

The Unilever Sustainable Living Plan



Creating Sustainable Growth

- **The rationale for sustainability being at the core of our strategy**
- **The Unilever Sustainable Living Plan**
- **The Business Case for Sustainability**
- **The Unilever brand**

Three Seismic Shifts



A shift of economic power east and south

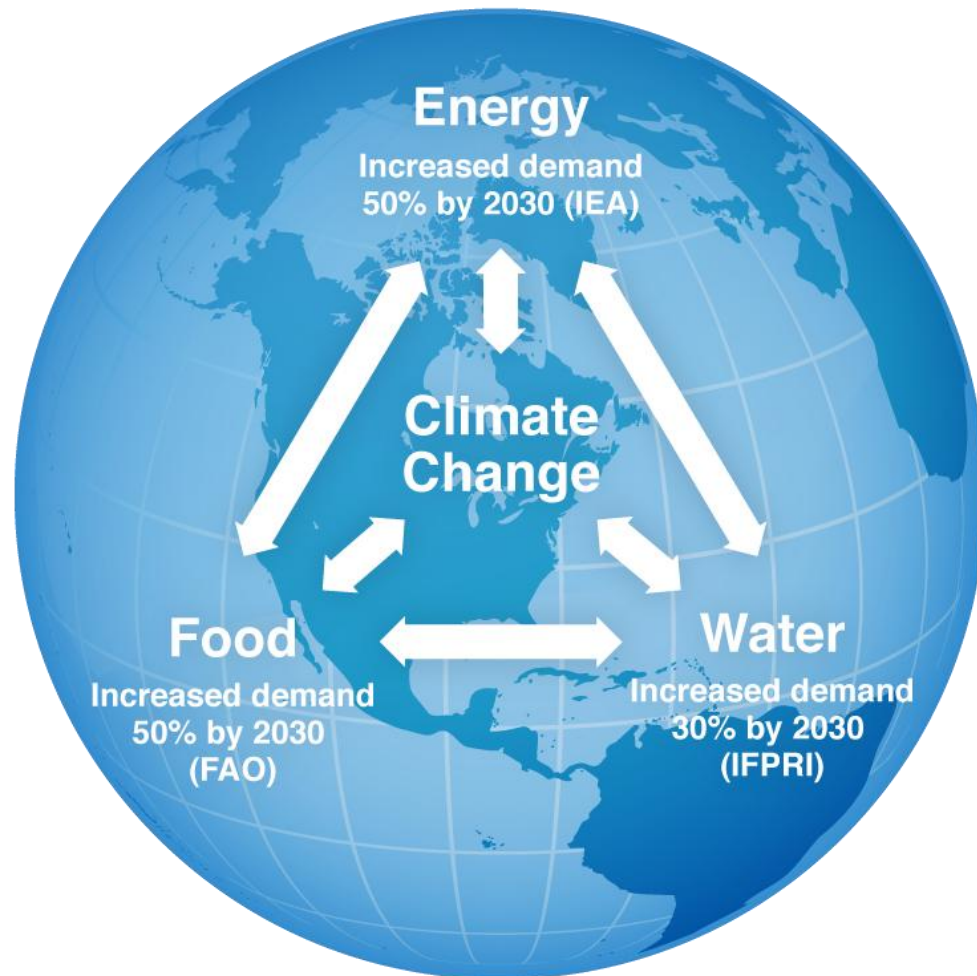


An Environmental Crisis



A digital revolution

A perfect storm – the nexus of food, energy and water



Population growth drives everything



9.6 billion people in 2050

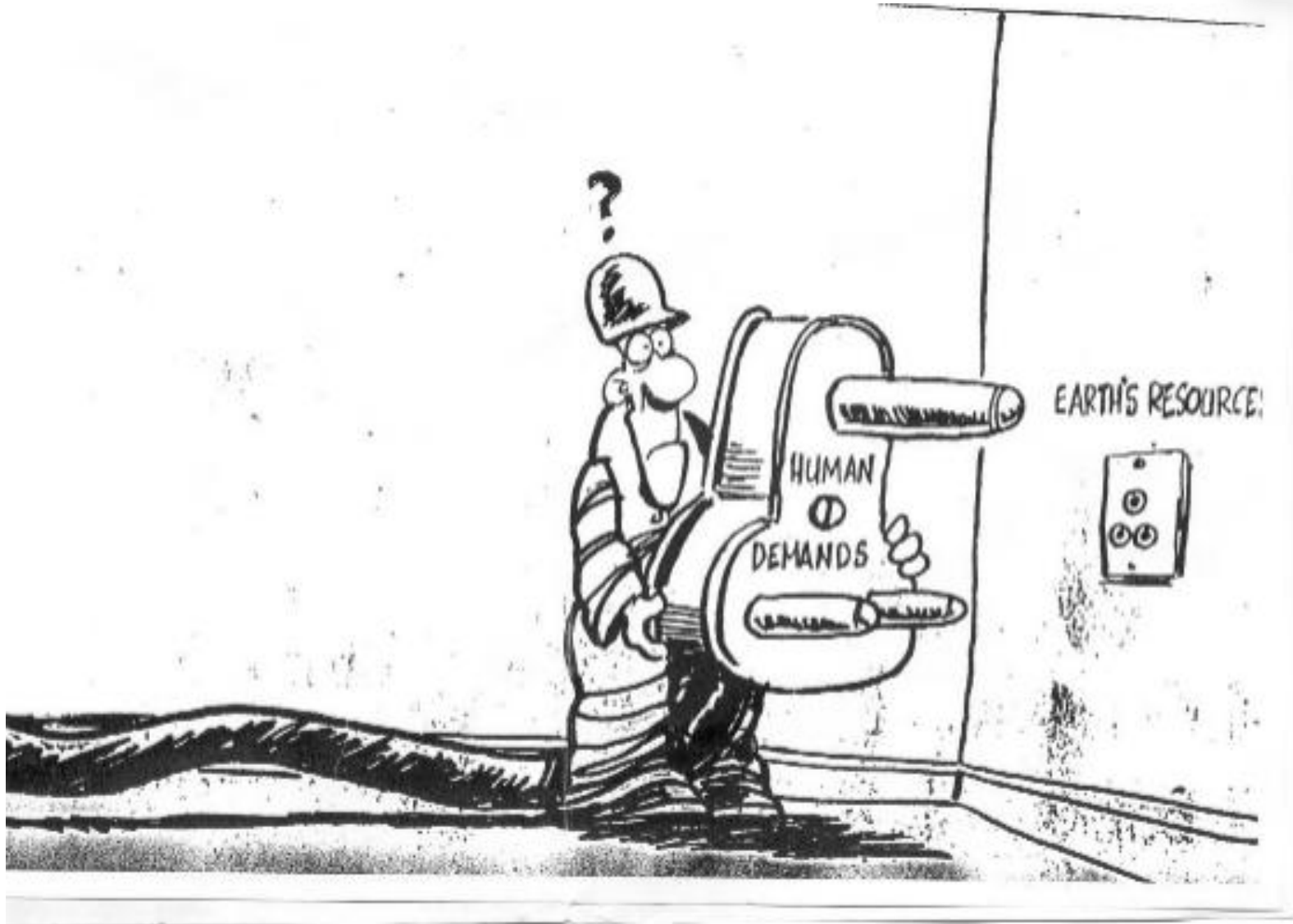


A city the size of London every
