

Unilever Sustainability Statement 2025

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Cautionary Statement

This sustainability statement is extracted from the Unilever Annual Report and Accounts 2025, without material adjustment. Where cross references to the Unilever Annual Report and Accounts 2025 are included, please refer to: www.unilever.com/files/unilever-annual-report-and-accounts-2025.pdf. We have prepared the sustainability statement for Unilever PLC and its subsidiaries (Unilever) in accordance with the European Sustainability Reporting Standards (the ESRS), as issued by Delegated Regulation (EU) 2023/2772 on 31 July 2023. The sustainability statement is subject to external limited assurance by KPMG LLP in accordance with ISAE (UK) 3000. Please refer to pages 271 and 272 of the Unilever Annual Report and Accounts 2025 for the Sustainability Statement Limited Assurance Report.

This document may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995, concerning the financial condition, results of operations and businesses of the Unilever Group (the 'Group'). All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', 'ambition', 'target', 'goal', 'plan', 'potential', 'work towards', 'may', 'milestone', 'objectives', 'outlook', 'probably', 'project', 'risk', 'seek', 'continue', 'projected', 'estimate', 'achieve' or the negative of these terms, and other similar expressions of future performance or results and their negatives, are intended to identify such forward-looking statements. Forward-looking statements also include, but are not limited to, statements and information regarding the Group's emissions reduction and other sustainability-related targets and other climate and sustainability matters (including actions, potential impacts and risks and opportunities associated therewith), the Group's ability to rewire our organisation for AI and the digital world, to deliver profit growth in line with our top-third total shareholder return ambition, to respond to channel shifts and pricing and other competitive pressures, and to maintain effectiveness of our cash management programmes and our liquidity, our plans with respect to the retained TMICC stake, the Group's ability to focus on building Desire at Scale and Play to Win culture. Forward-looking statements can be made in writing but also may be made verbally by directors, officers and employees of the Group (including during management presentations) in connection with this document. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance or outcomes. All forward-looking statements contained in this document are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward-looking statements.

Because these forward-looking statements involve known and unknown risks and uncertainties, a number of which may be beyond the Group's control, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially from those expressed in the forward-looking statements included in this document are: Unilever's global brands not meeting consumer preferences; Unilever's ability to innovate and remain competitive; Unilever's investment choices in its portfolio management; the effect of climate change on Unilever's business; Unilever's ability to find sustainable solutions to its plastic packaging; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; disruptions in Unilever's supply chain and distribution; increases or volatility in the cost of raw materials and commodities; the production of safe and high-quality products; secure and reliable IT infrastructure; execution of acquisitions, divestitures and business transformation projects; economic and financial risks; social and political risks and natural disasters; failure to meet high and ethical standards; and managing regulatory, legal matters and practices with regard to the interpretation and application thereof and emerging and developing ESG reporting standards, including differences in implementation of climate and sustainability policies in the regions where the Group operates. Also see 'Our Principal Risks' on pages 31 to 37 for additional risks and further discussion.

The forward-looking statements are based on our beliefs, assumptions and expectations of our future performance, taking into account all information currently available to us. Forward-looking statements are not predictions of future events. These beliefs, assumptions and expectations can change as a result of many possible events or factors, not all of which are known to us. If a change occurs, our business, financial condition, liquidity and results of operations may vary materially from those expressed in our forward-looking statements.

The forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. New risks and uncertainties arise over time, and it is not possible for us to predict those events or how they may affect us. In addition, we cannot assess the impact of each factor on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements. In preparing the sustainability and climate-related information in this document, Unilever has made a number of key judgements, estimations and assumptions. Sustainability and climate data, models and methodologies are often rapidly evolving and are not of the same accuracy as those available in the context of other financial information. There may also be challenges in relation to availability of sustainability and climate-related data and potential inconsistencies. This means that sustainability and climate-related forward-looking statements can be subject to more uncertainty than other types of statements and therefore our actual results and developments could differ from those expressed or implied in the sustainability and climate-related forward-looking statements in this document.

This document also contains data on the Group's Scope 1, 2 and 3 emissions. Some of this data is based on estimates, assumptions and uncertainties. Scope 1 and 2 emissions data relates to emissions from the Group's own activities and supplied heat, power and cooling, and is generally easier for the Group to gather than Scope 3 emissions data. Scope 3 emissions relate to other organisations' emissions and is therefore subject to a range of additional uncertainties, including that: data used to model lifecycle footprints is typically industry-standard data or estimates rather than relating to individual suppliers; and lifecycle models, such as the Group's, cover many but not all products and markets. In addition, international standards and protocols relating to Scope 1, 2 and 3 emissions calculations and categorisations also continue to evolve, as do accepted norms regarding terminology, such as carbon neutral and net zero, which may affect the emissions data the Group reports. As Scope 3 emissions data improves, shifting over time from generic modelled data to more specific data, the data reported in this document is likely to evolve. We will continue to review and develop our approach to emissions data in line with evolving market approaches and standards.

Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam, and the US Securities and Exchange Commission, including in the Annual Report on Form 20-F 2025.

In addition, a printed copy of the Annual Report on Form 20-F 2025 is available, free of charge, upon request to Unilever, Investor Relations Department, 100 Victoria Embankment, London EC4Y 0DY, United Kingdom.

This document comprises regulated information within the meaning of Sections 1:1 and 5:25c of the Act on Financial Supervision ('Wet op het financieel toezicht (Wft)') in the Netherlands.

The brand names shown in this report are trademarks owned by or licensed to companies within the Group.

References in this document to information on websites (and/or social media sites) are included as an aid to their location and such information is not incorporated in, and does not form part of, the Unilever Annual Report and Accounts 2025.

General Information

GENERAL BASIS FOR PREPARATION

Overview

We have prepared a sustainability statement for Unilever PLC and its subsidiaries (Unilever) in accordance with the European Sustainability Reporting Standards (the ESRS), as issued by Delegated Regulation (EU) 2023/2772 on 31 July 2023. The statement presents Unilever's material sustainability impacts, risks and opportunities (IROs) and consists of four sections:

- **General Information** – describes the basis for preparing the sustainability statement, governance of our sustainability strategy and assessment of our material IROs.
- **Environmental Disclosures** – presents an overview of processes for identifying our material IROs and policies governing responses to these matters throughout our operations and value chain. This includes actions, metrics and targets related to Climate, Pollution, Water, Biodiversity and Ecosystems, and Resource Use and Circular Economy. Climate disclosures consolidate our Task Force on Climate-related Financial Disclosures (TCFD) and Climate Transition Action Plan (CTAP) progress report.
- **Social Disclosures** – presents an overview of processes for identifying our material IROs and Unilever's approach to human rights across our rightsholder groups. This includes actions, metrics and targets related to Own Workforce, Workers in the Value Chain, Affected Communities, and Consumers and End-Users.
- **Governance Disclosures** – summarises Unilever's business conduct and Speak Up processes across our operations and value chain.

Scope

Our sustainability statement is prepared on a consolidated basis, consistent with the scope and reporting period (1 January to 31 December 2025) of our consolidated financial statements. Following the demerger of our Ice Cream business on 6 December 2025, all territories and activities within the scope of the Ice Cream business have been treated as discontinued operations in the consolidated financial statements. As a result, the sustainability statement focuses on our four continuing Business Groups (Beauty & Wellbeing, Personal Care, Home Care and Foods).

For the purpose of these disclosures, our own operations refers to Unilever PLC and its subsidiary undertakings. Associates and joint ventures are excluded as we do not have operational control over these entities. No information has been excluded on the grounds of commercial sensitivity relating to intellectual property, know-how or innovation results.

Upstream and downstream value chain

The scope of the sustainability statement extends to our upstream and downstream value chain, generally referred to as our business partners, to the extent that they are connected to Unilever's material IROs. Disclosures are limited to direct and indirect business relationships where information is readily available.

Unilever's upstream value chain covers the procurement of raw materials and packaging for the manufacture and sale of our products. Our global supply chain works with over 46,000 Tier 1 suppliers (those who invoice Unilever directly for goods and services) across more than 140 countries. We also consider subcontractors of our Tier 1 suppliers and third parties where we outsource the manufacturing and packaging of products (collaborative manufacturing) in our upstream value chain.

Unilever's downstream value chain encompasses logistics, distributors, retailers agents, franchisers and importers who help make our products available to the individuals and households who use our products.

Comparative information

Unilever's policy stipulates that metrics will be restated under certain circumstances, provided accurate and reliable data is available to allow for recalculation and where the impact is material. This includes:

- Identification of errors due to incorrect data or miscalculation;
- Changes in reporting requirements;
- The availability of improved assumptions or more accurate data; or
- The recognition of a discontinued operation that has a disproportionate impact on the results of continuing operations.

Baseline values, base years and targets

The targets disclosed within this statement fully align with Unilever's 15 external sustainability goals across four priority areas: climate, nature, plastics and livelihoods. Targets are established through bottom-up

roadmaps, reasonable ambition and industry standards where relevant. We continue to assess targets in line with our strategy.

It is Unilever's policy to review the baseline values, base years and targets when we identify a material change such as significant acquisitions, disposals, structural changes or assumptions updates (applying a 5% review threshold) and when accurate and reliable data is available. No adjustments were made during the reporting period for acquisitions or disposals, including the demerger of our Ice Cream business (see below).

Sources of estimations and outcome uncertainty

Metrics are reported based on the definitions in the ESRS, unless stated otherwise. Unilever-specific definitions are included where relevant. The data and assumptions used in the sustainability statement align with those used in the 2025 consolidated financial statements.

Where metrics could not be directly measured, estimates have been prepared using internal and external data sources, including indirect sources such as supplier invoices, publicly available benchmarks or scientific research. For metrics with high measurement uncertainty, we have disclosed the sources of uncertainty and the key assumptions, approximations and judgements used in our estimations within the topical disclosures.

The sustainability statement was subject to external limited assurance by KPMG LLP in accordance with ISAE (UK) 3000.

Changes in the presentation of sustainability information

For 2025, metrics are reported excluding Ice Cream, with the impact of the demerger disclosed through reconciling line items where relevant. Allocation methodologies have been used to split the results between Unilever's continuing operations and Ice Cream up to the 6 December 2025. This approach considers several characteristics, including data component, data hierarchy, unit of measure and data availability (actual or estimate). Methodologies have been further documented in the basis of preparation summaries within the topical disclosures.

Prior-year comparators have not been adjusted to reflect the impact of the demerger except where Ice Cream results had a disproportionate effect on Unilever's continuing operations. In these cases, further disaggregation is provided. No adjustments to baseline values, base years or targets were made for the demerger of our Ice Cream business, which remained part of the group until 6 December 2025. This will be reassessed in 2026 following the demerger.

GOVERNANCE

Oversight of sustainability matters

Accountability for Unilever's material sustainability IROs aligns with Unilever's overarching governance structure. The Board is accountable for the management of all material IROs, and delegates day-to-day oversight of sustainability topics to the ULE. This is explained in the Governance Report under the following sections:

- Composition, balance and independence of the Board, page 57;
- Board sustainability processes and skills, page 57;
- Skills and experience matrix, page 68;
- Gender representation of the Board and ULE, page 68; and
- Board independence, page 69.

Role of supervisory bodies

The reporting lines between the Board, Board committees and ULE are detailed in Unilever's governance structure on page 51. The terms of reference for each Committee are set out in 'The Governance of Unilever' document and published on our website at unilever.com. Sustainability matters are delegated to the following Board subcommittees:

- The Corporate Responsibility Committee reviews Unilever's sustainability strategy, tracks progress of the sustainability goals, and reviews the reputational impact of our material IROs. Updates are provided by the global Sustainability function five times a year.
- The Audit Committee reviews the effectiveness of our risk management processes, including the double materiality assessment, oversees non-financial disclosures in our Annual Report and Accounts (including under the ESRS), and reviews assurance activities obtained over the disclosures.
- The Remuneration Committee aligns Unilever's long-term incentive plan (Performance Share Plan) with sustainability priorities to support delivery of the sustainability strategy.
- The Nominating and Corporate Governance Committee ensures that the Board includes members with relevant sustainability expertise.

GENERAL INFORMATION

Role of management bodies

In 2024, the ULE approved our refocused sustainability strategy and set 15 external goals across four priority areas: climate, nature, plastics and livelihoods. These priorities informed the identification of our material impacts, risks and opportunities (IROs), each managed by a ULE member with clear mitigation plans and timelines. Unilever's policies and standards define mandatory requirements that are key in mitigating these risks.

In 2025, we re-established an Executive-level Sustainability Steering Committee, which meets monthly to oversee relevant topics. This includes review of progress against the 15 goals and resolution of any delivery issues. The ULE is also updated periodically on progress against goals, and the Business Group Presidents and function leads on the delivery against their specific targets.

Our global Sustainability function is led by our Chief Corporate Affairs and Communications Officer, supported by the Global Head of Sustainability, and is divided into three core areas:

- Dedicated Business Group Sustainability teams work closely with the relevant teams and leadership to embed sustainability IROs into their strategies. They monitor progress against actions and targets.
- A specialist Sustainability Corporate Centre team develops our sustainability strategy and policies while driving transformational change across markets through advocacy and partnerships.
- Country Sustainability teams translate global strategy into local plans and work with partners to deliver shared priorities.

Supply Chain and Procurement functions play a key role in the delivery of our climate, nature and livelihood goals, working with the Business Groups to improve manufacturing operations, and collaborating with our upstream value chain. They manage impact measurement and maintain the systems and data for sustainability reporting.

Research & Development (R&D) support delivery of our plastics goals through new innovations. These functions, alongside Finance, also provide input to investment business cases, scoping and metric calculation.

We regularly engage investors on sustainability matters, including at our AGM and Capital Markets Day, and through calls with key investors.

Sustainability performance and incentives

We continue to formally link remuneration for management employees, including the ULE, to performance against our sustainability goals. The long-term Performance Share Plan (PSP) is linked to financial and sustainability performance, guided by our Sustainability Progress Index (SPI), which accounts for 15% of the total PSP award. The SPI is an assessment made jointly by the Corporate Responsibility Committee and the Remuneration Committee.

In 2025, we determined the SPI by considering performance against four sustainability targets related to climate, nature, plastics and livelihoods. See page 97 for SPI outcomes for 2025 and page 99 for the SPI targets for the PSP 2026–2028. The ULE and the Board discuss progress against these metrics quarterly.

Sustainability due diligence

Our responsible business approach embeds human rights and environmental matters into our due diligence processes. Throughout our sustainability statement, we detail the mechanisms we use to identify, mitigate and account for how we address actual and potential negative environmental and human rights impacts. The table below maps the core elements of our due diligence approach.

Core elements	Paragraphs in the sustainability statement
Embedding due diligence in our governance, strategy and business model	In this section under Governance and Strategy and business model. Climate disclosures page 222, Biodiversity and Ecosystem disclosures page 239, and Social disclosures page 249.
Engaging with affected stakeholders	In this section under Interests and views of stakeholders and Double materiality. Engaging on human rights impacts page 252.
Identifying and assessing adverse impacts	In this section under Double materiality. Environmental IROs page 219, Social IROs page 249 and Governance IROs page 266. Further details are included in each topical standard. For page references, see Index page 273.
Taking actions to address those adverse impacts	Actions section from each topical standard. For page references, see Index page 273.
Tracking the effectiveness of actions	Targets and Metrics sections from each topical standard. For page references, see Index page 273.

Sustainability reporting controls

Unilever has established processes to assess and manage risks associated with the integrity of information disclosed in the sustainability statement. Key reporting risks include the completeness, accuracy and availability of data. Oversight for the sustainability statement lies with the Group Controller, who is responsible for managing these risks. For each ESRS topic reported, a ULE Sponsor is appointed along with designated Sustainability and Business owners for narrative and metric disclosures.

Metrics owners maintain the Basis of Preparation (BoP) for each metric, outlining key definitions, scope, data collection methods, calculation approaches, and underlying assumptions. Narrative owners prepare the written disclosures, including policies, actions and targets. All narratives and metrics are signed off by their respective owners and subject to management assurance to confirm that the ESRS requirements are met, claims are evidence-based, and metrics are consistent with BoPs.

The Audit Committee oversees ESRS reporting, reviewing the processes and controls underpinning its preparation. The Disclosure Committee provides support by confirming the accuracy, materiality and timeliness of the sustainability statement, and evaluating the adequacy of Unilever's disclosure processes and controls including those relating to the ESRS. Independent limited assurance is performed by KPMG.

In 2025, we have taken steps to strengthen our approach by documenting process models and control frameworks for selected metrics.

STRATEGY AND BUSINESS MODEL

Our strategy and business model are set out in the Strategic Report on pages 2 to 5. We produce and sell consumer goods across our four Business Groups: Beauty & Wellbeing, Personal Care, Home Care and Foods.¹ We operate across more than 190 manufacturing sites worldwide and employ over 96,000 employees.²

For over two decades, we have driven an ambitious sustainability agenda. In 2024, we launched our updated business strategy, sharpening our focus on resource allocation, accelerating long-term priorities and delivering systemic impact, supported by our Climate Transition Action Plan.

Building on this, we set four sustainability priority areas – climate, nature, plastics and livelihoods – underpinned by 15 near- and medium-term goals shaped by broad stakeholder engagement. The Unilever Sustainability Advisory Council provides independent guidance, and progress against these goals is detailed in the relevant target sections.

Our sustainability strategy utilises our global value chain and fosters collaboration with stakeholders to achieve our objectives. The strategy is embedded into overall business performance, with each Business Group responsible for delivering the agreed actions and targets. In addition to our sustainability goals, we are committed to respecting human rights, acting with integrity and prioritising people's safety.

1. For segmental information, see Financial Statements – note 2 on page 136.

2. For headcount by geographical area, see Own Workforce disclosures on page 257.

GENERAL INFORMATION

INTEREST AND VIEWS OF STAKEHOLDERS

Unilever identifies six stakeholder groups as critical to our future success: shareholders, our people (own employees), consumers, customers, suppliers & business partners, and planet & society. These stakeholders are selected because they are individuals or groups of individuals affected by our operations (e.g. affected communities and consumers), as well as users of our sustainability statement (e.g. prospective investors).

Our Company and Board consider and engage with stakeholders on their interests and views as they relate to our strategy and business model, to the extent that they were analysed during our due diligence and double materiality assessment processes. Additionally, we engage with these stakeholders to identify and manage our material impacts, risks and opportunities in relation to sustainability matters. In 2025, engagement processes and outcomes for each stakeholder group were reviewed at Board meetings. Further information is described in the section 'Company and board engagement with stakeholders' on page 60.

DOUBLE MATERIALITY

Overview

The ESRS require that we report on sustainability matters in which we have, or could have, a material impact on people or the environment, both positive and negative, as well as where they present risks and opportunities to our business success. Those material impacts, risks and opportunities (IROs) can arise from our own operations or through actors in our value chain. Impacts are not limited by proximity or contractual relationship. They may occur at any stage of our upstream or downstream value chain, as a result of our operations, or the use or disposal of our products.

In 2024, we conducted a comprehensive bottom-up double materiality assessment (DMA) to identify Unilever's material IROs in our own operations and upstream and downstream value chain. In 2025, our sustainability experts reviewed the existing DMA to identify any necessary amendments to the IROs, considering changes to our strategy and business model, as well as external stakeholder engagement and benchmarking of peer disclosures. Although Ice Cream was demerged, it remained part of the group for most of the year and continues to be part of Unilever's value chain. Consequently, any potential impact of the demerger on the DMA is only expected to be relevant in 2026.

Based on our review of the DMA, two IROs relating to biodegradability and regulatory landscape changes have been removed. In addition, our plastic pollution impact was updated to remove reference to microplastics. The 2025 DMA output was reviewed and approved by the Audit Committee in October 2025.

Double materiality assessment process

In 2024, we followed a four-step process to identify our material IROs:

Step 1: Identification of potentially relevant IROs. Outputs from established engagement channels and previous risk assessments, complemented by targeted interviews and questionnaires with internal sustainability experts, were used to collate a comprehensive list of all potentially relevant IROs. This approach ensured inclusion of perspectives from all key stakeholder groups, including affected communities.

Step 2: Impact Materiality Assessment. We assessed each potentially relevant impact to evaluate whether it was actual or potential. Each impact was scored on a scale of 1–5 based on scale, scope and remediable character (to calculate an average severity score) and likelihood (assigning a score of 5 to actual impacts). A quantitative threshold determined whether the impact was material.

Step 3: Financial Materiality Assessment. We assessed each potentially relevant risk or opportunity, including associated impacts and dependencies, to determine whether it was financially material to Unilever. Using our Enterprise Risk Management (ERM) methodology, each risk or opportunity was scored using a scale of 1–5, considering magnitude (impact on turnover/operating profit) and likelihood. A quantitative threshold was applied to determine materiality. For climate-related risks, we considered the results of our scenario analysis, as detailed on page 224. The assessment also took into account our Principal Risks, set out on page 31, to support prioritisation of the risks and opportunities.

Step 4: Validation and disclosure requirement mapping. The DMA output was validated with each sustainability expert, with oversight from the ULE sponsors, and approved by the Audit Committee. We evaluated our material IROs against the ESRS to identify which disclosure requirements apply.

IROs were assessed on a gross basis (assuming no mitigating action taken) at both a consolidated and Business Group level. Where relevant, scoping information is included in IRO descriptions. Our methodology considered whether the IRO would occur in the short, medium and/or long term. The time horizon for each IRO has been reflected through relevant policies, actions and targets described in our topical disclosures.

Interaction with strategy and business model

No changes were made to our strategy or business model in response to the material IROs identified through the DMA process. This will be reassessed in 2026 following the demerger of our Ice Cream business in December 2025.

The Directors assess Unilever's resilience using the going concern assessment (one-year time horizon) and viability statement (three-year time horizon) as set out in the Statement of Directors' Responsibilities on page 110 and Strategic Report on page 38. Additional information about our resilience to material climate and biodiversity IROs is provided in the relevant topical disclosures.

Actions to address our material IROs are embedded into the strategies of our four Business Groups and therefore not all costs are separately identifiable. In 2025, where we could separately identify costs, none met our definition of significant operational or capital expenditure based on a quantitative materiality threshold.

We have continued to apply phase-in reliefs relating to the anticipated financial effects of our material risks and opportunities on Unilever's financial position, financial performance and cash flows over the short, medium and long term. However, for climate and nature, where we have performed scenario analysis, we have calculated the potential financial impacts under different scenarios. No material current financial effects related to our IROs have been identified with respect to our operations, value chain, strategy or decision-making.

Further information about the interaction between our IROs, strategy and business model is included in the topical disclosures, including how the views of our stakeholder groups have been taken into account.

Our 2025 material impacts, risks and opportunities

Below is a summary of our material IROs. IROs that require entity-specific disclosures, i.e. are not covered by the ESRS, are denoted by the symbol (▲). The processes and detailed descriptions of our material IROs are disclosed in the Environmental section on page 219, the Social section on page 249 and the Governance section on page 266.

Material topic and sub topics	Impact, risk or opportunity	Scope
Climate		
GHG emissions in our operations and our value chain	Negative Impact	Own Operations; Value Chain
Changing climate and extreme weather events	Risk	Own Operations; Value Chain
Carbon pricing	Risk	Value Chain
Land use pressures and regulation	Risk	Own Operations; Value Chain
Energy transition	Risk	Own Operations
Product regulations and claims: composition and sourcing transparency	Risk	Own Operations
Pollution		
Pollution of air, soil and water (excluding plastic pollution)	Negative Impact	Own Operations; Value Chain

GENERAL INFORMATION

Material topic and sub topics	Impact, risk or opportunity	Scope
Water		
Water shortages in areas of high water stress	Negative Impact	Own Operations; Value Chain
Reducing product demand due to changes in water access	Risk	Value Chain
Biodiversity and Ecosystems		
Ecosystem degradation and ecosystem service failures	Negative Impact	Value Chain
Ecosystem degradation leading to reduction of crop yields in key sourcing locations	Risk	Value Chain
Systemic risk of biodiversity collapse	Risk	Value Chain
Increased activism, legal or non-compliance costs resulting from biodiversity degradation and loss	Risk	Own Operations; Value Chain
Resource Use and Circular Economy		
Plastic pollution	Negative Impact	Own Operations; Value Chain
Hazardous waste	Negative Impact	Own Operations
Extended producer responsibility (EPR) schemes for packaging and other plastic-related taxes [^]	Risk	Own Operations
Own Workforce and Workers in the Value Chain		
Talent	Risk	Own Operations
Capability building across our value chain to improve livelihoods [^]	Positive Impact	Value Chain
Salient human rights issues		
Bullying and harassment	Negative Impact	Own Operations; Value Chain
Discrimination	Negative Impact	Own Operations; Value Chain
Forced labour	Negative Impact	Own Operations; Value Chain
Fair wages and income	Negative Impact	Own Operations; Value Chain
Working hours	Negative Impact	Own Operations; Value Chain
Health	Negative Impact	Own Operations; Value Chain
Freedom of association and collective bargaining	Negative Impact	Own Operations; Value Chain
Affected Communities		
Salient human rights issues		
Land rights, including Indigenous Peoples' rights	Negative Impact	Own Operations; Value Chain
Consumers and End-Users		
Safe products	Risk	Own Operations; Value Chain
Marketing to children	Negative Impact	Value Chain
Nutritional product quality [^]	Risk	Value Chain
Product innovation as a response to changing demand [^]	Opportunity	Value Chain
Business Conduct		
Business integrity and ethical conduct	Risk	Own Operations; Value Chain
Anti-bribery and corruption	Risk	Own Operations; Value Chain
Use of non-animal safety science	Positive Impact	Value Chain
Advocacy	Positive Impact	Own Operations; Value Chain
Supplier payments and relationships	Risk	Own Operations

[^] Entity-Specific Disclosure

POLICIES FOR MANAGING SUSTAINABILITY MATTERS

Our Code of Business Principles (COBP) and Code Policies govern employee behaviour and cover all material sustainability matters identified by Unilever. These policies set out the standards we expect all employees to follow globally. They also play a key role in setting out how we ensure compliance with laws and regulations, protect our brands and reputation, and prevent harm to people or the environment. The COBP is underpinned by our values of integrity, respect, responsibility and pioneering.

The Board's Corporate Responsibility Committee oversees Unilever's conduct and reviews our COBP to ensure it remains fit for purpose. The COBP and Code Policies were refreshed in 2025 to make them easier for employees to engage with; these changes were implemented in early 2026. Our CEO is responsible for the implementation of the COBP and Code Policies and is supported by the Global Code and Policy Committee, chaired by the Chief Legal Officer, and cross-functional Business Integrity Committees.

Day-to-day responsibility for implementing the COBP and Code Policies is delegated to senior management across our Business Groups and functions at global, regional and country levels. We require our employees to submit an annual pledge confirming they understand, commit to, and adhere to the COBP.

Employees are required to report any actual or potential breach of the COBP and Code Policies immediately. We have set out the available reporting channels within our Code Policies and highlight these during Business Integrity training and in our communications. This includes our non-retaliation policy, which applies to all employees who raise issues.

Further policies governing our material impacts, risks and opportunities are disclosed in the Environmental section on page 221, the Social section on page 251 and the Business Conduct section on page 266.

Environmental Disclosures

ENVIRONMENTAL MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

Assessing and identifying our material impacts, risks and opportunities (IROs) is informed by our double materiality assessment (DMA) as outlined in our General Information section on page 216. When identifying IROs across all our Environmental topics, we used a number of sources:

- We reviewed the risk management framework for each principal risk, including Climate and Nature (covering biodiversity and water scarcity) and Plastic Packaging (covering circular economy), detailing the risk descriptions and mitigating controls in place. These are updated annually to identify changes in risk profile.
- We reviewed our manufacturing sites, offices and logistics network, considering all available environmental data. This was substantiated by our subject matter experts.
- We undertook a top-down analysis of Unilever's nature-related IROs and dependencies in 2024, including risks that are systemic. This assessment remained valid throughout 2025 and covered actual and potential impacts on biodiversity and ecosystems within our own operations and throughout our value chain, including those related to pollution. We carried out targeted due diligence in 2025 at sites where we identified a risk of negative effect on biodiversity.
- We updated our quantitative scenario analysis in 2025 to consider both our most material climate and nature risks and drivers, recognising their interconnectivity. This included physical and transition risks likely

to impact our business over the short, medium and long term, as well as plastic-packaging risks closely linked to nature and climate change. Through this analysis, we reviewed our exposure to these risks and the potential financial implications to our business.

- For water, we incorporated inputs from the World Resources Institute Aqueduct tool, an open-source platform that maps and analyses current and future water risks across various locations. This was supplemented by site-specific factors and localised water risks where identified. For our upstream value chain, we used the Water Footprint Network Assessment tool, which integrates information from the Global Water Footprint Standard and WaterStat.
- When evaluating the environmental safety of our products, we conduct risk assessments on new ingredients before they are introduced to the market. Existing ingredients are assessed annually and before product launches to ensure safety based on total tonnage.
- We have detailed our engagement with stakeholders, including affected communities, in our General Information section on page 216. While consultations with affected communities regarding shared biological resources have not yet been completed as part of our risk assessments, we recognise the importance of this engagement and will incorporate it into future local assessments.
- We considered opportunities relating to environmental topics as part of our overall strategy and business model, including innovation and product assessments.

The output of our 2025 DMA is included below:

Material impact, risk or opportunity		Description
Climate		
GHG emissions in our operations and value chain	Negative Impact (OO) (VC)	Our operations emit greenhouse gases (GHG) primarily from the generation of electricity and heat, and loss of refrigerants. However, 99% of our GHG emissions come from scope 3 emissions within our upstream and downstream value chain.
Changing climate and extreme weather events (physical risk)	Risk (OO) (VC)	Extreme weather and sustained increases in temperature could lead to water shortages, floods, droughts and reduced crop yields. Extreme weather events are likely to disrupt our supply chain causing commodity delays, shortages and/or increased prices of raw materials. In addition, customer and consumer demand could shift or erode from the resulting macroeconomic pressures linked to rising adaptation costs.
Carbon pricing	Risk (VC)	Carbon pricing schemes that capture the external costs of GHG emissions via taxes, emissions trading schemes or other mechanisms could impact the price of raw materials, resulting in increased costs and a potential reduction in profit.
Land use pressure and regulation	Risk (OO) (VC)	Reforms to regulation and changing land use patterns could reduce land availability for the production of food and biomass/feedstock and reduce crop outputs leading to a potential increase in our raw material costs.
Energy transition	Risk (VC)	Petrochemical prices are expected to rise across scenarios, largely driven by mandates for sustainable practices in policy-heavy transitions, and rising oil prices in higher-warming scenarios. This risk affects our upstream value chain across all regions and impacts our ability to financially plan, forecast and manage our business performance.
Product regulations and claims: composition and sourcing transparency	Risk (OO)	New regulations may restrict how we source raw materials, leading to higher costs. Pressure to adopt sustainable supply chains could impact business performance, if not addressed promptly. Increased global regulation also means more scrutiny of sustainability claims, potentially raising costs and harming revenue due to reputational damage.
Pollution		
Pollution of air, soil and water (excluding plastic)	Negative Impact (OO) (VC)	Pollution (excluding plastic pollution) of air, soil and water caused by our own operations and value chain has the potential for negative impacts. Localised pollution from our own operations and pollution in the upstream value chain, which can occur from the use of agrichemicals, may negatively impact communities and catchments.
Water		
Water shortages in areas of high water stress	Negative Impact (OO) (VC)	Water withdrawal from our own operations and upstream value chain – such as agricultural commodities – could result in water shortages, specifically in areas of high water stress.
Reducing product demand due to changes in water access (transition risk)	Risk (VC)	Reduced availability of water may reduce consumer demand for products that require high water usage, especially in areas of high water stress. This may conversely create new revenue opportunities for products requiring less or no water.

OO Own Operations
 VC Value Chain
 ^ Entity-Specific Disclosure

ENVIRONMENTAL DISCLOSURES

Biodiversity and Ecosystems

Ecosystem degradation and ecosystem service failures	Negative Impact (VC)	Unilever relies on agriculture for sourcing raw materials that can have a negative impact on terrestrial and aquatic ecosystems. These impacts include damage to biodiversity and other ecosystem services such as water quality and availability and soil health; in extreme cases, it can also lead to ecosystem collapse (localised or in multiple locations). Agricultural expansion and other biomass production can lead to deforestation and land conversion that can cause biodiversity loss, disrupt communities and contribute to the drivers of climate change.
Ecosystem degradation leads to reduction of crop yields in key sourcing locations	Risk (VC)	Intensive agriculture, deforestation, land conversion and climate change lead to ecosystem degradation and loss of ecosystem services such as soil health, water availability (too much or too little) and pollinating insects. These ecosystem impacts lead to reduced crop yields in key sourcing locations. This may lead to an increased risk to continuity of supply, farmer livelihoods and hence cost of goods.
Systemic risk of biodiversity collapse (systemic risk)	Risk (VC)	Unilever is exposed to systemic risks from biodiversity loss and ecosystem degradation. Disruptions to natural resources can lead to supply chain interruptions and higher production costs. Severe disruptions could trigger market shocks, such as commodity or industry collapse.
Increased activism, legal or non-compliance costs resulting from biodiversity degradation and loss	Risk (OO) (VC)	Our actions or those of actors in our value chain that can cause harm to biodiversity and ecosystems, could lead to increased public scrutiny, legal claims or non-compliance incidents. This could result in penalties, potential loss of market share and negatively impact long-term profitability through reputational harm and loss of stakeholder trust.

Resource Use and Circular Economy

Plastic pollution	Negative Impact (OO) (VC)	The use of plastics in our packaging could cause harm to biodiversity and ecosystems. This includes impacts from the production of virgin plastic packaging derived from fossil fuels and from the improper disposal of plastic packaging downstream which can result in leakage to the environment.
Hazardous waste	Negative Impact (OO)	Hazardous waste resulting from the manufacture, transport, use or disposal of our products may not be properly handled or disposed of. This could lead to environmental contamination, public health issues and regulatory non-compliances.
Extended producer responsibility (EPR) schemes for packaging and other plastic-related taxes [^]	Risk (OO)	EPR schemes can help to improve recycling systems by ensuring that money is invested into waste management and packaging innovation and holding businesses to account for the packaging choices they make. Compliance with EPR schemes could lead to higher expenses for waste management and packaging redesign. There is also a risk that bans and/or taxes are applied to certain types of plastic packaging and single-use plastics reducing market access or requiring increased investment in new packaging.

OO Own Operations
 VC Value Chain
[^] Entity-Specific Disclosure

ENVIRONMENTAL POLICIES

As set out in our General Information section on page 218, Unilever's Code of Business Principles (COBP) and Code Policies cover our material sustainability matters. The material IROs relating to environmental matters, including Climate, Pollution, Water, Biodiversity and Ecosystems, and Resource Use and Circular Economy are managed through several additional policies, as set out below.

Given the maturity of our sustainability agenda, these policies were established prior to our double materiality assessment. We began a comprehensive review of our Sustainability and Human Rights policy framework in 2025, with any required policy revisions planned for implementation in 2026.

