The Unilever Compass

Our Vision is to be the global leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance, consistently delivering financial results in the top third of our industry.

Strategic Choices and Actions

1. Develop our **portfolio** into high growth spaces
   - Hygiene
   - Skin care
   - Prestige beauty
   - Functional nutrition
   - Plant-based foods

2. Win with our **brands** as a force for good, powered by purpose and innovation
   - Improve the health of the planet
   - Improve people's health, confidence and wellbeing
   - Contribute to a fairer, more socially inclusive world
   - Win with differentiated science and technology

3. Accelerate in USA, India, China and key growth **markets**
   - Build further scale in USA, India and China
   - Leverage emerging market strength

4. Lead in the **channels** of the future
   - Accelerate pure-play and omnichannel eCommerce
   - Develop eB2B business platforms
   - Drive category leadership through shopper insight

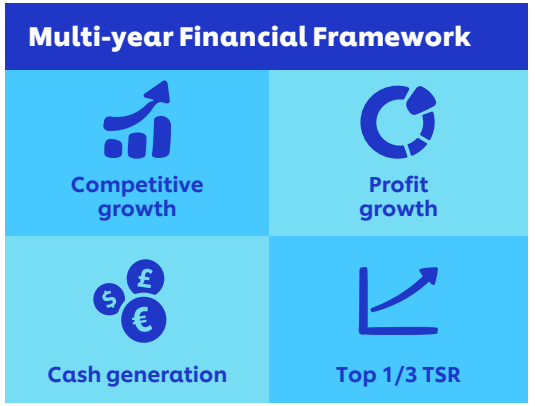
5. Build a purpose-led, future-fit organisation and growth **culture**
   - Unlock capacity through agility and digital transformation
   - Be a beacon for diversity, inclusion and values-based leadership
   - Build capability through lifelong learning

Operational Excellence through the 5 Growth Fundamentals

1	Purposeful Brands	2	Improved Penetration	3	Impactful Innovation	4	Design For Channel	5	Fuel For Growth

Multi-stakeholder Model

Multi-year Financial Framework



Win with our brands as a force for good, powered by purpose and innovation

Improve the health of the planet

Climate action

- Zero emissions in our operations by 2030
- Net zero emissions across our value chain by 2039
- Halve greenhouse gas impact of our products across the lifecycle by 2030
- Replace fossil-fuel derived carbon with renewable or recycled carbon in all our cleaning and laundry product formulations by 2030
- Share the carbon footprint of every product we sell

Protect and regenerate nature

- Deforestation-free supply chain in palm oil, paper and board, tea, soy and cocoa by 2023
- Help protect and regenerate 1.5 million hectares of land, forests and oceans by 2030
- 100% sustainable sourcing of our key agricultural crops
- Empower farmers and smallholders to protect and regenerate farm environments
- Implement water stewardship programmes in 100 locations in water-stressed areas by 2030
- 100% of our ingredients will be biodegradable by 2030

Waste-free world

- 50% virgin plastic reduction by 2025, including an absolute reduction of 100,000 tonnes
- 25% recycled plastic by 2025
- Collect and process more plastic than we sell by 2025
- 100% reusable, recyclable or compostable plastic packaging by 2025
- Halve food waste in our operations by 2025
- Maintain zero non-hazardous waste to landfill in our factories

Supported by: €1 billion Climate & Nature Fund

Improve people's health, confidence and wellbeing

Positive nutrition

- €1 billion annual sales from plant-based meat and dairy alternatives by 2025-2027
- Double the number of products sold that deliver positive nutrition by 2025
- 70% of our portfolio to meet WHO-aligned nutritional standards by 2022
- 95% of packaged ice cream to contain no more than 22g total sugar per serving by 2025
- 95% of packaged ice cream to contain no more than 250 kcal per serving by 2025
- 85% of our Foods portfolio to help consumers reduce their salt intake to no more than 5g per day by 2022

Health and wellbeing

Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030.

We will focus on:

- Gender equity
- Race and ethnicity equity
- Body confidence and self-esteem
- Mental wellbeing
- Hand hygiene
- Sanitation
- Oral health
- Skin health and healing

Contribute to a fairer, more socially inclusive world

Equity, diversity and inclusion

- Achieve an equitable and inclusive culture by eliminating any bias and discrimination in our practices and policies
- Accelerate diverse representation at all levels of leadership
- 5% of our workforce to be made up of people with disabilities by 2025
- Spend €2 billion annually with diverse businesses worldwide by 2025
- Increase representation of diverse groups in our advertising

Raise living standards

- Ensure that everyone who directly provides goods and services to Unilever will earn at least a living wage or income by 2030
- Help 5 million small and medium-sized enterprises grow their business by 2025

Future of work

- Help equip 10 million young people with essential skills by 2030
- Pioneer new models to provide our employees with flexible employment options by 2030
- Reskill or upskill our employees with future-fit skills by 2025

Respect human rights

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

Our responsible business fundamentals

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

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