



## The B-Team Responsible Tax Principles – our level of compliance

### KEY

- Fully compliant
- Partially compliant
- Corrective action required

We endorse the B-Team Responsible Tax Principles which were developed with a group of leading companies (including Unilever), along with involvement from civil society, investors and representatives from international institutions. This table shows our current level of compliance with these principles.

B-TEAM RESPONSIBLE TAX PRINCIPLES	LEVEL	LINKS TO UNILEVER TAX PRINCIPLES/COMMENTS
<p><b>Principle 1 – Accountability &amp; Governance</b> Tax is a core part of corporate responsibility and is overseen by the board of directors.</p>	<span style="color: green;">●</span>	Unilever Principle 9 – Accountability & Governance
<p><b>Principle 2 – Compliance</b> We comply with the tax legislation of the countries in which we operate and pay the right amount of tax at the right time, in the countries where we create value.</p>	<span style="color: green;">●</span>	Unilever Principle 1 – Compliance Unilever Principle 3 – Transfer Pricing
<p><b>Principle 3 – Business Structure</b> We will only use business structures that are driven by commercial considerations, are aligned with business activity and which have genuine substance. We do not seek abusive tax results.</p>	<span style="color: green;">●</span>	Unilever Principle 3 – Transfer Pricing Unilever Principle 4 – Structure Unilever Principle 5 – Tax Havens
<p><b>Principle 4 – Relationships with Authorities</b> We seek, wherever possible, to develop cooperative relationships with tax authorities, based on mutual respect, transparency and trust.</p>	<span style="color: green;">●</span>	Unilever Principle 6 – Tax Rulings Unilever Principle 7 – Relationships with Governments Unilever Principle 8 – Relationships with Tax Authorities
<p><b>Principle 5 – Seeking &amp; Accepting Tax Incentives</b> Where we claim tax incentives offered by government authorities, we seek to ensure that they are transparent and consistent with statutory or regulatory frameworks.</p>	<span style="color: orange;">●</span>	Point c of this principle states that ideally tax exemptions and reliefs should be specified by law and generally available to all market participants however, not all countries implement tax incentives through legislation.
<p><b>Principle 6 – Supporting Effective Tax Systems</b> We engage constructively in national and international dialogue with governments, business groups and civil society to support the development of effective tax systems, legislation and administration.</p>	<span style="color: green;">●</span>	Unilever Principle 8 – Relationships with Tax Authorities
<p><b>Principle 7 – Transparency</b> We provide regular information to our stakeholders, including investors, policy makers, employees, civil society and the general public, about our approach to tax and taxes paid.</p>	<span style="color: orange;">●</span>	Unilever Principle 2 – Transparency <b>We now satisfy point e of this principle as we have published tax paid by country for all countries where we have operations. However, our level of compliance remains amber as point f requires publication on financially material tax incentives including an outline of the incentive requirements and expiry dates. We currently publish information on the overall impact of tax incentives in our tax reconciliation but not details of the individual incentives.</b>