Own Operations

Unilever's Environmental Policy was updated in 2025 to align with our long-term sustainability priorities and ensure governance of environmental issues. The policy applies to our own operations, and we encourage partners in our value chain to apply the same requirements. This policy commits Unilever to:

- Ensure the Board and Unilever Leadership Executive are accountable for implementing the Environmental Policy, overseeing our environmental strategy and managing key environmental impacts, risks and opportunities, including the effectiveness of our risk management and internal control systems.
- Comply with relevant environmental legislation and internal Unilever standards in our operations.
- Continuously enhance our environmental management systems and processes to improve performance, setting internal targets and public goals with clear metrics.
- Report all incidents and near misses according to reporting requirements, including thorough investigation, follow-up and communication of lessons learned.
- Monitor and report transparently on our annual progress against public goals.
- Engage employees on environmental issues, goals, plans and metrics.
- Ensure those responsible for this policy and our environmental goals have the necessary skills and competencies to lead and support our agenda.
- Collaborate with others to promote environmental care, increase understanding of environmental issues and share best practices.
- Monitor and respond to external issues and public concerns related to the environment.

Unilever's Environmental Care Framework Standards (ECFWS) apply to all our operations and mandate that the Environmental Policy is implemented at all Unilever sites. The ECFWS requires sites to identify potential serious environmental incidents or emergencies and establish comprehensive plans to prevent or mitigate their likely consequences. Our manufacturing sites undergo Environmental Compliance Audits and are reviewed by Corporate Audit to assess the robustness of their ECFWS implementation.

Value Chain

Unilever's Responsible Partner Policy (RPP) applies to our business partners in our upstream and downstream value chain. It also includes expectations for suppliers to cascade equivalent requirements within their own supply chains. It sets out the mandatory requirements suppliers must meet and the mandatory management systems we expect them to have in place to identify and manage significant environmental risks.

Specifically, the principles and requirements relating to our material Environmental IROs are:

- **Greenhouse gas (GHG) emissions:** Reduce GHG emissions in line with the goal of the Paris Agreement to limit global warming to well below 2°C compared to pre-industrial levels. This includes complying with all legal requirements and holding necessary permits for GHG emissions management and reduction.
- **Water consumption and management:** Reduce water usage, especially in areas of high water stress, and manage wastewater discharge (pollution of water) appropriately. This includes complying with water-related laws and permits.
- **Nature protection:** Conduct business in a way that protects, preserves and regenerates nature (including biodiversity), and ensures no deforestation or conversion occurs. This includes ensuring suppliers provide deforestation- and conversion-free materials.

- **Plastic use and waste:** Reduce plastic use and waste to help create a transparent and circular economy for plastics. This includes complying with legal requirements with respect to plastic feedstock sourcing, plastics production, storage, transport and end-of-life management.
- **Waste generation:** Reduce waste generation and ensure waste is stored, handled, transported and disposed of in a manner that protects health, safety and the environment.

We verify alignment to and achievement of our RPP's mandatory requirements and mandatory management systems through self-declarations at registration, annual re-registration to our systems, routine due diligence and risk-based audits.

Unilever's People & Nature Policy is a cross-commodity policy supported by guidelines that set out our requirements to Direct Suppliers of In-Scope Materials. The policy sets out four principles that these suppliers are required to comply with:

- **Protecting natural ecosystems from deforestation and conversion:** We are committed to ensuring that the in-scope materials entering our supply chain will not originate from deforested land or converted natural ecosystems.
- **Respecting and promoting human rights:** We are committed to respecting and advancing the human rights of all people in line with the UN Guiding Principles on Business and Human Rights.
- **Transparency and traceability:** We are committed to transparency and traceability in sourcing, governance and reporting to enable us to drive continuous improvement.
- **Being a force for good for people and planet:** We are committed to working through partnerships to protect natural ecosystems within our supply chain, encouraging legal recognition of customary rights, implementing regenerative agricultural land use practices, and finding ways to restore damaged landscapes.

We seek to implement and independently verify the policy requirements over time with all our suppliers.

Unilever Sustainable Agricultural Principles (SAPs) are a collection of good practices designed to codify important aspects of sustainability in farming, plantation and supply chain management, with the goal to positively transform agricultural practices for people, nature and climate. They are made up of six core principles, which set out that the benchmarked standards should:

- Promote agricultural and business practices that ensure integrity and accountability in a way that is transparent and traceable.
- Contribute to an agricultural supply chain that maintains and regenerates soil health, supports appropriate land use, conserves and regenerates natural resources (including water resources), reduces waste and pollution, and avoids the introduction of invasive species.
- Encourage agricultural practices that minimise greenhouse gases, improve energy efficiency and accelerate decarbonisation across the agricultural supply chain, while building climate resilience and adaptation.
- Cover the respect and advancement of required human rights principles and ensure that these are implemented in line with the UN Guiding Principles on Business and Human Rights.
- Safeguard the welfare of all livestock, including good animal husbandry practices that adhere to appropriate guidelines on animal housing, feeding, health and breeding.
- Promote an agricultural supply chain with suppliers and farmers who are committed to continuous improvement to advance sustainable agricultural practices within the sector.

We use the SAPs to benchmark external third-party certification schemes and standards. The standards are implemented by our suppliers and farmers and enable us to source agricultural materials sustainably on an ongoing basis.

Our ULE governs the Unilever Environmental Policy and Environmental Care Framework Standards. The Chief Supply Chain Officer governs the Responsible Partner Policy, People & Nature Policy and Sustainable Agricultural Principles.

Our policies underpin our approach to sustainable business. We make key Unilever policies (including the Unilever Environmental Policy, RPP and SAP) publicly available on our website to ensure that we are transparent in our approach, providing access to all our stakeholders.

Climate

GOVERNANCE

Sustainability performance and incentives

We continue to formally link remuneration for management employees, including the ULE, to performance against our sustainability goals. We have outlined the details of this in the General Information section on page 215 and the Directors' Remuneration Report on pages 97 and 99. Within this framework, progress against our climate goal in 2025 is measured on the reduction of our scope 1 and 2 greenhouse gas (GHG) emissions.

Climate Transition Action Plan

Our second Climate Transition Action Plan (CTAP) was approved by shareholders in 2024. It outlines our 2030 climate targets and the mitigation, adaptation and advocacy actions we will take to achieve them. These actions are integrated into the annual three-year strategic planning cycle of each Business Group.

The CTAP sets out our long-term ambition to achieve net zero GHG emissions by 2039. The CTAP has not been revised in 2025 as a result of the demerger of our Ice Cream business; impacts on our decarbonisation levers and actions will be reviewed in 2026.

Climate targets

We have set near-term climate targets to reduce absolute GHG emissions from our operations (scope 1 and 2) and our value chain (scope 3). Our scope 1 and 2 target was set versus a 2015 baseline using the market-based approach. It was first validated in 2017 by the Science Based Targets initiative (SBTi) as compatible with a 1.5°C pathway in line with the Paris Agreement. In 2024, SBTi validated that our proposed scope 3 targets conform with the SBTi Criteria and Recommendations for Near-Term Targets version 5.1. We selected a 2021 baseline date for our scope 3 targets, for which we have more accurate data. We regularly review our approach with SBTi.

Scope of target	Target	Timeline
Scope 1 and 2 emissions from our operations	100% reduction	By 2030, against a 2015 baseline
Scope 3 energy and industrial GHG emissions from purchased goods and services (ingredients, packaging), upstream transport and distribution, energy and fuel-related activities, direct emissions from use of sold products (HFC propellants), end-of-life treatment of sold products, and downstream leased assets (ice cream retail cabinets)	42.0% reduction	By 2030, against a 2021 baseline
Scope 3 forest, land and agriculture (FLAG) GHG emissions from purchased goods and services (ingredients)	30.3% reduction	By 2030, against a 2021 baseline

Climate mitigation actions

We have identified the following decarbonisation levers and actions that will contribute to the delivery of our climate targets across our operations and our value chain:

Decarbonisation lever	Key action	Details
Scope 1 and 2 (our operations)		
Thermal and electrical energy	Improving efficiency and using alternative sources	Improving thermal and electrical efficiency. Introducing more solar thermal technology, electrifying thermal processes and transitioning to sustainably sourced biofuels.
Renewable power	Increasing on-site and enabling off-site renewable energy generation	Increasing on-site renewable electricity generation and enabling off-site generation through large-scale physical and virtual power purchase agreements (PPAs).
Refrigeration ^(a)	Reducing emissions from refrigeration	Phasing-out high-impact systems and training teams to identify, report and prevent leaks from existing systems.
Scope 3 (value chain)		
Supplier Climate Programme	Scaling the programme	Building supplier capability through best-practice sharing, innovative partnerships and access to technical assistance and financing. Embedding climate goals into procurement strategies to drive supplier-level climate actions at scale, and engage on industry initiatives that advance standardised, transparent approaches to scope 3 decarbonisation.
Reformulating products	Using innovative ingredients	Developing lower GHG products including the use of low GHG ingredients and packaging, and reducing palm oil usage in soap bars.
Forest-risk commodities	Investing in our value chain	Building supply chain infrastructure to meet deforestation-free requirements, enrolling more suppliers and smallholder farmers in our direct sourcing programmes and smallholder development hubs, and driving improvements in the processing of forest-risk commodities.
Regenerative agriculture	Scaling up adoption	Scaling up adoption of regenerative agriculture in our Foods business and working across shared supply chains with other businesses that share our suppliers to amplify the impact of programmes.
Chemical ingredients	Reducing GHG intensity	Reducing the GHG intensity of soda ash and linear alkylbenzene sulfonate (LAS) production through increased use of renewable energy sources and alternative feedstocks.

(a) To be updated post the demerger of the Ice Cream business.

Decarbonisation lever	Key action	Details
Packaging	Reducing material use	Designing new product packaging formats, transitioning to recycled and renewable feedstocks, and designing packaging for recycling. Supporting the development of waste management infrastructure.
Logistics	Improving efficiency	Redesigning our network, increasing utilisation of intermodal transport, and scaling up electric and alternative fuel vehicles.
Ice cream cabinets ^(a)	Increasing energy efficiency	Renewing cabinet fleet with more energy-efficient models and transitioning to renewable energy.
Aerosol propellants	Developing alternatives	Using less GHG-intensive propellants.

(a) To be updated post the demerger of the Ice Cream business.

Climate adaptation actions

Some of our mitigation actions described above include an element of adaptation, which is helping our business respond to the current and expected physical impacts of climate change.

Examples include programmes to end deforestation and scale up regenerative agriculture, which can help communities adapt to climate change and increase the resilience of our supply chains through healthier soils, which are better able to cope with more extreme weather patterns.

We are taking some other, more specific, adaptation actions outside of our CTAP. Examples include:

- Flexible production between manufacturing sites.
- Water stewardship programmes in water-stressed sites.
- Developing supplier strategies for alternative, sustainably sourced materials to build supply chain resilience.
- Leveraging climate-driven consumer demands, such as fabric cleaning products that work at lower temperatures.

Climate advocacy actions

To maximise the impact of Unilever’s actions and to create a level playing field, we advocate for policies that drive the global transition to net zero.

Our cross-cutting advocacy plans aim to:

- Raise the ambition of national climate strategies and plans in key markets to align with a 1.5°C pathway.
- Ensure carbon is priced at levels necessary for the delivery of the Paris Agreement goals.
- Scale up renewable energy capacity and secure the rapid phase-out of fossil fuels, including fossil fuel subsidies.
- Support forest protection and nature restoration.
- Encourage evolution of GHG Protocol standards to incentivise faster emissions reduction actions in value chains.

Our full CTAP is published on our website at unilever.com. See page 227 for details of the progress made in implementing our CTAP in 2025 and page 247 for our EU Taxonomy disclosures.

Interaction of material risks with strategy and business model

Nature and climate change are inextricably linked, with climate change being a key driver of biodiversity loss and nature a key tool in combating rising global temperatures and related impacts. As a company dependent on agricultural commodities and energy-intensive chemical ingredients, we recognise that climate change is likely to impact our business over the short, medium and long term, with potential impacts on suppliers, consumers, customers and other stakeholders. Unilever’s response to climate change has long been embedded into our way of doing business, and our actions to reduce our impacts on nature are also integral to reducing our agriculture and land-based emissions.

In 2024, we extended our climate principal risk to include both climate and nature, of which biodiversity is an important element. In 2025, we updated our quantitative scenario analysis of our most material climate and nature risks and drivers to further assess our exposure and understand the potential financial implications to our business. These risks encompass both physical and transition risks – such as extreme weather events, biodiversity loss and increasing carbon prices – and stem from global climate change itself and societal responses to address it. Each of these risks has the potential to influence our strategy and operating model.

Our assessment considered climate- and nature-related risks across our business model and value chain (upstream, own operations and downstream). We used credible and available pathways and data sources to quantify such risks where feasible.

In line with leading practice, we conducted scenario analyses to assess and understand the resilience of our strategy and business model under a range of possible futures. These scenarios align with the Shared Socioeconomic Pathways (SSPs) as defined in the Intergovernmental Panel on Climate Change (IPCC’s) Sixth Assessment report. We selected climate scenarios based on their relevance, usefulness and data availability, and included a <2°C-aligned pathway (SSP1-2.6), <3°C-aligned pathway (SSP2-4.5) and >4°C-aligned pathway (SSP5-8.5). The selected nature scenarios align with the climate scenarios based on their temperature goals and policy ambitions.

Last year, we disclosed results against a specific 1.5°C-aligned pathway. This year, we have disclosed a <2°C scenario based on updated research, such as the United Nations Environment Programme (UNEP) Emissions Gap Report 2025:

- For our transition risks, our models reference external scenario datasets with the most stringent emissions pathways aligned with a 1.5°C scenario, such as the Network for Greening the Financial System (NGFS) ‘Net Zero 2050’ and International Energy Agencies (IEA) ‘Net Zero Emissions by 2050’ scenarios.
- For our modelled physical risks, there is less data availability for SSP1-1.9 so we have used SSP1-2.6 as a suitable proxy given that the ‘very likely range’ of temperatures for this pathway is 1.3-2.4°C. We will revisit this decision in the future once sufficient data becomes available for SSP1-1.9 to allow for detailed financial risk modelling.

The table below outlines a brief description of each scenario.

Topic	Scenario	Scenario Description
Climate	<2°C (SSP1-2.6)	Global temperatures increase until approximately 2070 before decreasing to remain below 2°C by 2100, in line with the Paris Agreement of limiting warming to below 2°C. This is achieved through globally coordinated climate policies and technological innovation. Net zero CO ₂ e achieved by approximately 2070.
	<3°C (SSP2-4.5)	Global temperatures increase but are limited to less than 3°C by 2100. Global development and climate action progress unevenly; some sustainability measures are adopted, but fossil fuel use continues and mitigation efforts are moderate. Net zero is not reached by 2100, although CO ₂ e levels decline from approximately 2040.
	>4°C (SSP5-8.5)	Global temperatures continue to increase and exceed 4°C by 2100. There is no globally coordinated climate policy and irreversible tipping points are at increasing risk of being crossed. CO ₂ e levels continue to rise throughout the 21st century.
Nature	High Nature Preservation	Aligned with the Taskforce on Nature-related Financial Disclosures (TNFD) ‘Ahead of the Game’ scenario and utilising the Food and Agriculture Organization (FAO) ‘Towards Sustainability’ data, this scenario focuses on high transition risks and the implications of a resilient economy transitioning to a world with lower ecosystem degradation. It assumes strong COP15-aligned policies and coordinated global climate efforts limiting warming to well below 2°C, reducing biodiversity loss and ecosystem degradation.
	Delayed Nature Action	Utilising FAO ‘Stratified Societies’ data, this scenario assumes acute disruptions to ecosystem services, such as water scarcity, pollination collapse or soil degradation, which results in impacts to operations, supply chains and resource availability. This triggers rapid and coordinated responses from governments, markets and civil society, including urgent policy shifts, consumer behaviour changes and financial reallocation toward nature-positive solutions.
	High Nature Degradation	Aligned with the TNFD ‘Sand in the Gears’ scenario and utilising FAO ‘Business as Usual’ data, this scenario assesses business resilience to high ecosystem service degradation and the physical and systemic risks associated with continued environmental decline. It assumes fragmented global efforts and insufficient climate policies drive temperatures above 2°C by 2050, worsening biodiversity loss and environmental decline, and escalating risks for businesses and communities.

The scenario analysis considered how climate- and nature-related risks would impact our business over the following time horizons:

- **Near term: 2025–2030.** Aligns with our three-year strategic plans and captures near-term operational risks and policy changes. Additionally, this time period reflects several of our targets, such as those pertaining to scope 3 emissions and plastics (see pages 229 and 243).
- **Medium term: 2031–2039.** Aligns with Unilever’s net zero emissions long-term ambition (see page 229) and reflects the period when transition risks, such as carbon pricing, changing consumer behaviours and supply chain decarbonisation, are likely to intensify.
- **Long term: 2040–2050.** Aligns with global society’s aim to achieve climate neutrality by 2050 and coincides with long-term systemic economic shifts, worsening physical climate risks, and deep decarbonisation trajectories that could transform our business environment.

The table on the following page summarises the potential financial impacts for each climate- and nature-related risk under different scenarios. It also highlights how these impacts and materiality change over time, specifically as the time horizon shifts from the short-term to the long-term. Risks are presented as the associated revenue or cost impact as a percentage of total revenue, and categorised based on a relative risk rating. Calculations exclude data relating to Ice Cream, which was demerged in December 2025.

These potential financial impacts are based on high-level quantitative assessments. They do not include any assumptions about the impact of actions we would undertake to mitigate these risks, other than in respect of the net assumptions detailed in the tables below. As a result, these quantifications do not represent any type of financial forecast and are not directly incorporated into long-term cash flow projections. However, impacts are considered as part of our impairment and viability assessments to ensure we are well placed to manage these risks and meet our obligations.

ENVIRONMENTAL DISCLOSURES

Relative Risk Rating Very low <1.5% Low 1.5 – <3.5% Medium 3.5 – <6.5% High 6.5 – 8.0% Very high >8.0%

Financial Impact w.r.t. revenue (%)

Changing climate and extreme weather events (physical risk)

		<2°C			<3°C			>4°C			Assumptions
		2030	2039	2050	2030	2039	2050	2030	2039	2050	
Increased drought and water scarcity impacting crop growth.	Gross										<p>Gross: Crops (including paper and board): Food and Agriculture Organization (FAO) crop production data trends from 2015 to 2050 are used to extrapolate projections up to 2070; rainfed crop production data is used where available, irrigated data is used otherwise; crop categories from FAO soil erosion data are mapped to Unilever crops; crops are assigned specific elasticity factors based on U.S. Department of Agriculture (USDA) data.</p> <p>Net: Crops: A share of crop prices is fixed via hedging instrument. 50% pass-through rate to the end consumer.</p>
	Net										
Extreme temperatures impacting agricultural productivity/harvesting.	Gross										
	Net										
Extreme temperatures impacting paper and board.	Gross										
	Net										

Ecosystem change and degradation/biodiversity loss (physical risk)

		<2°C			<3°C			>4°C			Assumptions
		2030	2039	2050	2030	2039	2050	2030	2039	2050	
Outbreaks of diseases and pests impacting crop growth and agricultural productivity.	Gross										<p>Gross:</p> <ul style="list-style-type: none"> Crops: Underlying crop gross assumptions are the same as in 'Changing climate and extreme weather events' (see above). Diseases and pests: Probability of pest/disease occurrence increases in line with maximum daily temperatures; pest sensitivities and yield losses are defined for each crop type; assessment informed by external literature and databases. Pollinators: FAO production quantity data per country used as proxy for Unilever sourcing regions; 10 of 12 key crops included (vegetables, cereals and starches, cocoa, coconut oil, palm oil, paper and board, rapeseed oil, soy oil, sugar, tea); dairy and vanilla excluded; elasticity factors assigned to each crop using USDA data; 2015 land use patterns considered as historical baseline for calculating changes in land area under different scenarios. Soil erosion: Refers to topsoil stripped away due to natural causes such as rainfall and wind, excluding human land use practices; dairy excluded from soil erosion assessment; soil erosion academic literature has informed modelling. <p>Net (all models): A share of crop prices is fixed via hedging instrument. 50% pass-through rate to the end consumer.</p>
	Net										
Loss of pollinators impacting crop growth and agricultural productivity.	Gross										
	Net										
Deforestation, land use change, monocultures and overuse of fertilisers accelerating soil erosion.	Gross										
	Net										

Reduced product demand due to changes in water access (transition risk)

		<2°C			<3°C			>4°C			Assumptions
		2030	2039	2050	2030	2039	2050	2030	2039	2050	
Lower water availability leading to reduced demand for high water usage products.	Gross										<p>Gross: Consumers across all market regions exhibit consistent demand elasticity patterns for household water-dependent products in each product category; revenue separated into more granular detail using proportion of plastics sold in each region for countries where revenue classified as others; customer behaviours informed by water stress norms and adaptive capacity indices in each region.</p>
	Net	Net risk not modelled									

Carbon pricing (transition risk)

		<2°C			<3°C			>4°C			Assumptions
		2030	2039	2050	2030	2039	2050	2030	2039	2050	
Increases in direct and indirect carbon pricing resulting in higher costs.	Gross										<p>Gross: Direct carbon pricing includes manufacturing, operational and distribution costs; indirect carbon pricing includes costs for raw material suppliers due to higher costs for energy sources such as electricity and fossil fuel. Emissions assumed to decrease with Unilever forecasts; coverage assumptions based on relevant carbon pricing mechanisms; given complex supply chains, scope 3 emissions apportioned to relative jurisdictions based on scope 1 and 2 emissions proportions.</p> <p>Net: Emissions assumed to decrease in line with emissions reduction targets for scope 1 and 2. 50% pass-through rate to the end consumer.</p>
	Net										

Extended producer responsibility (EPR) schemes for packaging and other plastic-related taxes (transition risk)

		<2°C			<3°C			>4°C			Assumptions
		2030	2039	2050	2030	2039	2050	2030	2039	2050	
Expansion and increase in EPR and other plastic-related taxes.	Gross										<p>Gross: Proportion of plastics in each component put onto the market assumed to be equivalent to upstream packaging volumes data; EPR pricing is assumed to grow in line with Organisation for Economic Co-operation and Development (OECD) plastics scenarios, specifically 'Global Ambition' for <2°C scenario and 'Regional Action' for <3°C scenario, to reflect regulatory uptake based on global sustainability behaviours; EPR pricing is assumed to grow in line with 'plastic demand' in NGFS Current Policies for >4°C scenario; EPR pricing of recycled plastic assumes a 30% eco-modulation fee based on external research.</p> <p>Net: 50% pass-through rate to the end consumer.</p>
	Net										

Effects of identified risks on our business model

This section outlines the risks that have been assessed, their potential effects on our business model, and the corresponding mitigation measures in place. Where relevant, we identify specific geographies or operational areas where climate- and nature-related risks are most concentrated.

Agricultural commodity-related risks

We source ingredients from sectors that are deeply dependent on the natural world, particularly agriculture, which is increasingly vulnerable to the impacts of climate change and biodiversity loss. Biodiversity underpins the resilience and productivity of the natural systems we depend on for raw materials. Environmental pressures therefore pose significant risks to supply chain stability and productivity, potentially affecting crop yields, raw material availability and long-term sourcing strategies.

Our assessment demonstrates that as global temperatures increase and nature continues to degrade, financial risk increases. The >4°C and high nature degradation scenarios indicate physical risks will become more pronounced over time. This includes rising temperatures, extreme weather, water shortages and soil depletion, and significant biodiversity risks, such as loss of pollinators, pest outbreaks and adverse land use changes. These pressures are expected to reduce agricultural yields, limiting the supply of key crops. Shock events from systemic risks, such as pest outbreaks and extreme weather, are expected to increase in frequency and magnitude, impacting the agriculture sector directly in some regions initially and cascading through the wider economy. These scenarios may lead to transition risks, including increased activism and potential reputational damage.

Deforestation poses a risk to our supply chain as well as a reputational risk to our business. Land use regulations to conserve and expand forest land could reduce land available for agriculture in the short term, which could lead to higher raw material prices. For key ingredients like palm, subject to regulations such as EU Deforestation Regulation (EUDR), we are building supply chain infrastructure to meet deforestation-free requirements and enrolling more suppliers and smallholder farmers in our direct sourcing programmes and smallholder development hubs. We are also scaling up regenerative agriculture and collaborating across shared supply chains to amplify impact.

Given our reliance on agricultural commodities, these risks pose a direct and significant threat to our supply chains, operational continuity and long-term value creation. This is compounded by possible global responses – regulatory shifts, changing consumer expectations and investor scrutiny – demanding greater transparency and action.

Our business model integrates strategies such as commodity hedging to address these risks, enhance resilience and increase our capacity to respond.

Plastic-related regulatory risk

As a global consumer goods company, we recognise that our reliance on plastic materials, particularly in packaging, exposes us to increasing regulatory risk. Governments worldwide are intensifying efforts to reduce plastic pollution, with a growing number implementing extended producer responsibility (EPR) schemes, plastic usage taxes and stricter compliance frameworks. Our assessment indicates this risk is especially elevated in OECD countries, where regulatory maturity is high and both coverage and costs are expected to increase to 2050. Our plastics footprint also increases exposure in some jurisdictions, notably the EU.

We have set ambitious plastics targets, including increasing the use of recycled content in our packaging, reducing our virgin plastic footprint, and increasing the reusability, recyclability and compostability of our packaging (see page 243). These targets support the delivery of our sustainability strategy and serve to mitigate financial and compliance risks associated with evolving global regulations.

In preparing our 2025 Unilever consolidated financial statements, we have considered the impact of both physical and transition climate change risks, and any planned mitigations, on the current valuation of our assets and liabilities. From our review of key financial statement areas, including impairment assessments, cash flow forecasts and asset valuations, we have not identified any material impact on financial reporting judgements or estimates as at 31 December 2025. We will continue to closely monitor evolving regulatory developments and assess any resulting implications on the valuations of our assets and liabilities in future years. See note 1 on page 134 of the consolidated financial statements.

Resilience of our strategy and business model to climate risks

Our scenario analysis provides us with insights into potential business and financial risks. Although significant uncertainties remain about the extent, timing and geographic location of both physical and transition climate risks to our business. These insights are an important input into our medium- and long-term strategic planning and in 2026, will be reviewed as we shape our sustainability ambitions beyond 2030.

Physical climate risks may impact our business and our supply chain in all scenarios, causing damage and disruption, reducing crop yields and driving up commodity prices. Rising temperatures and extreme weather, including drought and water scarcity, increase adaptation and mitigation costs and may reduce demand for our products, especially household water-dependent products and in more climate-affected regions. To mitigate these risks, we are:

Building resilience in our supply chain: Our supply chain and procurement teams manage a range of supply-related risks, including those influenced by climate factors, through established processes and an ongoing resilience programme implemented across all regions. This programme includes structured risk assessment, early-warning practices and coordinated mitigation planning to support continuity of supply. In recent years, procurement has introduced new digital capabilities, including the use of AI, to strengthen risk visibility and improve the consistency of decision-making. These capabilities help us monitor potential disruptions to supplier sites, logistics routes and material availability, providing early signals that inform mitigation actions. The tools and processes supporting this work are being progressively rolled out across teams globally and will continue to evolve as adoption increases.

Scaling up regenerative agriculture: Resilience is at the heart of our regenerative agriculture programmes, where we work to protect and regenerate the natural and agricultural ecosystems in our value chain and support the people whose livelihoods depend on them. For example, we have several projects in place to support Knorr’s supply chain. In Spain, we work in partnership with a tomato supplier, Agraz, to address challenges such as low rainfall and soil degradation. Practices include water-saving techniques like precision irrigation and use of organic fertilisers to improve soil health. In Italy, we also partner with Parboriz, employing regenerative agriculture practices such as water management and crop rotation to address challenges in rice farming, including water pollution, GHG emissions and declining biodiversity.

Sourcing our commodities responsibly: We remain focused on maintaining deforestation-free sourcing across our primary deforestation-linked commodities and continuing to implement our sustainable sourcing programmes. These initiatives help suppliers adopt resilience practices and also increase the transparency of our sourcing decisions. We have invested over €280 million in Unilever Oleochemicals Indonesia (UOI) via which more than 50% of our palm derivatives are processed. Direct sourcing of palm feedstocks brings better transparency and traceability, and places less reliance on intermediaries.

Implementing water stewardship programmes: In 2025, we had 29 sites in water-stressed areas with an active water stewardship programme in place (excluding one programme related to Ice Cream). Interventions within our factories focus on reducing water usage, promoting reuse and encouraging recycling. Within river basins where our factories are located, we work to reduce supplier water usage, improve community access to water, or replenish resources through landscape projects such as reforestation.

Leveraging the diversity of our portfolio: While our ability to predict and respond to demand shocks may be limited, we are positioned to leverage the diversity of our portfolio and the strength of our affordable core brands to mitigate some of the impact.

Hedging against commodity price rises: We forward-buy traded commodities and use other similar mechanisms to hedge against price rises in the short term, including those arising from climate change. The Global Commodities team monitors market insights and risks for all key commodities on an ongoing basis to develop hedging proposals.

Transition risks are also expected to impact our business. Earlier or more comprehensive implementation of global carbon pricing, evolving sustainable supply chain regulations (e.g. EUDR or CSDDD), and broadening of EPR schemes and plastic usage taxes could increase costs. To reduce the impact of these risks, we are:

Reducing our GHG emissions: We are taking action to reduce our most material GHG emissions, as set out in our CTAP, and mitigate the potential financial impact of carbon prices. Our actions include supplier engagement to reduce emissions from our raw materials and ingredients, as well as product redesign strategies towards lower GHG ingredients or formulations.

Advocacy: While the potential financial effects of carbon prices in the 2°C scenario may be significant to our business, the <3°C and >4°C scenarios would pose profound challenges to global economic stability and thus even greater uncertainty for our business. We continue to advocate externally to ensure carbon is priced at levels necessary to achieve the Paris Agreement goals. This will be key to meeting our 2030 targets and net zero ambition. Our wider climate advocacy is both critical to supporting the achievement of our climate targets and to driving systemic global initiatives to reduce the likelihood of the more extreme scenarios and their impacts.

See page 243 for details on our approach to reducing plastic-related regulatory risks.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Policies

Unilever’s climate policies, which include policies related to our own operations and our value chain, are disclosed in our Environmental policies section on page 221. The table below demonstrates how these policies address our material climate-related impacts and risks.

	GHG emissions ^(a)	Land use regulation	Product regulations and claims	Energy transition
Environmental Policy	■		■	■
Responsible Partner Policy	■	■		
People & Nature Policy	■	■		
Sustainable Agricultural Principles	■	■		
Hedging Policy ^(b)	■			■

(a) Includes GHG emissions in our own operations and value chain, and impacts relating to changing climate and extreme weather events and carbon prices.
 (b) Unilever’s hedging policy is provided in note 16 of the Financial Statements on page 166. This forms part of the Treasury standards ultimately owned by the CFO.

Actions

The key actions we have taken in 2025 against each decarbonisation lever identified in our CTAP are set out below.

Scope 1 and 2 (our operations)

Efforts to reduce emissions from our operations continue to focus on driving energy efficiency measures, sourcing renewable electricity and decarbonising our thermal energy consumption.

In 2025, we implemented a hybrid wind and solar direct Power Purchase Agreement (PPA) in Poland, a multi-buyer PPA with our collaborative manufacturers in India, and a virtual PPA in Spain. We scaled up the electrification of thermal energy by installing industrial-scale heat pumps at sites in the Philippines and India, and we increased our use of electric boilers with an installation at our Cavite site in the Philippines. We also made progress in our transition to renewable fuels. For example, our Vinhedo and Valinhos sites in Brazil now use biomethane instead of natural gas.

Expanding the Unilever Oleochemicals Indonesia (UOI) refinery is a key part of our growth strategy, however we need to ensure this growth does not impact delivery of our scope 1 and 2 climate target. To help manage this, we partner with KIS Group, a leading biogas provider in Asia, to secure biomethane supplies for the facility. Together, we currently source biomethane from two mills (2024: 2) in our sustainable palm oil development programme and aim to scale to additional mills in coming years.

Having seen early success through sourcing biomethane produced from palm oil mill effluent (POME) in Indonesia, we are advocating for wider expansion of biomethane production in Indonesia. In October, along with the Indonesian Ministry of Energy, we co-hosted a public-private roundtable focused on scaling biomethane production.

Scope 3 (value chain)

The table on page 229 demonstrates the contribution of our identified scope 3 decarbonisation levers towards our targeted GHG emissions reductions to 2030.

Supplier Climate Programme

Over 60% of our GHG emissions in scope of our net zero ambition come from raw materials, ingredients and packaging, so accelerating the decarbonisation of key suppliers remains a priority.

By the end of 2025, almost 200 suppliers (2024: 181) were actively participating in the Supplier Climate Programme (SCP), accounting for over 40% of Unilever’s scope 3 emissions from raw materials, ingredients and packaging. We expanded our supplier product carbon footprint (PCF) data collection, receiving submissions from 91 suppliers and collecting over 2,000 PCF data points. Validated PCFs submitted in 2025 were calculated in line with the WBCSD’s Partnership for Carbon Transparency (PACT) methodology and incorporated into our 2025 scope 3 GHG emissions calculation. This data helps us and our suppliers identify, plan and deliver measurable emissions reductions.

In 2025, we deepened engagement through the SCP working with 25 suppliers to identify GHG hotspots and decarbonisation opportunities across their value chains.

An example of supplier level climate action is our work with key aluminium can suppliers to reduce aerosol packaging emissions by sourcing aluminium produced with low-carbon energy. Building on this progress, we intend to engage with a larger subset of SCP suppliers to develop targeted action plans and drive supplier level climate action in the future.

Additionally, we strengthened enablers of the SCP through a combination of external partnerships and internal capability building. In India, HSBC provides lower cost sustainability linked financing to select suppliers, which Unilever supports by helping suppliers meet the requirements of the SCP. Upskilling our procurement teams was prioritised to improve the quality of climate engagement with their suppliers, delivering training in Brazil, India and Poland. We also continued engaging with industry-wide initiatives such as WBCSD’s PACT and the Scope 3 Peer Group.

Reformulating products

Reformulating our products remains an important opportunity for emissions reduction. Our Business Groups continue driving innovation, aiming to deliver superior products at great value while reducing environmental impact. Examples of 2025 innovations include:

- **Personal Care:** We advanced our soap bar reformulation programme, using patented novel structuring technology to reduce palm oil-derived total fatty matter while improving efficacy and consumer benefits. In 2025, we scaled this across priority soap bar brands in India and Indonesia following a successful launch in 2024. Additional market rollouts are planned for 2026.
- **Home Care:** We expanded our Wonder Wash laundry detergent range, designed for short cycles, across more geographies and with new variants. In addition, we rolled out RhamnoClean technology – a 100% natural, biodegradable and renewable biosurfactant – into our core hand dishwash products in Indonesia.

Forest-risk commodities

GHG emissions from the sourcing of our five primary deforestation-linked commodities (palm oil, paper and board, tea, soy and cocoa) arise predominantly from land use change, agricultural practices and downstream processing. In 2025, we exceeded 95% purchase volumes of these commodities as deforestation-free, based on our requirements.

Palm oil is the most material forest-risk commodity in our supply chain. To address this, we have increased our direct sourcing of palm feedstocks, improving traceability and helping us maintain no deforestation. Since 2021, we have invested over €280 million in UOI (2024: €218 million) via which more than 50% of our palm derivatives are processed.

Our deforestation-free landscape strategy aims to empower smallholders within our supply chain. We continued to increase the number of smallholders across Indonesia trained in sustainable agricultural practices, with around 29,500 trained since January 2024.