six weeks

Consuming natural resources faster than the planet's capacity to replenish them



Unilever



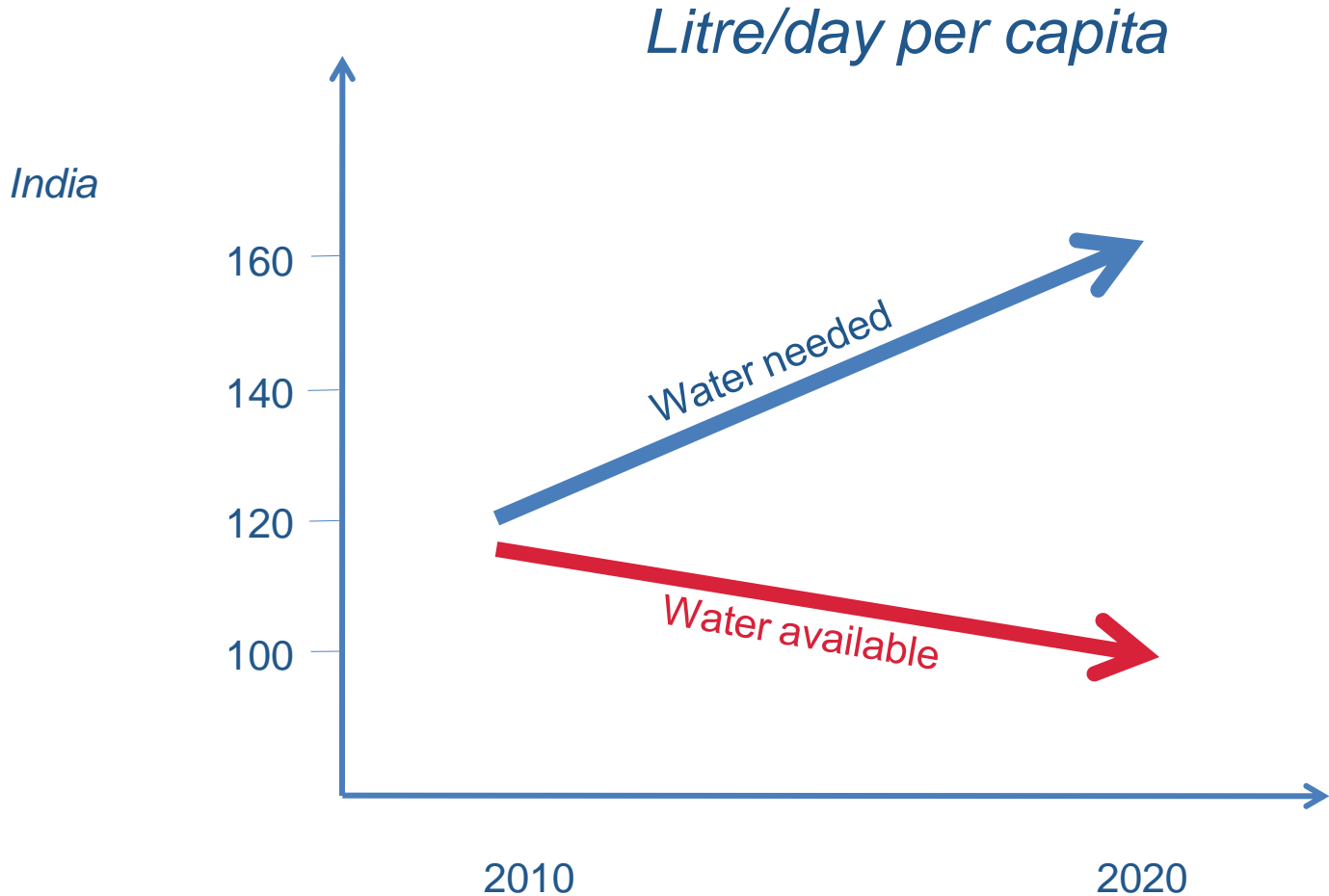
Challenge of resource scarcity: Food



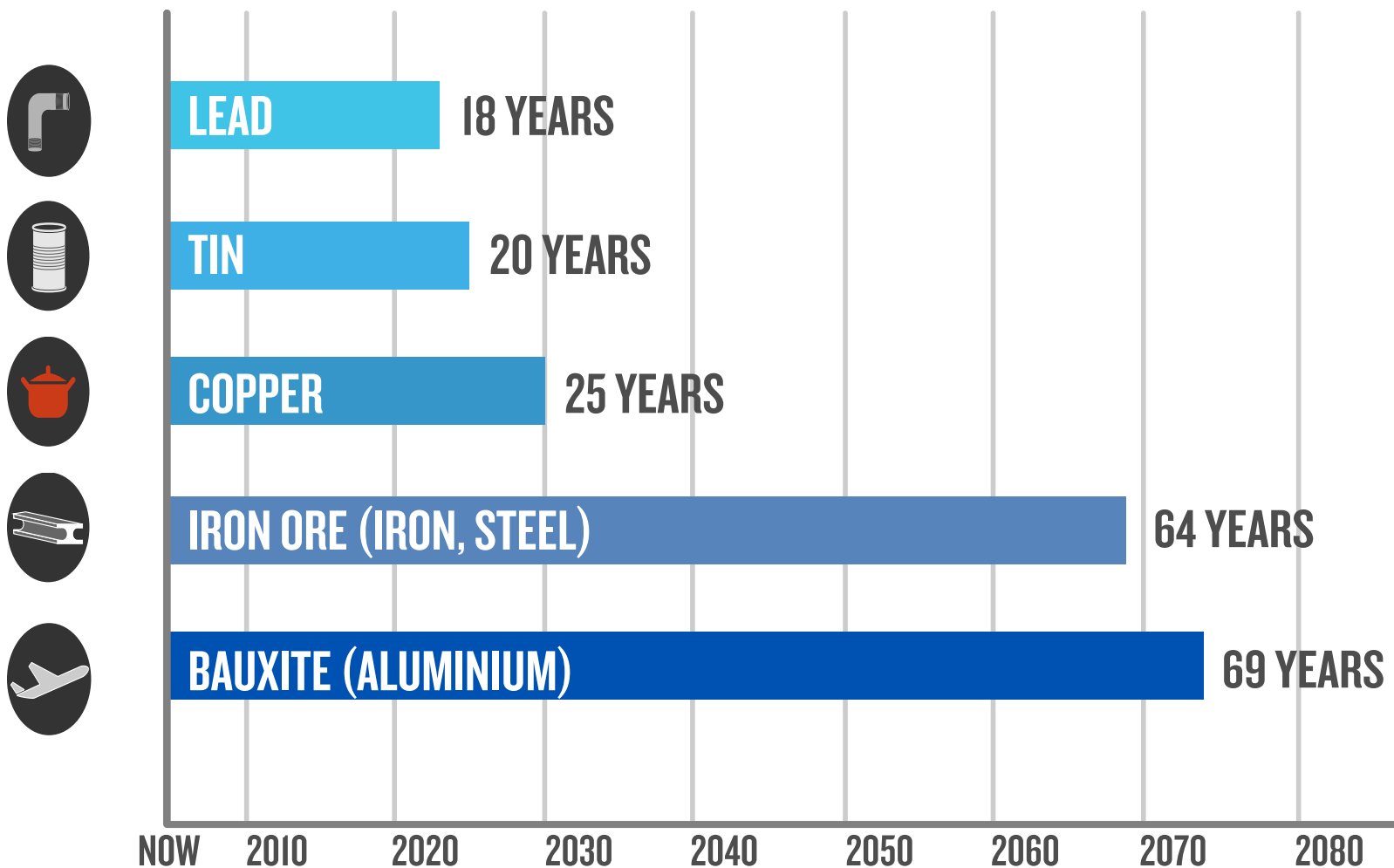
To meet the increasing demand from a growing population we will need to produce more food in the next 40 years than has been produced in the previous 8,000 years.

Jason Clay, Senior Vice President WWF

Water availability per head of population will halve by 2020



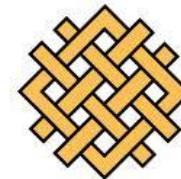
Reserves of minerals and metals are dwindling fast



