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-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**
  - Zero emissions in our operations by 2030
  - Net zero emissions across Scope 1, 2 and 3 emissions by 2050
  - 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
  - Maintain zero waste to landfill in our factories

- **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 2030

- **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

- **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

- **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

**Contribute to a fairer, more socially inclusive world**
- **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