

Responsible Partner Policy Audit Update

2021 & 2022 data



Introduction

We are committed to respecting and advancing human rights, in line with the UN Guiding Principles on Business and Human Rights. We take steps to actively embed this commitment into policies and processes across our business and we strive to tackle the root causes of issues through collaboration. Details of this work can be found in our [Human Rights Report Interim Update 2022](#).

This audit data report shows findings from independent audits carried out at business partners' factories in 2021 and 2022. We are reporting both data sets now to bring these disclosures in line with mandatory reporting which is published in the following calendar year.

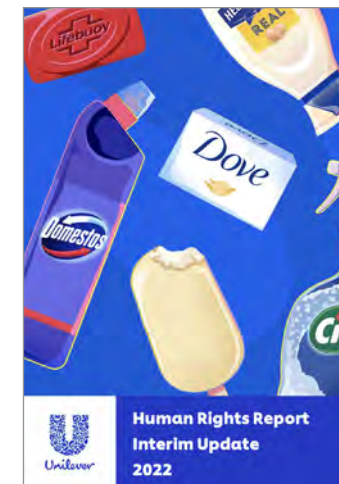
Policies and guidance

In December 2022, we launched our [Responsible Partner Policy \(RPP\)](#), bringing together our Responsible Sourcing Policy and Responsible Business Partner Policy to create a single comprehensive policy that outlines our expectations and requirements for all business partners working with Unilever. We have also published [implementation guidance](#) to support business partners in meeting the mandatory requirements and management systems of the RPP.

The audit data in this report relates to compliance with our Responsible Sourcing Policy (RSP) as the site visits were carried out before the introduction of the RPP.



Number of audits carried out

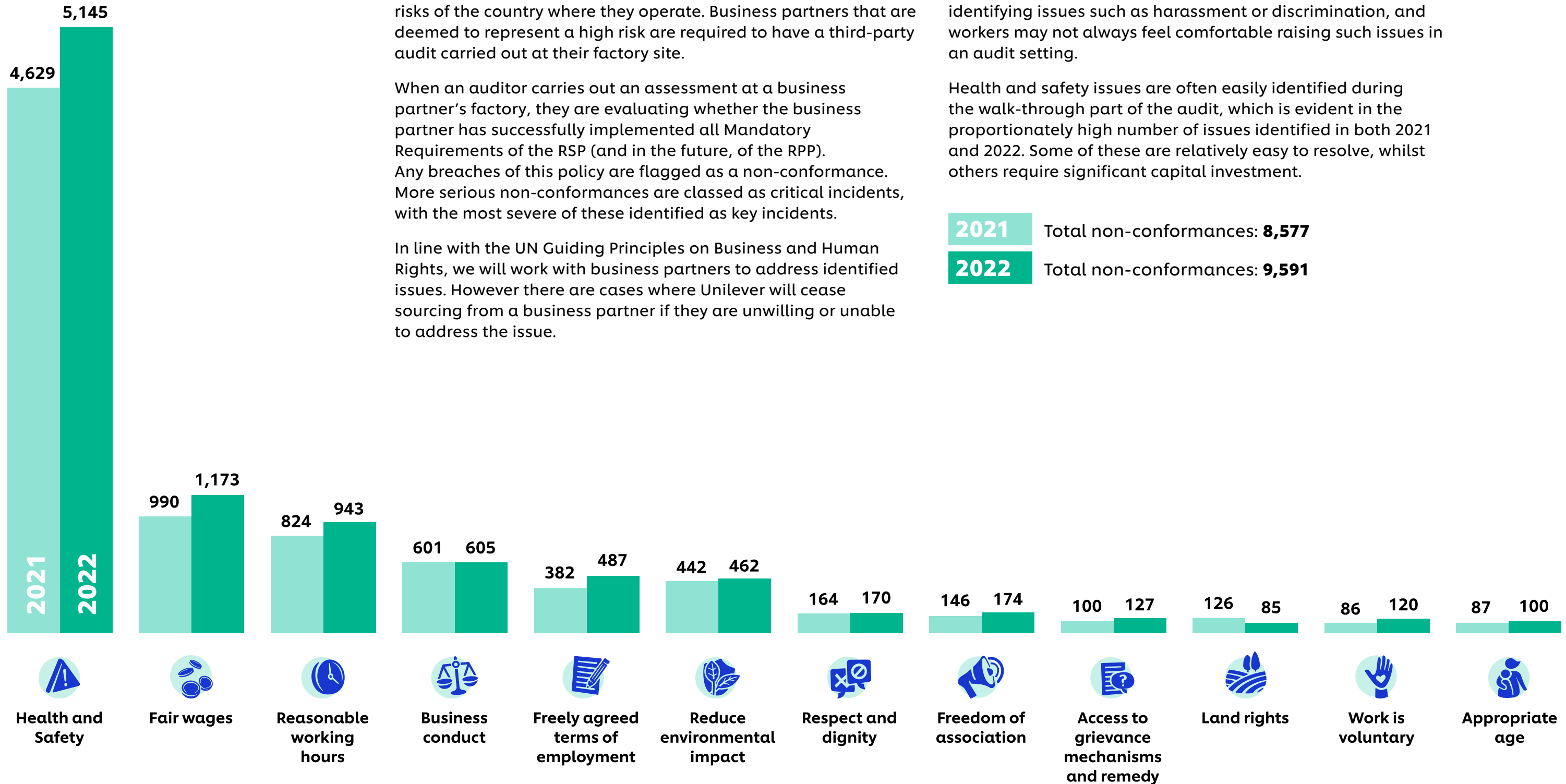


Human Rights Report Interim Update 2022



Responsible Partner Policy 2022

Total non-conformances



We use a risk-based approach, where all business partners are assessed for both the risk of what they supply and the inherent risks of the country where they operate. Business partners that are deemed to represent a high risk are required to have a third-party audit carried out at their factory site.

When an auditor carries out an assessment at a business partner's factory, they are evaluating whether the business partner has successfully implemented all Mandatory Requirements of the RSP (and in the future, of the RPP). Any breaches of this policy are flagged as a non-conformance. More serious non-conformances are classed as critical incidents, with the most severe of these identified as key incidents.

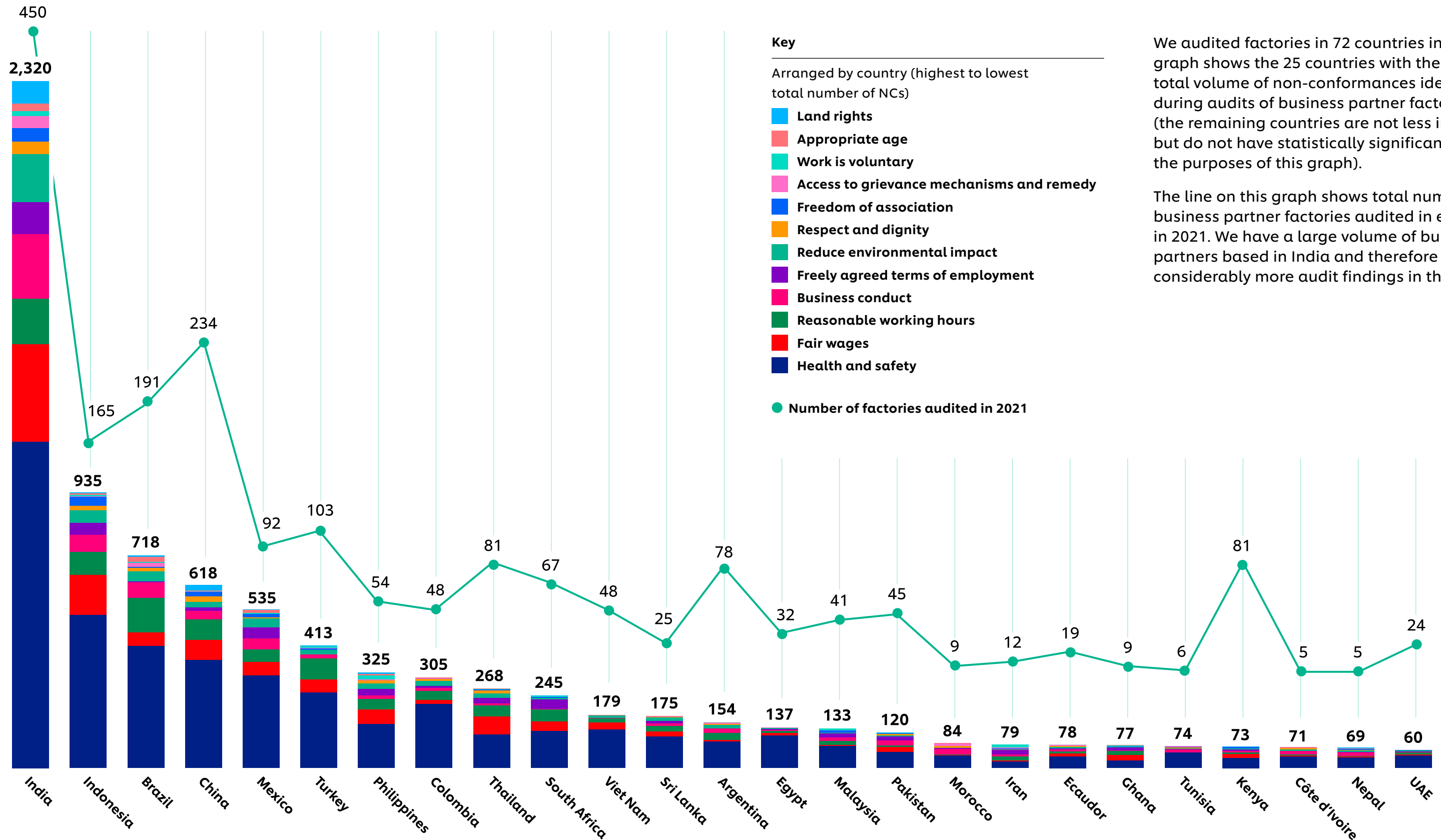
In line with the UN Guiding Principles on Business and Human Rights, we will work with business partners to address identified issues. However there are cases where Unilever will cease sourcing from a business partner if they are unwilling or unable to address the issue.

Audits are helpful in providing an assessment of large numbers of business partners. However, they are not always effective at identifying issues such as harassment or discrimination, and workers may not always feel comfortable raising such issues in an audit setting.

Health and safety issues are often easily identified during the walk-through part of the audit, which is evident in the proportionately high number of issues identified in both 2021 and 2022. Some of these are relatively easy to resolve, whilst others require significant capital investment.

2021 Total non-conformances: **8,577**
2022 Total non-conformances: **9,591**

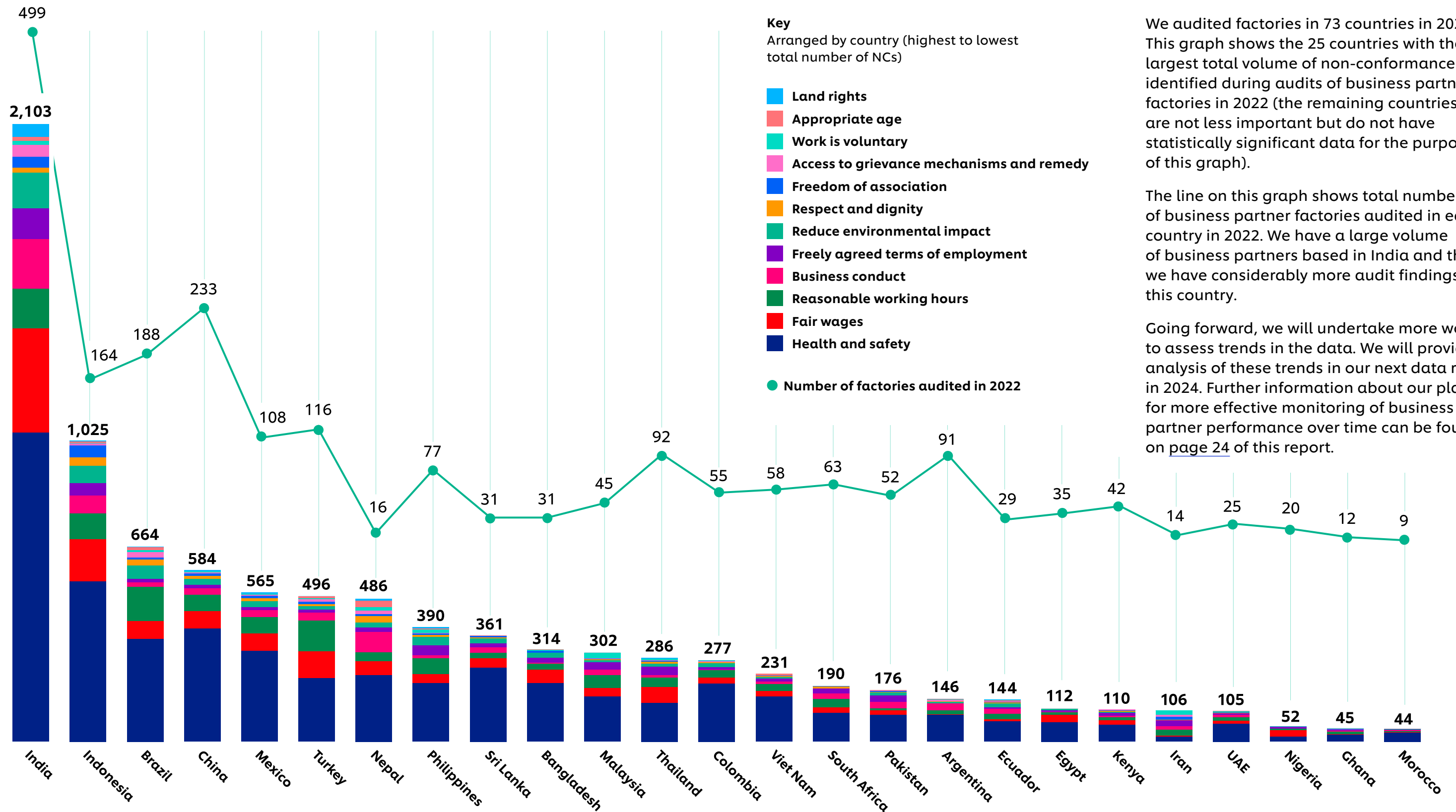
2021 non-conformances by country



We audited factories in 72 countries in 2021. This graph shows the 25 countries with the largest total volume of non-conformances identified during audits of business partner factories in 2021 (the remaining countries are not less important but do not have statistically significant data for the purposes of this graph).