Regenerative agriculture

In 2025, we implemented 12 new regenerative agriculture projects, bringing our total to 34 projects (excluding one project relating to Ice Cream) covering 254,000 hectares since 2021. Our Foods business is partnering with CJ Selecta to roll out regenerative soybean farming across 45,000 hectares of Brazil’s Cerrado by 2030. This area is estimated to cover the equivalent of 70–90% of the soybean oil used in Hellmann’s mayonnaise production in Brazil annually.

We continue to evaluate alternative models to expand scale and drive impact. In 2025, we partnered with PepsiCo to support North American soy farmers transitioning to regenerative agriculture under the STEP up for Agriculture initiative and aim to establish additional pre-competitive partnerships and coalitions going forward. See page 240 for our Biodiversity and Ecosystems disclosures.

Chemical ingredients

Two key chemical ingredients used in our laundry and cleaning products – linear alkylbenzene sulphonate (LAS) and soda ash – account for a significant proportion of our scope 3 GHG emissions. Achieving our reduction targets requires decreasing the GHG intensity associated with both LAS and soda ash production.

In 2025, collaboration continued with a strategic partner to reduce the GHG intensity of their LAS production. We also continued to secure volumes of lower-GHG soda ash from two key suppliers. This includes soda ash produced using biomass fuel sources and natural soda ash manufactured through less energy-intensive processes that avoid additional CO₂ during processing.

While there has been some industry movement towards lower-emission chemicals, progress remains slow. We continue to engage a broad spectrum of stakeholders including policymakers, NGOs, industry, academics and trade associations to drive a faster transition. See page 269 for details on our advocacy work in the chemicals sector.

ENVIRONMENTAL DISCLOSURES

Packaging

Emissions from packaging predominantly arise from packaging production and at end of life through incineration or landfill. In 2025, we reduced our use of virgin plastics for the packaging of our products by 29% versus a 2019 baseline. We also reported 57% of our plastic packaging to be reusable, recyclable or compostable. Through our purchase of recycled plastic, strategic partnerships and participation in extended producer responsibility (EPR) schemes, we collected and processed more plastic than we sold in 2025.

Our future packaging plans focus on developing next-generation solutions that are reusable, recyclable or compostable. We will also continue to reduce virgin plastic use. See page 243 for our Resource Use and Circular Economy disclosures.

Logistics

Our global logistics and distribution networks contribute to GHG emissions from fossil fuel use. In 2025, we saw an 8% increase in our scope 3 upstream transport and distribution (logistics) emissions compared to the prior year. This was due to the adoption of the latest Global Logistics Emissions Council (GLEC) framework which resulted in an increase in emission factors. Nonetheless, we made progress in areas such as network transformation, route optimisation, truck loadability enhancement, and transshipment reduction across key markets. In parallel, we maintained a strong emphasis on expanding the use of alternative fuels and electric vehicles (EVs). For example, we scaled up the usage of EVs in the regions of Greater Asia, Greater China, Latin America and PTAB. Similarly, the use of hydrotreated vegetable oil (HVO) continued to increase in Europe, supporting our transition toward lower-carbon transport solutions. In North America, we continued to transition from diesel to renewable natural gas (RNG) on specific lanes, further strengthening our journey toward carbon reduction.

Ice cream cabinets

On 6 December 2025, Unilever completed the demerger of our Ice Cream business. The impact of the demerger on Unilever's Climate Transition Action Plan and climate targets will be reassessed in 2026.

Aerosol propellants

Outside of the US and Canada, Unilever uses natural hydrocarbon gases for aerosol spray formats, which are not classified as GHGs. However, in part due to historic restrictions in the US and Canada regarding volatile organic compound (VOC) regulations, our spray formulas in these markets use hydrofluorocarbon propellants, classified as GHGs.

In 2025, we made progress developing alternative propellant systems to replace hydrofluorocarbon propellants in North America. Dove launched an alternative propellant with a lower Global Warming Potential within its hairspray portfolio in the US and Canada. Two additional Personal Care Power Brands are preparing to launch a novel technology in early 2026. We continue to explore solutions for further launches across Unilever's aerosols portfolio.

Climate & Nature Fund

In 2025, our total Climate & Nature Fund commitments since 2020 were €0.76 billion (2024: €0.67 billion). We invested in the continuous development of sustainable supply chains. In addition, we acquired a 14% stake in Lucro Plastecycle Private Limited (Lucro), a leading player in recycled flexible plastics in India, to scale up recycled flexible plastic content in packaging. We also partnered with Conservation International to restore mangroves in Ecuador. As part of our goal to protect and restore 1 million hectares by 2030, this partnership will increase the adaptive capacity and resilience of coastal communities through integrated management and restoration that positively impacts the area, ecosystem health and sustainable use of mangroves. Cumulative spend by the Fund since 2020 reached €0.5 billion against our commitment to invest €1 billion by 2030.

Our wider influence on society

Policy advocacy

In 2025, we made progress on many of our climate policy advocacy priorities. Key actions included:

- **Nationally Determined Contributions (NDCs):** Unilever called for greater national climate ambition and stronger NDCs at both global and national levels. We re-signed the Corporate Leaders Group (CLG) Europe's open letter urging the EU to adopt a science-based target of at least a 90% reduction in GHG emissions by 2040. Additionally, we were part of a business coalition calling for Australia to reduce GHG emissions by 75% by 2035 and featured in The Energy and Resources Institute (TERI) and We Mean Business Coalition's (WMBC) report on India's 2035 climate target, highlighting corporate leadership. Our report, *Bold Plans, Real Impact*, published in 2025, reinforces Unilever's role in driving ambitious climate action.
- **Renewable energy capacity and fossil fuel phase-out:** Unilever signed a joint statement coordinated by the RE100, published during the IEA/UK Energy Security Summit, urging ministers and business leaders to prioritise renewables and energy efficiency as pillars of long-term energy security. Additionally, we showcased our renewable energy deployment in markets, including a major solar electricity deal supporting suppliers in India, facilitated by government incentives. Our *Bold Plans, Real Impact* report underscores renewables as central to achieving resilient energy systems, as well as the phase-out of fossil fuels and their subsidies. During COP30, we supported the WMBC's statement urging governments to commit to a roadmap on the transition away from fossil fuels.
- **GHG measurement and target setting standards:** In 2025, we participated in the consultation and pilot testing process for the Science Based Targets initiative's Corporate Net Zero Standard Version 2 and contributed to the development of Conservation International's Principles for High-Integrity Insetting in the Land Sector. We also joined a group of companies committed to trialling Spheres of Influence, a new framework designed by Oxford Net Zero and Futerra to capture corporate action on climate that goes beyond traditional emissions accounting.
- **Chemical ingredients:** Unilever hosted a policy discussion in Brussels to examine measures advancing the transition to sustainable chemicals in Europe. At the event, a new report from Trinomics, *Circular Carbon Feedstocks for Sustainable Carbon-based Chemicals*, was presented, outlining six guiding principles for safeguarding the environmental sustainability of renewable and recycled feedstocks (RRC) for carbon-based chemicals. We continued to engage with the Indian government, chairing the Material Transition Working Group of the Resource Efficiency and Circular Economy Industry Coalition (RECEIC). In March 2025, RECEIC released a white paper highlighting areas requiring cross-industry co-operation to accelerate the transition. At the global level, we facilitated government participation in the Clean Energy Ministerial's Biofuture Platform.

Trade associations and industry partnerships

In 2025, we released an updated Climate Policy Engagement Review. It examines 26 of the key trade associations Unilever works with to assess alignment on critical climate policy issues for 2024 and identify areas where additional engagement is required.

ENVIRONMENTAL DISCLOSURES

METRICS AND TARGETS

Targets

Our near-term 2030 targets to reduce our GHG emissions have been set in accordance with a cross-sector emissions pathway and the draft GHG Protocol Land Sector and Removals guidance. They align with the near-term time horizon of 2030 considered in our resilience analysis. Our targets that monitor how we are responding to our nature-related risks are set out within Biodiversity and Ecosystems on page 241.

Our total GHG inventory boundary aligns with the operational boundaries defined on page 231. Inventories aligned to the scope of our net zero ambition and 2030 climate targets are subsets of the total inventory. As part of our critical assumptions for setting our GHG emission reduction targets, our 2030 modelled outcomes include our 2030 growth trajectories and reflect the expected technology advances, product formulation changes and portfolio shifts in the period. Our GHG emissions for 2015 (scope 1 and 2) and 2021 (scope 3) were considered as representative of Unilever's typical GHG emissions profile and form the baselines for our targets. No adjustments to targets or baseline values were made for the demerger of our Ice Cream business, which remained part of the group until 6 December 2025. This will be assessed for scope 1, 2 and 3 in 2026 following the demerger.

The table below sets out our baseline emissions, the scope of our baseline emissions covered for each target and the absolute 2030 GHG emissions target value.

Climate targets (million tonnes CO ₂ e)	Baseline year	Total baseline emissions in scope of 2039 net zero ambition		Emissions in scope of 2030 target %	Baseline emissions in scope of 2030 target	2030 target % reduction	2030 target absolute reduction
		2015	2021				
Scope 1 and 2	2015	2.1	2.1	95.6% ^(a)	2.0	100.0%	2.0
Scope 3 E&I	2021	45.1	45.1	69.6% ^(b)	31.4	42.0%	13.2
Scope 3 FLAG	2021	10.2	10.2	81.9% ^(b)	8.4	30.3%	2.5
Total Scope 3	2021	55.3	55.3	71.8%	39.8	39.5%	15.7

(a) Exceeds minimum coverage required by SBTi of 95%.

(b) Exceeds minimum coverage required by SBTi of 67%.

To meet our targets, our actions must deliver the planned reduction in our baseline emissions as well as a 100% reduction in additional emissions from product volume growth between the baseline year and 2030. We have plans in place to cover 100% of our emissions in scope of our scope 1 and 2 target through three priority decarbonisation levers: thermal and electrical energy, renewable power and refrigeration. Our current actions only partially address the total emissions in scope of our scope 3 target. We have identified a scaling and innovation gap which underscores the need to continually search for new solutions and ways to scale existing ones faster than is currently possible. Of the identified plans, we expect the most material reductions to come from scope 3 E&I and FLAG emissions related to raw materials and ingredients.

The table below shows the contribution of our identified decarbonisation levers towards reducing our scope 3 baseline emissions and our forecasted scope 3 GHG emissions from volume growth in the period to 2030, as modelled in our 2024 Climate Transition Action Plan (CTAP), i.e. including Ice Cream.

Scope 3 Decarbonisation lever	% contribution of targeted reductions (baseline plus growth)
Supplier Climate Programme	14%
Reformulating products	13%
Forest-risk commodities	10%
Regenerative agriculture	4%
Chemical ingredients	6%
Packaging	3%
Logistics	2%
Ice cream cabinets ^(a)	19%
Aerosol propellants	7%
Sub total	78%
Scaling and innovation gap ^(b)	22%
Total^(c)	100%

(a) To be updated post the demerger of the Ice Cream business.

(b) The scaling and innovation gap represents the amount of GHG emissions for which we need to develop new or scale existing solutions.

(c) Represents 15.7m CO₂eT of total reductions by 2030 vs. 2021 baseline plus additional reductions to cater for emissions from growth in the period 2021–2030.

Scope 1 and 2 target performance

The percentage change in scope 1 and 2 market-based GHG emissions is the difference between the current reporting period and the 2015 baseline period (1 October 2014 to 30 September 2015). Gross scope 1, 2, 3 and total GHG emissions calculation methodology is disclosed on page 231.

Exclusions: All emissions from biogenic fuels and owned or leased vehicles controlled by Unilever are excluded from the target scope in line with the SBTi minimum scope requirement.

Allocation to Ice Cream: Emissions from dedicated manufacturing and logistics sites and owned vehicles. Baseline apportioned using allocation methodology. Where the necessary information is lacking in the baseline period, best available information is used to allocate emissions to Ice Cream.

Climate targets – Scope 1 and 2 (million tonnes CO ₂ e)	2030 target % reduction	2015 baseline	% change vs. 2015 baseline		
			2025	2024 ^(a)	2023 ^(a)
Reduce absolute operational GHG emissions (Scope 1 and 2) by 100% by 2030 vs. a 2015 baseline	100%	2.01	(77)%	(72)%	(70)%
Unilever ^(b)		1.75	(77)%	–	–
Ice Cream		0.26	(74)%	–	–

(a) 2024 and 2023 measured including Ice Cream.

(b) 2023 measured for 12-month period ended 30 September.

Despite headwinds in the reduction of our scope 1 and 2 GHG emissions, driven by vertical integration projects and manufacturing network changes, we continued to make progress in lowering our operational emissions through interventions such as those highlighted on page 227. Our Sustainability Progress Index (SPI) climate goal performance, for internal remuneration purposes, was 76.6%, as detailed on page 97. We improved our GHG measurement accuracy through a more granular estimation methodology for emissions from decentralised business units. Additionally, we incorporated smaller offices and warehouses into our Energy Attribute Certificate (EAC) procurement processes. The demerger of our Ice Cream business has had a marginal impact on our scope 1 and 2 target, with performance slightly lagging that of the rest of Unilever.

Scope 3 target performance

Scope 3 Energy and Industrial GHG target – 42% absolute reduction in SBTi Scope 3 E&I GHG emissions by 2030

The percentage change in Scope 3 Energy and Industrial (E&I) GHG emissions from purchased goods and services, upstream transport and distribution, fuel and energy activities, direct emissions from use of sold products, end-of-life treatment of sold products, and downstream leased assets is the difference between the current reporting period and the 2021 baseline period (1 October 2020 to 30 September 2021).

Emissions are categorised according to the GHG Protocol Corporate Standard and include those from ingredients and packaging purchased by Unilever, ingredients and packaging from collaborative manufacturing in India, fuel and energy activities, upstream transport and distribution, hydrofluorocarbon (HFC) propellants in sold products, end-of-life treatment of sold products manufactured by Unilever and by collaborative manufacturers (CMs) in India, and downstream leased assets.

Exclusions: E&I emissions associated with CMs outside India, purchased goods and services outside of ingredients and packaging, capital goods, waste generated in operations, business travel, employee commuting, downstream transport and distribution, processing of sold products, franchises and investments.

Scope 3 Forest, Land and Agriculture GHG target – 30.3% absolute reduction in SBTi Scope 3 FLAG GHG emissions by 2030

The percentage change in Scope 3 Forest Land and Agriculture (FLAG) GHG emissions from purchased goods and services is the difference between the current reporting period and the 2021 baseline period (1 October 2020 to 30 September 2021). FLAG emissions relate to GHG Protocol Category 1 – ingredients purchased by Unilever and CMs in India.

Exclusions: FLAG emissions associated with CMs outside of India.

Allocation to Ice Cream: Ingredients and packaging purchased and used by Unilever are estimated based on proportion of ingredient and packaging materials used in Ice Cream finished goods, using information such as product recipes and production volumes. Where such information is unavailable, allocation is based on dedicated manufacturing sites. Ingredients and packaging used by CMs are based on finished goods supplied by CMs categorised as Ice Cream products. Allocation is not performed for categories that represent <5% of total emissions, except for Category 13: Downstream leased assets where emissions are allocated in full since they relate to ice cream cabinets.

Gross Scope 1, 2 and 3 and total GHG emissions calculation methodology is disclosed on page 231.

Climate targets – Scope 3 (million tonnes CO ₂ e)	2030 target % reduction	Emissions				% change vs. 2021 baseline	
		2021 baseline	2025	2024 ^(a)	2025	2024 ^(a)	
Reduce absolute Scope 3 E&I GHG emissions by 42% by 2030 vs. a 2021 baseline^(b)	42.0%	31.4	27.9	29.2	(11)%	(7)%	
Unilever			24.5	–	–	–	
Ice Cream			3.4	–	–	–	
Reduce absolute Scope 3 FLAG GHG emissions by 30.3% by 2030 vs. a 2021 baseline^(c)	30.3%	8.4	7.0	7.4	(17)%	(12)%	
Unilever			4.7	–	–	–	
Ice Cream			2.3	–	–	–	

(a) 2024 measured including Ice Cream.

(b) 2024 E&I emissions restated from 29.0 MtCO₂e due to a change in measurement methodology (an increase of 0.03 MtCO₂e) and correction of an error in logistics third-party emission factors (an increase of 0.13 MtCO₂e). See below.

(c) 2024 FLAG emissions restated from 7.2 MtCO₂e due to a change in measurement methodology (an increase of 0.22 MtCO₂e). See below.

In 2025, we continued to make improvements to our GHG measurement methodology. This included:

- updating CM emission calculations to better align with emission estimates for materials purchased directly by Unilever (E&I and FLAG – Category 1 and E&I – Category 12); and
- using fleet-specific freezer-cabinet energy consumption to calculate ice cream cabinet emissions (E&I – Category 13), which were previously estimated using global average energy-use factors.

We have also included more than 2,000 supplier-specific PCF data points within our scope 3 GHG measurement in 2025. This is a significant improvement from 2024 and marks a key milestone towards advancing the representativeness of our GHG data, as detailed on page 227.

Scope 3 E&I: The reduction in E&I emissions since 2021 has been driven by a combination of purchased material volume decline, availability of supplier-specific PCFs and improvements in GHG measurement. We expect progress against our E&I target to be challenging given the significant contribution from the petrochemicals sector and end-of-life emissions from surfactants. This primarily impacts our Home Care Business Group. However, we are making progress to develop and scale lower GHG alternatives for these chemicals, as well as engaging with governments to accelerate the transition to sustainable chemicals, as set out on page 228.

Scope 3 FLAG: The good progress we have made in reducing our FLAG emissions since 2021 has been driven by several factors, including improved data relating to the GHG impact of our deforestation-free sourcing programme for palm oil and the availability of supplier-specific PCFs. Further information on the specific actions taken in 2025 is provided on page 227. Our reliance on purchased material volumes for GHG accounting makes it difficult to isolate the impact of specific reformulation initiatives. While separate product-level modelling provides an indication of the potential GHG impact of reformulation initiatives, isolating these effects in our annual GHG results is an area we aim to progress in future years.

Gross Scope 1, 2 and 3, and total GHG emissions

Total GHG emissions are calculated using the GHG Protocol Corporate Standard and relate to the activities reported in our consolidated accounting group (parent and subsidiaries). We do not have material emissions related to associates, joint ventures, unconsolidated subsidiaries, or contractual arrangements where we have operational control. Total GHG emissions are the sum of scope 1 and 2 activities within our operations and scope 3 activities covering our upstream and downstream value chain.

Total GHG emissions include all seven greenhouse gases, as required by the GHG Protocol Standard, combined into a single CO₂-equivalent (CO₂e) unit using Global Warming Potential (GWP) values from the IPCC Sixth Assessment Report for scope 1 and 3, and market-based factors from the IEA (2022) for scope 2. Data collection is from both internal and external sources, based on industry-accepted standards where available.

Scope 1 and 2 emissions

Scope 1 and 2 emissions are calculated as the sum of GHG emissions from energy used, energy sold and refrigerant use, reported in tonnes for all manufacturing sites and the majority of logistics and office sites.

Energy used and energy sold: Data is collected from meter readings and invoices for each site in GJ and includes combustion of fossil fuels (scope 1), as well as purchased, generated and sold electricity, heat and steam (scope 2). Carbon emission factors are used to convert energy (GJ) into greenhouse gases (GHG). Scope 1 factors are provided by the IPCC, and scope 2 factors are based on Renewable Energy Attribute Certificates or supplier data, following the GHG Protocol's scope 2 market-based method. When Energy Attribute Certificates (EACs) are applied, electricity consumption is reported as renewable with an emission factor of zero.

Refrigerant use: HFC consumption data is taken from site maintenance records for each site, including Global Warming Potential (GWP) factors for each refrigerant type, which are converted from refrigerant losses (kg) to GHG emissions. GWP factors for HFC refrigerants are provided by the IPCC.

Sulphur hexafluoride (SF₆) emissions from high-voltage equipment: The amount of SF₆ leaked from electrical insulators is calculated using an estimate of SF₆ across our sites and an average SF₆ equipment leakage rate based on IPCC guidelines, multiplied by the GWP factors.

For logistics and office sites not reporting in Unilever systems, scope 1 and 2 emissions are estimated based on measured sites and site headcount or pallet position.

Exclusions: CO₂ emissions from the combustion of biomass; the capturing of CO₂ by vegetation during growth is considered to offset these emissions.

Scope 3 emissions

The two most material categories of emissions are Category 1 – Purchased goods and services, and Category 11 – Consumer Use of Sold Products, which were estimated as follows:

Category 1 – Purchased goods and services

Ingredient and packaging emissions are calculated by multiplying the volumes of ingredients and packaging purchased by Unilever and collaborative manufacturers' (CMs) production volumes by emission factors.

Ingredients and packaging purchased by Unilever include emissions generated from production and transportation from 'cradle to gate' (farming/mining of raw materials to delivery at Unilever). We categorise transportation emissions from suppliers to Unilever under Category 1, instead of Category 4 as recommended by the GHG Protocol, as we cannot separate these from other transportation emissions. Emissions not directly related to raw material production, such as head office and marketing, are excluded.

Emissions from packaging materials are assumed to be E&I. Ingredient emissions are further categorised into:

- FLAG: Emissions from agricultural raw materials related to land use change and land management up to 'farm gate'.
- E&I: Emissions from converting or processing agricultural raw materials into purchased materials, from farm to Unilever site.

Emission factors for ingredients and packaging purchased by Unilever are obtained from two external sources:

1. Supplier product carbon footprint data: These are received annually directly from suppliers participating in the Supplier Climate Programme and internally validated.
2. Cradle-to-gate emission factors in kgCO₂e per kg of material: These are calculated using Life Cycle Assessment (LCA) software, Life Cycle Inventory (LCI) databases such as ecoinvent and the World Food Life Cycle Database, supplemented with other models and supplier-specific data where available. Where no emission factors are available for specific ingredients or packaging materials, an average of known emission factors is used. Inbound transport emissions from the supplier to Unilever are separately estimated and added to total emissions.

Collaborative manufacturing emission factors for ingredients, packaging and manufacturing are calculated from the prior year average emissions of the relevant product category and derived from ingredients and packaging purchased by Unilever, and Unilever's manufacturing processes.

FLAG and E&I emission factors for relevant materials are obtained from the eQosphere database where available (provided by Quantis). Where not available, relevant emission factors are calculated and categorised as FLAG and E&I based on external LCI data, assuming that emissions up to the 'farm gate' are FLAG (i.e. land use change where appropriate, land management, and all other production activities associated with agriculture and raw material extraction), with all remaining emissions assumed to be E&I.

Annual water consumption (m³): Data is extracted from internal systems or estimated based on floor area (m²) for logistics sites or headcount for office sites and multiplied by emission factors in kgCO₂e per m³ of water consumed, obtained from the UK Department for Environment, Food and Rural Affairs (DEFRA).

Indirect procurement: Scope 1, 2 and 3 emissions from purchased goods and services not for resale, such as media placement and IT services. We exclude emissions relating to trade spend, rent, employee salaries, memberships, tax, interest and depreciation. Annual spend by category is mapped to spend categories in the Extended Environmental Input-Output (EEIO) model and multiplied by the relevant emission factor in kgCO₂e per £1,000 spend by category in the EEIO model to calculate total emissions. The EEIO model estimates carbon emissions based on spend using country- and sector-specific carbon conversion factors that combine economic trade data and national industry-level carbon emission data.

Category 11 – Use of sold products

HFC propellant volumes for aerosol products produced by Unilever and CMs are multiplied by emission factors in kgCO₂e per kg of HFC propellant obtained from the IPCC AR6 report.

Indirect consumer-use emissions are calculated for a representative sample of products, based on grouping of similar products within 13 key countries. Consumer use (i.e. the amount consumed per individual portion, single use or serving of a Unilever product by one person) is determined based on: studies on consumer habits, on-pack recommendations or internal expert opinion. Consumer use is applied to the primary product (e.g. dishwashing tablets); ancillary products are considered to have no impact. This data is consolidated and extrapolated across the sales of unclustered products at a category and country level to calculate total emissions of the 13 countries. The total Unilever emissions for indirect consumer use are calculated per Business Group by extrapolating total emissions of the 13 countries based on total sales per Business Group.

Other key assumptions

For subsidiaries that do not report in Unilever systems, we calculate total emissions (tCO₂e) for purchased goods and services per Business Group divided by total Unilever turnover per Business Group (excluding these entities), multiplied by turnover for these entities.

Exclusions: Scope 3 activities are estimated for 13 emission categories. Emission category 10 (Processing of sold products) and Emission category 15 (Investments) are not reported as they are not material.

ENVIRONMENTAL DISCLOSURES

Allocation to Ice Cream

Scope 1 and 2 emissions: Emissions from dedicated manufacturing and logistics sites and owned vehicles.

Scope 3 emissions – Category 1: Ingredients and packaging purchased and used by Unilever: estimated based on proportion of ingredient and packaging materials used in Ice Cream finished goods, using information such as product recipes and production volumes. Where such information is unavailable, allocation is based on dedicated manufacturing sites.

Ingredients and packaging used by CMs: based on finished goods supplied by CMs categorised as Ice Cream products.

Indirect procurement spend: based on proportion of costs relating to ice cream dedicated departments and functions of total costs.

Water supply: Emissions from dedicated manufacturing and logistics sites.

Scope 3 emissions – Category II: Indirect consumer use emissions are based on sales of Ice Cream products.

Allocation is not performed for categories that represent < 5% of total emissions, except for Category 13: Downstream leased assets where emissions are allocated in full since they relate to ice cream cabinets.

Unilever emissions (million tonnes CO ₂ e)	2025	2024 ^(a)	2023 ^{(a)(b)}	% change vs. 2024 ^(a)
Total Scope 1 and 2 GHG emissions (market-based)^(f)	0.49	0.69	0.75	(30)%
Gross Scope 1 GHG ^(e)	0.43	0.48	0.57	(12)%
Gross market-based Scope 2 GHG emissions	0.06	0.21	0.18	(71)%
Gross location-based Scope 2 GHG emissions	0.82	1.26	1.16	(35)%
Scope 3 GHG emissions in scope of our net zero ambition^(g)	47.21	56.61	55.81	(17)%
Purchased goods and services	37.91	45.28	44.92	(16)%
Raw materials and ingredients ^{(c)(d)}	24.47	29.33	29.75	(17)%
Packaging materials ^{(c)(d)}	6.66	7.41	6.83	(10)%
Indirect procurement	6.78	8.54	8.34	(21)%
Upstream transportation and distribution (logistics) ^(c)	1.87	1.74	1.57	8%
Downstream leased assets (ice cream cabinets) ^(c)	–	1.84	2.30	(100)%
Use of sold products (HFC propellants)	1.58	1.60	1.48	(1)%
End-of-life treatment of sold products ^{(c)(d)}	3.73	3.84	3.48	(3)%
Others ^(h)	2.12	2.31	2.06	(8)%
Total Scope 1, 2 and 3 GHG emissions in scope of net zero ambition (market-based)	47.70	57.30	56.56	(17)%
Scope 3 GHG emissions – indirect consumer use ⁽ⁱ⁾	49.34	51.35	47.07	(4)%
Total Scope 1, 2 and 3 GHG emissions (market-based)	97.04	108.65	103.63	(11)%
Total Scope 1, 2 and 3 GHG emissions (location-based)	97.80	109.70	104.61	(11)%
Ice Cream emissions (million tonnes CO₂e)				
Total Scope 1 and 2 GHG emissions (market-based)	0.09	–	–	–
Scope 3 GHG emissions in scope of our net zero ambition ^{(f)(g)}	7.19	–	–	–
Purchased goods and services	5.45	–	–	–
Downstream leased assets (ice cream cabinets)	1.74	–	–	–
Total Scope 1, 2 and 3 GHG emissions in scope of net zero ambition (market-based)	7.28	–	–	–
Scope 3 GHG emissions – indirect consumer use ⁽ⁱ⁾	0.03	–	–	–
Total Scope 1, 2 and 3 GHG emissions (market-based)	7.31	–	–	–
Total Scope 1, 2 and 3 GHG emissions (location-based)	7.63	–	–	–

(a) 2024 and 2023 measured including Ice Cream, therefore percentage change not calculated on a comparable basis.

(b) 2023 measured for 12-month period ended 30 September.

(c) 2024 Scope 3 emissions restated due to changes in measurement methodology (an increase of 2.68 MtCO₂e) and correction of an error in logistics third-party emission factors (an increase of 0.13 MtCO₂e): Raw materials and ingredients from 26.88 MtCO₂e, Packaging materials from 6.37 MtCO₂e, Upstream transportation and distribution (logistics) from 1.61 MtCO₂e, Downstream leased assets from 2.79 MtCO₂e, and End-of-life treatment of sold products from 3.70 MtCO₂e. See Scope 3 target performance.

(d) 2023 Scope 3 emissions restated due to a change in approach for calculation of CM emissions (an increase of 3.67 MtCO₂e): Raw materials and ingredients from 27.53 MtCO₂e, Packaging materials from 5.60 MtCO₂e, and End-of-life treatment of sold products from 3.25 MtCO₂e.

(e) Scope 1 emissions regulated by trading schemes amounted to 4.5% in 2025 (2024: 4.2%, 2023: 3.8%).

(f) Biogenic emissions of CO₂ from the combustion or bio-degradation of biomass in our own operations are not reported as part of scope 1, 2 or 3 emissions in line with GHG protocol. In 2025, scope 1 and 2 emissions amounted to 0.54 MtCO₂ (2024: 0.47 MtCO₂).

(g) 3.2% of our scope 3 emissions (2024: 2.7% restated from 2.8%) have been calculated from primary data obtained from suppliers or other value chain partners.

(h) Includes capital goods, fuel and energy-related activities, waste generated in operations, business travel, employee commuting, downstream transport and distribution and franchises.

(i) Relates to emissions such as those that arise from the heating of water needed to use our shampoos and shower gels, the energy required for washing machines to use our fabric cleaners, and the energy required for the cooking of our food products. Excluded from the scope of our net zero ambition in line with GHG Protocol and SBTi guidelines.

We have seen an overall decrease of 5% in our total scope 1, 2 and 3 GHG emissions in 2025 from the prior year (including Ice Cream). Our progress in decarbonising our own operations has led to overall reductions in scope 1 and 2 emissions through interventions in energy efficiency and renewable energy sourcing, as detailed on page 227. While we continue to deliver underlying reductions in direct emissions through these interventions, our scope 1 emissions have increased due to the reclassification of some on-site, third-party-produced utilities from scope 2 to scope 1. Scope 2 emissions have further decreased as we are now sourcing EACs for smaller offices and warehouses.

Our overall scope 3 emissions have reduced by 5% versus the previous year (including Ice Cream). The decrease in purchased goods and services emissions is due to factors including a reduction in purchased material volumes and availability of supplier-specific PCFs. Explanations regarding the impact of reformulation initiatives are provided on page 230. We continue to engage with our suppliers through the Supplier Climate Programme to drive decarbonisation across our value chain. Scope 3 emissions have increased for upstream transportation and distribution (logistics), primarily due to the update of in-year emission factors.

In line with the requirements set out in the UK Government's guidance on Streamlined Energy and Carbon Reporting (SECR), in 2025 the UK accounted for 7.7% of our global total scope 1 GHG emissions (2024: 5%) and 4.1% of our global total scope 2 GHG emissions (2024: 1%) as well as 5% of our global energy use (2024: 5%), excluding Ice Cream.

ENVIRONMENTAL DISCLOSURES

GHG intensity per net revenue

Total GHG emissions calculated on a location-based and market-based methodology are divided by total turnover (equates to net revenue).

Allocation to Ice Cream: Refer to Gross Scope 1, 2 and 3, and total GHG emissions metrics on page 231 and 232 for emissions allocation.

Total turnover for Unilever and Ice Cream are disclosed in the financial statements on page 128.

Unilever GHG intensity per net revenue (tonnes CO ₂ e/€ million)	2025	2024 ^(a)
Total GHG emissions (market-based) per net revenue ^(b)	1,921	1,788
Total GHG emissions (location-based) per net revenue ^(c)	1,937	1,806
Ice Cream GHG intensity per net revenue (tonnes CO₂e/€ million)		
Total GHG emissions (market-based) per net revenue	952	–
Total GHG emissions (location-based) per net revenue	993	–

(a) 2024 measured including Ice Cream.

(b) 2024 restated from 1,742 tCO₂e/€ million due to change in measurement methodology and correction of prior year error. See page 230.

(c) 2024 restated from 1,759 tCO₂e/€ million due to change in measurement methodology and correction of prior year error. See page 230.

Energy consumption and mix

Energy sourced from within the organisational boundary is not counted under 'purchased or acquired' energy. We consider 100% of our energy to be related to high climate impact sectors (manufacturing, transportation and storage), as listed in Sections A to H and Section L of Annex I to Regulation (EC) No 1893/2006 of the European Parliament and of the Council, as defined in Commission Delegated Regulation (EU) 2022/1288.

For sites reporting energy consumption in Unilever systems, consumption is calculated by consolidating data from fossil, nuclear and renewable sources based on meter readings and invoices, converted to common units of energy.

Unilever-purchased Energy Attribute Certificates (EACs) are matched against electricity consumption and reported as renewable, following RE100 Reporting Guidance 2022. EACs are market-based instruments that authenticate the proportion of energy generated from renewable sources procured by consumers, including Renewable Energy Certificates (RECs), International Renewable Energy Certificates (IRECs), and European Guarantees of Origin (GOs). EACs are purchased in Q2 2026 once 2025 electricity consumption is complete.

For logistic and office sites not reporting energy consumption in Unilever systems, consumption is assumed to be non-renewable and is estimated for each utility type and regional cluster based on energy consumption per pallet position (storage capacity) and per headcount, using consumption data from similar sites that do report in Unilever systems. For sites where pallet positions (storage capacity) and headcount data are not available, the average rate of energy consumption reported in Unilever systems for logistics and office sites is used as a proxy for each site.

A small number of manufacturing sites generate electricity, heat and steam, which is classified as renewable energy if it is from a renewable source. This is classified as consumption of self-generated non-fuel renewable energy. Renewable energy generated which is sold to and used by a third party is not subtracted from energy generated or offset against energy consumption.

Exclusions: Our own operations does not include sites that are under commissioning and sites where decommissioning has started. Excludes energy consumption from collaborative manufacturers.

Allocation to Ice Cream: Energy consumption from dedicated manufacturing and logistics sites

Energy consumption and mix (thousands MWh)	2025	2024 ^(a)
Fuel consumption from coal and coal products	0	0
Fuel consumption from crude oil and petroleum products	293	461
Fuel consumption from natural gas	1,476	1,445
Fuel consumption from other fossil sources	0	0
Consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources	213	775
Total fossil energy consumption	1,982	2,681
Share of fossil sources in total energy consumption (%)	38%	41%
Consumption from nuclear sources	0	0
Share of consumption from nuclear sources in total energy consumption (%)	0%	0%
Fuel consumption from renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas and hydrogen from renewable sources	1,521	1,349
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	1,674	2,396
Consumption of self-generated non-fuel renewable energy	47	56
Total renewable energy consumption	3,242	3,801
Share of renewable sources in total energy consumption (%)	62%	59%
Total Unilever energy consumption	5,224	6,482
Ice Cream energy consumption	1,227	–

(a) 2024 measured including Ice Cream.