Doing nothing is not an option



ATKEARNEY



**WORLD
RESOURCES
INSTITUTE**

Inaction will lead to a reduction of >20% in earnings by 2018



Unilever Sustainable Living Plan

Unilever Sustainable Living Plan: Three key features



ALL BRANDS
ALL
COUNTRIES



Unilever Sustainable Living Plan: Three key features



**ALL BRANDS
ALL
COUNTRIES**

SOCIAL

ECONOMIC

ENVIRONMENTAL

Unilever Sustainable Living Plan: Three key features



ALL BRANDS
ALL
COUNTRIES

SOCIAL

Economic

ENVIRONMENTAL

LIFECYCLE
IMPACTS

Raw Materials



+

Manufacture



+

Transport



+

Consumer Use



+

Disposal



Unilever Sustainable Living Plan: Three big goals

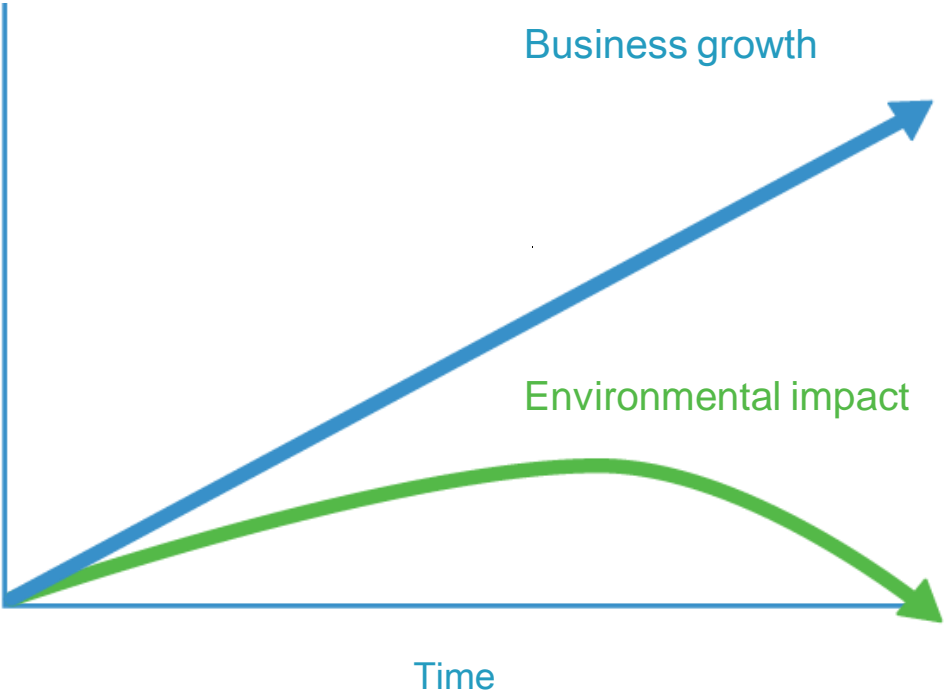


HELP
1 BILLION
PEOPLE IMPROVE
THEIR HEALTH
& WELL-BEING

HALVE
ENVIRONMENTAL
FOOTPRINT OF
OUR PRODUCTS

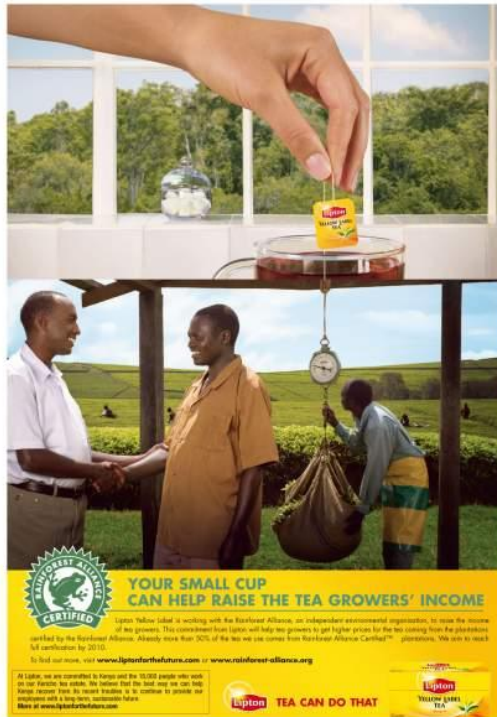
SOURCE
100%
OF AGRICULTURAL
RAW MATERIALS
SUSTAINABLY

Decouple business growth from environmental impact



Business Case: 1

Consumers want it ...



Ethically sourced products are growing



A more sustainable brand is a more desirable brand

Business Case: 1

D&E consumers want it too



Hand washing promotion grows
the soap market



Improves public health and school
attendance



Walmart 
Save money. Live better.

Our Commitments

-  **ENERGY**
be supplied 100 percent by renewable energy
-  **WASTE**
create zero waste
-  **PRODUCTS**
sell products that sustain people and the environment



TESCO

 **TESCO**
Greener Living
Together we can make a difference

Many retailers have their own sustainability goals

They need our support to achieve them

It helps develop new markets ...