The line on this graph shows total number of business partner factories audited in each country in 2021. We have a large volume of business partners based in India and therefore we have considerably more audit findings in this country.

2022 non-conformances by country

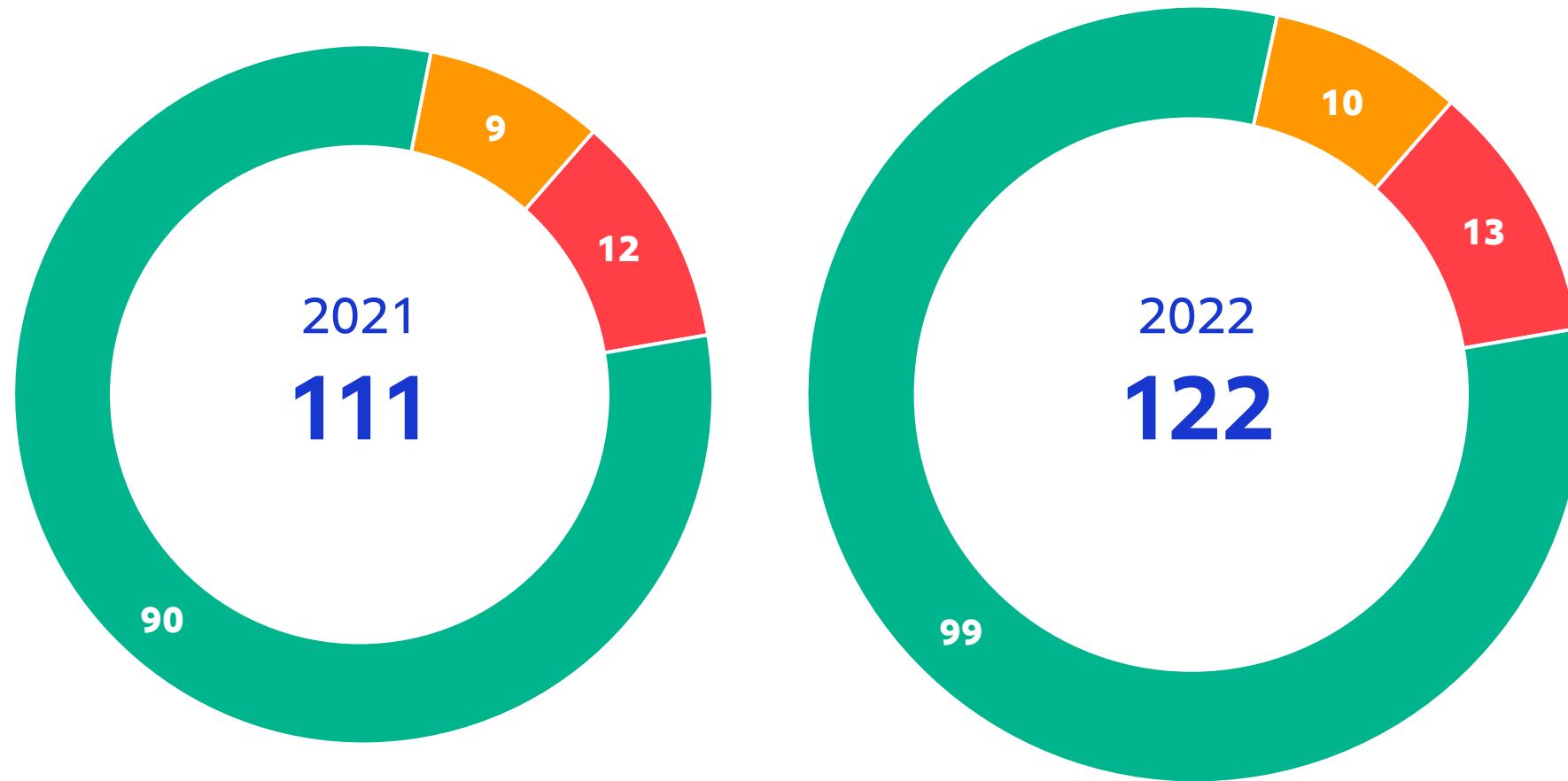


We audited factories in 73 countries in 2022. This graph shows the 25 countries with the largest total volume of non-conformances identified during audits of business partner factories in 2022 (the remaining countries are not less important but do not have statistically significant data for the purposes of this graph).

The line on this graph shows total number of business partner factories audited in each country in 2022. We have a large volume of business partners based in India and therefore we have considerably more audit findings in this country.

Going forward, we will undertake more work to assess trends in the data. We will provide analysis of these trends in our next data report in 2024. Further information about our plans for more effective monitoring of business partner performance over time can be found on [page 24](#) of this report.

Key incidents

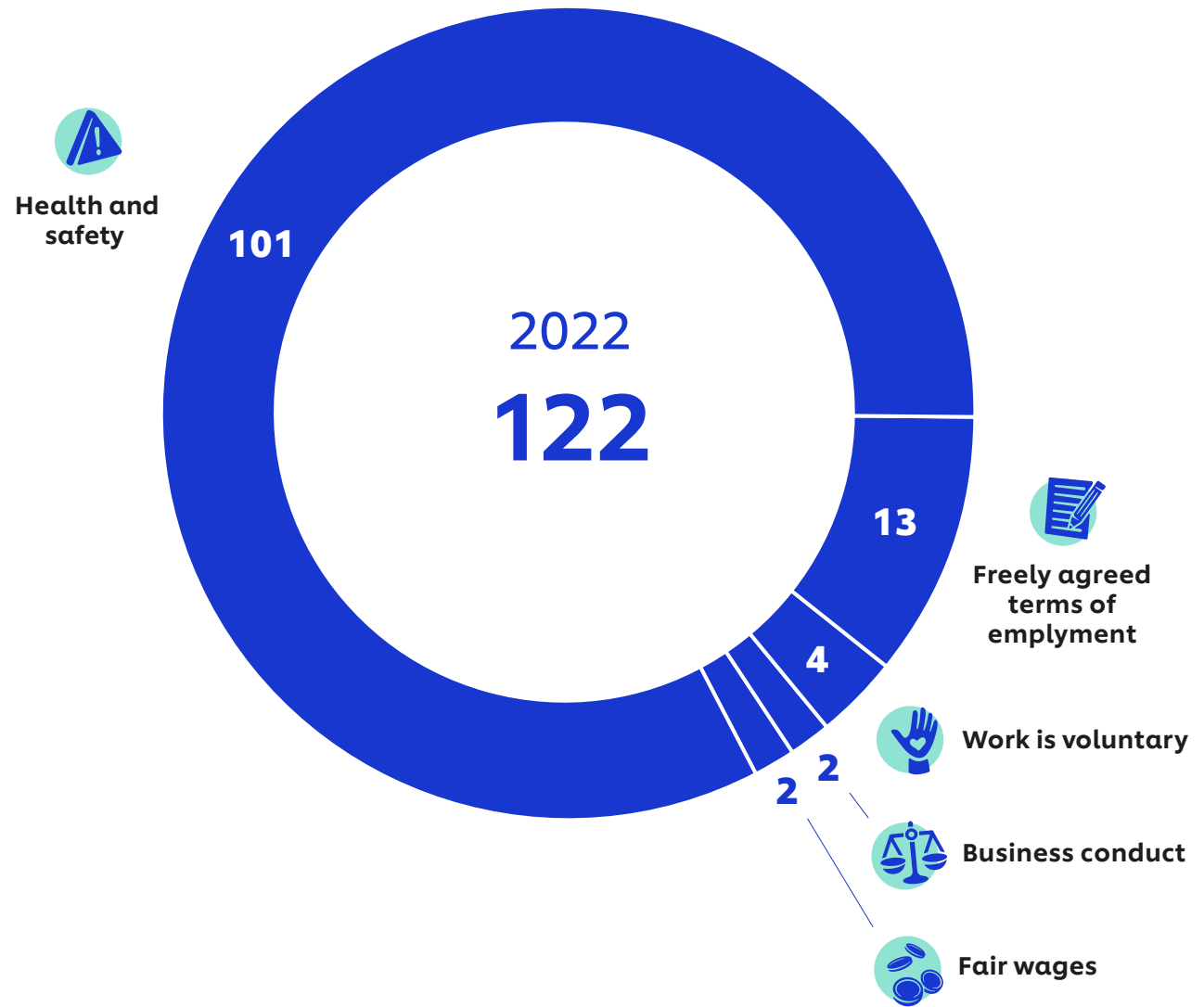
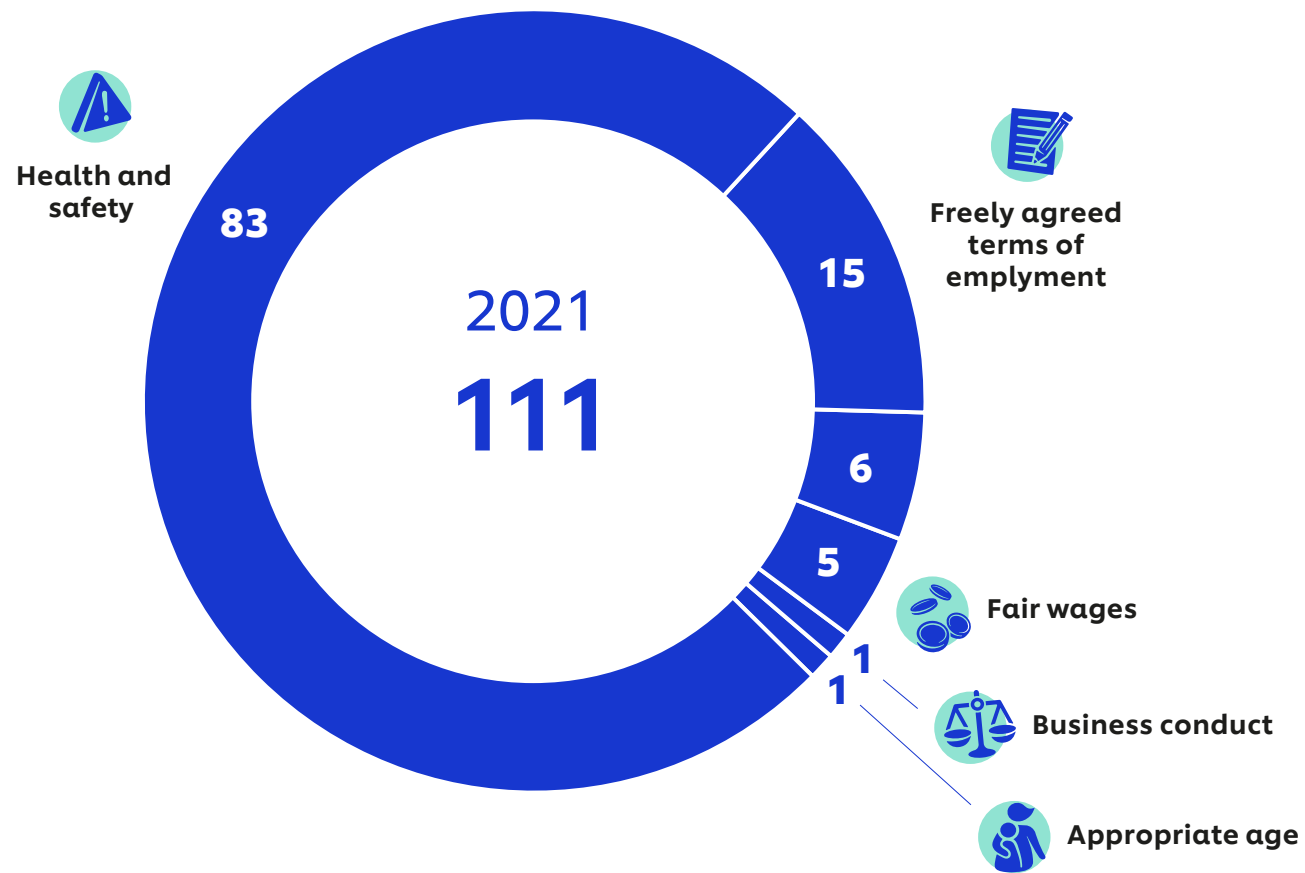


- Closed
- Open – pending external in-person verification
- Open with CAP – implementing actions

Unilever defines the most severe non-conformances as 'key incidents', which are those that represent a significant contravention of human rights. Key incidents are escalated by the auditors within 24 hours to Unilever. We then require the business partner to provide a Corrective Action Plan (CAP) addressing the issues within seven days. As with all non-conformances, a follow-up audit is required within 90 days to confirm that the actions taken have been sufficient to remediate the identified issues.