ENVIRONMENTAL DISCLOSURES

Energy intensity

Energy intensity is calculated as total energy consumption in MWh for the reporting period divided by total turnover for Unilever as disclosed in the financial statements on page 128. Total turnover equates to net revenue, including net revenue from the sales of products produced for Unilever by collaborative manufacturers.

Exclusions: Total energy consumption excludes energy consumption from collaborative manufacturing.

Allocation to Ice Cream: Refer to Energy consumption and mix metrics above for energy allocation.

Total turnover for Unilever and Ice Cream are disclosed in the financial statements on page 128. Both energy consumption and turnover values relate to activities in high impact sectors only.

Energy intensity per net revenue (MWh/€ million)	2025	2024 ^(a)
Unilever energy intensity	103	107

Ice Cream Energy intensity per net revenue (MWh/€ million)	2025	2024 ^(a)
Ice Cream energy intensity	160	–

(a) 2024 measured including Ice Cream.

Analysis of renewable and non-renewable electricity in our operations

Renewable electricity (% of MWh)	2025	2024 ^(a)
On-site renewable self-generation	3%	2%
Purchased renewable electricity	85%	83%
On-site Purchase Power Agreements	1%	0%
Off-site Purchase Power Agreements	13%	9%
Green energy products from an energy supplier (green tariffs/bundled RECs)	8%	14%
Green energy purchased in markets with greater than 95% renewable grid	0%	0%
Unbundled RECs bought in market	63%	60%
Total Unilever renewable electricity	88%	85%

Non-renewable electricity (% of MWh)	2025	2024 ^(a)
On-site non-renewable electricity generation (e.g. gas-fired on-site CHP)	10%	8%
Purchased non-renewable electricity (e.g. non-grid transfer of CHP)	1%	5%
Unbundled RECs bought in an adjacent market	1%	2%
Total Unilever non-renewable electricity	12%	15%

Ice Cream (% of MWh)	2025	2024 ^(a)
Total renewable electricity	96%	–
Total non-renewable electricity	4%	–

(a) 2024 measured including Ice Cream.

GHG removals, and GHG mitigation projects financed through carbon credits

Unilever will not purchase carbon credits to meet our near-term targets. When any of our brands do purchase carbon credits, this is considered 'beyond value chain mitigation' and does not contribute to the achievement of Unilever's near-term GHG reduction targets. In 2025, one of our Wellbeing brands made consumer-facing claims with reference to scope 1 and 2 carbon neutrality through purchase of carbon credits, and one of our Prestige brands also purchased carbon credits.

We are not yet accounting for removals within our value chain that may arise from the regenerative agriculture programmes referenced on page 227. We have taken this conservative approach due to the absence of clear measurement and accounting guidance, recognising that the Land Sector and Removals Standard (LSRS) has only recently been published and that accompanying guidance is expected later in 2026. We will continue to monitor developments and will review this aspect of our accounting as guidance evolves.

In addition, while the focus of our CTAP is on emissions reductions within our value chain, we will seek to balance any unabated emissions within the scope of our net zero 2039 ambition with the same volume of purchased carbon removals from 2039.

Internal carbon pricing

We believe the use of internal carbon pricing can be important in signalling support for carbon pricing as a policy instrument. In practice, however, as not many of our operations are particularly energy-intensive, our scope 1 and 2 GHG reduction target – also included within Unilever's Directors' Remuneration Policy as part of the Performance Share Plan (PSP): Sustainability Performance Index (SPI) – acts as a more significant decision factor than an internal carbon price. Within our value chain, the main impact of carbon pricing schemes is expected to be on raw material costs. Our actions to manage these are set out in the section 'Resilience of our strategy and business model to climate risks' on page 224. We continue to review the most effective internal mechanisms to support delivery of our climate targets.

Pollution

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Our material Environmental impacts, risks and opportunities resulting from the double materiality assessment (DMA), and the process by which these were identified, are detailed on page 219.

Non-biodegradable substances, including microplastics in our products, were previously identified as a material topic. However, this has been assessed as non-material in 2025, as our product portfolio is already highly biodegradable across our Business Groups. Consideration of microplastics resulting from our packaging is detailed in our Resource Use and Circular Economy disclosures on page 243.

Unilever’s ingredient portfolio includes some substances classified as ‘substances of concern’ due to their potential hazard. However, we evaluate consumer, worker and environmental exposures through our existing ingredient and product safety assessments, ensuring that our products and the ingredient levels we use are safe by design. We base our evaluation approach on science and risk-based assessments, following the principle that exposure determines the safe use of hazardous materials. We update our ingredient and product standards, as well as our safety risk assessments, to reflect new scientific data and changes in regulatory positions. We have therefore not identified substances of concern as a material topic and no further disclosures are included. See page 264 for our product safety disclosures.

Policies

Unilever’s environmental policies, including those related to pollution, are disclosed on page 221. The table below demonstrates how these policies address our material impacts in relation to pollution.

	Pollution of air, water and soil
Code of Business Principles (COBP) and Code Policies	
Environmental Policy	■
Environmental Care Framework Standard	■
Responsible Partner Policy	■
Sustainable Agricultural Principles	■

Unilever’s Environmental Policy, updated in 2025, sets out our commitments to environmental compliance and eco-efficiency practices in our operations. These practices reduce and prevent pollutant emissions and releases to air, land and water.

Unilever’s Environmental Care Framework Standards (ECFWS) require sites to assess the potential for serious environmental incidents or emergency situations and implement comprehensive plans to prevent or mitigate the associated likely consequences. We do not have specific policies in relation to incidents and emergency situations in our value chain. However, our Responsible Partner Policy (RPP) expects our business partners to put in place appropriate policies, processes and procedures to address environmental issues.

Actions

Within our own operations, Unilever drives continual improvement in relation to pollution through the ECFWS. For our manufacturing organisation, the Unilever Manufacturing System (UMS) provides an operational framework that supports ECFWS implementation. The framework sets out steps for sites to identify and implement actions addressing pollution-related impacts. UMS training and guidance provide a framework for measurement and reporting that supports the identification and reduction of harmful materials.

Sites periodically develop action plans to improve environmental performance, including pollution control. These plans are monitored throughout the year. We seek to minimise pollution by tracking relevant pollutants to air, water and soil, and implementing both normal operating and emergency control measures. These include preventative maintenance and monitoring, alarm systems, and dedicated and secured secondary containment.

In 2025, we launched a new global wastewater standard that defines limits for direct discharge of total organic carbon (COD) to the environment. Each relevant site performed a gap assessment against the standard and actions are in the process of being agreed where improvements are needed.

We expect suppliers in our upstream value chain to meet or exceed the mandatory requirements of the RPP by implementing appropriate policies, management systems and practices. Unilever verifies compliance through self-declarations at registration, annual re-registration to our systems, routine due diligence and risk-based audits.

We promote sustainable and regenerative agriculture practices in our supply chain through the implementation of the Sustainable Agricultural Principles (SAP) and regenerative agriculture programmes. The SAP set out requirements for suppliers regarding water management, water quality, soil management and pollution control. We also require suppliers to have management plans for irrigation, pesticide and fertiliser use to avoid contamination and prevent damage to soils, ecosystems and waterways.

Exposure to ingredients in consumer products may contribute to pollution to the environment. To manage these impacts, we conduct safety risk assessments on new ingredients before they are introduced to the market. Existing ingredients are included in an annual assessment of combined volumes to evaluate safety based on overall tonnage. Before launch, we review these ingredients according to the latest total tonnage data. Our commitment to producing environmentally safe products is core to our decision-making on ingredient use.

At a minimum, we ensure our products comply with regulations, such as restrictions on synthetic polymer microparticles, and monitor prohibited substances in regulatory lists, taking necessary actions as required. In some areas, our standards exceed regulatory requirements based on our environmental safety assessments or in regions where regulations are weak or poorly enforced.

Our actions on ingredient use are supported by the expertise of our Safety, Environmental & Regulatory Science group – our global centre of excellence in safety and sustainability science – as well as our Regulatory Affairs team.

METRICS AND TARGETS

Targets

Unilever does not have formal targets for pollution emissions defined at a global level. We monitor emissions from our sites at a local level to ensure compliance with legal requirements and permits. We record any exceedance of local permit limits centrally and put plans in place to remediate. Our manufacturing sites are also reviewed through internal compliance audits and audited by Corporate Audit.

ENVIRONMENTAL DISCLOSURES

Pollution of air, water and soil in our own operations

Pollutants emitted are those contained in outflows from our operations, which may relate to pollutants generated from Unilever operations and/or chemical components that may enter our operations, such as chemical components already in the water or raw materials used in operations.

Each year, Unilever reviews the emissions volumes of pollutants listed in Annex II of Regulation (EC) No 166/2006 to ensure those near or above threshold levels are sampled, tested or estimated.

For each manufacturing site where sampling and testing are conducted, pollutant emissions to air, water and soil are calculated using internal or certified external laboratories. Where laboratory results are below the detection limit, 50% of the detection limit is used in the calculations. The sampling values are averaged and applied to months with no pollutant data. For sites without sampled data, estimates are based on proxy data from sampled sites using statistical modelling reviewed by external experts or, for air pollutants from energy combustion, on published emission factors.

Emissions per pollutant per site are compared to Annex II threshold values of Regulation (EC) No 166/2006. Only sites exceeding these thresholds are consolidated and reported.

Allocation to Ice Cream: Pollutants relating to dedicated manufacturing sites.

We use direct measurement and periodic measurement (i.e. sampling) to calculate pollutant emissions where possible. However, this is constrained by the availability and capacity of suitable sampling capabilities. Where data is unavailable via direct measurement or sampling, we employ representative data and a number of robust mathematical methods designed to produce a reasonable estimate. Emissions of hydrochlorofluorocarbons, and ammonia to air and asbestos to soil, via direct measurement, and emissions of chemical oxygen demand (COD), via sampling, are reported based on actual emission data. Estimations make up circa 79% of the remaining reported pollutant emissions (2024: 94%).

There are significant variances between the 2025 reported pollutant volumes and those from the previous year. These differences are expected and have arisen as a result of key improvements in the accuracy and completeness of data collected from sampling, including more precise reporting at sites and more accurate identification of emission point types. We have made our measurements more representative by using industry standards for samples that are below detection limits, and by using average values for months when no data was available. As a result, some sites are now above or below the reporting threshold compared to last year. We are committed to ongoing improvements in our reporting capabilities.

Emissions are reported irrespective of any further downstream processing at treatment plants, such as municipal water treatment or certified waste management. For example, emissions of asbestos are directed to specialised waste landfills.

Pollutant volumes (tonnes)	2025 ^(a)	2024 ^{(a)(b)}
Emissions to air		
Ammonia (NH ₃)	–	–
Carbon monoxide (CO)	–	9,147.0
Hydrochlorofluorocarbons (HCFCs)	0.4	0.7
Nitrogen oxides (NO _x)	942.8	145.0
Non-methane volatile organic compounds (NMVOC)	300.1	839.4
Particulate matter (PM ₁₀)	148.4	192.3
Sulphur oxides (SO _x)	602.3	150.9
Emissions to water^(c)		
Cadmium and compounds (as Cd)	<0.05	<0.05
Lead and compounds (as Pb)	–	0.2
Nickel and compounds (as Ni)	–	2.8
Phenols (as total C)	0.3	8.6
Total organic carbon (TOC) (as total C or COD/3)	2,682.7	4,181.8
Zinc and compounds (as Zn)	1.7	2.5
Emissions to soil^(c)		
Arsenic and compounds (as As)	<0.05	0.6
Asbestos	52.7	32.2
Cadmium and compounds (as Cd)	<0.05	0.4
Chlorides (as total Cl)	–	–
Chromium and compounds (as Cr)	–	20.0
Copper and compounds (as Cu)	0.3	28.4
Fluorides (as total F)	–	416.8
Lead and compounds (as Pb)	0.1	0.5
Mercury and compounds (as Hg)	<0.05	<0.05
Nickel and compounds (as Ni)	0.1	1.1
Total nitrogen	1,292.9	2,629.6
Zinc and compounds (as Zn)	1.8	5.1
Ice Cream pollutant volumes (tonnes)^(d)		
Total pollution to air	15.5	–
Total pollution to water	1,807.4	–
Total pollution to soil	2,476.5	–

(a) Pollutants with nil values (excluding Ice Cream) are those with measured values that are below threshold levels.

(b) 2024 measured including Ice Cream.

(c) Mercury in water (<0.05t) and total phosphorous in soil (17t), have been removed from our reported pollutants as they are below the reporting threshold in 2025 and not considered potentially near or above threshold levels.

(d) Ice Cream pollutants mainly comprise of ammonia (air), COD (water) and Nitrogen and Fluorides (soil).

Water

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Our material Environmental impacts, risks and opportunities resulting from the double materiality assessment (DMA), and the process by which these were identified, are detailed on page 219. Given the nature of our business, we do not consider marine-related resource commodities as a material topic.

Policies

Unilever’s environmental policies, including water-related policies, are disclosed on page 221. The table below demonstrates how these policies address water shortages in areas of high water stress. These policies encompass water management and water consumption.

	Water shortages in areas of high water stress
Environmental Policy	■
Environmental Care Framework Standard	■
Responsible Partner Policy (RPP)	■
Sustainable Agricultural Principles	■

Product innovation is part of our business strategy, including innovations related to sustainability topics supported by our R&D science and technology programmes. For example, innovating water-smart products that help consumers use less water is considered as part of our Business Group R&D strategies. We do not have specific policies to manage changes in product demand resulting from changes in water access, including product design policies.

Actions

Water consumption

Within our manufacturing operations, we drive continuous improvement through the implementation and monitoring of site-level water management plans. We seek to minimise water abstraction from shared resources per tonne of production, including reusing and recycling freshwater wherever practical.

Our business partners in our value chain are expected to comply with the mandatory requirements of the RPP, including water-related requirements. We verify alignment through self-declarations at registration, annual re-registration to our systems, routine due diligence and risk-based audits. Business partners must create a Corrective Action Plan to address issues identified during third-party audits, and we encourage suppliers to contact Unilever for guidance where they face challenges in meeting our requirements.

We continue to implement water stewardship programmes in water-stressed areas where we have manufacturing sites. These programmes aim to improve water security through collective action with other stakeholders in the shared water catchment.

- In 2025, we implemented nine additional water stewardship programmes, bringing our total to 29 active programmes (excluding one programme relating to Ice Cream) in Algeria, Argentina, Brazil, Chile, Cyprus, Egypt, India, Indonesia, Mexico, Nigeria, Pakistan, South Africa, Turkey and United Arab Emirates.
- Each programme follows the Alliance for Water Stewardship Standard, an external global framework, or the Prabhat approach, our community development initiative in India. Programmes have specific timelines and activities informed by river basin studies (eight new studies completed in 2025) and local knowledge from regional implementation partners such as DKM in Turkey, TNC in Brazil and WWF in South Africa, Algeria and Pakistan. Programmes focus on reducing the water footprint inside factories or replenishing water resources in the surrounding river basin.
- In 2026, we will continue to onboard new sites in support of our target to implement water stewardship programmes in 100 locations in water-stressed areas by 2030.

Reducing product demand

To respond to changes in water access, we invest in water-smart products and formulations that deliver superior performance to our customers even in countries with high water stress. For example, in 2025, we continued to roll out our Wonder Wash laundry detergent, now launched in over 30 markets, including India (Surf Excel). This product provides a short-cycle, low-water-use formulation.

METRICS AND TARGETS

Targets

We do not have formal targets on water withdrawal in our own operations or upstream value chain. Water withdrawal from our own operations is addressed through our manufacturing processes and measured against local environmental performance targets, rather than global targets. Within our upstream value chain, we manage water risk through our RPP and verify compliance with its mandatory requirements and management systems as described above. Further, we do not have targets on water-smart product design.

Unilever’s target is to implement water stewardship programmes in 100 locations in water-stressed areas by 2030, in line with our Environmental Policy. In 2026, we will update this target to focus our impact with the aim of implementing stewardship programs for 100% of our production sites located in water-stressed areas by 2030. These programmes involve working with others to address shared water challenges within water-stressed areas where Unilever has manufacturing operations. This is a voluntary target, and ecological thresholds and allocations of impacts to Unilever have not been applied when setting the target. This represents all of our manufacturing sites in water-stressed areas.

Implement water stewardship programmes in 100 locations in water-stressed areas by 2030

Locations refer to Unilever manufacturing sites.

Water-stressed areas are those with ‘high’ or ‘extremely high’ baseline water stress, as determined based on the WRI Aqueduct Water Risk Atlas tool, or, by exception, based on Unilever’s additional review of site-specific factors and localised water risks to complement the WRI data and ratings.

Programmes must be implemented within the catchment of a Unilever water-stressed location, operate in line with either the Alliance for Water Stewardship Standard or the Prabhat approach, and be approved by a Unilever authority. Programmes must also consist of a material Unilever commitment and be created, facilitated or provided by Unilever, or by a third party under a contractual commitment with Unilever.

Programmes must be implemented between 1 January 2020 and 31 December 2025, with activities either ongoing or completed during the reporting period, and at least six months having elapsed since the contract was signed. Locations are not counted in the metric if programme activities were completed in prior periods and have not been extended or renewed.

Allocation to Ice Cream: Water stewardship programmes relating to dedicated manufacturing sites.

Water target	Goal	2025	2024 ^(a)	2023 ^(a)
Implement water stewardship programmes in 100 locations in water-stressed areas by 2030 (number of water stewardship programmes)				
Unilever	100	29	21	13
Ice Cream		1	–	–

(a) 2024 and 2023 measured including Ice Cream.

Water consumption in our own operations

Water consumption is calculated as the difference between water withdrawal and water discharge. This is measured using invoices and/or meter readings. For sites where this information is not collected (representing 2% of water consumption), consumption is estimated based on site headcount, pallet positions and proxy data.

Unilever sites in areas at water risk, including areas of high water stress, are identified using the World Resources Institute (WRI) Aqueduct Water Risk Atlas tool. These include sites where the weighted aggregate total water risk is classified as 'high' or 'extremely high', as well as sites with high or extremely high baseline water stress, or, by exception, sites may be identified based on Unilever's additional review of site-specific factors and localised water risks to complement the WRI data and ratings.

Water intensity is calculated as total water consumption in m³ divided by turnover in € million. Total turnover equates to net revenue.

Water recycled and reused is measured via meter readings (78%) or through a water mass balance (22%) at all manufacturing sites and the majority of logistics and other sites. Where data is unavailable, the amount of water recycled and reused is assumed to be zero, given the non-manufacturing nature of operations at these sites.

For all manufacturing sites and the majority of logistics sites with water storage capacity, the stored water is recorded as the maximum capacity of the storage facilities. Where data is unavailable, water stored is assumed to be zero, given the non-manufacturing nature of operations at such sites. Changes in water stored is the difference between water stored at 31 December 2025 and 31 December 2024.

Allocation to Ice Cream: Water consumption by dedicated manufacturing and logistics sites.

Unilever (millions m³)	2025	2024 ^(a)
Total water consumption	14	17
Total water consumption in areas at water risk, including areas of high water stress (ESRS definition)	9	11
Total water consumption in areas at water risk, including areas of high water stress (Unilever definition) ^(b)	10	11
Total water recycled and reused	2	2
Total water stored ^(c)	0	0
Change in water stored	0	n/a
Water intensity ratio: water consumption per turnover (m ³ /€ million)	272	281
Ice Cream (millions m³)		
Total water consumption	3	–
Total water consumption in areas at water risk, including areas of high water stress (ESRS definition)	2	–
Total water recycled and reused	0	–
Total water stored	0	–
Water intensity ratio: water consumption per turnover (m ³ /€ million)	400	–

(a) 2024 and 2023 measured including Ice Cream.

(b) Based on Unilever's review of site-specific factors and localised water risks, there are an additional two sites included in the Unilever result excluded from the ESRS result (2024: 2 sites), and a further two sites included in the ESRS result excluded from the Unilever result.

(c) 2024 restated from 1 million m³ to 0.3 million m³ due to an aggregation error.

Biodiversity and Ecosystems

STRATEGY

Interaction of material impacts and risks with strategy and business model

Our material Environmental impacts, risks and opportunities (IROs) resulting from the double materiality assessment (DMA), and the process by which these were identified, are detailed on page 219. Impacts on desertification and soil sealing were not assessed within our value chain. No biodiversity- or ecosystem-related opportunities were identified during the DMA process.

Impacts and risks in our own operations

Our DMA concluded that our own operations, covering more than 600 sites globally, do not collectively have a material impact on nature. At a local level, we have identified 10 sites (2024: 16 sites restated from 22) that operate within or near biodiversity-sensitive areas, where Unilever may contribute to negative effects on biodiversity. To reach this conclusion, we identified sites within a 1km radius of biodiversity-sensitive areas to capture Unilever’s likely direct and indirect impacts and allow for comparability across our sites.

Each site was assessed using two indicators:

- The Biodiversity Intactness Index (BII); and
- Water stress assessment according to the WRI Aqueduct Tool, supplemented with Unilever’s localised water stress assessments.

We selected these indicators due to their global scope, their relevance to our operations and recognition by frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD). We then engaged with sites to understand the local environment, our activities, and current land and environmental classifications.

The indicators used identified potential negative impacts, but they risk over- and under-reporting due to being outdated and the inaccuracy of global biodiversity datasets. Consequently, we are unable to directly attribute Unilever’s operations to negative impacts on biodiversity and ecosystems. For example, many identified sites are in industrial zones with multiple companies. While we know threatened species exist near our operations, we have not assessed if our operations specifically affect them. Material impacts from desertification and soil sealing were not identified in our operations.

Establishing and attributing negative impacts requires local analysis and community engagement. In 2025, we began due diligence processes with the identified sites to review risk assessments and data held by sites to better understand their impacts on the environment surrounding the site. These will inform site-level action plans, which will be finalised in 2026.

Impacts and risks in our value chain

Our DMA identified several nature-related risks in our operations and our value chain, including risks that are systemic. Our business both depends on and impacts nature, including land, forests and water systems. We recognise the loss of biodiversity within these systems as a principal risk (Climate and Nature). Protecting these ecosystems is important to ensure the resilience of our business and the communities where we operate.

To help inform the development of our strategy, we reviewed climate and nature risks across our business model and value chain. This included physical and transition risks relating to ecosystem change and degradation/biodiversity loss, which we modelled quantitatively for the first time in 2025. The selected nature scenarios align with our climate scenarios based on their temperature goals and policy ambitions. The approach and associated outcomes are summarised within our Climate disclosures on pages 224 to 235.

Resilience of our strategy and business model to biodiversity loss and ecosystem degradation

Biodiversity underpins the resilience and productivity of the natural systems we depend on for raw materials. Environmental pressures pose significant risks to supply chain stability and productivity, affecting crop yields, raw material availability and long-term sourcing strategies. Physical nature risks are expected to impact us and our supply chain in all scenarios.

Our business model integrates various strategies to address these risks, enhancing resilience and increasing our capacity to respond as follows:

Responsible sourcing: Our regenerative agriculture and sustainable sourcing programmes aim to address the impact of our activities on ecosystem degradation and services, particularly in key locations. These regenerative agriculture programmes build on our sustainable sourcing programmes, strengthening supplier practices and reducing risks linked to agricultural commodity dependence. Our actions to stop deforestation and conversion are also crucial for addressing the impacts and risks associated with ecosystem degradation.

Protect and restore: We take action to protect and restore ecosystems within and surrounding our key sourcing locations to help address the wider system risk of biodiversity failure and reduce the impact of our sourcing on ecosystem degradation and services.

Stakeholder engagement: We engage with a diverse range of stakeholders, including local communities and Indigenous Peoples, in our sustainability initiatives. For example, we support independent palm smallholders through the creation of development hubs that coordinate activities to improve farm productivity and ecosystem protection and restoration.

Given the significant potential challenges to the agricultural sector from high nature degradation, our nature advocacy agenda is critical to supporting the achievement of our nature targets and driving systemic change to limit the impacts of this scenario.

In 2025, we began developing an updated nature strategy in line with the ACT-D (Assess, Commit, Transform, Disclose) framework that seeks to recognise and leverage the interconnected challenges of climate, biodiversity, livelihoods and pollution to ensure an integrated approach.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Policies

Unilever’s environmental policies, which include nature-related policies in our own operations and our value chain, are disclosed on page 221. The table below demonstrates how these policies address our material nature-related impacts, risks and dependencies, focused on our upstream value chain. Unilever does not have a dedicated biodiversity and ecosystem protection policy focused specifically on impacts from operational sites in or near biodiversity-sensitive areas.

	Ecosystem degradation, service failure and biodiversity collapse	Ecosystem degradation leading to crop yield reduction	Increased activism, legal or non-compliance costs
Code of Business Principles (COBP) and Code Policies			■
Environmental Policy			■
People & Nature Policy	■		■
Sustainable Agricultural Principles	■	■	■

As described in our People & Nature Policy and Sustainable Agricultural Principles, we set requirements for traceability and the management of production and sourcing to help maintain biodiversity in our upstream value chain. We also consider the social consequences of biodiversity loss and ecosystem-related impacts through these policies.

We do not have specific sustainable oceans/seas practices or policies. Based on our materiality assessment, this is an area of low impact on nature for our business, as we source only very low volumes of commodities from the oceans/seas.

Actions

Our actions and resources focus on four priority strategic areas and address our material nature-related impacts, dependencies and risks. We do not use biodiversity offsets within any of our actions.

Regenerative agriculture

In 2025, we implemented 12 new regenerative agriculture programmes, bringing our total to 34 programmes (excluding one project relating to Ice Cream) that collectively cover 254,000 hectares since 2021. The programme has in-field implementation in 17 countries: Argentina, Brazil, Canada, Chile, China, France, Germany, India, Indonesia, Italy, Mexico, Poland, Serbia, Spain, Thailand, the UK and the US. We have plans to increase the implementation of our regenerative agriculture initiatives to more than 400,000 hectares through supplier programmes and co-investment through our Regenerative Agriculture Fund in 2026.

Each programme starts with a context analysis of the local environment, in partnership with participating farmers, and draws on the expertise of local agronomists. The programmes are designed to address the most material environmental and climate issues faced by farmers, with practices selected to fit local context and farmer knowledge. Every project includes a range of relevant metrics covering biodiversity, climate and other ecosystem changes via our Measure, Report, Verify (MRV) framework, which generates output- and outcome-level data annually.

Sustainable sourcing

In 2025, we sourced 81% of our key crops sustainably; this includes 19% via purchased sustainability credits. Our goal is to source 95% of our key crops sustainably by 2030. The practices set out in our Sustainable Agricultural Principles (SAP) enable us to identify and benchmark codes, standards and assessments that meet our sustainable sourcing requirements. This action incorporates local and Indigenous knowledge and nature-based solutions through the requirements embedded within our SAP.

Deforestation-free supply chains

In 2025, we exceeded 95% purchase volumes of palm oil, paper and board, tea, soy and cocoa as deforestation-free, based on Unilever's requirements. Since 2021, we have invested over €280 million in UOI (2024: €218 million) via which more than 50% of our palm derivatives are processed. Direct sourcing of palm feedstocks brings better transparency and traceability, and places less reliance on intermediaries. This investment will further expand our independent mills and direct sourcing associated with smallholder programmes. This supply chain collaboration enhances our impact and allows us to maintain and grow deforestation-free sources.

We have continued to invest in the verification of suppliers against our Independent Verification Protocols, expanding the implementation of our deforestation-free sourcing programme, addressing risk, and ensuring the resilience of our supply chain and supporting ecosystems. In addition, we engage with suppliers with past policy non-compliances to support remediation actions. This has resulted in suppliers participating in Unilever's supply chain and the protection and restoration of more than 8,000 hectares of forest.

Our deforestation-free landscape strategy also includes empowerment and inclusion of smallholders in our supply chain, through direct sourcing approaches as well as working across landscapes. In 2025, Unilever continued to increase the number of palm oil smallholder farmers across Indonesia trained in sustainable agricultural practices, with around 29,500 trained since January 2024. Complementary to the programme, Unilever is working with independent mills to build a linkage between the mills, their smallholder supply base and our supply chain. In addition, as part of our inclusive sourcing initiative, we have now mapped over 55,000 palm smallholder farmers, while further supporting RSPO smallholder certification across our palm supply base.

Local and Indigenous knowledge is integrated into our smallholder programme at every phase, including programme design and smallholder engagement, to support comprehensive land mapping and evaluation processes. In 2026, we will further extend our deforestation-free verification programme to additional sources and suppliers, with a particular focus on independent mills.

Protect and restore

In 2025, we implemented 3 new protection and restoration programmes closely associated with our sourcing locations. We have implemented 14 programmes (excluding two projects relating to Ice Cream) in total since 2021, covering around 660,000 hectares cumulatively. The programmes are geographically focused in South East Asia. They incorporate Indigenous knowledge by partnering with local communities, through activities including joint programme design, mapping of customary areas and supporting traditional forest management practices.

All actions are tracked against our target of protecting and restoring 1 million hectares of natural ecosystems by 2030. We continued to prioritise landscapes based on our commodity footprint, operational presence and the need for additional support from Unilever in the area. This included long-term partnerships located across three provinces that are the supply bases of our palm oil processing facility in North Sumatra. Here, we actively supported programmes leveraging multi-stakeholder collaboration, such as the Coalition for Sustainable Livelihoods to protect the Leuser Ecosystem and Conservation International in the Tapanuli Selatan region. Alongside these programmes, our participation in the Rimba Collective is designed to provide conservation finance and project implementation across Indonesia, and is key to scaling up our impact across palm production landscapes.

Working in these landscapes allows us to engage stakeholders within a jurisdiction on sustainable development plans, considering land and labour rights. We also invest in innovations to drive large-scale impacts. Specific actions for 2026 include scaling up our Mangrove Initiative for people, climate and nature in Ecuador, which we are delivering with Conservation International, the Green Climate Fund (GCF) and the Government of Ecuador. The objective of the project is the conservation and restoration of mangrove and other important ecosystems in Ecuador.

Policy advocacy

In 2025, we progressed our nature policy advocacy priorities with a strengthened focus on landscape action:

- **Landscape Accelerator Brazil (LAB):** Through the World Business Council for Sustainable Development's LAB, we collaborated with peers and value chain partners to align on policy and finance solutions to support the regenerative transformation of the Cerrado, a key sourcing landscape for our soybean oil. Policy recommendations, including scaling up incentives in support of regenerative practices, were shared with the Brazilian Government. The initiative serves as a model for collective advocacy in other priority landscapes.
- **Climate Week NYC and COP30:** The need to create a regulatory landscape that supports farmers to transition to, and maintain, regenerative approaches was further reinforced at Climate Week NYC and COP30. This included wider calls for alignment between national climate and nature agendas, and greater focus on nature-based solutions that support decarbonisation efforts while offering potential benefits for livelihoods and wider landscapes.

METRICS AND TARGETS

Targets

We have set targets to reduce our impacts on and risks associated with biodiversity and ecosystems, and to help protect, restore and regenerate nature in locations where we have a material impact. Our sustainable sourcing and regenerative agriculture targets aim to address the impact of ecosystem degradation, potential crop yield reduction, and biodiversity loss or collapse within our value chain. Our protect and restore and no-deforestation targets represent a unified approach to ecosystem intervention, aiming to address biodiversity loss risks and potential regulatory or activist challenges in areas surrounding our value chain.

We set targets for both our regenerative agriculture and protect and restore programmes based on exposure to land and our key crops sourcing footprint, which we estimate at 4 million hectares. By 2030, our regenerative agriculture programme aims to cover approximately 25% of the land required to grow the agricultural raw materials associated with our key crops for Unilever’s products. Our protect and restore target, which focuses on ecosystems within and around our key crops sourcing footprint, also aims to cover approximately 25% of our land footprint. After achieving 97.5% deforestation-free sourcing of our five primary deforestation-linked commodities (palm oil, paper and board, tea, soy and cocoa) in 2023, we set a new goal to maintain 95% deforestation-free sourcing. Continued implementation of this commitment aims to prevent ecosystem destruction and mitigate legal and reputational risks associated with biodiversity degradation.

Ecological thresholds and allocations of impacts to Unilever have not been applied when setting targets. Target-setting was informed by, but not aligned with, the Kunming-Montreal Global Biodiversity Framework, and all our targets can be allocated to the avoidance, minimisation, restoration, and rehabilitation layers of the mitigation hierarchy. Stakeholders in our value chain have not been formally involved in our target-setting process.

Our targets and progress against these targets are set out below:

Implement regenerative agriculture practices on 1 million hectares of agricultural land by 2030; and Help protect and restore 1 million hectares of natural ecosystems by 2030

Regenerative agriculture activities eligible for support through Unilever’s programmes must contribute to at least two of the five impact areas outlined in our Regenerative Agriculture Principles: climate, soil, water, livelihoods or biodiversity.

Protect and restore activities eligible for support through Unilever’s programmes are those designed to either conserve areas of natural ecosystem or improve ecosystem quality.

Eligible programmes must operate within a defined geographical area, be approved by a Unilever authority, be operational between 1 January 2021 and 31 December 2025, and be run directly by Unilever or a third party under a contractual commitment with Unilever. Where a programme is phased over multiple years, only the share newly operational between 1 January and 31 December 2025 will be eligible. For regenerative agriculture programmes where the area cannot be physically measured, the area is estimated using input from third parties. A programme is considered operational if at least one activity has commenced, as demonstrated by the use of budgeted financial or in-kind resources.

95% volume of key crops to be verified as sustainably sourced by 2030

Key crops include cereals and starches, cocoa, coconut oil, dairy, palm oil, paper and board, rapeseed oil, soy oil, sugar, tea, vanilla and vegetables, and account for over 77% of our agricultural sourcing by volume (excluding Ice Cream).

Sustainable sources are defined as raw materials that are either produced according to third-party certification and aligned with Unilever’s Sustainable Agricultural Principles or purchased from non-sustainable sources but matched with credits representing verified sustainably sourced raw materials.

Measuring performance against this target includes the partial use of credits to address the unavailability of physically sustainable (certified) sources in some markets. These credits are compensatory and not associated with providing biodiversity improvements.

Exclusions: Crops purchased by third parties; crops used in agricultural production of other purchased materials; or crops included in the manufacturing process of purchased materials; and where the volume is <1,150 tonnes.

Maintain no deforestation across our primary deforestation-linked commodities

Performance is measured as the percentage of volumes purchased of palm oil, paper and board, tea, soy and cocoa that meet Unilever’s deforestation-free requirements in the period from 1 January to 31 December 2025.

Materials are determined to be deforestation-free through one of the following means:

- An independent third-party certification body has provided confirmation to Unilever that the supplier meets the requirements of the Unilever Deforestation-Free Verification protocols;
- The supplier has received a third-party certification from one of a list of approved certification bodies that meet Unilever’s deforestation-free requirements;
- The materials come from locations or countries considered to have negligible risk of recent deforestation as per the Negligible Risk Protocol; or
- The materials are in compliance with the European Union Regulation on Deforestation-Free Products (EUDR).

Exclusions: Materials purchased by third-party companies supplying finished products for Unilever; materials purchased for collaborative manufacturing; materials included as an ingredient or in the process of purchased materials; or materials produced with multiple interchangeable feedstocks; small volume materials for palm oil; and small volume suppliers where aggregated volumes are <5% of total purchased volumes.

Allocation to Ice Cream

Implement regenerative agriculture practices: Programmes funded by or associated to an Ice Cream brand. If a programme does not meet these criteria, allocation performed where the supplier, crop and/or site associated with the programme is identified as relating to Ice Cream.

