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 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**

- **Our People**
- **Consumers**
- **Customers**
- **Suppliers & Business Partners**
- **Society**
- **Planet**
- **Shareholders**

**Multi-year Financial Framework**

- Competitive growth
- Profit growth
- Cash generation
- Top 1/3 TSR
Win with our brands as a force for good, powered by purpose and innovation

**Improve the health of the planet**
- **Climate action**
  - Net zero emissions from all our products from sourcing to point of sale by 2039
  - Halve greenhouse gas impact of our products across the lifecycle by 2030
  - Zero emissions in our operations 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

  Supported by: €1 billion Climate & Nature Fund

- **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

- **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 waste to landfill in our factories

  100% of our ingredients will be biodegradable by 2030

**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 2023
  - 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 by 2030
  - Accelerate diverse representation at all levels of leadership
  - 5% of our workforce to be made up of people with disabilities by 2025
  - Spent €2 billion annually with diverse businesses worldwide by 2025

**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
  - Help 5 million small and medium-sized enterprises grow their business by 2025
  - Increase representation of diverse groups in our advertising

  - 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