In some cases, the nature of the key incident means that it is not possible to close within the 90 day period: capital investment or significant changes in working practices are required. Where this is the case, the supplier will develop an interim plan to reduce the risk until a permanent solution is put in place.

Key incidents by type



These graphs show key incidents by type, the majority of which are health and safety-related. In many cases, capital investment in equipment and systems (for example, fire detection, emergency lighting and sprinklers) with lengthy planning, installation, testing and approval processes may be required to resolve these issues.

Working hours key incidents often relate to ineffective or poor record keeping or scheduling, requiring the entire facility's operating processes to be reviewed. Where workers are exceeding overtime or total weekly working hours requirements, expert advisors are often required to support the factory to review capacity and develop incentives to drive efficiencies so that workers do not see their pay reduce as a result of

reduced hours. The process for successfully resolving these key incidents involves training of management teams and employees and embedding new ways of working before these can be reviewed and closed. Consequently, in the majority of cases, the key incidents are not closed by the auditor in the same year in which they were identified.

2021 business partner audit data

Health and safety 4,629 non conformances

Non-conformances versus mandatory requirement

Facility has general Health & Safety and occupational Health & Safety policies and procedures that are fit for purpose and are communicated to workers	51
All workers and other people who enter business premises are properly informed about the inherent dangers of the workplace and are provided with adequate knowledge and personal protective equipment to avoid such dangers	46
All personnel who enter the premises or deal with products are properly informed about the appropriate actions to take should a Health & Safety incident occur	28
Emergency procedures are in place and directions for safe evacuation are available in all necessary languages for workers	103
Evacuation procedure is tested through regular drills (as advised by local fire regulations or a minimum every 6 months) across all operating shifts (e.g. day, night and weekend shifts)	296
Records are available to demonstrate drills have been conducted and new workers have been given instruction on safe evacuation	77
Evacuation assembly points are identified, and able to be recognised by all – including visitors	54
Facility complies with local legal requirements for electrical and equipment testing and safety inspections	175
Emergency lighting is adequate, fit for purpose, functioning correctly and maintained	142

Records are available to demonstrate that emergency lighting is maintained	55
Emergency procedures extend to the specific requirements of any disabled or hearing impaired workers (as determined by risk assessment of impacted worker's activities)	35
Electrical wiring is adequately encased and secured	83
Where appropriate, procedures and equipment to prevent explosions are maintained	15
Facility lighting levels are adequate in all areas	125
Heating, Ventilation and Air Conditioning (HVAC) systems are maintained, fit for purpose, and are operating effectively	53
Workers have free access to potable drinking water	9
Suitable and maintained Personal Protective Equipment is issued to workers (free of charge)	42
Workers are trained on the purpose of Personal Protective Equipment and are required to use correct Personal Protective Equipment	81
Safe operating procedures are known for hazardous tasks and operators are trained	45
Machinery and equipment is fit for purpose and appropriately maintained, on a regular basis, to ensure worker Health & Safety	146
Workers who use machinery and equipment are trained on the risks and safe operating procedures	72
No unsafe practices which constitute a threat to life were seen during site tour	3

Facility provides lifting equipment and training to ensure safe handling of loads – as appropriate and determined by risk assessment of the jobs	54
Training is given to all workers on general Health & Safety to ensure Safe Working Practices	61
Hazardous chemicals / materials are controlled, stored, used and disposed of according to local legal requirements e.g. secondary containment and special storing arrangements for flammable materials are in place where required. All are correctly labelled in all necessary languages for workers	226
Hazardous chemicals / materials risks are assessed and appropriate training is given to workers on their treatment and safe use / handling	62
Where Hazardous chemicals / materials are handled there are appropriate spillage / cleaning kits and they are in date and in good order to be used	49
Body and eyewash facilities are provided in hazardous environments and they are in date and in good order to be used	107
Material Safety Data Sheets are maintained, and readily available in all languages for those who need to use them	88
Fire service inspection certificates are available and are valid and in date	194
Fire alarm system is installed, and functioning correctly	63
Fire alarm noise and visual alerts are distinctive, and can be heard/ seen in all areas and recognised by all workers and visitors	68

Fire alarm system is regularly tested (as advised by local fire regulations or ideally weekly)	30
Fire exits are sufficient in number to allow all workers to exit quickly in an emergency	22
Fire exits are not restricted and can be opened immediately in an emergency	19
Fire escape routes and exit doors are clearly and adequately marked and signposted for all to see easily and understand	165
Fire exits open in the direction of egress and are maintained appropriately. Exits are push bar or other quick release mechanism and no padlocked doors	116
Aisles and exits are not blocked allowing easy egress of workers	71
Fire fighting equipment is place across the site, sufficient in type and quantity, accessible and fit for purpose	125
Fire fighting equipment is in date and serviced, at least annually or more often if recommended by the manufacturers or if the storage conditions may cause deterioration	62
Fire extinguishers are installed at correct heights for ease of access and safe collection for use	28
Facility premises are structurally safe and building certificates are available, valid and in date	92
Facility premises are maintained and in fair condition	35
Work stations and work areas are well organized and safely maintained	56

2021 business partner audit data

Health and safety continued

Work surfaces and floors are not slippery and are appropriately surfaced and maintained	14
Records of workers Health & Safety training are maintained and are available for inspection	51
Workers' conditions are assessed on a regular basis to understand conditions that may require PPE (e.g. ear protection due to noise levels)	85
Facility has a complete set of required certificates and permits that relate to the site's operational safety and worker Health & Safety e.g. Building approval, Business registration, Environmental protection licence, etc.)	182
Facility has appointed a senior member of management to be responsible for all Health & Safety management	38
Water supply for the site is tested for safety on a regular basis and records are maintained	50
There are sufficient working, safe and sanitary toilets and wash areas, and are separated by gender as defined by local law	38
Adequate hand washing facilities with soap and running water are provided in all toilets	11
Appropriate medical examinations are provided for workers (e.g. for testing of hearing loss in high noise level working environments)	185
There is a doctor or nurse on site or there is easy access to trained medical aid	37

First Aid kits are available in sufficient quantity, are appropriately stocked and maintained, and contain materials that are not out of date	79
There are appropriate number of First Aid trained workers and these are known to the workers	125
Machine Inspection records and /or certificates are available where required, and are in date	107
If provided – child care/ crèche is a safe environment and does not give access to areas of the workplace	7
Staff canteen or provision is made for hygienic storage, preparation and consumption of food	17
Certificate of foods sanitation and hygiene of food supplier/caterer is available – as per local law	51
Where facility provides worker transport – it is fit for purpose, safe and maintained and operated by competent persons	4
Accommodation facilities are not located in the production area	3
Appliances provided for workers are fit for purpose and appropriately maintained, on a regular basis, to ensure safe use	7
Those living in accommodation have easy access to potable drinking water	2
Worker personal living space meets legal requirements and industry acceptable standards	7

Non-conformances by business area

3PM	304
Capex & MRO	15
Chemicals	725
Commodities & Ingredients	39
Finished Product	25
Logistics	197
MBS	174
Naturals	950
Packaging	1,488
Other	712

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on page 37, for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	246
Europe	2
LATAM	1,120
NAMET and RUB	589
North Asia	364
SEAA	983
South Asia	1,325

2021 business partner audit data

Fair wages 990 non conformances

Non-conformances versus mandatory requirement

Facility has a policy and procedures to ensure that workers are paid for their work and are paid in compliance with local legal requirements e.g. minimum wage, frequency of payment etc, and this is communicated to workers	50
Records are maintained that demonstrate that workers are paid accurately for standard and overtime hours worked, based on an appropriate hours and wages system	160
Payroll records are available for inspection, by authorised parties, to use to verify standard and overtime hours of work and wages.	70
Workers are paid wages on time, as defined in the policy	42
Workers receive a pay slip / pay information and the payroll calculation and information is in the local language and is understood by them	103
Compensation terms established by legally binding collective bargaining agreements are implemented by the facility	14
Legally required social security payments are made correctly	85
Legally required allowances, bonuses or benefits are correctly paid	118

Annual leave entitlement for all workers is paid according to local legal requirements	82
The organisation does not make deductions from wages for disciplinary purposes even though permitted by national law or collective bargaining agreement. Exception to this rule applies only when both of the following conditions exist: a) Deductions from wages for disciplinary purposes are permitted by national law; and b) A freely negotiated collective bargaining agreement is in force that permits this practice.	23
There is no evidence of unreasonable, unexplained, unauthorised deductions from workers wages	53
There is no evidence of inconsistencies between payroll records, payslips or other records and through worker interviews	35
Workers are paid a premium rate for overtime work, as defined by local legal requirements	149
Migrant workers' remittances are authorised in writing by the worker and evidence of transaction is supplied by the facility to the worker.	1
There is no evidence of falsification of hours and wage records	5

Non-conformances by business area

3PM	38
Capex & MRO	4
Chemicals	163
Commodities & Ingredients	14
Finished Product	9
Logistics	60
MBS	31
Naturals	258
Packaging	241
Other	172

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

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Location of non-conformances

Central and South Africa	80
LATAM	122
NAMET and RUB	73
North Asia	69
SEAA	276
South Asia	370

2021 business partner audit data

Working hours 824 non conformances

Non-conformances versus mandatory requirement

Facility complies with local legal requirements for working hours and overtime arrangements **178**

Facility has a policy and procedures on working and overtime hours and workers understand policy and their contracts with respect to wages and working hours. **34**

If the employment contract allows for contractual overtime, workers expressly agree to it. All overtime work by workers is on a voluntary basis **10**

Workers are entitled to at least 24 consecutive hours of rest in every seven day period. If workers are required to work on a rest day due to a genuine need for continuity of production or service, workers must receive an equivalent period of compensatory rest immediately following. **267**

Workers are not required to work more than the regular and overtime hours allowed by the law of the country where the workers are employed. In the absence of law, the requirements set out in the International Labour Organization Convention on hours of work and overtime must be followed, so that the regular working week does not exceed 48 hours and other than in exceptional circumstances, the sum of regular and overtime hours in a week does not exceed 60 hours. **282**

Workers receive rest breaks for which they are entitled to by local legal requirements **53**

Non-conformances by business area

3PM	39
Capex & MRO	2
Chemicals	134
Commodities & Ingredients	11
Finished Product	2
Logistics	39
MBS	26
Naturals	178
Packaging	267
Other	126

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

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Location of non-conformances

Central and South Africa	68
LATAM	234
NAMET and RUB	102
North Asia	69
SEAA	173
South Asia	178

2021 business partner audit data

Discrimination and harassment 164 non conformances

Non-conformances versus mandatory requirement

Facility has a policy and procedures on discrimination which covers non-discrimination based on caste, national origin, ethnicity, religion, age, disability, gender, material status, sexual orientation, union membership, political affiliation, health, disability or pregnancy and this is communicated to workers **27**

There is no evidence of discrimination in the recruitment, compensation, access to training, promotion, dismissal or retirement processes based on the discrimination aspects of caste, national origin, ethnicity, religion, age, disability, gender, material status, sexual orientation, union membership, political affiliation, health, disability or pregnancy **28**

There is no evidence of pregnancy testing being used in the recruitment process to discrimination against the candidate **2**

Staff members responsible for hiring, paying, training, promoting, disciplining and dismissing workers are trained to avoid discrimination in the exercise of their duties **32**

All workers and their managers are trained to recognise and prevent harassment, abuse and other forms of intimidation **48**

Facility has a policy and procedure to ensure the safety and appropriate needs of pregnant and lactating female workers **27**

Non-conformances by business area

3PM	12
Chemicals	35
Commodities & Ingredients	1
Finished Product	2
Logistics	1
MBS	5
Naturals	33
Packaging	51
Other	24

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

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See network clusters and countries, on page 37, for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	8
LATAM	35
NAMET and RUB	12
North Asia	18
SEAA	36
South Asia	55