Help protect and restore natural ecosystems: Where the crop supply chain adjacent to the programme work, country and/or Unilever site is identified as relating to Ice Cream.

Crop volumes: Estimated based on finished goods supplied by CMs categorised as Ice Cream products, using information such as product recipes and production volumes. Where such information is unavailable, allocation is based on dedicated manufacturing sites.

Credits: Based on the percentage of Ice Cream key crop volumes divided by total key crop volumes, apart from palm kernel oil which is not used by Ice Cream.

ENVIRONMENTAL DISCLOSURES

Nature targets	Goal	2025	2024 ^(a)	2023 ^(a)
Implement regenerative agriculture practices on 1 million hectares of agricultural land by 2030 (millions of hectares)^(b)	1m			
Unilever		0.25m	0.13m	0.06m
Ice Cream		0.00m	–	–
Help protect and restore 1 million hectares of natural ecosystems by 2030 (millions of hectares)^(b)	1m			
Unilever		0.66m	0.43m	0.29m
Ice Cream		0.02m	–	–
95% volume of key crops to be verified as sustainably sourced by 2030 (% purchased)^{(c)(d)}	95%			
Unilever		81%	79%	79%
Ice Cream		74%	–	–
Maintain no deforestation across our primary deforestation-linked commodities (% purchase volumes that are deforestation-free)^(e)	95%			
Unilever		97%	97%	98%
Ice Cream		89%	–	–

(a) 2024 and 2023 measured including Ice Cream.

(b) These results are from programmes funded by Unilever and our partners. Unilever has an agreement with our project partners that allows all parties to make public statements on the total impacts of these programmes provided they acknowledge the role of the other party.

(c) Raw materials produced according to third-party certification and aligned with Unilever's SAP were 62% in 2025 (2024: 63%, 2023: 66%).

(d) Raw materials purchased from non-sustainable sources but matched with credits representing verified sustainably sourced raw materials were 19% in 2025 (2024: 16%, 2023: 13%).

(e) 2023 performance measured for all commodity volumes ordered for three-month period October to December, except for palm oil in India measured only for December.

We continued to make progress against our regenerative agriculture target, implementing 12 new programmes in 2025. We plan to further scale the implementation of our initiatives through investment in our Regenerative Agriculture Fund in 2026. We also exceeded our in-year protect and restore target, largely driven through the implementation of new programmes, for example expansion of activities within the Rimba Collective and a new programme in Ecuador with Conservation International. In addition, we continued to deliver ahead of our goal to maintain 95% purchase volumes as deforestation-free. This remains a priority for us, both in terms of retaining existing deforestation-free suppliers and onboarding new suppliers. Our performance against our sustainable sourcing target is in line with expectation, as there has been a decline in some portfolios (dairy, sugar and cocoa) offset by improvements in others (starches and cereals). As the majority of cocoa volumes relate to Ice Cream, we will review the scope of our targets in 2026 and update our key crops accordingly. Further information on the specific actions taken in 2025 is provided on page 240.

Impact metrics related to biodiversity and ecosystems change

The Integrated Biodiversity Assessment Tool (IBAT) contains global biodiversity datasets and derived data, including the International Union for Conservation of Nature (IUCN) Red List of Threatened Species™, the World Database on Protected Areas (WDPA) and the World Database of Key Biodiversity Areas (WDKBA).

Biodiversity-sensitive areas (BSAs) are defined as the Natura 2000 network of protected areas, UNESCO World Heritage sites and Key Biodiversity Areas, as well as other protected areas, as referred to in Appendix D of Annex II to Commission Delegated Regulation (EU) 2021/2139.

A Key Biodiversity Area (KBA) is a site that contributes significantly to the global persistence of biodiversity in terrestrial, freshwater and marine ecosystems. Sites qualify as global KBAs by meeting one or more of 11 criteria in five categories: threatened biodiversity; geographically restricted biodiversity; ecological integrity; biological processes; and irreplaceability.

A Protected Area (PA) is a clearly defined geographical space recognised, dedicated and managed through legal or other effective means to achieve the long-term conservation of nature, along with associated ecosystem services and cultural values. These areas are obtained from the WDPA.

Unilever site geo-coordinates are assessed using the IBAT to identify those within 1km of a BSA. For each site identified as in or within 1km of a BSA, Unilever assesses where there is a negative change in the Biodiversity Intactness Index (BII) and if this is greater than zero between 2017 and 2020; and whether this is a water-stressed area according to WRI Aqueduct Water Risk Atlas Tool. For sites where there is both water stress and a negative change in BII, Unilever includes this site in the metric and obtains the site size (in square metres) from Unilever's site surface land area reports. Site areas reported in square metres are converted to hectares and summed to give a total area in hectares.

Sites that were initially identified as being in biodiversity-sensitive areas but are located within highly urbanised regions were excluded from the final list, as their proximity to biodiversity-rich locations is limited.

Exclusions: Sites closed at year end, smaller offices, logistics and GBU sites that do not report in Unilever systems.

Allocation to Ice Cream: Dedicated manufacturing and logistics sites, and their associated hectares.

Impact metrics related to biodiversity and ecosystems change	2025	2024 ^(a)
Number of Unilever sites in or near (i.e. within 1km of) biodiversity-sensitive areas that are negatively affecting biodiversity ^{(b)(c)}	10	16
Area of Unilever sites in or near (i.e. within 1km of) biodiversity-sensitive areas that are negatively affecting biodiversity (hectares) ^{(b)(c)}	64	99

(a) 2024 measured including Ice Cream.

(b) 2024 restated from 22 sites and 322 hectares due to errors in site data (6 sites and 157 hectares, removed), and changes in measurement methodology (5 sites and 66 hectares, still reported in 2025). See below.

(c) During the reporting period, 5 sites were transferred to Ice Cream which covered an area of 42 hectares.

In 2025, Unilever invested in improving the accuracy of our site data as part of our continuous efforts to enhance the quality of our reporting. We undertook a comprehensive review of our site list to clarify ownership structures and operating status which led to a reduction in the number of sites in scope. We have restated our 2024 site and hectare count to reflect these improvements, including removing six sites incorrectly included as a result of duplication or sites closed during the period. In addition, for logistics sites where hectares data was unavailable, we have updated our methodology to calculate hectares based on a country average for each site.

While the indicators used may identify potential negative impacts, they risk over- and under-reporting due to outdated and inaccurate global biodiversity datasets. Consequently, we are unable to directly attribute Unilever's operations to negative impacts on biodiversity and ecosystems.

Resource Use and Circular Economy

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Our material Environmental impacts, risks and opportunities resulting from the double materiality assessment (DMA), and the process by which these were identified, are detailed on page 219. We included microplastics resulting from our packaging as part of our plastic pollution negative impact in 2024. However, we assessed microplastics as non-material in 2025 because our material impact and associated actions relate to whole pieces of plastic entering the environment.

Policies

Unilever’s environmental policies are disclosed on page 221. The table below demonstrates how these policies address our material risks and impacts in relation to resource use and circular economy.

	Plastic pollution	Hazardous waste	EPR schemes / plastic-related taxes
Environmental Policy	■	■	■
Environmental Care Framework Standard	■	■	
Responsible Partner Policy	■	■	

Our approach to plastic packaging is embedded in our overall business strategy and product innovation cycles. Our policies in relation to plastic packaging encompass the reduction in our use of virgin plastics, and our policies in relation to hazardous waste encompass waste management.

Unilever’s policies regarding the sustainable sourcing of raw materials are detailed in our Biodiversity and Ecosystems section on page 239.

Actions

Plastic pollution, extended producer responsibility (EPR) schemes and other plastic-related taxes

Our ‘reduce, circulate, collaborate’ strategy focuses on reducing virgin plastic, scaling collection and processing systems that help keep plastic in circulation and out of nature, and working with industry partners and policymakers to accelerate our impact.

To date, we have driven the majority of our virgin plastic reduction through the use of post-consumer recycled plastic (PCR). We delivered this through close collaboration with our network of PCR suppliers and our Business Groups to increase PCR levels. For example, following significant technical advances with suppliers to unlock the supply of high-quality recycled plastic, our Wonder Wash laundry detergent bottles in the UK and Europe, and our Hellmann’s Squeeze bottles in Brazil, now contain up to 100% PCR (excluding lids and caps). In 2025, we purchased more than 152 kilotonnes of recycled plastic in our packaging as part of these and other initiatives. Scaling alternative packaging formats and materials have also contributed to reducing our virgin plastic footprint and will continue to play an important role as we work towards further reductions.

In 2025, we collected and processed more plastic than we sold through our purchase of recycled plastic, strategic partnerships and participation in EPR schemes. To achieve this, we have expanded partnerships with waste management providers and community-based collection systems, such as those with Lohjinawi and Persada in Indonesia. We continue to improve recyclability in practice and further increase access to recycled content through advocacy and targeted investments. For example, through Circulate Capital’s Ocean Fund, we are investing in waste collection infrastructure in places like India, Indonesia and Latin America.

We are continuing to develop next-generation packaging solutions that are reusable, recyclable or compostable, while reducing the virgin plastic we use. Hard-to-recycle flexible plastic packaging, including sachets, remains an industry-wide challenge and a priority for Unilever. Our Packaging R&D team is actively developing new flexible packaging materials that are recyclable and/or compostable, and in 2026 we will update our targets to increase focus on our transition to paper-based flexible packaging.

For rigid plastic packaging, in 2025, we focused on increasing the roll-out of reusable plastic packaging. For example, in the UK we launched Cif’s Infinite Clean all-in-one spray, which uses a reusable trigger spray that reduces plastic waste by 50%.

We continue to explore innovative reuse–refill formats, including through our acquisition of UK refillable deodorant brand Wild. Since 2021, we have run more than 50 reuse–refill pilots, which have shown that ‘on-the-go’ solutions are more challenging to scale than ‘at-home’ models. Based on these learnings, we are exploring multi-brand, multi-retailer pilots at scale in both developing and developed markets.

Policy advocacy

Individual corporate actions alone cannot deliver the significant transformation required. We also advocate for coordinated and enabling policy measures, like EPR, to create a level playing field and prevent individual business action on plastic from being uncompetitive. In 2025, we supported the creation of the Consumer Goods Forum’s policy guidelines for effective, locally tailored EPR systems in low- and middle-income countries, building on previously published Optimal EPR Principles. Unilever also signed the Ellen MacArthur Foundation’s Global Commitment 2030, launched in November 2025, which aims to unite organisations across the plastics value chain behind a common vision.

Waste management, including hazardous waste

We drive continuous improvement in waste management at our sites, including hazardous waste, through the Environmental Care Framework Standard (ECFWS). For our manufacturing organisation, the Unilever Manufacturing System provides an operational framework to implement the ECFWS. Our sites follow a framework to identify and implement actions to address negative waste-related impacts. Periodically, sites develop action plans to improve environmental performance, including waste management, and monitor progress throughout the year to ensure the timely closure of actions.

In 2024, we introduced a global Waste Standard mandating minimum requirements for managing hazardous and non-hazardous waste at all Unilever sites. The standard mandates the application of the waste hierarchy, engaging employees on waste management principles and auditing of our waste service providers. To reduce our waste footprint, the standard also requires sites to maintain zero non-hazardous waste from manufacturing to landfill or incineration without energy recovery. Unilever has maintained zero non-hazardous waste to landfill since 2015; we consider this to be maintained when less than 0.5% of non-hazardous waste is disposed to landfill. In 2025, site gap assessments against the standard were undertaken and actions are in the process of being agreed to close gaps where relevant.

Within our value chain, business partners are expected to comply with the mandatory requirements of our Responsible Partner Policy (RPP), including hazardous waste management requirements. We verify alignment through self-declarations at registration, annual re-registration to our systems, routine due diligence and risk-based audits. We expect business partners to create a Corrective Action Plan to address any issues identified during third-party audits. We also encourage suppliers to contact us for guidance if they face challenges meeting our requirements.

METRICS AND TARGETS

Targets

Our plastic packaging targets focus on the areas we know will have the most impact such as reducing our use of virgin plastic and developing solutions for hard-to-recycle flexible plastic packaging materials, like sachets. These voluntary targets are in line with Unilever’s Environmental Policy.

We aim to address plastic pollution by reducing our virgin plastic usage and working to keep plastic in circulation. Having reached our 2025 milestone (excluding Ice Cream), PCR will remain an important lever to deliver our virgin plastic reduction goals. In 2025, we also delivered on our target to collect and process more plastic packaging than we sell. Although we will continue to deliver this commitment, it will no longer be a formal target. From 2026, we will increase focus on our transition to paper-based flexible packaging, with the inclusion of a paper flexibles target in our Sustainability Progress Index (SPI). Ecological thresholds and allocations of impacts to Unilever have not been applied when setting targets. Making progress on our plastics targets is relevant to EPR schemes and plastic taxes or bans; however, we do not set specific targets to manage these.

We do not have formal waste targets in place in our own operations. However, waste generation and waste routes are monitored at a local level to ensure compliance with Unilever standards and local legal requirements. Our global Safety, Health and Environment (SHE) team measures the manufacturing sites’ waste generation and reduction, and site-level plans are developed where improvements are needed.

Plastics targets

The scope of our plastic packaging targets includes plastic packaging in 26 countries, which account for approximately 82% of Unilever's sales. Packaging materials comprise of a range of different plastics, including:

- Rigid – plastic packaging materials that are sturdy, inflexible and maintain their shape even when empty (e.g. bottles, jars and tubs).
- Flexible – plastic packaging materials that can be easily moulded, folded or shaped, adapting to the product's form (e.g. pouches, sachets, and tubes).

Where packaging components are made of multiple materials, those that are predominantly plastic by weight are defined as plastic packaging. Conversely, if plastic is not the single greatest material by weight, the whole item is not considered 'plastic packaging'.

Exclusions: All targets exclude plastic packaging purchased/sold (as applicable) by businesses that are not fully integrated into Unilever's SAP system and transport packaging, also known as tertiary packaging.

Reduce our virgin plastic footprint by 30% by 2026, and 40% by 2028, from a 2019 baseline; and Use 25% recycled plastic in our packaging by 2025
 Virgin plastic packaging is derived from fossil fuels and/or bio-based sources and has not been recycled. 2025 virgin and recycled plastic packaging volumes are recorded based on supplier invoices and product specification information. 2019 plastic packaging volumes are estimated by country and Business Group, based on the volume of plastic purchased in 26 countries in 2023 and the ratio of 2019 and 2023 total product sales volumes. The 2019 recycled plastic purchased is estimated based on monthly demand by region.

Other exclusions: Plastic packaging purchased by collaborative manufacturers of Unilever products is not included, representing approximately 11% of plastic packaging purchased in the 26 countries.

Allocation to Ice Cream: Plastic packaging volumes purchased are estimated based on proportion of finished goods volumes categorised as Ice Cream products, using information such as product recipes and production volumes. Where such information is unavailable, allocation is based on R&D assignment of plastic packaging materials.

100% of our plastic packaging to be reusable, recyclable or compostable by 2030 (for rigid) and 2035 (for flexible); and Collect and process more plastic packaging than we sell by 2025

Plastic packaging volumes are based on plastic packaging used in products sold. Approximately 8% of products have incomplete information, which is extrapolated from the average of the most similar products available with complete data. To estimate the total tonnes of plastic packaging used in products sold for the reporting year, the plastic packaging used in products sold for the 12 months to 30 September 2025 is multiplied by the ratio of sales volumes for the 12 months to 30 September 2025 compared to the 12 months to 31 December 2025.

- Recyclable plastic packaging: technically possible to recycle and has proven commercial viability for plastics processors to recycle the material in the region where it is sold.
- Reusable plastic packaging: designed to be used, then refilled more than once and used again for the same purpose; it must also be recyclable at the end of its life and is therefore not assessed separately to recyclability.
- Compostable plastic packaging: meets international standards and definitions for compostability, and local country infrastructure exists to enable composting to take place.

Recyclability and compostability are assessed based on information gathered from various sources, such as governmental organisations (for recycling and recovery rates), industry consortiums and packaging recycling organisations.

- Plastic packaging collected for processing is calculated by country and consists of:
- Post-consumer recycled plastic purchased by Unilever, recorded based on supplier invoices and product specification information.
 - Plastic packaging collected through activities directly funded by Unilever, tracked by country through invoices, contracts or other written confirmation from the relevant supplier organisations. Where it is collected and processed in partnership, we will only count Unilever's share.
 - The tonnes of Unilever product packaging recycled, reused or recovered in countries where Unilever funds municipal recycling through EPR schemes are estimated using country-specific Recycling and Recovery Indices (RRI). These estimates rely on government or industry data, or on internal expert opinions when external data is unavailable or unreliable. Bottle collection is excluded to prevent double-counting with post-consumer recycled plastic packaging purchased by Unilever.

Allocation to Ice Cream: Proportion of Ice Cream plastic packaging used in products sold as a percentage of total plastic packaging used in products sold.

Plastics targets	Goal	2025	2024 ^(a)	2023 ^(a)
Reduce our virgin plastic footprint by 30% by 2026, and 40% by 2028, from a 2019 baseline	(30)%			
Unilever		(29)%	(23)%	(21)%
Ice Cream		(22)%	–	–
100% of our plastic packaging to be reusable, recyclable or compostable^(b)	100%	57%	57%	53%
by 2030 for rigid – Unilever		75%	76%	–
by 2035 for flexible – Unilever		15%	13%	–
by 2030 for rigid – Ice Cream		76%	–	–
by 2035 for flexible – Ice Cream		23%	–	–
Use 25% recycled plastic in our packaging by 2025 (% of total used in packaging)	25%			
Unilever		25%	21%	20%
Ice Cream		8%	–	–
Collect and process more plastic than we sell by 2025 (tonnes of plastic packaging collected and processed, % of tonnes of plastic sold)	100%			
Unilever		111%	93%	68%
Ice Cream		105%	–	–

(a) 2024 and 2023 measured including Ice Cream.
 (b) 2023 measured for 12-month period ended 30 September.

We have increased our use of PCR by 4% compared to 2024, reaching 25% PCR and meeting our 2025 target. This progress was driven by packaging that introduced or expanded the use of recycled plastics and the demerger of our Ice Cream business, as Ice Cream products typically contain less recycled plastic than other parts of Unilever's portfolio. We also decreased our virgin plastic footprint by 6% compared to 2024, primarily through the expansion of PCR (including and excluding Ice Cream). This, alongside lightweighting innovations (reducing the mass of plastic components and packaging) and alternative formats that remove plastic from our packaging, remain important levers to reducing virgin plastic. Progress against our reusable, recycle or compostable goal remains comparable with prior year; there was a 2% improvement in flexibles resulting from increased sales of recyclable flexibles and updates to recyclability assessments. Our plastic collection programme is now implemented in 14 countries (2024: 11), the progress of which was supported by long-standing partners and new collaborators. In addition, 12 countries achieved collection and processing rates of 100% or greater in 2025 (2024: 8). In all cases, we have continued to improve data quality and reporting accuracy.

Resource Inflows

Description of resource inflows

The material resource inflows used in our own operations and upstream value chain are raw materials, packaging materials and water:

- Raw materials used to produce our products include materials originating from agriculture and forestry, including palm-based oleochemicals and food ingredients, as well as chemicals that may originate from fossil fuels, minerals or metals extracted from the earth. Unilever’s raw materials include biological materials that are derived from or produced by living organisms (e.g. crops, animals, bacteria and fungi).
- Packaging materials include plastic, paper and board, glass and aluminium, and both virgin and secondary materials (materials derived from the recycling of primary materials that are reprocessed and then reused).
- Water is used as an ingredient in our products and for our manufacturing processes.

Inflows of property, plant and equipment are not considered to be material.

Resource inflows metrics: Products and technical and biological materials used, including secondary materials

Measured based on tonnes of raw and packaging materials purchased for Unilever operations and collaborative manufacturing, and water consumed in Unilever operations.

Raw and packaging materials purchased by Unilever and packaging materials purchased by collaborative manufacturers (CMs) supplying Unilever’s Business Groups are recorded based on supplier invoices and product specification information. Where supplier invoices or product specification information are not available for packaging materials purchased by third parties, volumes are estimated using extrapolation of existing data (representing circa 1% of total raw and packaging materials purchased by Unilever and third parties).

Resource inflows metrics: Biological materials that are sustainably sourced

Measured based on tonnes of biological raw and packaging materials purchased by Unilever. Biological material volumes are calculated based on supplier invoices, and then mapped to tonnes of feedstock material e.g. chocolate is decomposed into x% cocoa, y% dairy and z% sugar. Water consumed in Unilever operations is not included in the measurement.

Sustainable sources are defined as either raw materials produced according to third-party certification and aligned to Unilever’s Sustainable Agricultural Principles (49%); or purchased from non-sustainable sources but matched to credits that represent verified sustainably sourced raw materials (14%).

Allocation to Ice Cream: Raw and packaging materials volumes purchased by Unilever are estimated based on proportion of raw and packaging materials used in Ice Cream finished goods, using information such as product recipes and production volumes. Where such information is unavailable, allocation is based on dedicated manufacturing sites. Raw and packaging materials volumes purchased by CMs are allocated based on finished goods supplied by CMs categorised as Ice Cream products. Credits are based on the percentage of Ice Cream crop volumes of total crop volumes, apart from palm kernel oil, which is not used by Ice Cream.

For water consumption volumes, including Ice Cream allocation, refer to Water Consumption metrics on page 238.

Unilever resource inflows weight	2025	2024 ^(a)
Total weight of products and technical and biological materials used (million tonnes) ^(b)	26	32
Biological materials used that are sustainably sourced as a percentage of biological materials used (%)	63%	60%
Total weight of secondary materials used (million tonnes)	1	1
Secondary material used as a percentage of total weight of products and technical and biological materials used (%)	2%	2%
Ice Cream resource inflows weight		
Total weight of products and technical and biological materials used (million tonnes) ^(c)	4	–
Biological materials used that are sustainably sourced as a percentage of biological materials used (%)	57%	–
Total weight of secondary materials used (million tonnes)	–	–
Secondary material used as a percentage of total weight of products and technical and biological materials used (%)	2%	–

(a) 2024 measured including Ice Cream.

(b) Of the total tonnes, 52% (2024: 47%) was raw and packaging materials purchased for Unilever operations and collaborative manufacturing, and 48% was water consumed in operations.

(c) Of the total Ice Cream tonnes, 33% was raw and packaging materials purchased for Unilever operations and collaborative manufacturing, and 67% was water consumed in operations.

Resource Outflows

Products and materials

Description of resource outflows

Resource outflows include consumer products, the packaging materials used to contain or protect them, and waste materials. Consumer products include food, beauty, personal care and home care products. Packaging materials include plastic, paper and board, glass and aluminium.

Exclusions: Our products are designed to be consumed, such as food, or to deliver benefits to the consumer and then pass into wastewater, such as shampoo or laundry detergent. As such, reparability and durability are not relevant concepts.

Product and material metrics

Measured based on tonnes of packaging materials purchased for Unilever operations and collaborative manufacturing.

Packaging materials purchased by Unilever and collaborative manufacturers supplying Unilever’s Business Groups are recorded based on supplier invoices and product specification information. Where supplier invoices or product specification information are not available for packaging materials purchased by third parties, volumes are estimated using extrapolation of existing data (representing circa 7% of total packaging materials purchased by Unilever and third parties).

Recyclability is assessed using data from various sources, such as governmental organisations (for recycling and recovery rates), industry consortiums and packaging recycling organisations. This reflects the technical potential to recycle a packaging material.

Exclusions: Product recyclability is not a materially relevant concept for our consumer products and is therefore excluded from the metric.

Allocation to Ice Cream: Packaging material volumes purchased by Unilever are estimated based on proportion of packaging materials used in Ice Cream finished goods, using information such as product recipes and production volumes. Where such information is unavailable, allocation is based on dedicated manufacturing sites. Packaging material volumes purchased by CMs are allocated based on finished goods supplied by CMs categorised as Ice Cream products.

ENVIRONMENTAL DISCLOSURES

The percentage of our packaging that is recyclable using existing technology is set out below. Not all packaging that is technically recyclable will actually be recycled, due to a lack of infrastructure. Our plastic packaging actions and 'actual recyclability' goals are outlined on page 243.

Product and material metrics (%)	2025	2024 ^(a)
Rate of recyclable content in packaging materials used	80%	78%
Ice Cream product and material metrics (%)		
Rate of recyclable content in packaging materials used	79%	–

(a) 2024 measured including Ice Cream.

Waste

Description of waste composition

Waste streams relevant to the consumer goods sector include waste from industrial processes, food and packaging. Materials present in the waste generated by Unilever include raw materials used to manufacture products in various stages of processing, such as food ingredients; packaging materials, such as plastic and paper; and waste from production processes, such as boiler ash.

Waste metrics

Waste is measured for all manufacturing sites and the majority of logistics and other sites. This is based on documentation, provided by waste service providers, which breaks down the type of waste that has been collected, the amount and the waste management route. For the remaining sites, representing 2% of volumes, estimates are made for hazardous and non-hazardous waste based on measured sites and site headcount or pallet position. It is assumed that all estimated hazardous waste is directed to disposal by incineration without energy recovery and all estimated non-hazardous waste is directed to disposal by landfill.

Allocation to Ice Cream: Waste from dedicated manufacturing and logistics sites.

Waste generated in own operations (thousands tonnes)	2025	2024 ^(a)
Total waste generated	493	731
Hazardous waste diverted from disposal	19	25
For preparation for reuse	4	4
For recycling	7	11
For other recovery operations	8	10
Non-hazardous waste diverted from disposal	467	699
For preparation for reuse	133	196
For recycling	235	337
For other recovery operations	99	166
Hazardous waste directed to disposal	5	6
By incineration without energy recovery	4	4
By landfilling	1	2
By other disposal operations	–	–
Non-hazardous waste directed to disposal	2	1
By incineration without energy recovery	–	–
By landfilling	2	1
By other disposal operations	–	–
Non-recycled waste	114	183
Percentage of non-recycled waste (%)	23%	25%
Total hazardous waste including radioactive waste	24	31
Ice Cream waste generated in own operations (thousands tonnes)		
Total waste generated	205	–
Total waste diverted from disposal	205	–
Total waste directed to disposal	–	–
Total non-recycled waste	75	–
Percentage of non-recycled waste (%)	36%	–
Total hazardous waste including radioactive waste	1	–

(a) 2024 measured including Ice Cream.

EU Taxonomy Disclosures

OVERVIEW

The EU Taxonomy regulation, part of the European Action Plan for Sustainable Finance, aims to direct capital flows into sustainable activities. The regulation outlines certain activities, referred to as 'eligible' and 'aligned'. Businesses need to assess whether they have eligible and aligned activities within each of the six environmental objectives: i) climate change mitigation, ii) climate change adaptation, iii) sustainable use and protection of water and marine resources, iv) transition to a circular economy, v) pollution prevention and control, and vi) protection and restoration of biodiversity and ecosystems.

For the financial year 2025, Unilever is reporting under the new Delegated Act adopted in 2026, applicable for the 2025 reporting cycle. This Act does not change the intentions of the previous Delegated Acts or the environmentally sustainable activities to be reported. Under the new Delegated Act, Unilever has applied a 10% materiality threshold and followed the presentational approach as laid out within the Act.

Eligible activities are designated as aligned in accordance with the criteria set out in the regulations if they:

- are considered to make a substantial contribution to an objective;
- do no significant harm to the remaining five objectives; and
- meet the minimum set of criteria with respect to human rights, bribery and corruption, taxation and fair competition.

Using the current list of eligible activities and the alignment criteria, we have reviewed the Group's turnover, capital expenditure and operating expenditure (as defined by the EU Taxonomy) to identify the extent of any material eligible and aligned activities within our business. The outcome of our review is presented below.

The EU Taxonomy remains a work in progress. In creating the current list of environmentally sustainable activities, the European Commission has not yet considered the FMCG industry in which the Group operates, focusing instead on the more carbon-intensive industries where it believes there is the most potential for climate change mitigation or adaptation. Unilever will continue to monitor updates to the regulation and welcomes future review of the Taxonomy, to be completed in 2026.

On 6 December 2025, Unilever completed the demerger of our Ice Cream business. In preparing our 2025 disclosure, we have followed the guidance provided by the European Union on treating turnover and capital expenditure from disposal groups and discontinued operations.

TURNOVER KPI

For the year ended 31 December 2025, none of our continuing operations turnover related to eligible activities, as detailed in our consolidated income statement on page 128. Income from discontinued operations is not classified as turnover. Therefore, none of our turnover is subject to alignment testing.

OPERATING EXPENDITURE KPI

As per the EU Taxonomy, operating expenditure is defined as directly incurred, non-capitalised costs relating to research and development, building renovations, short-term leases, or the repair and maintenance of property, plant and equipment. For the year ended 31 December 2025, we did not identify any operating expenditure in respect to eligible activities. As a consequence, none of our operating expenditure can be classified as aligned.

CAPITAL EXPENDITURE KPI

For the year ended 31 December 2025, 15.6% of our capital expenditure related to eligible activities, as set out in our consolidated financial statements. This includes all additions to intangible assets, as detailed in note 9 on page 152, and all additions to tangible assets (both leased and owned), as detailed in note 10 on page 155. Those additions include those resulting from business combinations and are before depreciation, amortisation and any re-measurements.

Unilever has applied a 10% materiality threshold, as set out in the Delegated Act 2025, as part of our assessment. For the additions related to in-year discontinued operations, we have followed the guidance as set out by the European Commission and included all additions (including capital expenditure related to the discontinued operation).

We have identified eligible activities that relate to i) climate change mitigation and ii) climate change adaptation. We have also identified certain activities related to iii) sustainable use and protection of water and marine resources, and iv) transition to a circular economy. However, these are not material and therefore alignment testing was not completed. Categories which were deemed immaterial included, but were not limited to, clean energy generation and distribution, low-emission transport, circular economy processes, and resilient water and waste-management infrastructure. We did not identify eligible activities in respect of v) pollution prevention and control, and vi) protection and restoration of biodiversity and ecosystems.

For the remaining material activities that are eligible – relating to CCM/CCA 7.7 (the acquisition and ownership of buildings) – we have not been able to meet the Substantial Contribution or Do No Significant Harm criteria, as we do not have access to EPC certificates or undertake a climate and vulnerability assessment for these assets. As a consequence, none of our capital expenditure can be classified as aligned.

We meet the minimum set of criteria with respect to human rights, corruption and bribery, taxation and fair competition. We determined this by assessing our internal policies against the criteria and reviewing any breaches or violations identified in the reporting period.

Taxonomy-eligible but not Taxonomy-aligned activities

Activity code ^(a)	Activity narrative	Context for Unilever	€ million	% total CapEx
CCM/CCA 7.7	Acquisition and ownership of buildings	Renting and the purchasing of buildings is an activity that Unilever has engaged in.	542	16%
Total Eligible			542	16%

(a) CCM/CCA = Climate Change Mitigation/Climate Change Adaptation.

EU Taxonomy Summary table

Financial Year (N)	2025																	
	KPI (1)	Total (2)	Proportion of Taxonomy-eligible activities (3)		Taxonomy-aligned activities (4)		Proportion of Taxonomy-aligned activities (5)		Breakdown by environmental objectives of Taxonomy-aligned activities						Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered non-material (14)	Taxonomy-aligned activities in previous financial year (N-1) (15)
€ million			%	€ million	%	Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)	%	%	%				
Turnover	50,503	–%	0	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	0	–%
CapEx	3,482	16%	0	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	5%	–%	0	–%	
OpEx	1,447	–%	0	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	0	–%	

Capital Expenditure KPI table

Reported KPI		CapEx												
Financial Year (N)		2025												
Economic Activities (1)	Code (2)	Taxonomy-eligible CapEx	Taxonomy-aligned CapEx	Taxonomy-aligned CapEx	Environmental objective of taxonomy-aligned activities						Enabling activity (12)	Transitional activity (13)	Proportion of Taxonomy-aligned in Taxonomy-eligible (14)	
		%	€ million	%	Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)	E	T	%	
Acquisition and ownership of buildings	CCM/CCA 7.7	16%	0	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%
Sum of alignment per objective					-%	-%	-%	-%	-%	-%				
Total CapEx		16%	0	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%

Social Disclosures

The scope of our Social disclosures includes:

- **Own workforce:** Unilever employees, i.e. those in a direct employment relationship with Unilever according to national law or practice, and non-employees, i.e. contractors working for Unilever, such as self-employed individuals or those provided by employment agencies.
- **Value chain:** People employed by Unilever's business partners, including our global supply chain, collaborative manufacturers, distributors, retailers, agents, franchisers and importers.
- **Affected communities:** Individuals and local communities, including Indigenous Peoples, living or working in areas impacted by our operations or value chain activities.
- **Consumers and end-users:** The individuals and households who use our products every day.

We consolidated disclosures relating to human rights impacts into the 'Approach to Human Rights' section as due diligence processes are common across our rightsholders. As a result, we have not included a separate section for affected communities within the sustainability statement.

SOCIAL MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

The process for assessing and identifying our material impacts, risks and opportunities (IROs) is informed by our double materiality assessment (DMA), as detailed in our General Information section on page 216.

In identifying our material IROs, we have considered all groups of people within the scope of our disclosures, as set out above, and all topics connected to our strategy and business model. The Board engages regularly with our workforce, and our Supply Chain and Procurement teams maintain communication with our business partners and affected communities. This feedback provides a key input into our DMA.

Consideration is given to our enterprise risk management processes and principal risks, including those relating to talent and the quality and safety of our products. We review the risk management frameworks annually to identify changes in the risk profile.

When reviewing the social matters that are most material to us, the identification of our social material IROs aligns with our salient human rights issues, as we consider the concept of impact materiality to be interchangeable with saliency. Saliency is defined by the United Nations Guiding Principles on Business and Human Rights (UNGPs) as 'the human rights that are at risk of the most severe negative impacts through a company's activities or business relationships'.

We regularly review human rights issues to ensure our approach remains focused on saliency. The UNGPs encourage companies to reassess saliency when there is a material change to our business, such as the demerger of our Ice Cream business. Our next saliency review will be in 2026.

Our most recent assessment, conducted in 2023 with input from key rightsholder groups (including our affected communities), evaluated both existing and emerging human rights issues. The assessment identified the following as our salient human rights issues:

- Bullying and harassment;
- Discrimination;
- Fair wages and income;
- Forced labour;
- Freedom of association and collective bargaining;
- Health;
- Land rights (including Indigenous Peoples' rights); and
- Working hours.

While child labour is not one of Unilever's global salient human rights issues, it remains a key focus in specific regions and commodities where it is identified to be high risk, such as cocoa and vanilla. In developing strategies to address our salient issues, we consider the influence of climate change and gender on their impacts, their prevalence within our global value chain, and take the appropriate action. Our overarching approach seeks to prevent potential impacts from becoming actual impacts, while monitoring new and emerging human rights issues. See page 251 for further details in our Approach to Human Rights section.

Our Business Group strategies incorporate processes for identifying potential IROs related to our consumers. These strategies are supported by our Unmissable Brand Superiority framework and the 6Ps – product, packaging, proposition, promotion, place and pricing – which drive brand innovation. Ensuring product safety is fundamental to our business, and involves evaluating raw materials, product design and development, and manufacturing processes, with special consideration for vulnerable populations where relevant. We also identify and manage customer and channel risks (including marketing) through our enterprise risk processes.