Pureit provides safe, clean, inexpensive drinking water



2 litres for less than a US cent

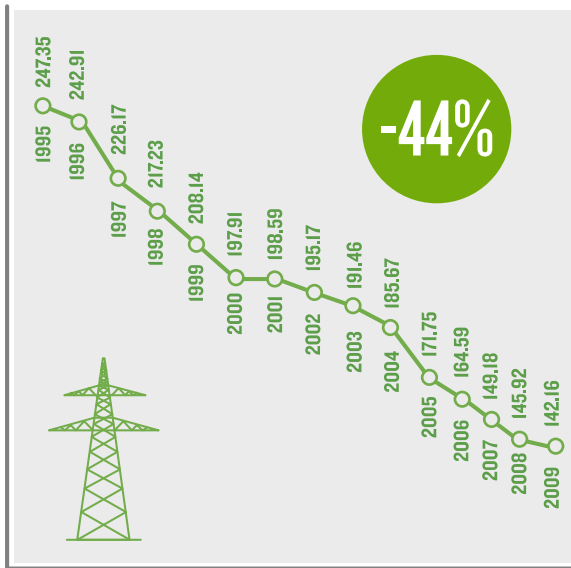
Business Case: 4

It drives efficiencies



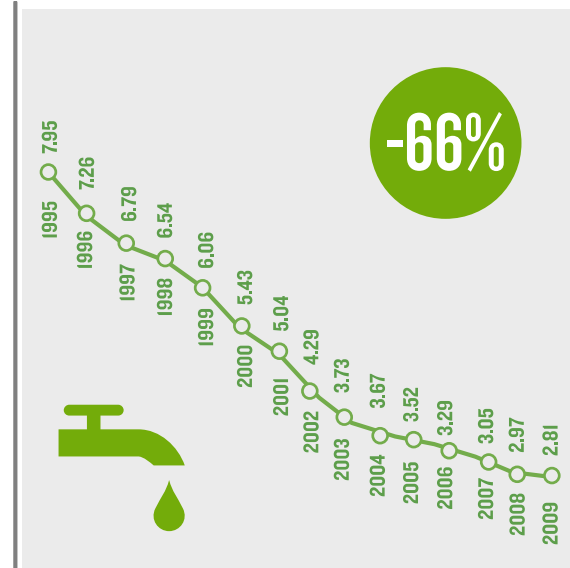
CO2 from Energy

1995-2010 kg/tonne of production



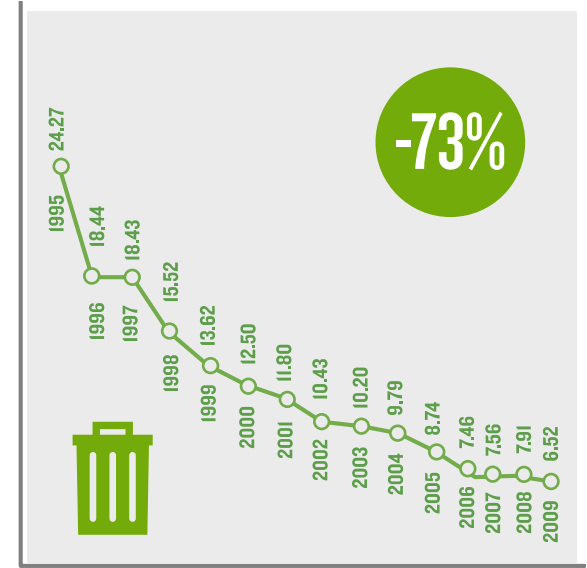
Water Use

1995-2010 m3/tonne of production



Total Waste

1995-2010 kg/tonne of production



Business Case 4

It saves money



Manufacturing eco-efficiency
c €200m savings 2006-10

Business Case 5

An important weapon in the battle for talent



Business Case 6

It fuels innovation ...



Business Case 6

It fuels innovation ...



New products with new
consumer benefits



Unilever Sustainable Living Plan

The business case for sustainability



- **Drives consumer preference**
- **Widens and deepens customer relationships**
- **Builds new markets**
- **Reduces costs**
- **Key weapon in the war for talent**
- **Opens up new opportunities for innovation**

Transparency in a connected digital world



Every subsidiary now called Unilever



Our brands carry the Unilever logo



| Nutrients | Per 100 g | Per 15 g | %RDA |
|--------------|-----------|----------|-------|
| Energy | 2399 kJ | 360 kJ | - |
| Protein | 19 | <19 | 0.5 % |
| Carbohydrate | 39 | <19 | - |
| Total fat | 62 g | 9 g | - |

Refrigerate after opening.