2021 business partner audit data

Freedom of association 146 non conformances

Non-conformances versus mandatory requirement

Workers who wish to join a union or worker committee are able to do so and there is no breach of local regulations	18
Managers, supervisors and guards are trained to respect each workers' right to associate freely	30
Workers are not penalised (or discriminated) for seeking to join or create; being a member of; or being involved with a union or worker committee	1
Facility does not refuse trade unions, unless refusal is allowable by law	1
Workers know and understand their rights, feel confident to exercise them and that no other worker or manager will impede them in the enjoyment of that right.	6
Collective agreements comply with local legal requirements	29
Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and bargaining.	11
If there is worker representation, there is a free and fair electoral process with no influence from company's management.	47
Facility does not interfere with union decision making or the election / appointment of worker representatives	3

Non-conformances by business area

3PM	4
Chemicals	29
Commodities & Ingredients	3
Logistics	3
MBS	5
Naturals	31
Packaging	51
Other	20

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on [page 37](#), for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	8
LATAM	16
NAMET and RUB	12
North Asia	16
SEAA	40
South Asia	54

2021 business partner audit data

Land rights 126 non conformances

Non-conformances versus mandatory requirement

Facility has a policy and procedures which articulates the due diligence the company will undertake to obtain free, prior and informed consent, (FPIC) even if national/local law does not require it **45**

Facility has an individual or team trained to deal with local communities and indigenous peoples on the principles of free, prior and informed consent,(FPIC)or there are individuals who are knowledgeable enough to seek outside consultation to ensure rights are acknowledged and protected and sufficient due diligence is carried out **32**

Facility has a specific article in their code of conduct which covers free, prior and informed consent, (FPIC) and no land grabbing **37**

Where applicable, due diligence is undertaken to uphold individual or indigenous peoples' established rights to property and land. **11**

There is no evidence of illegal appropriation of land **1**

Non-conformances by business area

3PM	2
Chemicals	32
Logistics	8
MBS	8
Naturals	31
Packaging	21
Other	24

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on [page 37](#), for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	5
LATAM	11
NAMET and RUB	2
North Asia	18
SEAA	8
South Asia	82

2021 business partner audit data

Forced labour 86 non conformances

Non-conformances versus mandatory requirement

Facility has a policy and procedures to ensure that all workers enter employment freely and equally and that they are not prevented from resigning and leaving if they so wish, and this is communicated to workers	11
Migrant workers receive an employment contract in a language they understand in their own country before they leave to come and work at the facility.	2
There is no retention by employer or employment agency of original identification papers and / or passports unless required by law. Where the retention of identification papers is legally required, there is a process to ensure that workers can access their identification papers, are not prevented from leaving the workplace and that their papers are returned immediately upon cessation of employment.	4
Workers have freedom of movement and are not confined to the facility's premises, including worker accommodation where provided	1
Where workers can only be hired through recruitment agencies, the facility has a procedure to check that the recruitment agency has hiring policies and procedures to combat trafficking and forced labour	14
Workers do not pay deposits when they commence employment at the facility	6
Only workers who have the legal right to work at the facility are employed and documents demonstrate that there is a verification procedure	7

There are no unreasonable notice requirements, or financial penalties, beyond legally allowed limits for workers when they leave the employment of the facility	6
Payments are made promptly, without unreasonable delay, to workers when they leave the employment of the facility	17
Workers who refuse overtime are not penalised (for example there are no threats of pay cuts, dismissal, demotion etc.)	3
Workers are not monitored when they take toilet/ rest breaks.	5
If there are monetary deposits required for work tools, PPE, or training, the facility has a process to manage the issue of items and the refund of monies.	7
Monetary deposits, or fees, for accommodation are not excessive	3

Non-conformances by business area

3PM	4
Chemicals	9
Commodities & Ingredients	3
Logistics	3
MBS	4
Naturals	15
Packaging	25
Other	23

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Location of non-conformances

Central and South Africa	5
LATAM	12
NAMET and RUB	16
North Asia	2
SEAA	33
South Asia	18

2022 business partner audit data

Health and safety 5,145 non conformances

Non-conformances versus mandatory requirement

Facility has general Health & Safety and occupational Health & Safety policies and procedures that are fit for purpose and are communicated to workers	54	Records are available to demonstrate that emergency lighting is maintained	67	Facility provides lifting equipment and training to ensure safe handling of loads – as appropriate and determined by risk assessment of the jobs	58	Fire alarm system is regularly tested (as advised by local fire regulations or ideally weekly)	30
All workers and other people who enter business premises are properly informed about the inherent dangers of the workplace and are provided with adequate knowledge and personal protective equipment to avoid such dangers	78	Emergency procedures extend to the specific requirements of any disabled or hearing impaired workers (as determined by risk assessment of impacted worker’s activities)	36	Training is given to all workers on general Health & Safety to ensure Safe Working Practices	58	Fire exits are sufficient in number to allow all workers to exit quickly in an emergency	23
All personnel who enter the premises or deal with products are properly informed about the appropriate actions to take should a Health & Safety incident occur	43	Electrical wiring is adequately encased and secured	98	Hazardous chemicals / materials are controlled, stored, used and disposed of according to local legal requirements e.g. secondary containment and special storing arrangements for flammable materials are in place where required. All are correctly labelled in all necessary languages for workers	238	Fire exits are not restricted and can be opened immediately in an emergency	20
Emergency procedures are in place and directions for safe evacuation are available in all necessary languages for workers	130	Where appropriate, procedures and equipment to prevent explosions are maintained	20	Hazardous chemicals / materials risks are assessed and appropriate training is given to workers on their treatment and safe use / handling	67	Fire escape routes and exit doors are clearly and adequately marked and signposted for all to see easily and understand	176
Evacuation procedure is tested through regular drills (as advised by local fire regulations or a minimum every 6 months) across all operating shifts (e.g. day, night and weekend shifts)	311	Facility lighting levels are adequate in all areas	123	Where Hazardous chemicals / materials are handled there are appropriate spillage / cleaning kits and they are in date and in good order to be used	53	Fire exits open in the direction of egress and are maintained appropriately. Exits are push bar or other quick release mechanism and no padlocked doors	112
Records are available to demonstrate drills have been conducted and new workers have been given instruction on safe evacuation	72	Heating, Ventilation and Air Conditioning (HVAC) systems are maintained, fit for purpose, and are operating effectively	49	Body and eyewash facilities are provided in hazardous environments and they are in date and in good order to be used	133	Aisles and exits are not blocked allowing easy egress of workers	78
Evacuation assembly points are identified, and able to be recognised by all – including visitors	63	Workers have free access to potable drinking water	9	Material Safety Data Sheets are maintained, and readily available in all languages for those who need to use them	133	Fire fighting equipment is place across the site, sufficient in type and quantity, accessible and fit for purpose	124
Facility complies with local legal requirements for electrical and equipment testing and safety inspections	196	Suitable and maintained Personal Protective Equipment is issued to workers (free of charge)	65	Fire service inspection certificates are available and are valid and in date	206	Fire fighting equipment is in date and serviced, at least annually or more often if recommended by the manufacturers or if the storage conditions may cause deterioration	53
Emergency lighting is adequate, fit for purpose, functioning correctly and maintained	168	Workers are trained on the purpose of Personal Protective Equipment and are required to use correct Personal Protective Equipment	88	Fire alarm system is installed, and functioning correctly	62	Fire extinguishers are installed at correct heights for ease of access and safe collection for use	37
		Safe operating procedures are known for hazardous tasks and operators are trained	29	Fire alarm noise and visual alerts are distinctive, and can be heard/ seen in all areas and recognised by all workers and visitors	79	Facility premises are structurally safe and building certificates are available, valid and in date	109
		Machinery and equipment is fit for purpose and appropriately maintained, on a regular basis, to ensure worker Health & Safety	183			Facility premises are maintained and in fair condition	39
		Workers who use machinery and equipment are trained on the risks and safe operating procedures	55			Work stations and work areas are well organized and safely maintained	77
		No unsafe practices which constitute a threat to life were seen during site tour	8				

2022 business partner audit data

Health and safety continued

Work surfaces and floors are not slippery and are appropriately surfaced and maintained	17
Records of workers Health & Safety training are maintained and are available for inspection	35
Workers' conditions are assessed on a regular basis to understand conditions that may require PPE (e.g. ear protection due to noise levels)	63
Facility has a complete set of required certificates and permits that relate to the site's operational safety and worker Health & Safety e.g. Building approval, Business registration, Environmental protection licence, etc.)	200
Facility has appointed a senior member of management to be responsible for all Health & Safety management	34
Water supply for the site is tested for safety on a regular basis and records are maintained	92
There are sufficient working, safe and sanitary toilets and wash areas, and are separated by gender as defined by local law	46
Adequate hand washing facilities with soap and running water are provided in all toilets	16
Appropriate medical examinations are provided for workers (e.g. for testing of hearing loss in high noise level working environments)	186
There is a doctor or nurse on site or there is easy access to trained medical aid	34
First Aid kits are available in sufficient quantity, are appropriately stocked and maintained, and contain materials that are not out of date	90

There are appropriate number of First Aid trained workers and these are known to the workers	149
Machine Inspection records and /or certificates are available where required, and are in date	124
If provided – child care/ crèche is a safe environment and does not give access to areas of the workplace	11
Staff canteen or provision is made for hygienic storage, preparation and consumption of food	43
Certificate of foods sanitation and hygiene of food supplier/caterer is available – as per local law	55
Where facility provides worker transport – it is fit for purpose, safe and maintained and operated by competent persons	6
Accommodation facilities are not located in the production area	4
Families of workers are not able to enter any production area	2
Appliances provided for workers are fit for purpose and appropriately maintained, on a regular basis, to ensure safe use	17
Those living in accommodation have easy access to potable drinking water	1
No storage of hazardous substances in accommodation	1
Worker personal living space meets legal requirements and industry acceptable standards	7
Worker personal living space and / or sleeping areas are separated by gender	1
Each worker has their own bed or sleeping facility	1

Non-conformances by business area

3PM	245
Bottles	17
Capex & MRO	50
Chemicals	574
Commodities & Ingredients	39
Finished Product	32
Logistics	304
MBS	241
Naturals	1,008
Packaging	1,894
Other	741

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on page 37, for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	203
Europe	10
LATAM	1,060
NAMET and RUB	456
North America	6
North Asia	385
SEAA	1,204
South Asia	1,821

2022 business partner audit data

Fair wages 1,173 non conformances

Non-conformances versus mandatory requirement

Facility has a policy and procedures to ensure that workers are paid for their work and are paid in compliance with local legal requirements e.g. minimum wage, frequency of payment etc, and this is communicated to workers	77
Records are maintained that demonstrate that workers are paid accurately for standard and overtime hours worked, based on an appropriate hours and wages system	177
Payroll records are available for inspection, by authorised parties, to use to verify standard and overtime hours of work and wages	82
Workers are paid wages on time, as defined in the policy	41
Workers receive a pay slip / pay information and the payroll calculation and information is in the local language and is understood by them	120
Compensation terms established by legally binding collective bargaining agreements are implemented by the facility	12
Legally required social security payments are made correctly	125
Legally required allowances, bonuses or benefits are correctly paid	136

Annual leave entitlement for all workers is paid according to local legal requirements	91
The organisation does not make deductions from wages for disciplinary purposes even though permitted by national law or collective bargaining agreement. Exception to this rule applies only when both of the following conditions exist: a) Deductions from wages for disciplinary purposes are permitted by national law; and b) A freely negotiated collective bargaining agreement is in force that permits this practice	33
There is no evidence of unreasonable, unexplained, unauthorised deductions from workers wages	62
There is no evidence of inconsistencies between payroll records, payslips or other records and through worker interviews	41
Workers are paid a premium rate for overtime work, as defined by local legal requirements	169
Migrant workers' remittances are authorised in writing by the worker and evidence of transaction is supplied by the facility to the worker	1
There is no evidence of falsification of hours and wage records	6

Non-conformances by business area

3PM	53
Bottles	5
Capex & MRO	11
Chemicals	137
Commodities & Ingredients	7
Finished Product	8
Logistics	72
MBS	55
Naturals	258
Packaging	381
Other	186

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on page 37, for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	65
LATAM	140
NAMET and RUB	133
North Asia	60
SEAA	278
South Asia	497

2022 business partner audit data

Working hours 943 non conformances

Non-conformances versus mandatory requirement

Facility complies with local legal requirements for working hours and overtime arrangements **194**

Facility has a policy and procedures on working and overtime hours and workers understand policy and their contracts with respect to wages and working hours **33**

If the employment contract allows for contractual overtime, workers expressly agree to it. All overtime work by workers is on a voluntary basis **23**

Workers are entitled to at least 24 consecutive hours of rest in every seven day period. If workers are required to work on a rest day due to a genuine need for continuity of production or service, workers must receive an equivalent period of compensatory rest immediately following **304**

Workers are not required to work more than the regular and overtime hours allowed by the law of the country where the workers are employed. In the absence of law, the requirements set out in the International Labour Organization Convention on hours of work and overtime must be followed, so that the regular working week does not exceed 48 hours and other than in exceptional circumstances, the sum of regular and overtime hours in a week does not exceed 60 hours. **334**

Workers receive rest breaks for which they are entitled to by local legal requirements **55**

Non-conformances by business area

3PM	60
Bottles	1
Capex & MRO	4
Chemicals	106
Commodities & Ingredients	13
Finished Product	3
Logistics	45
MBS	44
Naturals	199
Packaging	322
Other	146