The output of our 2025 DMA for our social impacts, risks and opportunities is included below:

Material impact, risk or opportunity		Description
Own Workforce and Workers in the Value Chain		
Talent	Risk (OO)	Critical to delivering our business strategy and performance is our people. Our ability to attract, develop and retain diverse, skilled and adaptable talent, especially in competitive emerging markets is crucial. Failure to do so could cause us to fall behind the competition and consequently affect operations and financial results. We recognise the importance of cultivating a strong reputation for talent and skills development to help position Unilever as a top employer.
Capability building across our value chain to improve livelihoods [▲]	Positive Impact (VC)	Unilever supports people in our value chain, including smallholder farmers, to improve their livelihoods. This includes building capability around employment practices and income diversification.
Salient human rights issues		
Bullying and harassment	Negative Impact (OO) (VC)	Bullying and harassment are more likely to arise where there is an imbalance of power in a relationship or where people are in a situation of vulnerability. In addition, this may happen where the prevailing culture, context or law discriminates against certain groups. Bullying and harassment may occur within our own operations and value chain, which could have a significant negative impact on an individual's physical and mental wellbeing, their families and the wider community.
Discrimination	Negative Impact (OO) (VC)	Discrimination is the absence of equality of opportunity and treatment, occurring when a person is treated differently on the basis of protected characteristics. ¹ Discrimination may occur in our own operations and value chain. In workplaces, discrimination may occur in the processes leading up to hiring and following termination of employment, as well as during employment. Along with significant impacts on the individual, discrimination has wider social and economic consequences.

1. Protected characteristics include race, age, role, gender, gender identity, colour, religion, country of origin, sexual orientation, marital status, dependents, disability, social class, political views or any other class protected by law.

OO Own Operations
VC Value Chain
[▲] Entity-Specific Disclosure

SOCIAL DISCLOSURES

Material impact, risk or opportunity		Description
Salient human rights issues		
Forced labour	Negative Impact (OO) (VC)	Forced labour is defined as 'all work or service which is exacted from any person under the threat of a penalty and for which the person has not offered himself or herself voluntarily'. While some situations are immediately identifiable as forced labour (such as being forced to work through the use of violence), others are more subtle (debt bondage, retention of identity papers or involuntary overtime). Forced labour has significant physical, mental and economic impacts on individuals and could occur in our own operations or value chain, in particular where workers use the services of recruitment agencies to secure a job. Geographies with a higher risk of forced labour include South Asia and South East Asia.
Fair wages ² and income	Negative Impact (OO) (VC)	Without receiving a fair wage or income, people are unable to meet their basic needs. Providing employees and workers in the value chain with fair wages or incomes, including payment of a living wage, can have a significant impact on their livelihoods.
Working hours	Negative Impact (OO) (VC)	The number of hours worked, the way in which they are organised, and the availability of rest periods can significantly affect not only the quality of work, but also mental and physical health as well as income. Workers in our own operations or value chain may be impacted by longer working hours. Workers in our value chain may be particularly impacted by longer working hours, especially where wages are low and the work is performed on an informal or seasonal basis (such as agriculture).
Health	Negative Impact (OO) (VC)	Everyone has the right to a clean, healthy and sustainable environment. Negative impacts on health may occur within our own operations, value chain and communities in which we operate, including from work process violations and unsafe working conditions.
Freedom of association and collective bargaining	Negative Impact (OO) (VC)	All workers should be free to form or join a union of their choice, seek representation and collectively bargain, all without the fear of intimidation, harassment or obtaining prior approvals. Lack of freedom of association may occur within our own operations and value chain, particularly where there are local laws restricting these rights.

Affected Communities

Salient human rights issues		
Land rights, including Indigenous Peoples' rights	Negative Impact (OO) (VC)	Land is a source of livelihood for many and is also linked with people's identities, culture and social status, which are protected by legal or customary rights. Communities connected to the areas where we operate, source and conduct business may be affected by land rights issues. Our operations or our value chain actors could be associated with land transactions involving land appropriation or insufficient consultations with rightsholders.

Consumers and End-Users

Safe products	Risk (OO) (VC)	Unsafe products could result in financial loss as a result of: <ul style="list-style-type: none"> Product formulation and packaging not meeting Unilever's safety standards; Formulation ingredients and packaging being accidentally or maliciously contaminated, compromising product integrity and potentially impacting the consumer; or Product labelling not aligning with laws and regulations, or lacking transparency, resulting in consumers not having the relevant information to make decisions about our products or being at risk of harm to their health.
Marketing to children	Negative Impact (VC)	Inappropriate marketing to children can expose them to advertising for foods high in sugar, fat or salt, particularly through use of social media. This may contribute to the childhood obesity epidemic and has resulted in regulatory restrictions on the marketing of products to children in many countries.
Nutritional product quality [^]	Risk (VC)	Regulatory restrictions may be imposed on the sale and marketing of food products that do not meet certain nutritional requirements. In many markets, consumers are increasingly focused on products that combine great taste and health with limited salt, sugar, saturated fats and calories, as well as provide positive nutrition such as proteins, vitamins and minerals, fibre and vegetables. While we are diversifying our product portfolio to respond to new demands and increased restrictions, this could impact our revenue growth in the short term.
Product innovation as a response to changing demand [^]	Opportunity (VC)	Consumers are becoming more aware of sustainability issues and there is a growing demand for sustainable products that do not compromise on performance or affordability. Unilever continues to focus on products that respond to these challenges through innovations and investments in sustainable brands, which provides an opportunity to create a competitive advantage and drive revenue growth.

2. A fair wage or income supports an individual's right to adequate living standard and is determined using multiple dimensions, including consideration of the hours worked, the pay systems used, the information workers receive in advance about their pay, and how this information is communicated. A living wage is the remuneration a worker receives for a standard working week in a particular location, sufficient to afford a decent standard of living for the worker and their family.

APPROACH TO HUMAN RIGHTS

Unilever’s commitment to respect human rights extends across our operations, value chain, affected communities and consumers. Our human rights due diligence utilises a risk-based approach, considering where potential or actual impacts are most severe. This approach encompasses a wide range of rightsholders including:

- **Own workforce:** Our employees and workers at our own sites, including factories, offices, warehouses and research and development laboratories.
- **Value chain:** Our upstream value chain includes workers employed by our business partners, including manufacturing facilities, laboratories and refineries, professional service providers, agricultural workers and smallholder farmers growing and harvesting crops for use as ingredients in our products. Our downstream value chain includes drivers and transport operators who ensure our products reach our customers, and retail employees selling our products to customers.
- **Affected communities:** Individuals and communities that live in and around our own sites and those of our business partners.
- **Consumers and end-users:** Those impacted by our brands and our products.

Our disclosures on human rights reflect a consistent due diligence approach across all salient issues and rightsholder groups. As a result, we have not included affected communities as a separate topic within the sustainability statement, as policies, actions, targets and metrics are disclosed with the Approach to Human Rights section.

Human rights policies

Unilever’s Human Rights Policy Statement sets out our commitment to respect human rights and our approach to embedding its overarching principles throughout our business. The statement recognises the importance of engagement with rightsholders, particularly those at greater risk of negative human rights impacts including women, migrant workers, under-represented communities and human rights defenders.

Our Human Rights Policy Statement is developed in line with the UNGPs and the International Bill of Human Rights.¹ It also reflects the principles of the International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work. We also follow the OECD Guidelines for Multinational Enterprises, which provide voluntary principles and standards for responsible business conduct, including employment and industrial relations and guidance on effective human rights due diligence.

We initiated a comprehensive review of our sustainability and human rights policy framework in 2025 to ensure alignment with emerging legislation and external benchmark standards. The identified revisions will be implemented from 2026 onwards.

Own workforce

As detailed in our General Information section on page 218, Unilever’s Code of Business Principles (COBP) and Code Policies apply to our material sustainability matters, including Human Rights.

Our Respect, Dignity and Fair Treatment Code policy sets out how we will respect employees’ human rights by:

- Basing all employment-related decisions on merit.
- Avoiding behaviour that could be offensive, intimidating, malicious, violent, insulting or bullying.
- Providing fair and equitable wages that meet or exceed legal or industry standards.
- Not using any form of forced labour, including compulsory, trafficked or child labour.
- Maintaining reasonable working hours.
- Respecting the dignity of the individual and the right of employees to freedom of association and collective bargaining.

Our Health & Safety Code policy sets out our individual and shared responsibilities for health and safety. Team leaders have operational responsibility for health and safety in our own workforce and must:

- Establish and maintain appropriate systems;
- Identify and manage hazards and risks;
- Investigate and report all incidents and near misses; and
- Ensure appropriate communications and training is provided.

We expect all employees to take responsibility for their safety and those around them by acting in accordance with the COBP.

Value chain

Unilever’s business partners are expected to adhere to the Responsible Partner Policy (RPP), which encompasses human rights obligations and mandates the remediation of negative impacts. Implementation of the RPP is guided by the Responsible Sourcing and Business Partnering Code Policy, which ensures that the teams contracting with third parties understand the RPP and consult the Responsible Business team on remediation of issues, such as human rights non-compliances.

The Human Rights Principles established within the RPP are consistent with applicable relevant ILO Conventions and cover all of our salient human rights issues, including forced labour (human trafficking), and child labour. The policy further expects business partners to implement effective systems and processes to prevent non-compliance with the RPP, extend these standards throughout their supply chains, and conduct independent human rights due diligence.

Our People & Nature Policy applies to direct suppliers of in-scope materials and requires these partners to:

- Conduct human rights due diligence within their own operations and supply chains.
- Develop and embed effective management systems to meet the requirements of the RPP and People & Nature Policy.
- Demonstrate compliance with the policy’s principles through independent verification.

Business partners must confirm their ability to meet the requirements of the RPP upon registration and annual renewal to our systems through self-assessments, due diligence and risk-based audits. This process is used to identify approved partners for procured products and services and to assess risk according to the nature of those goods or services and the geographies in which those partners operate. The results determine which business partners require external auditing and specific engagement; for high-risk sites, either a site audit or a desktop assessment verifies supplier compliance with RPP requirements.

See page 221 for further details regarding these policies in the Environmental policies section.

Affected communities

Unilever’s RPP specifies that the rights and title to the property and land of the individual and local communities, including Indigenous populations, are to be respected. This includes a zero-tolerance policy for land grabbing. Suppliers are also expected to consider Indigenous Peoples and local communities when conducting impact and risk assessments.

The People & Nature Policy sets out our commitments to respect and advance the human rights of all people, in accordance with the UNGPs. This includes a focus on the rights of Indigenous Peoples and local communities with respect to livelihoods, food security and resources, along with commitments to respect and promote land rights.

Our Sustainable Agricultural Principles set out that land tenure rights must be respected and reinforce a zero-tolerance policy for land grabbing. This includes informing local communities of planned activities that affect them and minimising disturbances to these communities.

In addition, Unilever’s Principles in Support of Human Rights Defenders outline our commitment to respecting human rights defenders (HRDs). Indigenous Peoples and local communities may act as HRDs and are often vulnerable to human rights violations, including those involving land rights. These Principles are guided by the UN Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms, the UNGPs, and the UN Declaration on the Rights of Indigenous Peoples.

Consumers and end-users

Responsible business is a key part of Unilever’s Human Rights Policy Statement, which applies to all our rightsholders. Our commitment to conducting business with integrity while respecting human rights is driven through our COBP and Code Policies, including commitments to our consumers and society. In addition, the RPP expects our business partners to identify and manage their own potential human rights impacts.

1. Consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights.

Human rights governance

Oversight of our human rights due diligence and risk management is provided by our Board of Directors and the Corporate Responsibility Committee (CRC). The ULE endorses the importance of human rights for the business and integrates it into top-level decision-making. It is also consulted in situations where there is a high risk of potential or actual impact, when a critical business decision is required, or if significant financial resources may be needed to address an issue. Our global team of Human Rights experts identifies emerging issues for the ULE to consider.

The Unilever Sustainability Advisory Council, an independent group of external sustainability specialists including a business and human rights expert, advises on and challenges our strategy. We monitor potential and existing human rights issues in conflict-affected and high-risk areas (CAHRAs). Findings are reported to the Sustainability Steering Committee.

Responsibility for our human rights commitment is embedded across all parts of our business. Central functions such as Sustainability, Procurement and Legal teams provide guidance and support in addressing our salient human rights issues. This includes engaging with rightsholders (including local communities), identifying potential and actual human rights impacts, and creating action plans to prevent, mitigate and remediate these impacts. Effective collaboration with business partners, industry associations, civil society and others is key to coordinate efforts and promote collective industry change.

Engaging on human rights impacts

Engagement with rightsholders and relevant stakeholders is a fundamental component of our strategy for identifying, assessing and addressing potential and actual human rights impacts within our operations, value chain and communities in which we operate. We engage with rightsholders both directly and through credible proxies, including through interviews with direct and third-party workers during site audit processes and human rights impact assessments. We also engage with rightsholders via grievance mechanisms to understand concerns and issues and, where appropriate, provide remedy.

Collaboration with trade unions such as IUF and IndustriAll is integral to representing the views of rightsholders internally and throughout our value chain. These partnerships involve joint working groups, formal consultations, and regular interactions between Unilever leadership and union representatives. Our Memorandum of Understanding with the IUF and IndustriAll confirms our commitment to biannual meetings and ongoing communications as required. These meetings are a forum for Unilever's senior executives, industrial relations leaders and union representatives to discuss human and trade union rights within our operations and set the tone for local trade union relations.

Technology is a key enabler in enhancing visibility across our value chain and in identifying potential and actual impacts, particularly for vulnerable groups at higher risk of negative impacts, such as women and migrant workers. We utilise tools supplied by 60 decibels and &Wider to gather insights from workers as part of our supplier due diligence development programme.

In November 2025, we held a roundtable in the margins of the UN Business Forum on Human Rights, bringing together rightsholders and proxies on their behalf, representing people in our own operations, value chain and the communities in which we operate. This session provided a platform for open dialogue on emerging human rights issues and trends, and for gathering views and insights on strengthening our approach to HRDD. Key learnings will be integrated into our strategy in 2026.

We support independent palm smallholders through the creation of development hubs in partnership with SNV, Forum Konservasi Leuser and World Resources Institute. These hubs coordinate activities to improve farm productivity, livelihoods and ecosystems to strengthen incomes, resilience and sustainable market access. We also work with partners and peers on the Respecting Indigenous Peoples and Local Communities Rights Affected by Agricultural Production in Indonesia project, aiming to identify and address systemic barriers to land rights, strengthen local mediation capabilities, and co-develop scalable, community-driven solutions. This initiative supports both our value chain and the broader community in which we operate.

We have a clearly defined due diligence process for land transactions, which is mandated for each transaction prior to completion. The process includes conducting Environmental and Social Impact Assessments (ESIAs) and stakeholder consultations in line with the principles of Free, Prior and Informed Consent (FPIC), managed through internal approval gateways overseen by the Responsible Business team.

Identifying and assessing human rights risks

A multidimensional approach is used to identify potential and actual human rights impacts, incorporating data, risk indicators and insights from a wide range of sources. The Business Integrity team, supported by Human Rights and other subject matter experts, oversees procedures and controls to prevent, detect and respond to human rights impacts in our operations. See page 266 for further details.

Supply chain mapping is conducted to identify sourcing areas and suppliers that may present an increased risk. Tools support risk analysis at country and commodity levels to better understand potential impacts on value chain workers. This data is used to estimate the likelihood of impacts and identify areas where further verification, such as desktop or on-the-ground audits, may be required.

Our human rights due diligence processes include identifying and assessing indicators of potential issues, such as payment of recruitment fees or retention of workers' documentation. We undertake investigations where appropriate to determine whether these indicators are linked to actual impacts. We also monitor for risks of Unilever causing, contributing to or being linked to negative human rights impacts, including in conflict-affected areas. Our due diligence processes and responses are proportionate to address identified issues, including escalation to senior leaders when required. Our facilities adhere to strict security standards and performance measures are in place to ensure appropriate responses.

When we identify issues relating to business partners, we engage with them to implement corrective actions and strengthen their awareness and capability in accordance with the UNGPs. If they fail to demonstrate adequate progress, we seek leverage through constructive dialogue, reserving termination as a final measure when adverse impacts remain unaddressed. Internal disengagement guidelines outline recommended steps for assessing the human rights impact of commercial decisions, including withdrawals from specific countries, regions or sectors.

Risk assessment is integral to our mergers and acquisitions process. Pre-acquisition, we evaluate policies, processes and management systems to ensure respect for human rights is embedded within the entity's operations and value chain. Post-acquisition, onboarding processes include creation of corrective action plans to address gaps identified during the pre-acquisition phase and integration of the new entity into Unilever's compliance systems. For disposals, such as the demerger of our Ice Cream business, our internal disengagement guidelines apply.

Taking action to address human rights impacts

Unilever responds to identified negative human rights impacts by considering factors such as the location of the issue (own operations or value chain) and our leverage. Actions to address potential human rights impacts, often conducted in partnership with peer companies and expert partners, include:

- Embedding effective management systems throughout our operations;
- Providing training and capability building; and
- Participating in advocacy and multi-stakeholder collaborations to address root causes and facilitate systemic change.

A structured approach has been created to address human rights impacts through our salient issue frameworks. The frameworks:

- Define a model that enables consistent definition, resolution and reporting of issues;
- Ensure coordination across issues and areas of intervention;
- Capture who is impacted, the root cause, timelines for resolution and the intended outcomes;
- Prioritise action and allocation of resources; and
- Share impact assessment metrics that enable measurable progress and ensure our approach remains effective.

2025 actions

Key deliverables across our value chain and affected communities include:

- Supporting suppliers through our HRDD development programme to strengthen human rights policies and processes. In 2025, we expanded the programme to 50 additional suppliers and launched it in the Philippines and Turkey. We collaborated with implementation partners to help suppliers respond to maturity assessments and worker engagement surveys, and we will continue to track the progress of agreed actions.
- Partnering with Coca-Cola, the International Organization for Migration, and diginex, supported by the Bonsucro Impact Fund, to gather insights from sugarcane sector workers. We developed a Corrective Action Plan to address key risks and briefed policymakers to influence industry transformation. We will continue to monitor these plans in 2026.

SOCIAL DISCLOSURES

- Engaging suppliers through our Palm Oil Social Supplier Development Programme to mitigate negative impacts and improve working conditions. This included providing targeted support and conducting impact assessments through interviews with management and workers.
- Publishing guidance on rightsholder engagement following a successful pilot with a waste collection enterprise in India, which engaged with waste pickers to obtain insights and establish ongoing dialogue. Teams are encouraged to use this guidance when engaging with rightsholders.
- Continuing to partner with VietCycle on the 'Plastic Reborn' programme to provide training, PPE and other essential support to over 3,000 waste collectors in Vietnam since 2021.
- Collaborating with Proforest and peers in Indonesia to tackle barriers to land rights, strengthen mediation capabilities and co-create scalable, community-driven solutions. This was delivered through phase two of the Respecting Indigenous Peoples and Local Communities Rights Affected by Agricultural Production in Indonesia project.

We continue to drive improvements through industry platforms to collectively tackle issues at scale. Unilever is an active member of AIM-Progress and its working groups, advocating for industry-wide advancements. Through the Consumer Goods Forum, we commit to the Priority Industry Principles, participate in the Human Rights Coalition, and serve on the steering committee of the Ethical Recruitment Marketplace to promote responsible recruitment practices.

Access to remedy and remediation of impacts

Effective grievance mechanisms are essential for understanding and acting on the concerns of our employees, value chain workers and local communities in which we operate. All rightsholders have access to raise concerns through our Unilever Code Support Line (whistleblowing line) and online Speak Up platform, including any suspected Code breaches, breaches of the Responsible Partner Policy (RPP) or cases of non-respect of the UNGPs. Carelines are also available across the world for consumers to raise a concern. Reports can be submitted confidentially and anonymously, where permitted by law.

All investigations of suspected Code breaches are conducted by a Business Integrity Officer. We aim to provide the reporter with an anticipated timescale for completion. An investigation report summarising the evidence, findings, corrective measures and recommended sanctions (where appropriate) is submitted to the Business Integrity Committee for review and conclusion. See page 266 for further details about our Business Integrity processes, including our non-retaliation policies.

While Unilever grievance mechanisms are in place, we believe issues are best addressed close to where the impact occurred. Our approach is to work with partners to ensure they have effective and trusted grievance mechanisms for their workers. Our RPP expects business partners to have grievance mechanisms aligned with the UNGPs and follow leading practices, including clear communication and accessibility for local communities to report issues. We monitor workers' awareness and trust in these mechanisms through independent audits of business partners' sites. Within our value chain, issues impacting affected communities may also be identified through these audits, as described in the section 'Tracking and monitoring effectiveness of actions'.

At a commodity level, our People and Nature Grievance Mechanism provides a framework for investigating and resolving potential and actual social and environmental impacts, including those raised by rightsholders in the communities where we operate or source from.

Once an impact is identified through one of these mechanisms, we review the root cause, contributing factors and whether we have caused, contributed to or are linked to the impact. Remediation actions are implemented and verified, and processes put in place to prevent recurrence. We work with business partners and other stakeholders as needed and engage with rightsholders to better understand the impact and ensure remediation actions meet the needs of the affected individual or community.

Where remedy is required that involves business partners, they are required to develop a Corrective Action Plan (CAP) to address the issues identified. Issues identified during RPP audits are independently verified by a third-party within 90 days to verify whether remediation measures have been effective. Some incidents may require capital investment or significant changes in working practices, which take longer than 90 days to deliver. Where this is the case, suppliers are expected to implement interim actions to reduce the risk until a permanent solution is in place. Our RPP Implementation Guidance provides resources to support business partners in remedying issues.

Examples of remediation actions in our value chain in 2025 include:

- Supporting a business partner in North America to reimburse recruitment fees paid by migrant workers employed at their site, while also strengthening their due diligence processes and service level agreements with labour agencies.
- Engaging with business partners in Turkey to develop and implement a repayment plan to reimburse workers who covered the costs of their own health checks during recruitment processes.

This excludes issues that were still under investigation as at 31 December 2025 or where corrective actions were still to be agreed.

Tracking and monitoring effectiveness of actions

We monitor the effectiveness of our policies in embedding respect for human rights within our own operations and across our value chain through a number of programmes and committees, including the Global Code and Policy Committee (own operations) and the Procurement Business Integrity Committee (supply chain). We also have processes that alert us to potential and actual human rights impacts in our own operations, value chain and in communities in which we operate, via public reports and media coverage.

Business partners are expected to confirm they can meet the requirements of the RPP. Unilever verifies alignment through self-declarations at registration, annual re-registration to our systems, routine due diligence, and risk-based audits of business partner factories, which are carried out by an independent third-party. During these audits, cases of non-respect of the UNGPs are identified in line with our RPP Fundamental Principles. We periodically publish the findings of business partner audit reports, with the last report published in 2023.

We publish regular updates on our actions to manage potential and actual human rights impacts through our website at unilever.com. We are also a member of the AIM-Progress Impact Measurement Working Group and have embedded common impact KPIs from the framework developed by this group into our salient issue action plans.

With respect to affected communities, reported grievances are recorded in our People and Nature Grievance Tracker and we publish details on our website. This helps us to track grievances and the effectiveness of our responses to them.

With respect to consumers and end-users, we consider health as the salient human rights issue most relevant to our consumers, which is managed through our product safety and risk assessment processes. See page 264 for details on these approaches.

METRICS AND TARGETS

Targets

Unilever is committed to respecting human rights across our operations, value chain and communities in which we operate. However, due to the nature of human rights, we do not define formal targets. Mechanisms to monitor the effectiveness of our policies and actions are described in the section 'Tracking and monitoring effectiveness of actions' above.

Severe human rights incidents in the value chain and affected communities

Value chain: Severe human rights incidents include instances of lawsuits, formal complaints through the undertaking or third-party complaint mechanisms, serious allegations in public reports or the media in respect of forced labour, human trafficking or child labour, where these are connected to the undertaking's value chain, and the fact of the incidents is not disputed by Unilever.

Affected communities: Severe human rights incidents include instances of lawsuits, formal complaints through the undertaking or third-party complaint mechanisms, serious allegations in public reports or the media in respect of land rights issues, where these are connected to the undertaking's affected communities, and the fact of the incidents is not disputed by Unilever.

Given the nature of severe human rights incidents, any identified incident is also considered to be a case of non-respect of the UN Guiding Principles on Business and Human Rights (UNGPs), the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprises.

Exclusions: Cases that are under investigation as at 31 December 2025.

Allocation to Ice Cream: Based on a case-by-case assessment.

	Workers in value chain		Affected communities	
	2025 ^(a)	2024 ^{(b)(c)}	2025	2024 ^{(b)(d)}
Total number of severe human rights incidents	0	2	0	0
Those incidents that are cases of non-respect of the UNGPs, ILO Declaration on Fundamental Principles and Rights at Work, or OECD Guidelines for Multinational Enterprises	0	2	0	0

(a) In 2025, 0 severe human rights incidents were identified related to Ice Cream.

(b) 2024 measured including Ice Cream.

(c) 2024 incidents relate to cases identified through 2023 RPP audit data.

(d) 2024 incidents restated for updates in methodology (see below).

We have adjusted our application of the measurement methodology for severe human rights incidents compared to FY 2024 so that it is now aligned with our updated understanding of the measurement methodology in line with the ESRs definitions.

Metrics relating to severe human rights incidents in our own operations are included in our Own Workforce disclosures on page 260.

Own Workforce

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Our material Social impacts, risks and opportunities (IROs) resulting from the double materiality assessment (DMA), and the process by which these were identified, are detailed on page 249.

Policies

Unilever's Code of Business Principles (COBP) and Code Policies set out the global standards of behaviour that we expect all employees to adhere to. They set out our commitment to fostering a workplace that is inclusive, free from discrimination and founded on mutual trust. Additionally, they incorporate explicit non-retaliation policies protecting individuals who report concerns or alleged breaches of the Code, as outlined in our Governance disclosures on page 266.

The Code Policies also detail how we manage our material IROs. In particular, the Respect, Dignity and Fair Treatment, and Occupational Health and Safety Code policies set out how we respect our employees and their responsibilities towards each other. See page 251 for further information in the Human Rights policies section.

Non-employees are expected to adhere to our Responsible Partner Policy (RPP).

Engaging with own workforce and workforce representatives

Engaging with our own workforce

We recognise that our people have first-hand knowledge of our business, as well as direct contact with our stakeholders. As a result, our people are well positioned to give valuable insights and feedback on all elements of our business, including identifying impacts on the workforce, and business risks and opportunities.

As set out in the Board's Workforce Engagement Policy, we aim to make engagement with our people strategic and meaningful. Workforce engagement activities are designed to:

- Be planned in advance to align with the agenda for Board meetings;
- Cover our entire workforce demographic, including geography, Business Group, function, length of service, diversity and work level;
- Provide opportunities for employees to engage directly with senior leaders, including Non-Executive Directors;
- Use a variety of methods such as face-to-face sessions, employee representatives, surveys and town hall meetings;
- Focus on Unilever's strategic priorities and associated policies; and
- Offer our people the opportunity to raise matters that are relevant to them.

The Board and the ULE actively participate in workforce engagement sessions, listening to employees and discussing focus topics. In 2025, Non-Executive Directors participated in four dedicated events covering a range of topics, including our winning behaviours and cultural transformation, safety in factories, reward and executive pay, and driving Desire at Scale in the Beauty & Wellbeing business. In addition, around 50 employee events were led by the CEO, ULE and business unit, regional or functional leaders. These included regular interactive global town hall sessions. In these, our senior leaders introduced our new CEO, outlined our growth strategy and market performance, shared progress on embedding our new operating model, and answered questions on issues of concern to our workforce, such as the demerger of our Ice Cream business.

Leaders also make regular in-person visits to our sites around the world to meet with our people and seek their feedback. At a market level, we hold regular, local leader-led virtual town hall meetings to engage employees on relevant topics and issues.

Our annual UniVoice survey is a key tool to understand employee sentiment. It covers a broad range of topics including engagement, leadership, line management, business integrity, growth mindset, purpose and inspiration, wellbeing, career development and learning, operational effectiveness, and diversity and inclusion. Over 73,000 employees responded to our UniVoice survey in 2025 (approx. 37,000 from our offices and 36,000 from our factories). We publish highlights of the survey in our Annual Report, and leaders within the business are responsible for follow-up actions. We also undertake a more frequent interim 'UniPulse' survey, allowing more focused enquiry around key themes, such as Unilever's winning behaviours.

Engaging with workers' representatives

In 2025, we demonstrated our ongoing commitment to fair and transparent industrial relations by actively engaging with employee representatives globally. This includes both formal and informal consultations with unions and works councils, alongside ongoing communication between factory leadership teams and union representatives, which support our business objectives and our values.

Our discussions with the Unilever European Works Council and other employee bodies in 2025 focused on strategic and workforce priorities. Our biannual global union meetings remain essential for fostering mutual understanding, addressing critical issues and staying aligned with global union movements.

The 2025 global union engagement agenda included a comprehensive update on Unilever's business and strategic outlook. Rights-based discussions were central to the agenda, covering topics such as freedom of association and collective bargaining, precarious employment and job security, restructuring and reorganisation impacts, and occupational health and safety in line with ILO Convention 155. In addition, the demerger of our Ice Cream business has presented as an ongoing challenge.

Effectiveness of engagement

We provide regular updates on workforce engagement activities at Board meetings to ensure employee feedback informs decision-making where appropriate. This includes completion rates and outcomes of key engagement surveys, and informal feedback from employees on the effectiveness of engagement sessions. A summary of our workforce engagement for 2025 is set out in our Governance Report on page 58.

Processes to remediate impacts and channels to raise concerns

Unilever's Speak Up processes and remediation mechanisms are detailed in our Governance section on page 266. This includes the channels for our own workforce to raise concerns, the investigation and resolution processes in place, as well as non-retaliation policies. In addition to the Speak Up channels, we have established formal processes globally to handle HR grievances relating to a variety of workplace concerns. All material issues are channelled through the Speak Up process and tracked to closure. Any HR grievances that are not escalated through the Speak Up channels, i.e. not a breach of the COBP and Code Policies, are not considered in scope for this disclosure.

Managing impacts and risks related to own workforce

Talent

We are an FMCG employer of choice for graduates and early career talent, with a 142:1 applicant to job ratio in 2025 (industry average 38:1) and LinkedIn organic engagement of 12% (industry average 7.4%). Unilever employees are proud to say that they work for Unilever (88% in 2025) and would recommend Unilever as an employer (81% in 2025).

This ability to attract, develop and retain a diverse range of skilled people is critical in the delivery of our strategy, and failure to do so could impact the continued success and growth of our business. Our 2025 People Strategy aims to ensure we have the best talent, culture and organisation and focuses on three strategic pillars (summarised below), aligned to our business strategy.

Winning culture

Unilever's business strategy is underpinned by a performance-led, feedback-rich and inclusive culture, exemplified by our four winning behaviours: care deeply, focus on what counts, stay three steps ahead and deliver with excellence.

In 2025, we accelerated cultural momentum through the commencement of our 'Dare to Lead' programme. Between 2025 and 2027, this programme will engage our top 4,000 leaders in a transformative journey to cultivate bold and courageous leadership. Immersive culture workshops, across both our office and manufacturing employee populations, have also helped embed our culture and winning behaviours. We track progress through our UniVoice survey, which now includes a 'Culture Index' focused on performance, engagement and purpose.

We have enhanced our performance management process by simplifying and better differentiating both performance and reward, with improved higher levels of reward to recognise outperformance. We are training and equipping managers with tools for honest and courageous conversations to improve management of underperformance, supported by our revised global policy on managing underperformance, launched in 2025.

SOCIAL DISCLOSURES

Uncompromising on talent

In response to evolving consumer behaviour, technological disruption and the changing skills landscape, we have enhanced our approach to talent management. This refreshed approach ensures a strong talent pipeline, following our 2024–2025 global reorganisation, by identifying and accelerating key talent and strengthening succession plans at senior leadership levels.

In 2025, we introduced a data-driven process to better align talent with value, pinpointing our highest-impact roles and the people best positioned to grow into them. We designed tailored development plans to fast-track their readiness for these critical positions. This talent acceleration engine will become a sustainable, cyclical programme embedded into our talent management practices, ensuring a strong and resilient leadership pipeline.

Our succession planning rigour has increased, with dedicated talent forums across business groups and functions, focusing on holistic development for our talent's current and future roles. We have also invested in building an in-house, end-to-end external recruitment capability, which aims to enable proactive and data-driven talent planning and hiring, and improve recruitment timelines.

We are building future-fit capabilities by upskilling our workforce in key areas. In 2025, training included:

- Artificial Intelligence (AI): We provided comprehensive training across business groups, geographies and functions. The programme covered general topics such as prompt engineering and responsible AI use. It also included practical applications such as AI-powered menu suggestions, using Copilot for financial reporting and AI-driven solutions for Customer Operations.
- Social-First: We provided global training to our marketers on applying the principle across insight generation, growth strategy, innovation and design, and building brands in culture.

Next Wave Organisation

As we finalise the implementation of our new operating model and the demerger of our Ice Cream business, we are focusing on the next wave of operational improvements to drive organisational effectiveness.

We have invested in streamlined processes and workforce planning tools, providing HR teams and line managers with enhanced organisational and people insights for improved decision-making. This has been enabled by further automation and the selective use of AI, including consolidating our global learning platforms across talent and learning.

Bullying and harassment, discrimination, forced labour and working hours

Unilever's Respect, Dignity and Fair Treatment Code policy sets out our commitments in relation to bullying and harassment, discrimination, forced labour and working hours. Any allegations of breaches regarding these commitments would be treated as a Code breach.

We conduct annual mandatory Code training for all employees, which regularly includes training on how to recognise bullying and harassment, and discrimination. We have further mandatory training (such as sexual harassment training) in a number of countries in which we operate, in response to regulatory requirements.

Training is also made available to employees on subjects such as how to recognise forced labour, our working hours policy and inclusion. This is delivered through various mechanisms, including cross-function 'learning hours' and our Workday global learning platform.

Fair wages and income

Unilever is committed to a fair wage for all employees as codified in our Respect, Dignity and Fair Treatment Code policy. This is supported by our Framework for Fair Compensation 2022 which outlines the company's position on wages for direct employees. It also includes principles such as fair and liveable compensation, market-based compensation and non-discrimination in compensation. Accountability for implementation of the framework sits with the Chief People Officer; the framework is publicly available and applied locally through compensation policies and procedures.

As part of our Framework's living wage element, we are committed to paying a living wage to all our direct employees, which we achieved in 2020. In 2021, we received our first global independent accreditation as a living wage employer. To maintain this standard, Unilever annually reviews direct employees' pay and benefits against an independent living wage benchmark, with corrective action being taken as necessary. 'Direct employees' are all those integrated into Unilever's global reward structure and human resources information system.

Health

Unilever is committed to providing healthy and safe working conditions for all its employees. Health and safety is a key part of our Code and integral to our way of working. It is deeply embedded in our culture, governance and operating structures, with accountability at all levels. In our own operations, we aim for Zero Harm, which underpins everything we do as a business.

Safety standards and communications

Unilever is committed to continuously improving health and safety performance, with strong safety leadership being key. In 2025, our Together for Safety programme continued, inviting our CEO and top leaders to visit our manufacturing sites with a specific focus on safety. These visits demonstrate our leadership's commitment to safety and encourage people to speak up about unsafe behaviour.