Consumer Help Line: 0860 101106



Most advertising now signed Unilever



Over 90% of our advertising now carries



Consumers tell us that they will buy us more if they know who we are

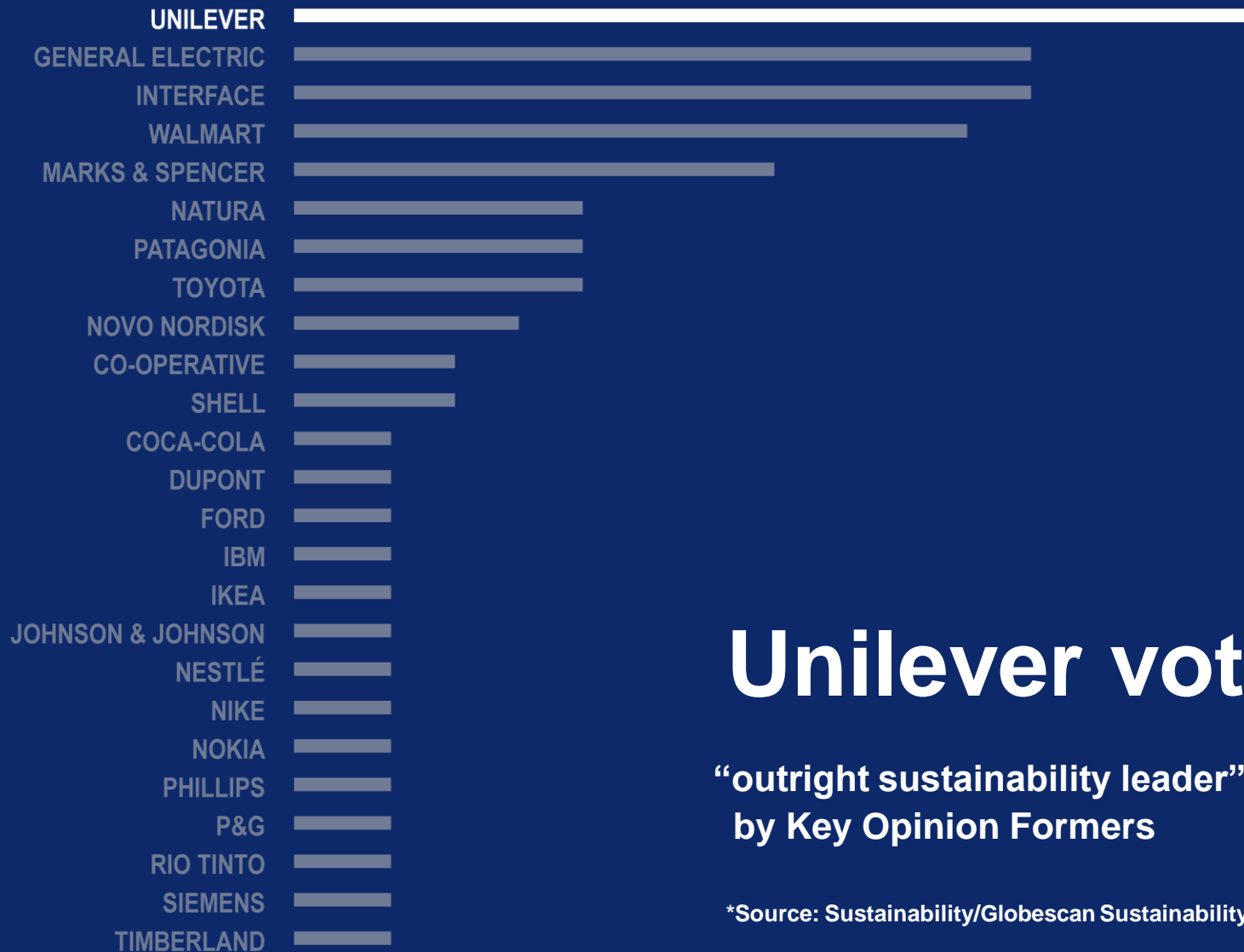


UK example



The four facets of Unilever



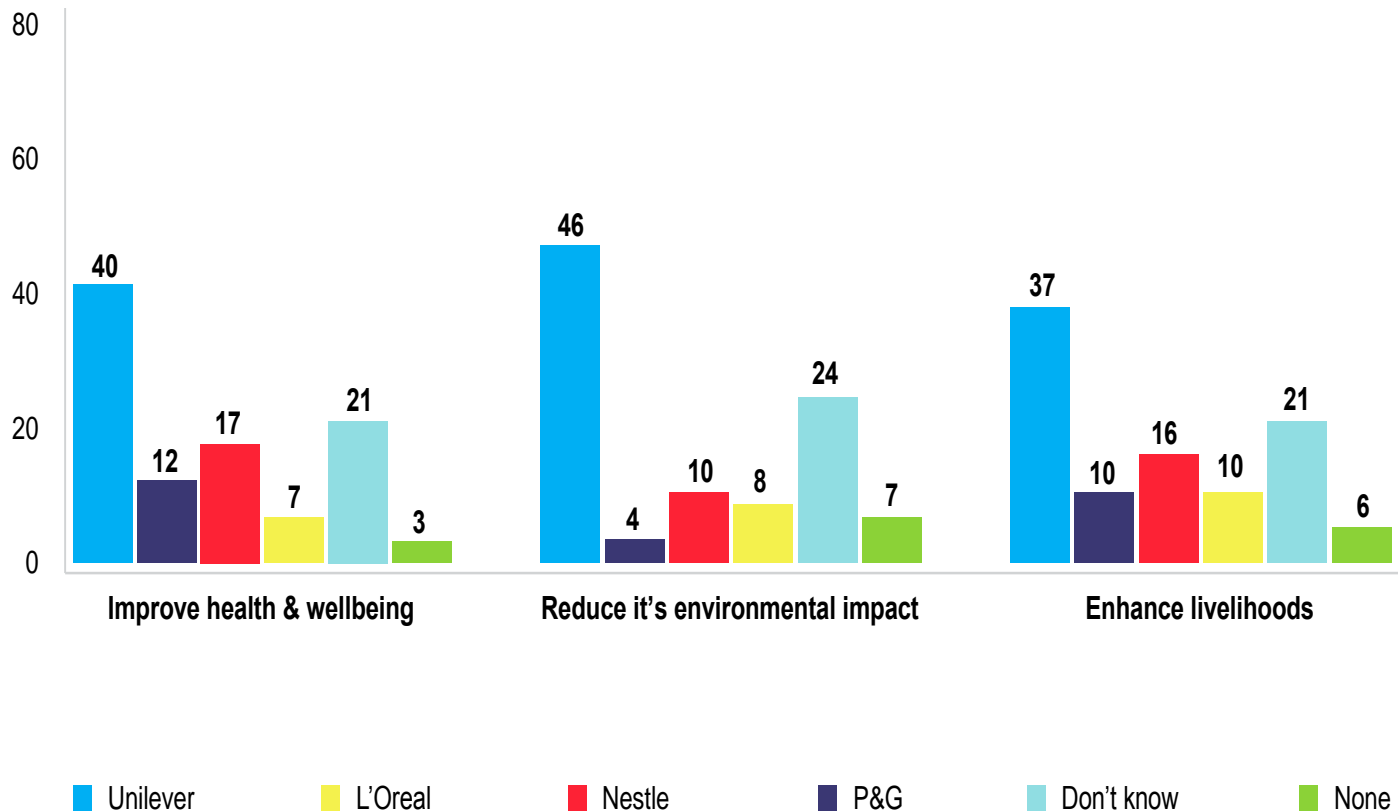


Unilever voted

“outright sustainability leader”
by Key Opinion Formers

*Source: Sustainability/Globescan Sustainability Survey 2011

Well ahead of peer group on key sustainability metrics





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Unilever's Channel - YouTube

http://www.youtube.com/user/Unilever

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Our People 3 weeks ago [more info](#)

raw materials manufacture distribution use disposal

Sustainability at Unilever - The Value Chain

From: Unilever | Aug 30, 2011 | 3,079 views

We all need to grow our businesses but not at the cost of the planet. We're learning up with suppliers, customers and consumers to see how we can all reduce our impact on the world.

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Tim Brown

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Magnum

Population Services International

Oxfam GB

Oxfam

Rainforest Alliance

Creating a better future

We've made big commitments to improve people's health and reduce environmental impacts. We believe it's possible for everyone in the world to live well within the planet's natural limits if we all play our part.

raw materials manufacture distribution use disposal

Sustainability at U

We all need to grow our... teaming up with suppliers reduce...



153,180 like this

www.youtube.com/unilever

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Why is sustainable growth at the heart of our business strategy?



- It opens up opportunities for innovation, business development and cost savings
- It utilises scarce resources sensibly
- It will provide a point of differentiation for Unilever
- Ultimately it will become the only acceptable way of doing business

The Unilever Sustainable Living Plan



Creating Sustainable Growth