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on [page 37](#), for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	57
LATAM	217
NAMET and RUB	161
North America	2
North Asia	55
SEAA	243
South Asia	208

2022 business partner audit data

Discrimination and harassment 170 non conformances

Non-conformances versus mandatory requirement

Facility has a policy and procedures on discrimination which covers non-discrimination based on caste, national origin, ethnicity, religion, age, disability, gender, material status, sexual orientation, union membership, political affiliation, health, disability or pregnancy and this is communicated to workers **28**

There is no evidence of discrimination in the recruitment, compensation, access to training, promotion, dismissal or retirement processes based on the discrimination aspects of caste, national origin, ethnicity, religion, age, disability, gender, material status, sexual orientation, union membership, political affiliation, health, disability or pregnancy **33**

There is no evidence of pregnancy testing being used in the recruitment process to discrimination against the candidate **3**

Staff members responsible for hiring, paying, training, promoting, disciplining and dismissing workers are trained to avoid discrimination in the exercise of their duties **25**

All workers and their managers are trained to recognise and prevent harassment, abuse and other forms of intimidation **48**

Facility has a policy and procedure to ensure the safety and appropriate needs of pregnant and lactating female workers **33**

Non-conformances by business area

3PM	11
Chemicals	20
Commodities & Ingredients	1
Logistics	4
MBS	13
Naturals	31
Packaging	66
Other	24

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on [page 37](#), for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	14
LATAM	36
NAMET and RUB	16
North Asia	11
SEAA	48
South Asia	45

2022 business partner audit data

Freedom of association 174 non conformances

Non-conformances versus mandatory requirement

Workers who wish to join a union or worker committee are able to do so and there is no breach of local regulations	20
Managers, supervisors and guards are trained to respect each workers' right to associate freely	30
Workers know and understand their rights, feel confident to exercise them and that no other worker or manager will impede them in the enjoyment of that right	6
Collective agreements comply with local legal requirements	33
Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and bargaining	12
If there is worker representation, there is a free and fair electoral process with no influence from company's management	63
Facility does not interfere with union decision making or the election / appointment of worker representatives	10

Non-conformances by business area

3PM	8
Chemicals	24
Commodities & Ingredients	3
Finished Product	1
Logistics	7
MBS	15
Naturals	28
Packaging	61
Other	27

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on page 37, for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	8
LATAM	26
NAMET and RUB	22
North Asia	8
SEAA	52
South Asia	58

2022 business partner audit data

Land rights 85 non conformances

Non-conformances versus mandatory requirement

Facility has a policy and procedures which articulates the due diligence the company will undertake to obtain free, prior and informed consent, (FPIC) even if national/local law does not require it **36**

Facility has an individual or team trained to deal with local communities and indigenous peoples on the principles of free, prior and informed consent, (FPIC) or there are individuals who are knowledgeable enough to seek outside consultation to ensure rights are acknowledged and protected and sufficient due diligence is carried out **16**

Facility has a specific article in their code of conduct which covers free, prior and informed consent, (FPIC) and no land grabbing **28**

Where applicable, due diligence is undertaken to uphold individual or indigenous peoples' established rights to property and land **2**

There is no evidence of illegal appropriation of land **3**

Non-conformances by business area

3PM	3
Chemicals	16
Logistics	10
MBS	6
Naturals	13
Packaging	21
Other	16

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on [page 37](#), for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	1
LATAM	18
NAMET and RUB	2
North Asia	4
SEAA	10
South Asia	50

2022 business partner audit data

Forced labour 120 non conformances

Non-conformances versus mandatory requirement

Facility has a policy and procedures to ensure that all workers enter employment freely and equally and that they are not prevented from resigning and leaving if they so wish, and this is communicated to workers **22**

Migrant workers receive an employment contract in a language they understand in their own country before they leave to come and work at the facility **12**

There is no retention by employer or employment agency of original identification papers and / or passports unless required by law. Where the retention of identification papers is legally required, there is a process to ensure that workers can access their identification papers, are not prevented from leaving the workplace and that their papers are returned immediately upon cessation of employment **9**

Workers have freedom of movement and are not confined to the facility's premises, including worker accommodation where provided **3**

Where workers can only be hired through recruitment agencies, the facility has a procedure to check that the recruitment agency has hiring policies and procedures to combat trafficking and forced labour **12**

There is no evidence of involuntary labour- prisoners or others **1**

Workers do not pay deposits when they commence employment at the facility **6**

Only workers who have the legal right to work at the facility are employed and documents demonstrate that there is a verification procedure **7**

There are no unreasonable notice requirements, or financial penalties, beyond legally allowed limits for workers when they leave the employment of the facility **7**

Payments are made promptly, without unreasonable delay, to workers when they leave the employment of the facility **19**

Workers who refuse overtime are not penalised (for example there are no threats of pay cuts, dismissal, demotion etc.) **9**

Workers are not monitored when they take toilet/ rest breaks **2**

There is no evidence of enforcement of unreasonable control of workers by security guards **1**

If there are monetary deposits required for work tools, PPE, or training, the facility has a process to manage the issue of items and the refund of monies **10**

Non-conformances by business area

3PM	14
Chemicals	8
Logistics	5
MBS	4
Naturals	26
Packaging	43
Other	20

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

3PM – Third party manufacturers.

MBS – Marketing and business services.

See network clusters and countries, on [page 37](#), for a list of countries in each region, as classified by Unilever.

Location of non-conformances

Central and South Africa	4
LATAM	20
NAMET and RUB	26
North Asia	3
SEAA	37
South Asia	30

Performance against the Fundamental Principles of the RSP over time

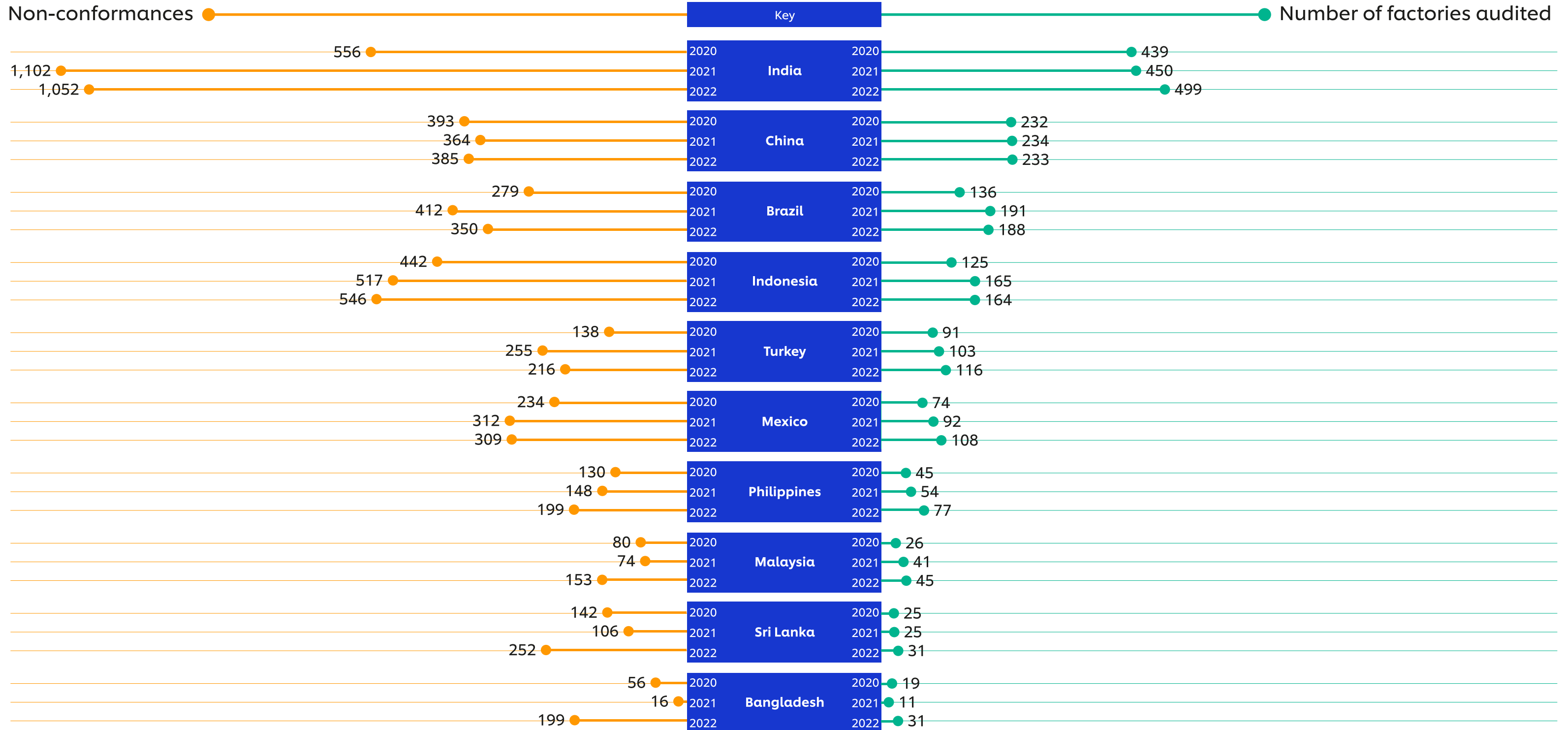
The remaining pages of this report show business partner audit data for each of the Fundamental Principles of the RSP (now the RPP), comparing findings for the past three years.

There are a number of factors that should be considered when reviewing the following graphs. Each business partner goes through a due diligence process to assess risk based on the size of the business and both the types of goods or services being supplied and the country of operations, using data from external expert organisations. High-risk sites are required to carry out an independent third-party audit to verify achievement of the requirements of the RSP (now the RPP). Audits have a validity of 12, 24, or 36 months based on the outcome of the audit, and business partners are expected to take action to remediate any issues identified within 90 days of the initial audit. This means that business partners are on different audit cycles. Therefore, this data represents only the findings from the initial audit within the calendar year indicated and is not comparable year on year by factory.

Recognising the constraints of the data, we will review how we can better identify and analyse trends through being able to capture more comparable data. Going forward, we will do more to evaluate the effectiveness of measures put in place to address issues identified, and the impact of our engagement and support through capability building programmes.