Our safety culture is embedded through activities like our annual Safety Day, our routine Safety Moments, Safety Campaigns and our annual Global Safety Awards, which celebrate the outstanding work of our teams across the world. The 2025 Safety Day campaign was themed around staying three steps ahead when it comes to our safety by identifying risks and the layers of protection needed to keep safe. The campaign was activated in factories, warehouses and office locations, and on our internal social media platform. Employees identified high-risk tasks and shared the layers of protection they put in place to stay three steps ahead on their safety.

Compliance with all applicable legislation and regulations is a mandatory minimum, with our safety standards aligning with obligations set out in the international standard for occupational health and safety management, ISO 45001. Safety in our manufacturing sites is critical for us and therefore our safety guidance is built into our Unilever Manufacturing System. Manufacturing sites develop individual plans that drive improvements based on their particular risk profile, such as hazardous substances, and electrical or mechanical risks. Learnings from key incidents and near-misses are shared via training.

Freedom of association and collective bargaining

As set out in our Approach to Human Rights section on page 251, Unilever's Code Policies reflect our commitments with regard to freedom of association and collective bargaining. In practice, we work extensively with trade unions, through joint working groups and formal consultations, on a multitude of different topics that impact our employees. Any allegation of a breach of our commitment in this area would be dealt with as a Code breach.

METRICS AND TARGETS

For metrics relating to our own workforce, employee data captured in the global HR system is extracted as at 31 December 2025. Additional data points (headcount data for approximately 6% of employees plus manual data points) have been collected as at 31 October 2025; any significant changes to 31 December 2025 are reviewed.

Unless explicitly stated in the basis of preparation, metrics reported as at the year end exclude results pertaining to employees of The Magnum Ice Cream Company.

Targets

No formal targets have been defined for our own workforce with respect to the material impacts, risks and opportunities identified in our sustainability statement.

Unilever tracks progress against our actions through a series of internal measures, including the use of oversight committees such as the Corporate Responsibility Committee, Audit Committee, the ULE, and the Global Code and Policy Committee, which has visibility of Code breaches. Progress is also assessed through our UniVoice scores in areas such as engagement, leadership, business integrity, purpose, wellbeing, career development and learning, operational effectiveness, and diversity and inclusion. Where relevant, progress against our actions has been included in the sections above.

SOCIAL DISCLOSURES

Characteristics of the undertaking's employees

Employee headcount by geography, gender and type

All Unilever employees are categorised into the following types, applying the following definitions in the absence of national law or practice:

- Permanent employee: A full-time or part-time employee who works for and is paid directly by Unilever without a set end date of employment.
- Temporary employee: An employee who works for and is paid directly by Unilever for a defined period, i.e. is on the payroll. This includes temporary and fixed-term workers, interns, apprentices, and seasonal or casual employees.
- Non-guaranteed hours employee: Those employed without a guarantee of a minimum or fixed number of working hours. Examples may include employees with zero-hour contracts and on-call employees.

The total number of Unilever employees is classified using the year-end headcount by:

- Employee type: recorded as of the hire date or when there is a change in type.
- Gender: based on official identification or self-assignment. 'Not reported' includes those categorised as 'Other', 'Unspecified' or 'Prefer not to say'.

The total headcount per country is compared to the total headcount of Unilever employees to identify any countries of significant employment (>50 employees that represent more than 10% of headcount).

Movements in headcount	2025
1 January	120,040
Hires and leavers	(4,682)
Ice Cream	(19,266)
31 December	96,092

The tables below show the breakdown of Unilever's employees by geography, gender and type as at 31 December.

Employee headcount by geography	2025	2024
Asia Pacific Africa	49,891	58,026
The Americas	29,315	37,304
Europe	16,886	24,710
Total Headcount^(a)	96,092	120,040

(a) Please refer to note 4 of the Financial Statements on page 140 for equivalent headcount data.

Employee headcount by gender and type	2025				2024			
	Female	Male	Not reported	Total	Female	Male	Not reported	Total
Permanent	34,663	59,037	31	93,731	42,513	73,418	33	115,964
Temporary	1,097	1,258	4	2,359	1,675	2,063	164	3,902
Non-guaranteed hours	2	0	0	2	125	49	–	174
Total Headcount	35,762	60,295	35	96,092	44,313	75,530	197	120,040

The only country of significant employment (>10%) is India, which has a total of 19,741 employees (2024: 20,363). At 31 December 2025, there were a further 1,060 employees reported as part of the demerger of the Ice Cream business and the net movement of joiners and leavers over the reporting period was (323).

Total employee turnover

Employee start and exit dates are based on employment dates. Temporary employees (those working for a defined period) are excluded as they have come to the end of their contract rather than leaving voluntarily or due to dismissal, retirement or death in service.

Average headcount is calculated as the sum of weighted monthly headcount from December of the previous reporting period to December of the current reporting period, with the following weighting:

- January to November 2025: Weighting of 1
- December 2024 and December 2025: Weighting of 0.5

Employee turnover rate is calculated as a percentage of Unilever employees who have left in the reporting period over the average headcount.

Employee turnover	2025	2024
Total turnover of employees in year (headcount)	16,527	17,334
Rate of employee turnover (%)	17.2%	14.5%

The increase in employee turnover, seen between 2024 and 2025, is primarily due to the impact of Unilever's productivity programme.

Collective bargaining coverage and social dialogue

Unilever does not have any EEA countries that meet the criteria of significant employment. Therefore we do not report (i) collective bargaining by region within the EEA, or (ii) in relation to social dialogue, the percentage of employees covered at the establishment level by workers' representatives by country.

Employees covered by collective bargaining agreements	2025	2024
Total percentage of employees covered by collective bargaining agreements	53.3%	54.6%

Percentage of Unilever employees covered by collective bargaining agreements by region

Collective bargaining coverage rate	Number of non-EEA countries		Non-EEA Countries
	2025	2024	
0-19%	38	39	Azerbaijan, Cambodia, Canada, China, Costa Rica, Dominican Republic, Ecuador, Egypt, El Salvador, Ethiopia, Guatemala, Honduras, Hong Kong, Jordan, Kazakhstan, Korea, Republic of, Laos, Lebanon, Malaysia, Myanmar, New Zealand, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, Qatar, Saudi Arabia, Serbia, Singapore, Taiwan, Trinidad and Tobago, Uganda, Ukraine, United Arab Emirates, United States of America, Uruguay, Zimbabwe
20-39%	8	7	Australia, Chile, Colombia, Ghana, Mexico, Philippines, Turkey, United Kingdom
40-59%	5	12	Algeria, India, Pakistan, South Africa, Switzerland
60-79%	9	7	Bangladesh, Bolivia, Israel, Kenya, Morocco, Nepal, Nigeria, Sri Lanka, Tunisia
80-100%	7	5	Argentina, Brazil, Côte d'Ivoire, Indonesia, Japan, Thailand, Vietnam

Unilever confirms that it has agreements in place with its employees for representation by a European Works Council (EWC).

Diversity metrics

Top management level: Unilever Leadership Executive (ULE) and employees in senior management roles one level below ULE.

Age: age is determined by the employee's date of birth, based on official identification.

Movement in top management headcount

	2025
1 January	109
Hires and leavers	(4)
Ice Cream	(13)
31 December	92

The tables below show the gender distribution in terms of number and percentage at the top management level and the diversity of employees by age group.

Gender distribution of top management	2025				2024			
	Female	Male	Not reported	Total	Female	Male	Not reported	Total
Top Management Level Headcount ^(a)	27	65	–	92	35	74	–	109
Percentage	29%	71%	–%	100%	32%	68%	–%	100%

(a) Unilever Leadership Executive (Female: 4, Male: 8) and Senior Management (Female: 23, Male: 57). Refer to Employee Diversity table on page 48.

Diversity of employees by age group ^(a)	2025		2024	
	Headcount	Percentage	Headcount	Percentage
<30	17,047	18%	21,635	18%
30–50	63,265	66%	78,113	65%
>50	15,771	16%	19,970	17%
Unknown ^(b)	9	–%	322	–%
Total Headcount	96,092	100%	120,040	100%

(a) Refer to roll forward of total Unilever employees from 31 December 2024 to 31 December 2025.

(b) Anyone for whom we do not have an age or date of birth, e.g. short-term employees.

Adequate wages

Adequate wage is defined as a wage that provides for the satisfaction of the needs of the employee and their family in light of national economic and social conditions. This is either the applicable legal living or legal minimum wage, the minimum wage set by applicable collective bargaining agreements, or where neither exists, either an appropriate alternative adequate wage benchmark (as set out in AR73) or the voluntary living wage.

For all countries, where not specified, 'wage' refers to the gross wage, excluding variable components such as overtime and incentive pay, and excluding allowances unless they are guaranteed.

For non-EEA countries, we have not considered any official norms in determining the adequate wage level due to the lack of guidance in the ESRS around the correct interpretation of this term. For EEA countries, we have applied the ESRS definitions.

As at 31 December 2025, 100% of Unilever employees were paid an adequate wage.

Social protection

If one or more Unilever employees in a country are not covered by social protection against loss of income for one or more of the specified major life events, we disclose the countries to which this applies, the types of Unilever employees not covered, and the major life events not covered. Major life events include sickness, unemployment, employment injury and acquired disability, parental leave and retirement (either by company or public programmes).

As at 31 December 2025, 100% of Unilever employees are covered by social protection against loss of income due to one or more major life events, through public programmes or through benefits offered by Unilever. However, due to different legal systems and employment laws, the employee groups covered by social protection for the different major life events vary across the nearly 100 countries in which Unilever has employees.

The table on the following page sets out the countries in which employees do not have social protection, by event type, and the type of employees who do not have such protection.

SOCIAL DISCLOSURES

Countries and event type of employees not covered by social protection

Country	2025	2024
Unemployment		
Bahrain	n/a	All employees
Egypt	n/a	Temporary/fixed-term employees
India	Office-based employees and any manufacturing employees not meeting the requirements for protection under the Industrial Disputes Act or a voluntary retirement scheme and employees of Zywie Ventures Private Ltd and Zenherb Labs Private Limited	Office-based employees and any manufacturing employees not meeting the requirements for protection under the Industrial Disputes Act or a voluntary retirement scheme
Kuwait	n/a	All employees
Oman	n/a	All employees
Qatar	n/a	All employees
Singapore	Temporary/fixed-term employees and employees of Paula's Choice	Temporary/fixed-term employees and employees of Paula's Choice
Tunisia	n/a	Temporary/fixed-term employees
Parental leave		
United States of America	Unionised workforce at Hammon Sourcing Unit	Employees of Dermalogica USA who have not worked at least 30 hours per week in the year preceding leave, and non-birthing parents working less than 20 hours a week and not eligible for parental leave under federal, state or local law

Health and safety metrics

Work-related injury is defined as any personal injury or disease resulting from a single instantaneous exposure due to an unexpected or unplanned occurrence, which is found to have occurred in a work environment and to be work-related (either caused or contributed). Based on Unilever's definitions, an incident resulting in injury is often referred to as an 'accident'. Unilever does not refer to incidents resulting in ill health as an 'accident'.

Work-related ill health is defined as a disease, abnormal condition or disorder contracted as a result of an exposure over a period of time to risk factors arising from the work environment and work exposures. Work-related illnesses require exposure over time and cannot be the result of a single exposure.

Fatality is defined as death as a result of work-related injury or work-related ill health, suffered by Unilever's own workforce while they are on duty, both on-site and off-site on Unilever business or other workers (also referred to as value chain workers), while working on Unilever sites.

Total recordable frequency rate (TRFR) is the rate of recordable work-related accidents per 1 million hours worked.

Days lost is defined as the number of days lost to employee absence related to injuries, fatalities and work-related ill health across all Unilever sites, counted on a calendar-day basis, i.e. weekends and public holidays are counted as lost days, and where the first full day and last day of absence are included. Days lost are capped to 180 days based on external guidance. Where employee absence extends beyond 31 December, total days lost is estimated by a qualified clinician and recorded in full.

Allocation to Ice Cream

Work related injuries: incidents relating to dedicated manufacturing, logistics and non-manufacturing sites. For shared non-manufacturing sites, 10% of incidents are allocated based on the estimated percentage of Ice Cream office employees divided by total office employees.

Work related ill-health: incidents relating to employees contracted by 'The Magnum Ice Cream Company' as of 6 December.

Fatalities: allocated based on a case-by-case assessment.

Health and safety metrics	2025	2024 ^(a)
Employees covered by Unilever's health and safety management system	100%	100%
Fatalities (number of fatalities)	–	–
Work-related accidents (number of work-related accidents)	92	165
Employees	84	152
Non-employees	8	13
Total Recordable Frequency Rate (TRFR)	0.41	0.55
Employees	0.43	0.58
Non-employees	0.29	0.35
Work-related ill health (number of work-related ill health incidents)	2	n/a
Days lost ^{(b)(c)}	1,936	2,946
Ice Cream health and safety metrics		
Fatalities (number of fatalities)	1	–
Work-related accidents (number of work-related accidents)	41	–
Total Recordable Frequency Rate (TRFR)	0.86	–
Work-related ill health (number of work-related ill health incidents)	–	–
Days lost ^(d)	799	–

- (a) 2024 measured including Ice Cream.
- (b) Days lost in 2025 include 3 incidents capped at 180 days. As of February 2026, for 2 incidents where employees were absent at 31 December 2025, actual days lost for one employee that returned have been included and an additional estimated 95 days included to accommodate anticipated days lost in 2026 for the other employee.
- (c) Days lost in 2024 included 7 incidents where employees were absent at 31 December 2024; a total of 448 days were included pertaining to these incidents of which 214 were estimated. Total actual days lost for the employees were 643 days (including 2 incidents capped at 180 days) based on data provided in 2025.
- (d) Days lost in 2025 relating to Ice Cream include 1 incident capped at 180 days. There was also 1 incident where an employee was absent at 31 December 2025; as the employee returned in February 2026, actual days lost have been included.

In 2025, a contractor (other worker) sadly passed away in one of our Ice Cream factories due to workplace violence. We performed a full investigation and applied the lessons learned to sites worldwide to reduce the risk of a similar reoccurrence.

Remuneration metrics

Gender pay gap

Gross hourly pay per employee is calculated, where applicable, as the sum of gross annual salary and gross annual benefits divided by annual hours (52* weekly hours). Male and female mean gross hourly pay is calculated as the total gross hourly pay for all male or female Unilever employees divided by the total number of male or female Unilever employees.

Total remuneration ratio

Unilever considers the ESRS definition of pay to be equivalent to total annual remuneration. The median employee total annual remuneration for all Unilever employees (excluding the highest-paid individual) is identified as the employee with total annual remuneration in the middle of the full list of employees by total annual remuneration.

Non-equity incentive plan compensation and non-qualified deferred compensation earnings are not applicable to Unilever.

	2025	2024
Unilever gender pay gap (%)	(52)%	(49)%
Total remuneration ratio	286.6:1	225.7:1

In 2025, the mean pay level for female employees was 52% higher than that of male employees, primarily driven by the composition of our workforce. A substantial proportion of male employees are employed in manufacturing roles, which are typically at the lower end of our internal pay structure and often located in countries with lower prevailing wage levels. In contrast, a higher proportion of female employees hold professional and managerial positions at higher pay grades. These structural differences in role allocation and geographic distribution led to a higher average remuneration for females. The demerger of our Ice Cream business also resulted in the average male salary declining more sharply than the average female salary due to the demographic profile of leavers, thereby causing an increase in the gender pay gap.

As at 31 December 2025, the highest-paid individual was paid more than 286 times the median of all employees. In addition to the reasons set out above, this ratio is driven by several other factors:

- As a global organisation, pay levels differ significantly by region. In 2025, the highest-paid individual received a euro-denominated package, while many employees are located in countries with materially lower absolute salary levels. These differences reflect local market conditions and do not necessarily indicate lower purchasing power when considered in the context of local cost of living.
- The highest-paid individual's remuneration package included vested shares, which substantially increased the total value of the package and contributed to the rise in the pay ratio. In 2024, the highest-paid individual did not receive any vested share awards in their remuneration package.

Incidents, complaints and severe human rights impacts and incidents

Complaints

Complaints are defined as matters relating to working conditions, equal treatment and opportunities for all, or other work-related rights that are reported, investigated and closed potential breaches to the Code of Business Principles, breaches to the Responsible Partner Policy, or complaints about a Unilever company raised to the National Contact Points (NCP) for OECD Multinational Enterprises. NCP complaints are reviewed to identify whether they pertain to work-related human rights. Substantiation is determined through review by the relevant Unilever Business Integrity Officer and/or Responsible Business Manager and the management of the Third-Party Service Provider, where applicable. The total number of complaints closed includes all cases closed in the year pertaining to the current year or prior years.

Exclusions: Substantiated incidents of discrimination, including harassment.

Incidents of discrimination, including harassment

An incident is a legal action or complaint registered with Unilever or competent authorities through a formal process, or an instance of non-compliance identified by Unilever through established procedures. Established procedures to identify instances of non-compliance can include audits, formal monitoring programmes or grievance mechanisms.

Incidents of discrimination, including harassment, are defined by Unilever as matters that are either substantiated (i.e. sufficient evidence to determine an incident has occurred) Discrimination and Harassment Code of Business Principles Cases; or substantiated Discrimination and Harassment Responsible Partner Cases as pertaining to non-employees.

Severe human rights incidents

Severe human rights incidents in connection with Unilever employees and non-employees, or value chain workers, are considered to be negative impacts with respect to forced labour, which may include human trafficking and modern slavery, or child labour, and the facts are not disputed by Unilever. Given the nature of severe human rights incidents, any identified incident is also considered to be a case of non-respect of the UN Guiding Principles on Business and Human Rights (UNGPs), ILO Declaration on Fundamental Principles and Rights at Work, or OECD Guidelines for Multinational Enterprises.

Exclusions: Cases that are under investigation as at 31 December 2025.

Allocation to Ice Cream: Based on case-by-case assessment.

Incidents, complaints and severe human rights metrics	2025	2024 ^(a)
Total number of complaints closed	245	652
Number of substantiated complaints	78	193
Number of unsubstantiated complaints	167	459
Total number of complaints raised in the current reporting period	263	619
Number of complaints closed raised in the current reporting period	170	417
Incidents of discrimination, including harassment	40	74
Number of incidents of discrimination, including harassment, under investigation	17	16
Total number of severe human rights incidents connected to our own workforce	–	–
Ice Cream incidents, complaints and severe human rights metrics		
Total number of complaints closed	55	–
Incidents of discrimination, including harassment	10	–
Total number of severe human rights incidents connected to our own workforce	–	–

(a) 2024 measured including Ice Cream.

We have adjusted our application of the measurement methodology for severe human rights incidents compared to FY 2024 so that it is now aligned with our updated understanding of the measurement methodology in line with the ESRS definitions. There have been no fines, penalties or compensation for damages recorded as a result of the incidents, complaints and severe human rights impacts disclosed.

Workers in the Value Chain

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Our material Social impacts, risks and opportunities resulting from the double materiality assessment (DMA), and the process by which these were identified, are detailed on page 249.

Policies

The requirements for our business partners are set out in Unilever's Responsible Partner Policy (RPP). The scope of the RPP is explained in the Environmental policies on page 221, and how the policy addresses our approach to human rights is set out on page 251.

Engaging with value chain workers, processes to remediate impacts and channels to raise concerns

Our processes for engaging with value chain workers to remediate impacts, and channels to raise concerns relating to value chain workers, are detailed in our Approach to Human Rights section on page 251.

Delivering positive impacts across our value chain

To address barriers to decent livelihoods, we are collaborating with partners to promote systemic change. Our actions, which are delivering positive impacts to our value chain, include:

- Equipping suppliers with the tools, knowledge and resources to start measuring their living wage gaps, all of which are made available on our website at unilever.com. These resources include free access to living wage data through WageIndicator, a Living Wage Playbook and dedicated clinics through IDH aimed at supporting specific supplier needs.
- Helping smallholder farmers to improve their productivity and farming practices by enrolling them in certification schemes and providing access to income growth and regenerative agriculture programmes. For example, in India, we are helping coffee farmers improve resilience by training them in regenerative practices like natural fertilisers and water conservation. In Indonesia, we are supporting smallholder farmers with high-yield dwarf coconut trees, which is making coconut sugar production faster and safer, alongside training families to optimise the sugar-making process. We also help small tea growers in India meet sustainability standards through the Trustea certification programme, providing access to digital tools that promote good agricultural practices.
- Supporting small to medium-sized enterprises (SMEs) in our retail value chain to access our digital commerce platforms, which enables them to buy directly from us and benefit from product promotions. We are also continuing to support our last-mile distribution programmes, which help us to reach consumers in remote areas. Our Shakti programme supports over 200,000 women micro-entrepreneurs in rural Asia and Africa and provides them with access to business training.

Policy advocacy

In addition to our actions, we advocate for living wages to become widespread, alongside partners like UN Global Compact, International Labour Organization, IDH and World Benchmarking Alliance. Together, in 2025, we successfully campaigned for living wage to be highlighted in the Doha Political Declaration as a key focus area for government policy aiming to advance social development. We also launched impact studies and engaged businesses and policymakers on living wage in several countries including the Philippines, Pakistan and Brazil.

METRICS AND TARGETS

Targets

Our ambition is to help the people who grow, make and sell our products have a decent livelihood, including by earning a living wage – so they can afford the essentials of daily life and have work that is secure, dignified and fair.

As part of Unilever's 15 sustainability goals, we have set three short-term targets with the aim of delivering long-term impact to the livelihoods of workers in our value chain:

- We are working with smallholder farmers to improve their livelihoods and agricultural practices. Our goal is to help 250,000 smallholder farmers in our supply chain access livelihoods programmes by 2026.
- We are also encouraging our suppliers to sign our Living Wage Promise, kickstarting their journey to pay employees a living wage. Our goal is to ensure that suppliers representing 50% of our procurement spend sign the Living Wage Promise by 2026.
- We are helping small businesses in our retail value chain grow. Our goal is to help 2.5 million SMEs in our retail value chain grow their business by 2026.

We have engaged in a number of forums and initiatives that provide insight and expertise from the perspective of people in our value chain to help develop these targets, including extensive engagement with the International Labour Organization (ILO) and the World Business Council for Sustainable Development (WBCSD).

Targets relating to sustainable sourcing and regenerative agriculture practices in our value chain are detailed in our Biodiversity and Ecosystem disclosures on page 241.

Livelihood targets

Suppliers representing 50% of our procurement spend to sign the Living Wage Promise by 2026

A living wage promise is a commitment made by a supplier to progress towards paying a living wage to workers in their own business operations, either through signing a Living Wage Special Terms Contract (STC) with Unilever or by signing Unilever’s Living Wage Promise document. Unilever’s definition of a living wage is included on page 250.

Performance is measured as the percentage of total procurement spend from 1 January to 31 December for suppliers that have signed the Living Wage Promise divided by the total procurement spend for the reporting year.

Allocation to Ice Cream: Procurement spend relating to raw and packaging materials purchased by Unilever are estimated based on proportion of raw and packaging materials used in Ice Cream finished goods, using information such as product recipes and production volumes. Where such information is unavailable, allocation is based on dedicated manufacturing sites. Procurement spend relating to collaborative manufacturers (CMs) is allocated based on finished goods supplied by CMs categorised as Ice Cream products. Indirect procurement spend is allocated based on proportion of costs relating to Ice Cream dedicated departments and functions of total costs.

Help 250,000 smallholder farmers in our supply chain access livelihoods programmes by 2026

Unilever defines a smallholder farmer as a person who rears livestock and/or cultivates crops on one or more plots of land that, individually or in aggregate, is the larger of: up to and including 10 hectares (only counting farmed land), in line with the United Nations Food and Agriculture Organization’s definition of a smallholder farmer, or the size defined by an official regional and/or sector body. Supply chain refers to a farmer group or individual farmer, within a defined geographical area, providing functionally equivalent feedstocks to those that can be demonstrated to be within Unilever’s supply chain.

Eligible livelihoods programmes must include activities and/or inputs designed to deliver improved livelihoods through positive outcomes on Unilever accepted certification and/or incomes, be approved by Unilever authority, within a signed contract between 1 January 2024 and 31 December 2025, and be run directly by Unilever or a third party under a contractual commitment with Unilever.

Performance is measured as the cumulative total number of smallholder farmers in Unilever’s supply chain who have received help from Unilever to access livelihoods programmes in the reporting period. Access is defined as either:

- attending face-to-face training;
- receiving intended subsidies, financial services, farm input, labour or technologies; or
- being certified by the livelihoods programme.

Allocation to Ice Cream: Programmes funded by or associated to an Ice Cream brand. If a programme does not meet these criteria, allocation is performed where the supplier, crop and/or Unilever site associated with the programme is identified as relating to Ice Cream.

Help 2.5 million SMEs in our retail value chain grow their business by 2026

Small and medium-sized enterprises (SMEs) in our retail value chain include businesses selling Unilever goods to consumers in one of the following countries: Bangladesh, Brazil, Ecuador, India, Indonesia, Pakistan, the Philippines, Thailand, Turkey and Vietnam. These businesses have historically been serviced by a distributor, wholesaler, or cash and carry; or in Mexico, where servicing with Unilever has been enabled by the digital platform.

Performance is measured as the number of SMEs in Unilever’s retail value chain that have used a Unilever digital platform (mobile app or website) to purchase at least one product in the reporting period from 1 January to 31 December 2025.

Allocation to Ice Cream: SMEs served by Ice Cream distributors. For SMEs served by Ice Cream and non-Ice Cream distributors, no allocation is made to Ice Cream since it is assumed that these SMEs will be part of Unilever’s continuing operations following the demerger of our Ice Cream business.

Livelihoods targets	Goal	2025	2024 ^(a)	2023 ^(a)
Suppliers representing 50% of our procurement spend to sign the Living Wage Promise by 2026 (% of procurement spend)				
Unilever	50%	43%	32%	–
Ice Cream		17%	–	–
Help 250,000 smallholder farmers in our supply chain access livelihoods programmes by 2026 (number of smallholder farmers)				
Unilever	0.25m	0.17m	0.08m	–
Ice Cream		0.04m	–	–
Help 2.5 million SMEs in our retail value chain grow their business by 2026 (number of SMEs)^(b)				
Unilever	2.5m	2.12m	2.58m	1.91m
Ice Cream		0.24m	–	–

(a) 2024 and 2023 measured including Ice Cream.

(b) 2023 measured for the three-month period October to December.

We continue to make good progress for suppliers who have signed our Living Wage Promise and are on track to deliver on our 2026 goal of 50% spend. In addition, we are on track to meet our 2026 goal of reaching 250,000 smallholder farmers, with almost 210,000 accessing livelihood programmes since January 2024 (including Ice Cream). However, progress against our SME target in 2025 was lagging and overall there was a decline in active retailers compared to 2024. This was largely due to key markets migrating from local applications to our global digitised distributive trade (DDT) platform, as well as the demerger of our Ice Cream business impacting activity levels. Despite this gap, retailer adoption showed consistent growth, driven by higher repeat usage and self-ordering. Large markets such as India and Indonesia continued to expand SME participation through digital ordering. Looking ahead to 2026, the focus will be on accelerating SME onboarding, particularly in home and personal care markets, while deepening engagement through retailer-relevant communication, personalised promotions, and other targeted initiatives to strengthen adoption.

Consumers and End-Users

Unilever's success depends on the value and relevance of our brands and products to consumers worldwide. We monitor trends and gather insights from consumers, customers and shoppers to develop our brand strategies and build competitive advantage.

This disclosure includes all Unilever consumers and end-users in our downstream value chain who are likely to be materially impacted by our operations. These include:

- consumers who rely on the safety and quality of our products, including those who may be particularly dependent on accurate and accessible product information, such as those with allergies; and
- children, who are increasingly exposed to online promotional content from a broad range of industries and may be reached by our brand messaging.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Our material Social impacts, risks and opportunities (IROs) resulting from the double materiality assessment (DMA), and the process by which these were identified, are detailed on page 249.

Policies

As set out in our General Information section on page 218, Unilever's Code of Business Principles (COBP) and Code Policies apply to our material sustainability matters, including the impacts on our consumers and end-users.

Product safety

The COBP sets out Unilever's commitment to providing products and services that are safe for their intended use, as well as accurately and properly labelled, advertised and communicated. Product safety is also governed through the following Code Policies:

- **Responsible Innovation Code Policy:** describes our commitment to conducting responsible, safe and sustainable research and innovation that fully respects the concerns of our consumers and society. Six supporting standards include Safety Risk Assessments for ensuring Consumer, Occupational and Environmental Safety by Design, and Use of Ingredients and Control of Contaminants.
- **Product Safety & Product Quality Code Policy:** sets out our commitment to produce safe, high-quality products and services that meet all applicable standards and regulations.

As described in the Environmental policies section on page 221, our Responsible Partner Policy (RPP) sets out the requirements for suppliers in the value chain. Specifically, within the Business Integrity & Ethics pillar, this includes requirements to meet agreed specifications and notifying Unilever of any product quality or safety concerns originating from the business partner, or its supply chain without delay.

Marketing to children

The Responsible Marketing Code Policy sets out our commitment to market our products and services truthfully, accurately and transparently. The Code policy is supported by Unilever's internal marketing and brand guidelines, including the Marketing to Children Principles. As a result of the demerger of our Ice Cream business, these principles were revised in 2025 for implementation in our Foods business from 1 January 2026.

These principles ensure that Unilever adheres to the strictest standards in marketing to children and adheres to all relevant local regulations and pledges. If no regulations exist, Unilever does not intentionally advertise to children under six, and only markets to those ages six to 13 if products meet Unilever's Science-based Nutrition Criteria (USNC). Licensing, partnerships and use of characters that may appeal to children are limited to those products that meet the USNC, and all advertising must be responsible, transparent, and avoid promoting unhealthy habits.

Our marketing teams and agencies are responsible for compliance with these principles. The President of our Foods Business Group is responsible for the implementation of these principles, which we make publicly available on our website.

Engaging with consumers and end-users

We engage with our consumers and end-users, including those groups considered vulnerable, through a range of communication channels on a continuous basis, reaching over 3 million consumer contacts in 2025 through our various platforms.

We operate consumer care lines around the world for our consumers to share any comments or concerns, with details provided on packs and through our websites. We monitor feedback provided by consumers on Unilever's brands and products on social media and through product reviews on digital commerce sites. We also use consumer research from partners such as Kantar, Nielsen and Ipsos, who we engage through their regular surveys and panels. This engagement takes place under the ultimate oversight of our Chief Growth and Marketing Officer. We use these insights to support our aim of providing superior products and delivering great consumer experiences.

In addition, we use a range of mechanisms to monitor and consider evolving societal preferences, including media and social media reviews and NGO engagement. This is overseen by our Chief Corporate Affairs and Communications Officer.

Our approach to identifying and assessing the potential impacts on consumers with allergies is through product safety assessments and product labelling, rather than direct engagement. Similarly, potential impacts in relation to marketing to children are assessed through reviewing their media consumption behaviour.

Processes to remediate impacts and channels to raise concerns

The communication channels referenced above, including our consumer care lines and websites, offer consumers multiple mechanisms through which to raise any concerns. Trained consumer communication agents respond to questions where appropriate, and their use and effectiveness are tracked by monitoring performance against set indicators and through consumer feedback surveys.

Product safety

Concerns raised to Unilever in relation to product safety are shared with relevant internal experts for further investigation. By closely monitoring consumer feedback data, we can detect emerging issues and respond quickly. In the event of a marketplace incident relating to consumer safety or product quality, an incident management team is activated to ensure timely and effective action.

We are committed to continually improving our quality performance; however, sometimes we fall short of our product safety and quality standards. A product might, for example, have a quality defect. Or there may be a contamination of the raw materials, or a mislabelling of ingredients. If this happens, protecting consumers' safety is our number one priority. When necessary, we will issue a public recall of the affected products from the marketplace, even if only small quantities of products are involved.

In the case of a public recall, we use multiple channels to ensure consumers have the required information regarding the product affected (e.g. national press advertising, store communications for retailers, email for direct-to-consumer sales, and relevant websites) and that they can get answers to any questions or concerns via our care lines.

Marketing to Children

Our marketing teams are responsible for ensuring compliance with our Marketing to Children Principles. Where non-compliance is identified, our teams work to make the necessary changes, such as changes to artwork, to ensure adherence to the principles.

Code of Business Principles

Individuals can report concerns about potential breaches of Unilever's COBP and Code Policies through our Code reporting channels. Our investigation standards require us to record and assess all potential breaches reported. See page 266 for details on our Governance disclosures, including our non-retaliation requirements.

Managing impacts and risks related to consumers and end-users

Product safety

Unilever has comprehensive product quality processes and controls in place, supported by standards which cover safety risk assessments, use of ingredients and control of contaminants. Safety risk assessments ensure consumer, occupational and environmental safety by design, and require materials used in our product formulations to be registered in Unilever's Safety Systems, supported by defined tools and guidance for assessing consumer safety risks. The use of ingredient standards applies global exclusions or restrictions to certain substances based on safety, regulatory or reputational concerns. These standards are maintained based on external developments and subsequently implemented within our portfolio.

Ensuring our products are safe also encompasses product labelling. This includes instructions for use, product composition and additional labelling, such as the presence of allergens. We have labelling approval processes in place to ensure compliance with external regulations and Unilever's policies.

Suppliers of the materials for our products must meet the standards set within Unilever's Supplier Quality Approval process. Our Quality Management System then defines the requirements to be followed for the manufacture of safe products, covering topics such as cleaning and disinfection, hygienic engineering and maintenance, allergen management and foreign matter prevention. Processes and controls are verified annually and regularly monitored through performance indicators that drive improvement activities.

In the event of a non-conforming product reaching the market, we have a global process for identifying and managing marketplace incidents to ensure we act fast, investigate fully and embed learnings to prevent future recurrence. Where necessary, we will issue a public recall of the affected products from the marketplace even if only small quantities of products are involved.

In 2025, we issued one public recall relating to the Ice Cream business, which was caused by undeclared allergens. Wherever and whenever mistakes occur, we take action to identify the root cause and share lessons learned with all relevant parties to prevent a recurrence. Unilever is defending a portfolio of legal claims alleging asbestos contamination in certain products which Unilever no longer sells. Unilever disputes these allegations, which it does not consider are substantiated.

We monitor the effectiveness of our product safety processes and controls in a number of ways, including leadership scorecards and tracking key metrics such as marketplace incidents/recalls, consumer-safety-related complaints, and the completion of audits and associated actions. We also track the completion of our corrective and preventive actions, for example, those related to marketplace incidents/recalls and consumer-safety-related manufacturing incidents, to ensure that our processes for learning from incidents are effective in preventing future recurrence. The quality and safety of our products are also managed through our enterprise risk process.

We also work to improve consumer safety by engaging beyond our business with the scientific community and regulators. A focus area is the development and application of leading-edge advanced non-animal safety science, where we work closely with authorities around the world, including regulators, government scientists and academic experts. We actively disseminate the research we do to guarantee that our products are safe, without the need for animal testing, to support others in also building new capabilities based on advanced science.

In 2025, we contributed to the European Commission Roadmap to phase out animal testing for chemical safety assessment as industry co-chair for the European Partnership for Alternative Approaches to Animal Testing (EPAA). We also continued our collaboration with the US Environmental Protection Agency (EPA, initiated in 2015), US National Institute of Environmental Health Sciences (NIEHS, initiated in 2021), and started a new collaboration with the US Food and Drug Administration (FDA), all focused on pioneering approaches to chemical safety assessment using advanced science. Our approach to eliminating animal testing without compromising on safety is set out further within our Governance disclosures.

