<b>Sustainable Consumption</b>	<ul style="list-style-type: none"> <li>Consumer behaviour change</li> </ul>	HIGH
<b>Tax</b>	<ul style="list-style-type: none"> <li>Tax transparency</li> <li>Food tax</li> <li>Environmental taxes</li> <li>Extended producer responsibility</li> </ul>	HIGH
<b>Transparency</b>	<ul style="list-style-type: none"> <li>Transparency of senior management remuneration</li> <li>Public policy, advocacy, lobbying</li> <li>Transparency and reporting</li> </ul>	HIGH
<b>Undernutrition</b>	<ul style="list-style-type: none"> <li>Access and affordability</li> <li>Fortification</li> </ul>	MODERATE
<b>WASH</b>	<ul style="list-style-type: none"> <li>Safe drinking water</li> <li>Sanitation</li> <li>Oral health</li> <li>Handwashing</li> <li>Hygiene</li> </ul>	HIGH
<b>Water</b>	<ul style="list-style-type: none"> <li>Water discharge/quality/pollution</li> <li>Consumer water use</li> <li>Water use in agriculture</li> <li>Water-related risks and management</li> <li>Water abstracted for production</li> <li>Access to water and water services</li> </ul>	VERY HIGH
<b>Women</b>	<ul style="list-style-type: none"> <li>Gender diversity at Board level</li> <li>Equal remuneration</li> <li>Gender equality</li> <li>Opportunities for women</li> <li>Safety of women</li> <li>Training and skills for women</li> <li>Access to land and resources</li> <li>Maternal health</li> <li>Self-esteem</li> </ul>	VERY HIGH