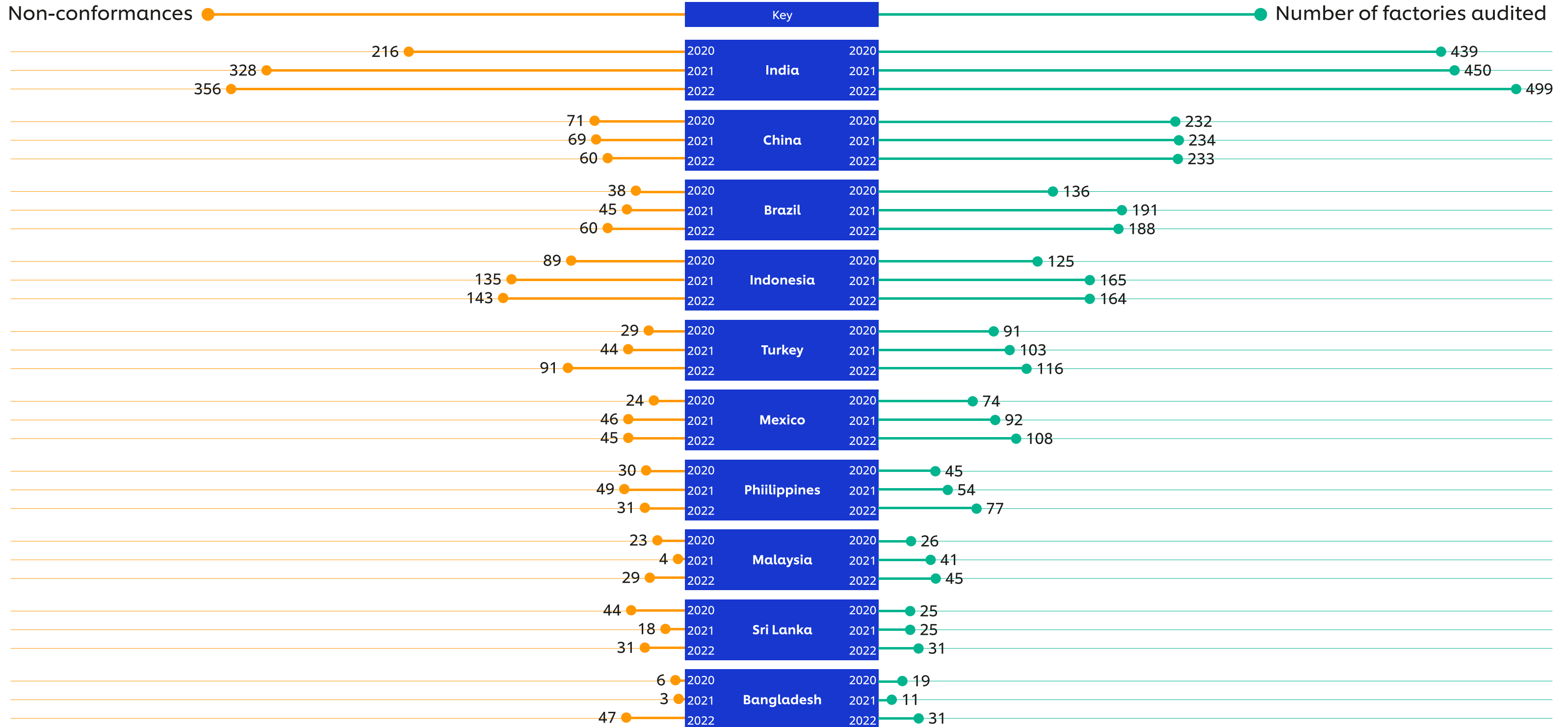


Health and safety



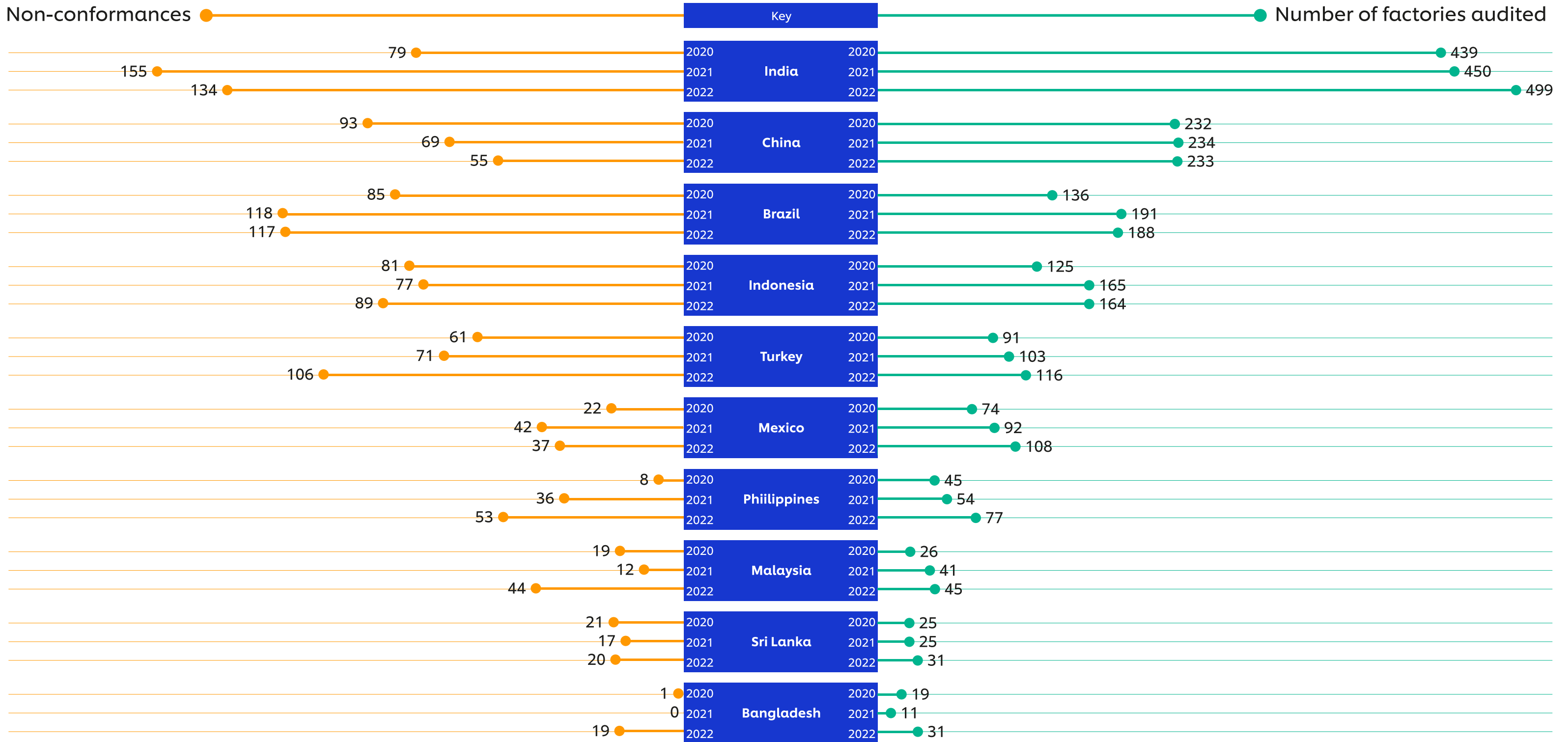
This graph shows non-conformances related to health and safety for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Fair wages



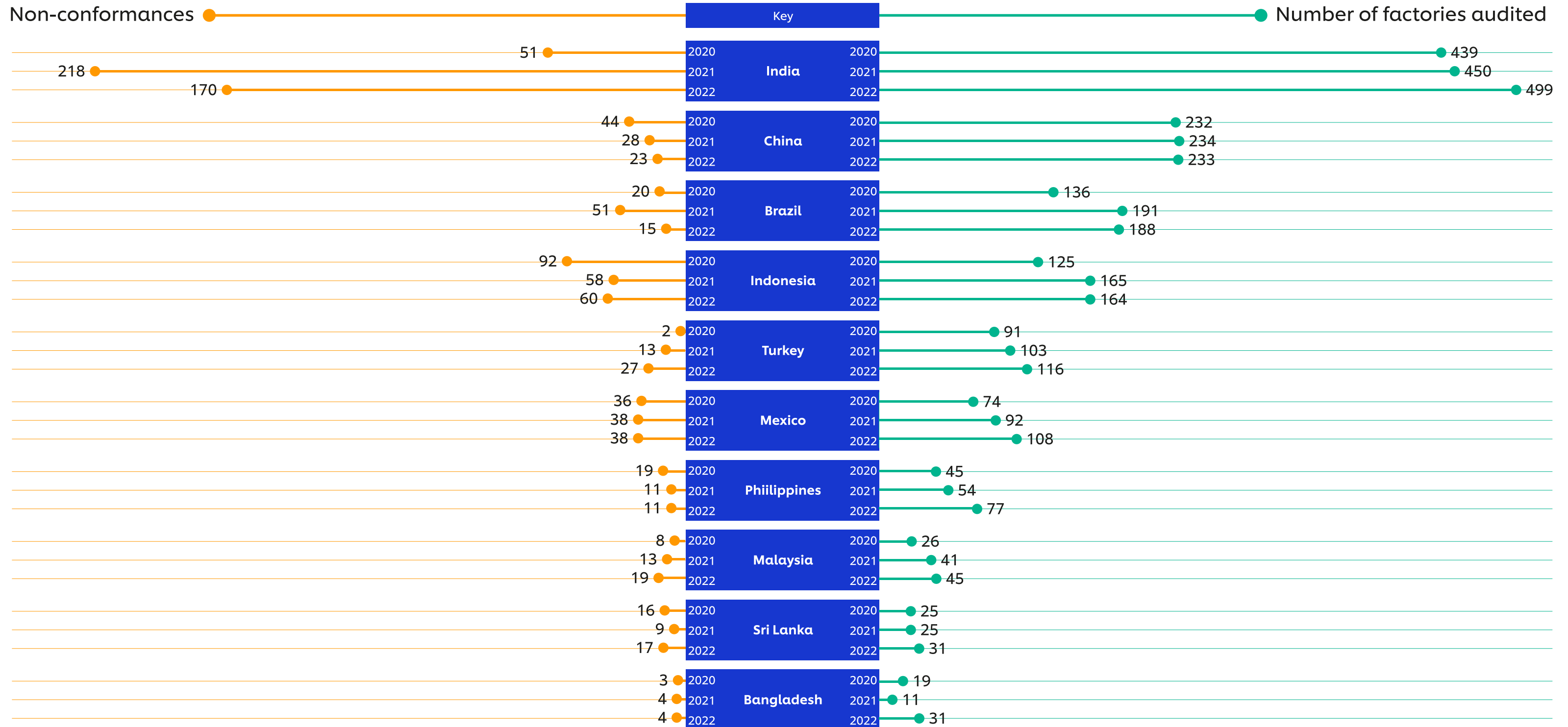
This graph shows non-conformances related to fair wages for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Reasonable working hours



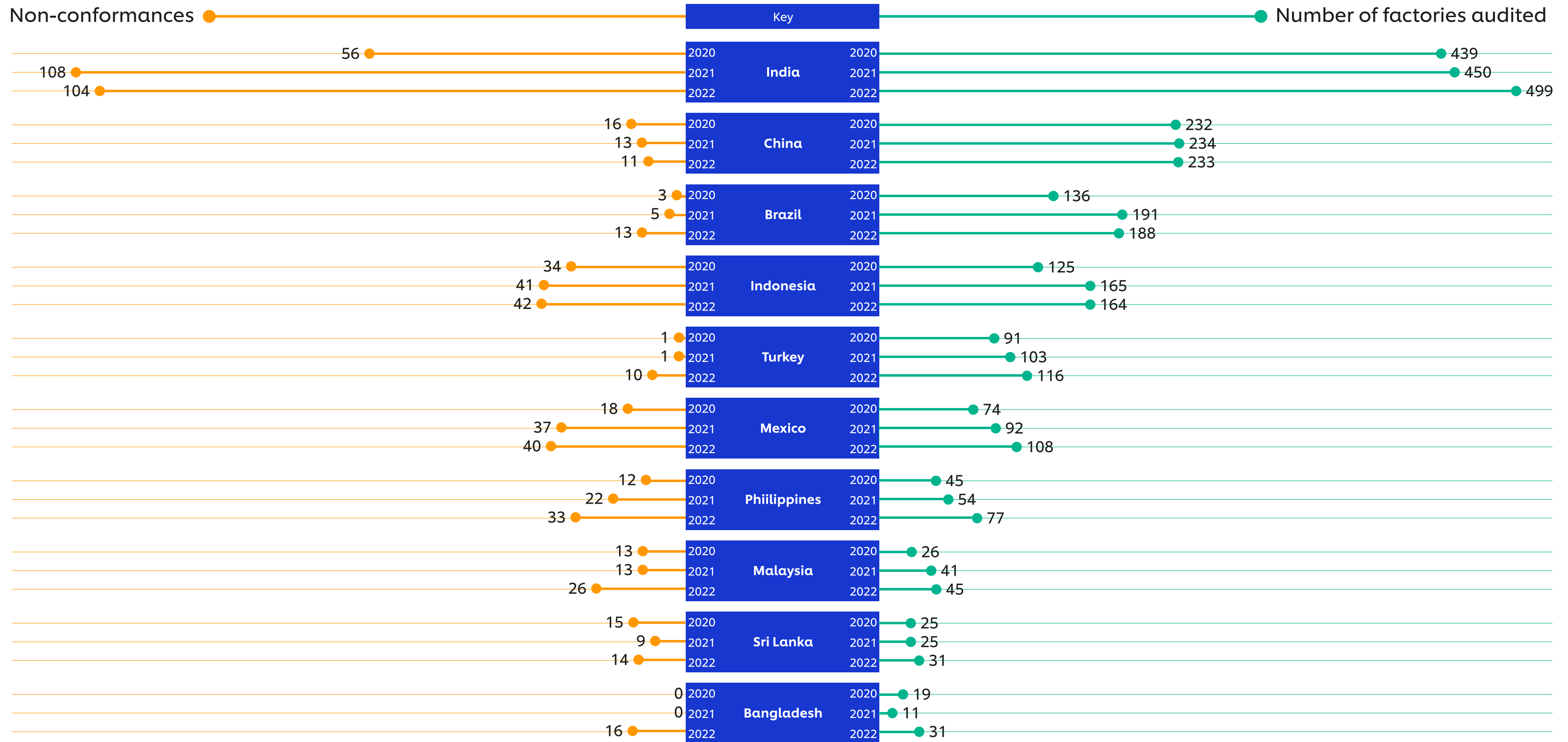
This graph shows non-conformances related to reasonable working hours for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Business conduct