Our actions on product safety are supported by the expertise of our Safety, Environmental & Regulatory Science (SERS) group, which is our global centre of excellence in safety and sustainability science, and our Quality expertise teams. Our dedicated team of safety and environmental scientists, including many who are internationally recognised as leaders in their fields, have expertise in allergy, chemistry, exposure science, microbiology, risk assessment, toxicology, process safety, computational modelling and data science, and environmental safety and sustainability science.

Marketing to Children

The updated Marketing to Children Principles has been published on our Responsible Business platform and communicated through internal channels. Markets are preparing implementation guidance to support consistent application of the principles in marketing activities. In addition, the Unilever COBP provides defined processes for escalation, review and remediation where instances of non-compliance arise.

METRICS AND TARGETS

Targets

No formal targets have been defined for our consumers and end-users with respect to the IROs identified in our sustainability statement. However, we are committed to continually improving our performance against our product safety and quality standards, monitoring the effectiveness of our processes and controls in multiple ways as set out above. In 2025, we continued to reduce the number of marketplace incidents by more than 8% (excluding Ice Cream) versus 2024. In relation to responsible marketing, non-compliances are identified and addressed on a case-by-case basis.

ENTITY-SPECIFIC DISCLOSURES

Nutritional product quality

Policies

Continuously improving the nutritional profile of our products and helping consumers adopt better diets without compromising on enjoyment are fundamental to the strategy of our Foods Business Group. The execution of this strategy is guided by Unilever's Nutrition Standards, an internal framework that drives portfolio improvements that align with scientific insights regarding nutrition's contribution to health and wellbeing:

- Unilever's Science-based Nutrition Criteria (USNC) set standards for nutrients that should be limited and guide the nutritional quality of our products to healthier options. The USNC consist of product-specific thresholds for calories, salt, sugar and saturated fat. These values are modelled against dietary intakes in five countries to quantify their impact and published in a peer-reviewed scientific journal.
- Unilever's Positive Nutrition Standards outline the criteria for ingredients and nutrients that are recommended for increased consumption. These standards include product-specific measures for fruit and vegetables, wholegrains, protein, fibre and micronutrients.

Engaging with consumers and end-users

We engage with consumers about nutritional product quality through the mechanisms already described. In addition, we use international dietary guidelines from groups such as the World Health Organization (WHO) and CODEX, along with scientific modelling, to assess the impact of nutritional product quality on consumers and inform our business strategy.

Managing impacts on consumers and end-users

We work to improve the nutritional quality of products on an ongoing basis, innovating and reformulating our products against the USNC and our Positive Nutrition Standards. For example, in 2025, we launched new Knorr flavourful cooking pastes in the UK and Germany, as well as high-protein Horlicks Pro Fitness also fortified with 14 micronutrients in India. By investing in improvement and innovation, we aim to enhance the nutritional profile of our products without impacting consumer experience.

In addition to Unilever's Science-based Nutrition Criteria, we publish a scoring of our portfolio against six externally endorsed Nutrient Profiling Models, contributing to greater transparency in nutrition disclosure.

Targets

Unilever does not have formal targets relating to nutritional product quality. However, we set ourselves benchmarks against which we monitor our strategic progress on nutritional product quality, as set out on the next page.

Nutrition metrics

Unilever’s Science-based Nutrition Criteria (USNC) is a set of criteria and threshold values established by Unilever nutrition experts in line with the global World Health Organization (WHO) standards. The threshold values determine the amount that can be present in a Foods or Ice Cream product to meet USNC. Products that do not exceed any of the criteria or thresholds are considered to be compliant. Threshold values have been determined for: sodium, saturated fat, sugar and calories.

Unilever’s Positive Nutrition Standards is a set of technical criteria and threshold values for selected ingredients, macronutrients and micronutrients, established in line with external global and regional standards, such as those set by WHO, which are important for human health. The threshold values determine the amount of ingredients, macronutrients and micronutrients that need to be present in a Foods or Ice Cream product to deliver positive nutrition. A product that contains ingredients, macronutrients or micronutrients meeting at least one of the threshold values is considered to deliver positive nutrition. The presence of other ingredients that do not meet the threshold values does not disqualify a product.

The selected ingredients, macronutrients and micronutrients are as follows:

- Ingredients: fruits, vegetables, legumes, pulses, fungi, nuts, seeds, wholegrains, and dairy in products designed for kids.
- Macronutrients: protein, fibre and omega-3.
- Micronutrients: iron, iodine, zinc, vitamin A, vitamin D, calcium, magnesium, potassium, vitamin B12, folate, vitamin B2, vitamin C and vitamin E.

Servings sold is sales volumes measured in tonnes divided by product serving size. Where no serving size is available, we apply a standard serving size. Actual data is used for January to November, and December data is estimated by extrapolating the average sales of the previous 11 months.

Allocation to Ice Cream: Servings sold relating to sales of Ice Cream products.

Metrics	Ambition	2025	2024 ^(a)	2023 ^(a)
Percentage of our portfolio meeting Unilever’s Science-based Nutrition Criteria, including Pepsi Lipton joint venture (% of servings sold)^{(b)(d)}		83%	84%	81%
Unilever (Foods)	85% by 2028	85%	–	–
Ice Cream		42%	–	–
Number of products sold that deliver positive nutrition, including Pepsi Lipton joint venture (% of servings sold)^{(c)(d)}		53%	52%	52%
Unilever (Foods)	54% by 2025	54%	–	–
Ice Cream		25%	–	–

(a) 2024 and 2023 measured including Ice Cream.

(b) The percentage of our portfolio meeting Unilever’s Science-based Nutrition Criteria excluding Pepsi Lipton joint venture and Ice Cream in 2025 is 86% (2024: 84%).

(c) The number of products sold that deliver positive nutrition excluding Pepsi Lipton joint venture and Ice Cream in 2025 is 54% (2024: 52%).

(d) 2023 figure measured for the 12-month period ended 30 September.

On a like-for-like basis with 2024 and 2023, the combined percentage of the Foods and Ice Cream portfolio meeting Unilever’s Science-based Nutrition Criteria was 83% and the number of products sold that deliver positive nutrition was 53% in 2025. The slight change in performance is driven by improvements in data quality and by year-on-year sales fluctuations.

Products responding to changing consumer demands

Evolving consumer preferences present long-term opportunities for Unilever to drive product innovation and expand our portfolio, aiming to deliver superior products at great value, while reducing our environmental impact. Through ongoing engagement with consumers and analysis of market trends, we build robust innovation pipelines. This approach is core to our Business Group strategies, such as Home Care’s Bright Future strategy, and is supported by our strong Research & Development capabilities. Additionally, we systematically identify acquisition targets to further expand our brands and enhance our product portfolio.

In Home Care, we expanded our Wonder Wash innovation into new geographies and new variants in 2025. Wonder Wash is a laundry detergent designed specifically to work in quick, cold cycles, and has a lower environmental impact than traditional detergents used in long cycles. Our RhamnoClean technology, a 100% natural, biodegradable and renewable biosurfactant, has now been embedded into our core hand dishwash products. In Beauty & Wellbeing, Dermalogica partnered with FusionPKG to develop a custom airless package for its skincare line, leveraging the innovative Airless-One™ system to deliver both high-performance dispensing and recyclability.

In addition to our product innovations, Unilever announced the acquisition of the personal care brand Wild in April 2025. Wild specialises in natural and refillable products such as deodorants, lip balms, body washes and hand washes formulated with plant-based ingredients and packaged using plastic-free materials. We also announced the acquisition of Dr. Squatch in June 2025, which specialises in natural personal care products.

The ingredients in our products are included at levels that are safe in use. Nevertheless, we monitor consumer ingredient preferences, regulatory hazard classification changes, and emerging scientific data to update our safety and sustainability assessments where relevant. Our long-term investment in non-animal safety science has enabled some of our biggest brands to be certified as ‘do not test on animals’ by People for the Ethical Treatment of Animals (PETA) and/or through the Coalition for Consumer Information on Cosmetics’ Leaping Bunny scheme. We have over 20 accredited brands, including Axe, Dove, Sunsilk and TRESemmé.

Delivering against our ambitious sustainability goals requires innovation. However, we do not set targets at a product level to reduce environmental impact from innovation. In addition to monitoring progress against the goals, we measure our progress through category level roadmaps in support of these. See page 243 for actions and targets relating to our plastic packaging.

Governance Disclosures

Business Conduct

GOVERNANCE

The role of administrative, management and supervisory bodies

The ultimate responsibility for Unilever's conduct is with Unilever's Board, which is responsible for both setting and monitoring the culture of the business. The Board is supported in this by the Corporate Responsibility and Audit subcommittees. Please refer to the General Information section on page 214 and Unilever's governance structure on page 51 for the composition and expertise of the Board and its subcommittees.

The Chief Executive Officer is accountable to the Board for the implementation of Unilever's culture and standards of conduct, which we refer to as 'business integrity'. The CEO is supported in this by the Chief Legal Officer, Chief Business Integrity Officer, Global Code and Policy Committee, and Business Integrity Committees. The key elements of Unilever's standards of conduct are set out in our Code of Business Principles (COBP) and Code Policies, which provide a set of mandatory rules that govern how we run our business.

Responsibility for the day-to-day implementation of the COBP and Code Policies is delegated to the Unilever Leadership Executive and all senior management across Unilever's Business Groups, business units and functions. They are supported in this by the Business Integrity Committees.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

Description of the processes to identify and assess material impacts, risks and opportunities

The process for assessing and identifying our material impacts, risks and opportunities is informed by our double materiality assessment (DMA), as set out in our General Information section on page 216. Risks identified are reviewed and assessed on an ongoing basis and formally at least once per year. For each of our principal risks, including Legal and Compliance risk, we review the risk management frameworks annually to identify changes in the risk profile.

From a governance perspective, this process incorporates several inputs, such as a global fraud risk assessment conducted at both a functional and market level to identify risks, including corruption and bribery. In addition, a geopolitical working group is in place, with representatives from different functions, to proactively identify and escalate issues for high-risk markets, and external screening is undertaken to monitor changes to the risk landscape.

The output of our 2025 DMA for our Governance impacts, risks and opportunities is included below:

Material impact, risk or opportunity		Description
Business Conduct		
Business integrity and ethical conduct	Risk (OO) (VC)	Failure to act in an ethical manner and foster a culture where our employees and value chain feel empowered to speak up, consistent with the expectations of customers, consumers and other stakeholders, may result in reputational damage.
Anti-bribery and corruption	Risk (OO) (VC)	There is a risk that a breach of anti-bribery and corruption laws, or failure to prevent bribery, fraud or tax evasion, may result in legal and financial consequences for Unilever and individuals.
Use of non-animal safety science	Positive Impact (VC)	Unilever is a global leader advocating for regulatory use of modern, non-animal safety science in place of animal testing, working with government groups and other stakeholders.
Advocacy	Positive Impact (OO) (VC)	Unilever is actively lobbying governments, regulators and other third parties to influence policies and regulations that will help to drive change in four key areas: climate, nature, plastics and livelihoods.
Supplier payments and relationships	Risk (OO)	Inappropriate or untimely processing of payments may result in incorrect payments to suppliers, fraudulent transactions, late payments, regulatory penalties or disputes.

OO Own Operations, VC Value Chain

Business conduct policies and corporate culture

As a purpose-led company, our values and culture are the foundation of our success. Our approach to business integrity is designed to ensure that how we do business is fully aligned with our values and the applicable laws and regulations in countries where we operate.

Our business integrity framework is comprised of three pillars:

- Prevention – we seek to embed a culture of integrity at all levels.
- Detection – we encourage employees to speak up and identify potential issues through auditing and monitoring processes.
- Response – we have the tools to investigate and, if necessary, sanction confirmed breaches, and use what we learn to continually improve our processes to increase the level of prevention.

This approach is underpinned by Unilever's COBP, with each principle supported by a Code Policy setting out what employees must and must not do to ensure they are living the Code.

We also set out what Unilever expects of business partners in our Responsible Partner Policy (RPP), so that we can work together responsibly. See page 221 for further details on the RPP in our Environmental policies section.

Corporate culture

The COBP and Code Policies set out the standards of conduct we expect from our employees. Everyone at Unilever is expected to be an ambassador for these high standards, with the tone set from the top. Our ULE members communicate periodically with senior leaders and all employees on business integrity, making it clear that adherence is non-negotiable. On an annual basis, multiple initiatives aim to embed this culture across our business. These range from mandatory training and a global pledge – where employees actively pledge to uphold these values – to employee town halls and leadership awareness sessions.

We aim to continuously improve and further embed a culture of business integrity. We analyse the results of investigations and audit findings to identify trends and opportunities for improvement. Lessons learned are then shared extensively across the business integrity community, with Unilever's leadership and with employees.

Employee surveys are also used as a tool to monitor our culture, and business integrity questions are included within Unilever's annual global UniVoice survey. Responses are reviewed by our Global Code and Policy Committee and at Business Integrity Committee meetings. These responses provide further insight into how strongly business integrity is embedded across the organisation, driving future engagement and action plans.

Business conduct policies

The Code of Business Principles (COBP) and Code Policies define the ethical behaviours that everyone must demonstrate when working for Unilever. They help us address key external and internal risks to the business – such as fraudulent behaviour or a failure to respect, uphold and advance human rights – and play a key role in ensuring compliance with laws and regulations. As a result, they help us to protect our brands and reputation, and to prevent harm to people or the environment.

The COBP and Code Policies are available in multiple languages and designed to be readily applied by employees in their day-to-day work. They are mandatory for all employees and Directors, and apply to all Unilever companies, subsidiaries and organisations over which Unilever has management control. While the COBP and Code Policies are for internal use, we also publish them externally in support of transparency.

We undertake a comprehensive review of the COBP and Code Policies every five years when the COBP is reviewed and approved by the Unilever Board. Potential changes needed to the COBP and Code Policies are monitored on an ongoing basis to ensure they appropriately reflect the internal and external context, in addition to incorporating the latest legal requirements. As an input to this process, the Board's Corporate Responsibility Committee meets quarterly and reviews external developments that may be relevant to Unilever's ability to conduct its business appropriately as a responsible corporate citizen.

We also seek to work with business partners who uphold these standards throughout our value chain. Our Responsible Partner Policy outlines our requirements for business partners, as set out below.

Business conduct training

Employees and Directors are required to know the COBP and Code Policies and understand how to apply them in their work. We conduct annual mandatory training for all office-based employees and have tailored training for those employees working in factories and more remote areas. Completion of training is tracked, and we follow up with employees who fail to complete mandatory training, taking further action where required. Corruption and bribery are risks that may affect any employee, and therefore our mandatory training, deployed for all employees, includes these topics.

Identifying and reporting breaches

Unilever's Code Policies require that actual or potential breaches of the COBP or Code Policies be reported immediately. Training is essential for the effective identification and reporting of breaches. Additionally, we provide robust internal and external reporting platforms that are accessible to our employees and partners to facilitate prompt reporting.

To report a concern, employees can contact a number of internal channels. Alternatively, employees and third parties can use our independently managed and confidential Unilever Code Support Line (whistleblowing line), via telephone or our online Speak Up platform, which is available directly through a web address.

The available reporting channels are set out in our Code Policies and highlighted during business integrity training and in our communications. The Speak Up platform is signposted on Unilever's website and our internal portals, and hotline numbers are displayed in various locations, such as factory walls.

Our annual UniVoice survey is a key tool to understanding employee sentiment, including topics such as business integrity. In 2025, 90% of employees who responded to the survey stated that in their teams, they believe business is conducted with integrity. Employees are also informed that if they prefer not to use the direct or anonymised channels provided by Unilever, they can utilise other external channels and report directly to the authorities.

We are committed to a culture of transparency and prohibit retaliation in any form against those who report or seek guidance on ethical or compliance issues, or who report cases under our Code, compliant with the EU Whistleblower Directive. The COBP and Code Policies set out that Unilever will not retaliate against employees who raise issues, and that any attempted or actual retaliatory action by employees is in itself considered a Code breach. This approach to non-retaliation is emphasised in global employee training sessions.

After any Code concern is reported, reporters are reminded of what retaliation could look like and asked if they think they have experienced this. All Business Integrity Committees are also accountable for ensuring that individuals who report Code breaches or assist with investigations are properly protected from retaliation and that confidentiality is maintained.

Investigating potential breaches

Our investigation standards require us to record and assess all Code concerns reported, however they are raised. Once a report is received, it is formally acknowledged and triaged by a Committee to determine whether a Business Integrity investigation is required.

Business Integrity ensures that investigations are timely, objective and impartial. All Business Integrity Officers are trained on Unilever's standards and processes and are required to uphold these at all times. Officers are posted around the world to respond to cases, with oversight from a central Business Integrity team.

Investigation reports tie allegations to Code requirements, summarise evidence and findings, and outline corrective actions and recommended sanctions. Completed reports are reviewed and approved by the Global Head of Investigations. In cases involving public bribery or senior executives, the Chief Legal Officer and Chief Business Integrity Officer oversee investigations, with an ad hoc Business Integrity Committee determining sanctions, regardless of the executive's location.

We encourage engagement from the initial reporter to facilitate the investigation, while maintaining confidentiality. Where appropriate and possible, we aim to provide transparency on the investigation's progress and anticipated completion. It is the responsibility of the Business Integrity Committees to ensure timely investigation of all potential Code breaches raised within 60 days. Final determination may take longer depending on the nature and complexity of the concern.

Breaches of the COBP or Code Policies are shared with various oversight committees when required, including the Unilever Board's Corporate Responsibility and Audit Committees, the Unilever Leadership Executive, and the Global Code and Policy Committee.

Management of relationships with suppliers

Procurement processes, including fair behaviour with suppliers

The COBP and Code Policies govern our employees' fair treatment of Unilever's suppliers and procurement processes. Specifically, the Responsible Sourcing and Business Partnering Code Policy requires that we select and work only with partners who are able to uphold standards consistent with our own commitment. This includes ensuring that all third parties are subject to the provided Responsible Partner Policy (RPP) controls for onboarding, contracting and ongoing monitoring.

Responsible partnerships

Unilever's RPP is sponsored by our Chief Procurement Officer and helps us to manage relationships with our suppliers. The RPP describes what we expect of business partners across three pillars: business integrity and ethics, human rights, and the planet. It consists of mandatory requirements and management systems for all suppliers and is designed to build greater resilience as well as leading practices. The scope of our RPP goes beyond our Tier 1 suppliers, who directly invoice Unilever for goods and services, by including our expectation for suppliers to cascade equivalent requirements within their own supply chains.

All suppliers are continuously assessed against the RPP's mandatory requirements and general terms and conditions. If an existing supplier fails to remain compliant, Unilever may restrict the ability to raise new purchase orders until remediation actions have been completed. New suppliers that do not declare compliance with requirements of the RPP are not onboarded, and Unilever will not conduct business with them.

Alignment with the RPP is verified through self-declarations at registration, annual re-registration to our systems, routine due diligence and risk-based audits. We undertake regular risk-mapping to accurately identify where specific risks occur across geographies and within different supplier types. This enables focused due diligence and auditing based on the type of goods and services we source and the sourcing locations, ensuring we can address issues effectively when they arise.

Suppliers are encouraged to communicate with Unilever if they face challenges in meeting the RPP requirements, so we can provide support and guidance. We also encourage suppliers to share feedback to help us improve our programmes and governance processes, embracing partnership in areas where we can collaborate in a pre-competitive environment to address endemic issues in our industries.

In 2025, approximately 86% of our procurement spend (including Ice Cream) was with suppliers that met the mandatory requirements of the RPP.

Prevention of late payments, specifically to SMEs

Payment terms are contractually agreed between Unilever and each supplier, including SMEs. See page 270 for further detail on payments to SMEs in the section on payment practices.

Animal welfare policies

Unilever uses leading-edge safety science, not animals, to evaluate the safety of our products. We believe that animal testing is not needed to make sure that our products and their ingredients are safe for consumers, our workers and the environment. For over 40 years, we have been working to eliminate animal testing without compromising on safety. This is set out in our public position statement on animal testing, owned by the Chief Research & Development Officer on behalf of the Unilever Leadership Executive.

Unilever's mandatory standard on animal testing sets out the strict internal approval and control procedures in place to ensure our position is upheld. This standard is one of several that underpins Unilever's Responsible Innovation Code Policy, which requires that all employees involved in scientific research and innovation must comply with all standards relevant to their area of work.

To ensure the safety of our products, we develop and advance the use of safety assessment approaches based on modern science that do not rely on new animal data. Occasionally, across our wider product portfolio, some of the ingredients we use have to be tested by our suppliers to comply with legal and regulatory requirements in some markets. In addition, some governments still test certain products on animals as part of their regulations. We do not agree that this animal testing is necessary to assure the safety of our products or the ingredients in them. We work with suppliers, government authorities and non-governmental organisations (NGOs) globally to increase the acceptance and use of non-animal approaches for regulatory compliance purposes.

Our RPP contains mandatory requirements in relation to animal testing, as well as outlining leading practices for suppliers to work towards. In support of this, we partner with our ingredient suppliers to proactively share our non-animal safety science and non-animal approaches for chemicals registration.

We share our scientific approaches with regulatory authorities and NGOs around the world to promote their broader acceptance and maximise the impact of our science in replacing animal testing. People for the Ethical Treatment of Animals (PETA) lists Unilever as a 'company working for regulatory change' in recognition of our ongoing work on alternatives to animal testing and our commitment to promoting their adoption worldwide.

Farm animal welfare forms part of Unilever's Sustainable Agricultural Principles (SAP), which are a collection of good practices designed to codify important aspects of sustainability in farming. This includes safeguarding the welfare of all livestock and adopting good husbandry practices that adhere to appropriate guidelines on animal housing, feeding, health and breeding.

Our RPP also addresses farm animal welfare, which helps us manage our relationship with suppliers. Unilever's Responsible Sourcing and Business Partnering Code Policy underpins this approach, setting out the responsibilities of employees to ensure that third parties are subject to our RPP policies and controls.

Prevention and detection of corruption and bribery

Anti-corruption and anti-bribery policies

Our COBP and Code Policies set out Unilever's zero-tolerance approach towards corruption and bribery. These prohibit both public and commercial bribery, to or from any third party, and irrespective of financial values involved, and explicitly prohibit facilitation payments. Detailed written anti-corruption guidance and standards are also in place in relevant areas, such as with public officials, gifts and hospitality, grants and donations, and conflicts of interest.

As previously described, our anti-corruption and bribery policies are clearly communicated and designed to be readily applied by employees. The COBP and Code Policies are available in multiple languages, and lessons are included in the annual mandatory training.

Our business partners must adhere to Unilever's anti-corruption and bribery policies, as defined in the RPP.

Preventing, detecting and addressing allegations or incidents of corruption and bribery

The core processes to prevent, detect and address allegations or incidents of corruption and bribery are the same as those in place for Unilever's COBP and Code Policies. All potential material cases of corruption and bribery related to public officials are reported to our Chief Legal Officer and Chief Business Integrity Officer, who oversee investigations. The Global Code and Policy Committee determines any sanctions.

As previously outlined, material breaches, lessons learned and relevant remedial actions related to the COBP or Code Policies are shared with various oversight committees, including the Unilever Board's Corporate Responsibility and Audit Committees, the Unilever Leadership Executive, and the Global Code and Policy Committee.

To prevent incidents from taking place, we conduct periodic bespoke anti-corruption and anti-bribery risk assessments to determine the business activities and geographies that require specific actions to enhance our controls and respond to changes in our risk exposure. We continuously introduce tailored measures to mitigate these risks, along with additional bespoke training.

Anti-corruption and anti-bribery training

As part of our annual mandatory Business Integrity learning programme, anti-corruption and anti-bribery training is deployed to all employees. Unilever Board members also receive training on this subject.

The training content is based on our learnings from investigations, risk assessments and business partnering. Additional bespoke training is offered for employees who may face a greater risk in their activities in respect of corruption or bribery, such as those in external-facing commercial roles.

The anti-corruption and anti-bribery training programme is sponsored by the Chief Legal Officer and Chief Business Integrity Officer. It is overseen by the Unilever Board's Corporate Responsibility Committee.

METRICS AND TARGETS

Incidents of corruption or bribery

There have been no incidents of corruption or bribery resulting in convictions or fines for Unilever Group companies due to violation of applicable anti-corruption and anti-bribery laws in 2025.

In addition, there have been no deferred prosecution agreements or other significant enforcement activities involving Unilever Group companies in 2025 that required us to take actions to address breaches in procedures and standards of anti-corruption and anti-bribery.

Political influence and lobbying activities

Unilever engages with governments, policymakers, regulators, NGOs and other stakeholders involved in policy and government through our advocacy and lobbying activities. This engagement forms a key part of promoting and protecting Unilever's legitimate business interests, and takes place directly and indirectly through bodies such as trade associations and industry groups.

Our Code and Code Policies set out how employees must manage their business relationship with political groups. Such activity must be conducted with honesty, integrity and openness, and in compliance with local and international laws.

Oversight of political engagement

In 2025, Unilever's Chief Corporate Affairs and Communications Officer oversaw both national government engagement and lobbying activity, as well as global engagement with intergovernmental organisations and NGOs. This role reports directly to the Chief Executive Officer (CEO).

At Board level, two Non-Executive Directors hold, or have held, comparable positions in public administration:

- Susan Kilsby is on the UK Takeover Panel and was a non-executive director at NHS England between 2021–2023.
- Adrian Henna was appointed as an independent member to the Council of Imperial College London in 2024.

Neither the CEO nor any other member of the Board not listed above has held similar roles in public administration within the two years preceding this reporting period.

Political contributions

Unilever companies are prohibited from supporting or contributing to political parties or candidates. All Unilever Executive and Non-Executive Directors have confirmed that they have not made any political contributions on behalf of Unilever in 2025, and we do not have any reported cases of breaches with the Political Activities & Political Donations Code Policy.

Main topics covered by Unilever’s political engagement

The scale of Unilever’s business operations, and the fact that many areas of the consumer goods industry are regulated, means we engage regularly with governments and policymakers. We do this both independently and as part of industry groups and coalitions. The main topics covered by these engagements during 2025 are set out below.

Topic	Main positions on this topic	Link to material impacts, risks and opportunities
Climate	<p>Unilever advocates for changes to public policy frameworks consistent with the 1.5°C ambition of the Paris Agreement. Unilever’s main positions are that governments should raise national climate ambition, scale up renewable energy and non-fossil chemical feedstocks, and phase out fossil fuels, including fossil fuel subsidies.</p> <p>Furthermore, Unilever works with governments to accelerate enabling conditions, including encouraging the protection and restoration of land, forests and oceans, and putting forward policies that incentivise regenerative agriculture.</p> <p>Unilever is an IFRS Foundation Corporate Donor and advocates for the adoption of ISSB sustainability reporting standards as the global baseline for non-financial reporting.</p>	<ul style="list-style-type: none"> ■ All climate change material impacts, risks and opportunities identified
Business operations and trade issues	<p>Unilever works with governments, policymakers, regulators and other stakeholders to ensure our supply chains operate efficiently and to protect our business interests and workforce, such as trade restrictions that impact our supply chain. Changes to laws and regulations can have a positive or negative impact on our business and how we operate.</p>	<ul style="list-style-type: none"> ■ Product regulations and claims: composition and sourcing transparency ■ Increased activism, legal or non-compliance costs resulting from biodiversity degradation and loss
Plastic pollution	<p>Unilever supports public policy that aligns with our approach to reducing packaging waste and creating a circular economy. This includes extended producer responsibility (EPR) schemes, whereby producers are held accountable for the management of their packaging after it has been used.</p> <p>Unilever also supports the introduction of packaging design rules and recycled content targets that will help increase recycling rates. Both these policies are dependent on governments working with industry to increase the availability of high-quality recycled plastic. We also work with governments to identify the enabling conditions to help scale reuse and refill models.</p> <p>Unilever strongly advocated for a legally binding UN treaty to end plastic pollution, which would help harmonise regulatory standards and policies across markets through global rules and mandatory targets. Although negotiations concluded without a treaty in August 2025, together with others Unilever continues to drive industry convergence aligned to a high-ambition treaty.</p>	<ul style="list-style-type: none"> ■ Plastic pollution ■ Extended producer responsibility (EPR) schemes for packaging and other plastic taxes
Safety regulation	<p>Chemical and product regulations are being revised to incorporate modern safety science and data. Unilever provides input to consultations on regulatory changes, sharing new scientific approaches and how we apply them to safety decision-making. We aim to have less complex regulations that promote ‘safe by design’ innovation and the highest standards of human health and environmental protection.</p>	<ul style="list-style-type: none"> ■ Safe products ■ Use of non-animal safety science
Nutrition, diet and health	<p>Unilever works with governments to create policy environments that help consumers make healthier diet choices.</p> <p>Unilever supports policies that restrict the marketing of food and beverages to children under 13, aligning with our global commitment to responsible marketing.</p>	<ul style="list-style-type: none"> ■ Nutritional product quality ■ Safe products ■ Business integrity and ethical conduct

Transparency Registers in the European Union

Unilever PLC is registered with the EU Transparency Register (identification number: 6200524920-25). Unilever entities are also listed in the lobbying registers of other EU Member States, as set out below. Furthermore, we comply with the US Lobbying Disclosure Act (LDA); the LDA website provides a searchable database of disclosure filings.

Country	Name of Register	Entity	ID number
Germany	Lobbyregister beim Deutschen Bundestag	Unilever Germany	R003910
Ireland	Register of Lobbying	Unilever UK&I	2621

Payment practices

Average payment days and percentage of invoices paid on time

Payment terms are contractually agreed between Unilever and each supplier. The global nature of our business, and the variety in types of materials and services we buy, means that our payment practices reflect local legal requirements and established local or industry practices, which can vary significantly. As a result, suppliers have not been further subcategorised.

The average time Unilever takes to pay an invoice is calculated as the difference between the date when a payment advice is triggered by Unilever to the bank (clearing date) and the date agreed between Unilever and its supplier from which invoice payment days start to be calculated (start of payment terms).

The percentage of invoices paid on time is calculated as the number of invoices for which the payment advice is triggered by Unilever to the bank (clearing date) on or before the date on which Unilever must pay the invoice to the supplier as per the agreed payment terms (payment due date), divided by the total number of invoices during the reporting period.

Small and medium-sized enterprises (SMEs) are considered to be small or medium-sized in the context of their market. The specific factors and thresholds applied may vary depending on the market.

Entities in SAP represent around 95% of total Unilever turnover, and within this, SME identification is conducted for eight of Unilever’s largest markets, together representing around 75% of Unilever’s global spend recorded in SAP: Brazil, China, Europe (excluding the UK), India, Indonesia, Mexico, the UK and the US. SME identification is based on local government definitions and sourced from third-party databases. In certain cases, where available company data is limited, the third-party databases used for this exercise use predictive modelling to estimate relevant values.

The table below sets out the standard payment terms together with the percentage of Unilever’s spend in 2025. Our goal is to pay 100% of invoices within the payment terms agreed with our suppliers. In 2025, Unilever paid over 6.1 million invoices (2024: 6.9 million) to approximately 73k suppliers (2024: 76K). Of these, 0.7 million invoices were Ice Cream-specific. As Unilever continued to process these invoices on behalf of Ice Cream up to the date of the demerger, we have not split these metrics.

Unilever standard payment terms (% spend by value)	2025	2024
>90 days	22%	22%
61-90 days	22%	23%
31-60 days	18%	19%
within 30 days	38%	36%
Total	100%	100%

The table below sets out the average time taken to pay supplier invoices and the percentage of payments made within the agreed terms, for all suppliers and for those SME suppliers we can currently separately identify.

Unilever payment metrics	2025		2024	
	All suppliers	SME suppliers	All suppliers	SME suppliers
Average payment days	57 days	48 days	56 days	38 days
% of invoices paid on time	85%	80%	87%	84%

The calculation of average payment days as per the ESRS requirements does not consider internal working capital management, which is typically calculated on a value-weighted basis. As such, this approach limits the relevance of the metric.

Every month, all invoices that have not been paid in accordance with the contractual terms are identified, the reasons for delays are identified and actions to rectify the issues are taken. The most common issues causing delayed payments are:

- Where we only have weekly or fixed payment, so payment is often the next payment run after the due date;
- Where there is a delay in the receipt of invoices from suppliers, particularly where payment terms are shorter; or
- Timeliness of approvals as to the appropriateness of the invoice, or lack of necessary information on the invoice to process it properly.

Number of legal proceedings outstanding for late payments

Formal legal proceeding in relation to late payment brought against any Unilever entity that is ongoing as at 31 December 2025.

A determination on whether any such proceeding has been brought by an SME is made based on local legal definitions where possible, or otherwise on relevant available information, such as supplier financial information considered in the context of the relevant market.

Allocation to Ice Cream: Based on a case-by-case assessment.

As at 31 December 2025, there was 1 legal proceeding outstanding for late payment (2024: 2), which related to SMEs. This did not pertain to Ice Cream.

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(a) Incorporation by cross reference is indicated by the symbol (▲).

(b) The sustainability statement is consistent with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and Recommended Disclosures. This column outlines how the TCFD disclosures are mapped across the relevant sections of the sustainability statement.

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(a) Incorporation by cross reference is indicated by the symbol (▲).

(b) The sustainability statement is consistent with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and Recommended Disclosures. This column outlines how the TCFD disclosures are mapped across the relevant sections of the sustainability statement.

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(a) Incorporation by cross reference is indicated by the symbol (▲).

(b) The sustainability statement is consistent with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and Recommended Disclosures. This column outlines how the TCFD disclosures are mapped across the relevant sections of the sustainability statement.

EU LEGISLATION DATA POINTS

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ESRS 2 GOV-1	21 (d)	Board's gender diversity	■	■		68
ESRS 2 GOV-1	21 (e)	Percentage of Board members who are independent		■		69
ESRS 2 GOV-4	30	Statement on sustainability due diligence	■			215
ESRS 2 SBM-1	40 (d) i	Involvement in activities related to fossil fuel activities	■	■	■	Not relevant
ESRS 2 SBM-1	40 (d) ii	Involvement in activities related to chemical production	■		■	Not relevant
ESRS 2 SBM-1	40 (d) iii	Involvement in activities related to controversial weapons	■		■	Not relevant
ESRS 2 SBM-1	40 (d) iv	Involvement in activities related to cultivation and production of tobacco			■	Not relevant
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ESRS E1-1	16 (g)	Undertakings excluded from Paris-aligned benchmarks		■	■	Not relevant
ESRS E1-4	34	GHG emission reduction targets	■	■	■	229
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources	■			233
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ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			■	Not relevant
ESRS E1-9	66 (a)	Disaggregation of monetary amounts by acute and chronic physical risk		■		Not relevant
ESRS E1-9	66 (c)	Location of significant assets at material physical risk		■		Not relevant
ESRS E1-9	67 (c)	Breakdown of the carrying value of its real estate assets by energy efficiency classes		■		Not relevant
ESRS E1-9	69	Degree of exposure of the portfolio to climate-related opportunities		■		Not relevant
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ESRS E4-2	24 (c)	Sustainable oceans/seas practices or policies	■			Not relevant
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ESRS E5-5	37 (d)	Non-recycled waste	■			245
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Disclosure requirement	Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Page / relevance
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ESRS G1-4	24 (b)	Standards of anti-corruption and anti-bribery	■			Not relevant

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