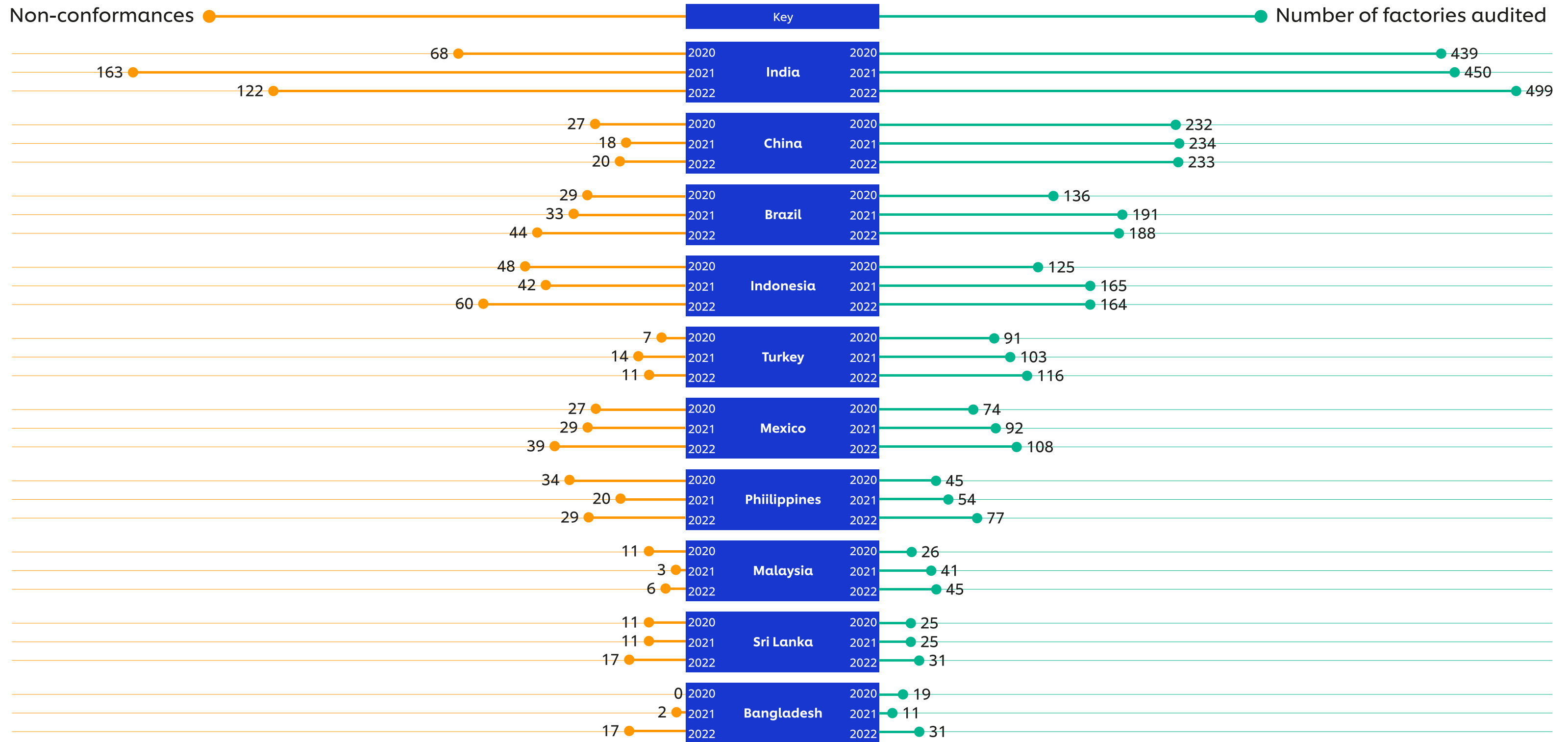
This graph shows business conduct non-conformances related to conduct for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Freely agreed terms of employment



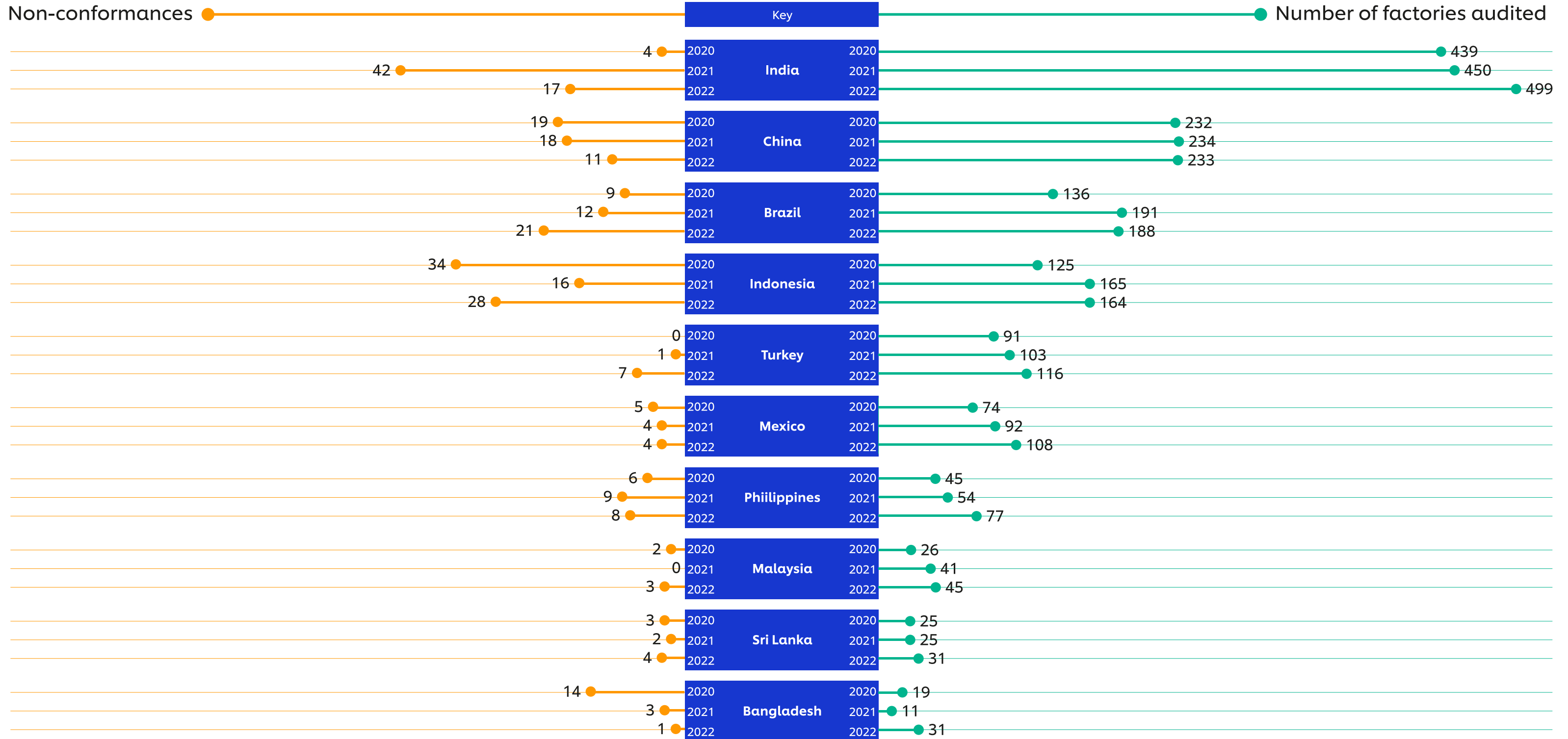
This graph shows non-conformances related to freely agreed terms of employment for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Reduce environmental impact



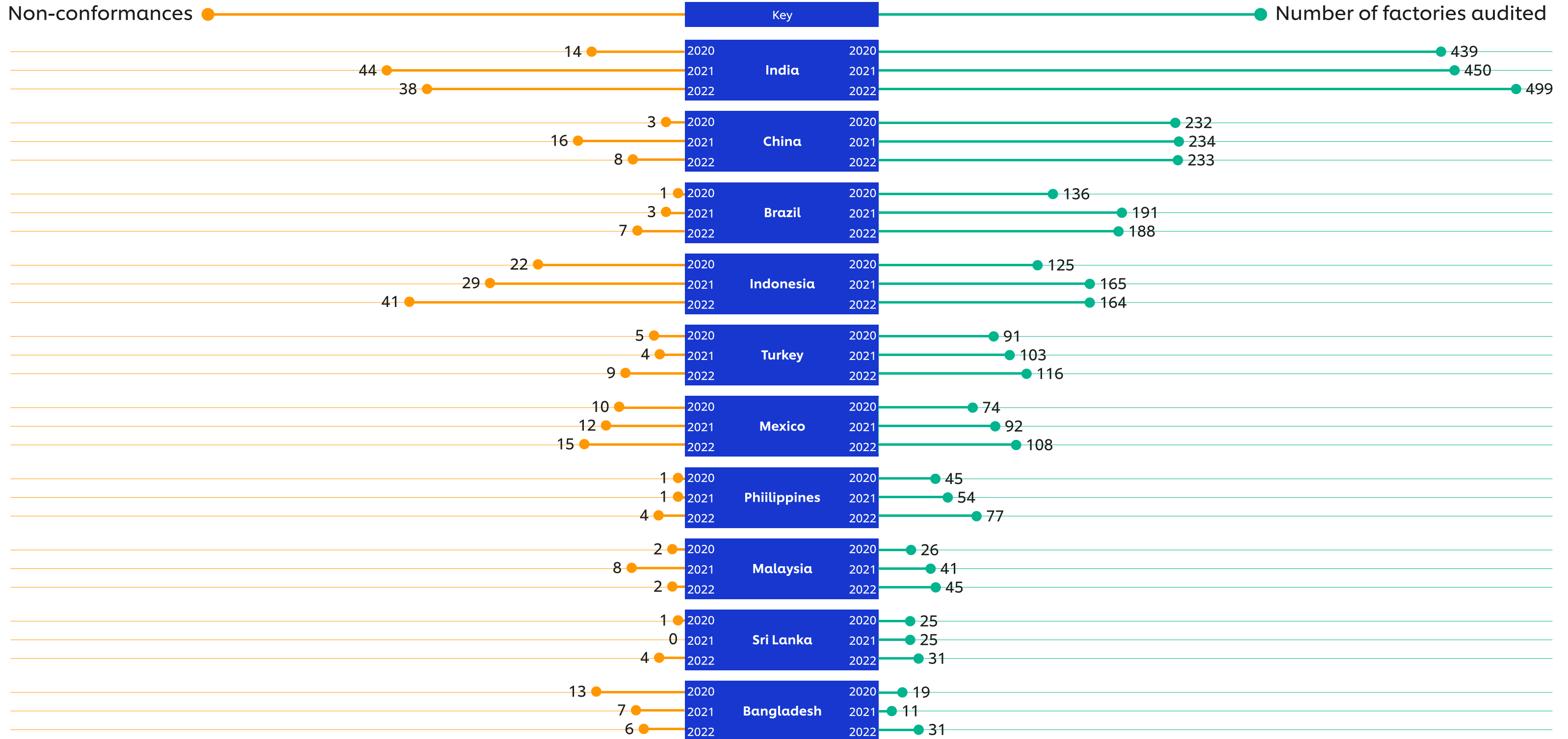
This graph shows non-conformances related to reducing environmental impact for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Respect and dignity



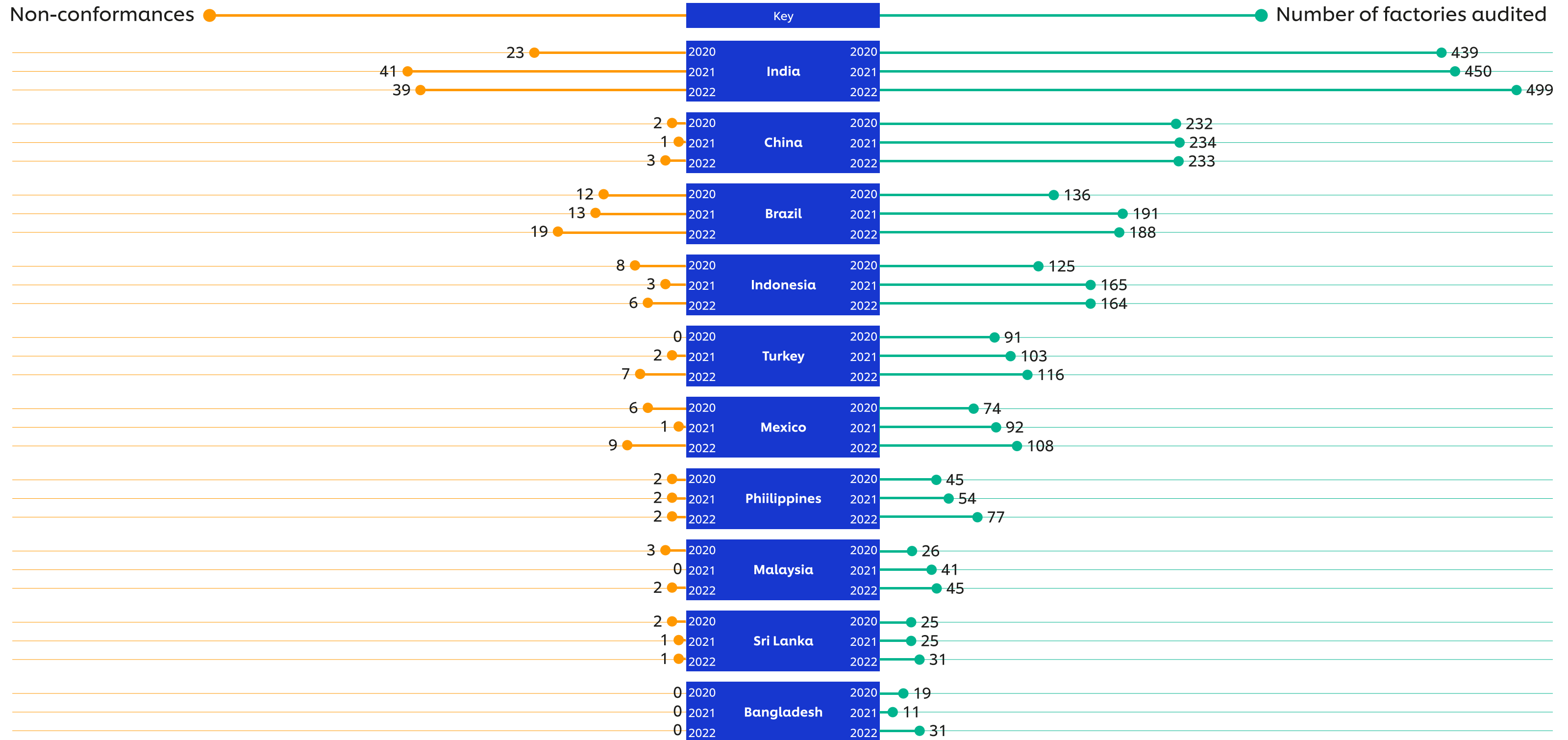
This graph shows non-conformances related to respect and dignity for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Freedom of association



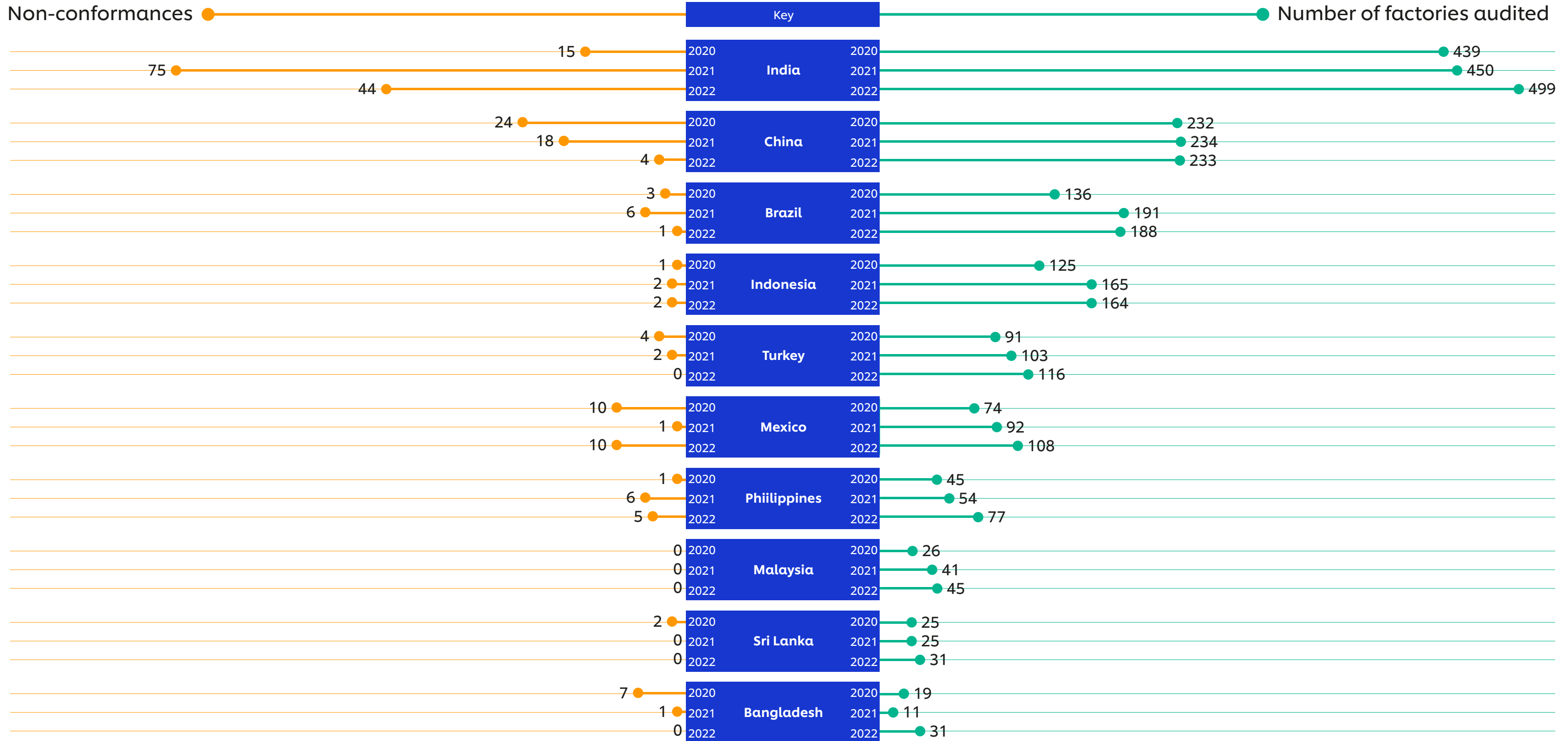
This graph shows non-conformances related to freedom of association for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Access to grievance mechanisms



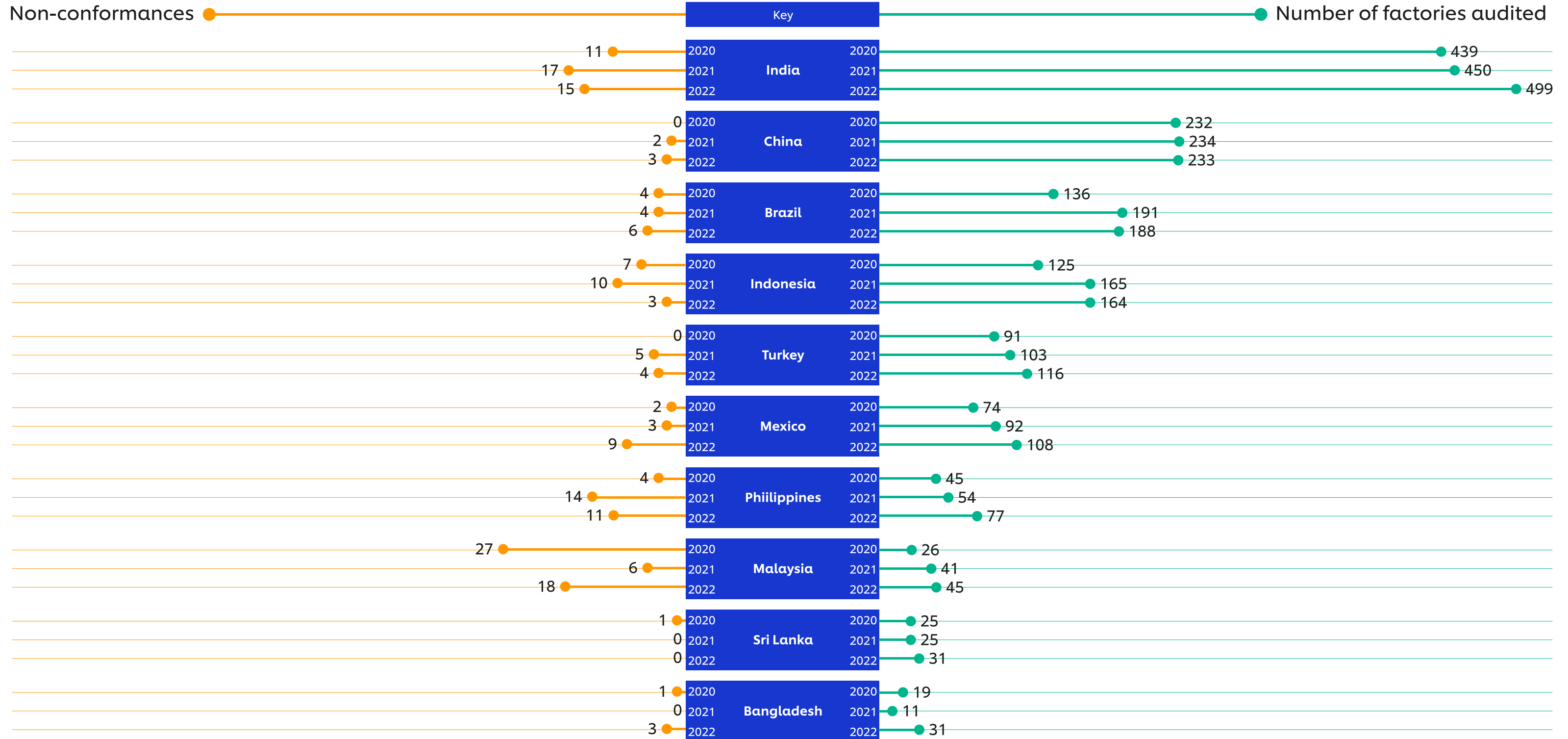
This graph shows non-conformances related to access to grievance mechanisms and remedy for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Land rights



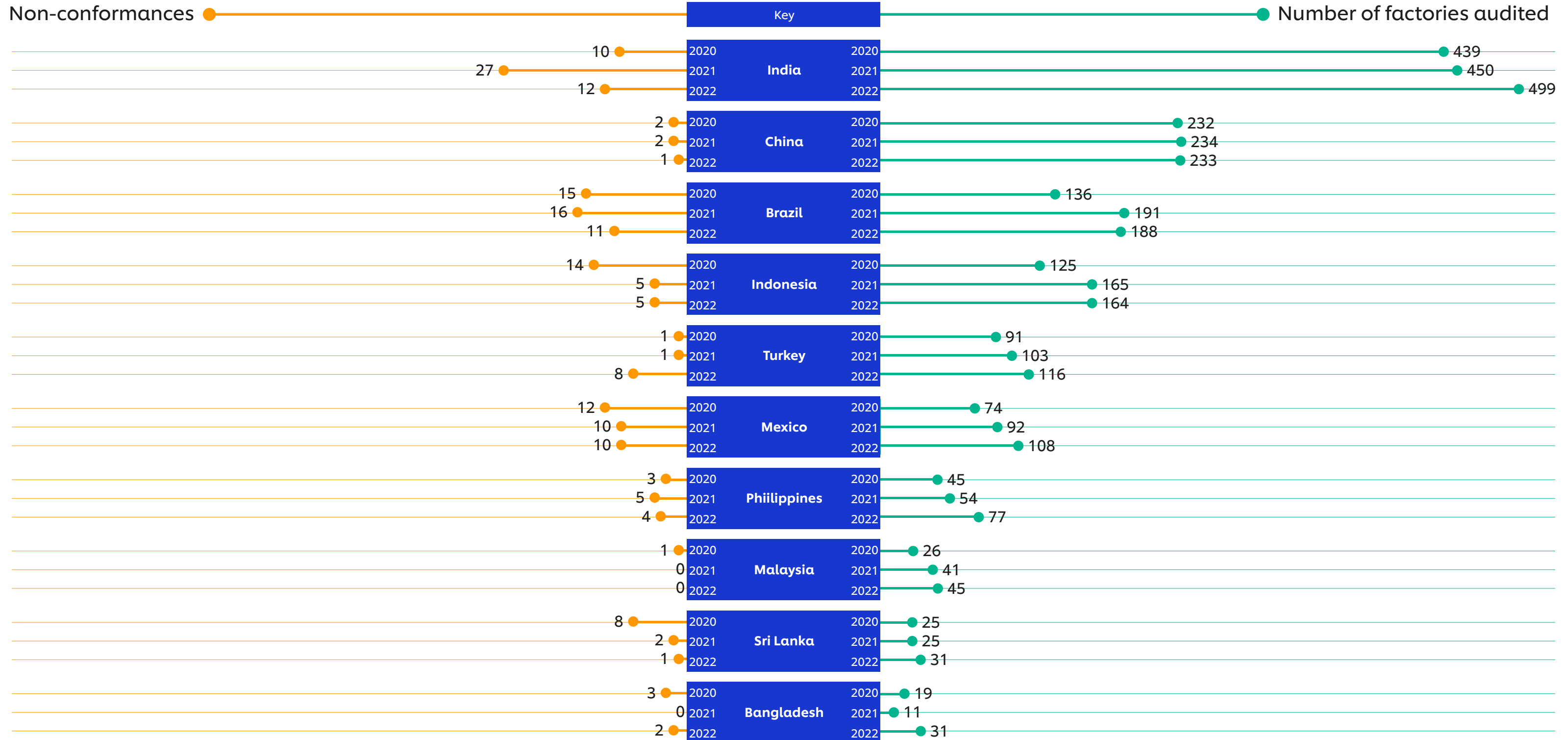
This graph shows non-conformances related to land rights for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Work is voluntary



This graph shows non-conformances related to Principle 7 – Work is Voluntary of the RPP for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Appropriate age



This graph shows non-conformances related to Principle 8 – Appropriate Age of the RPP for the top 10 countries with the largest total volume of findings identified during audits of business partner factories in 2022.

Network clusters and countries

North America

Canada

 USA

Latin America

Brazil

 Cuba
 Mexico

 Dominican Republic
 Haiti
 Puerto Rico
 Trinidad and Tobago

 Belize
 Colombia
 Costa Rica
 Ecuador
 El Salvador
 French Guiana
 Guatemala
 Guyana
 Honduras
 Nicaragua
 Panama
 Suriname
 Venezuela

 Argentina
 Bolivia
 Chile
 Paraguay
 Peru
 Uruguay

Europe

Belgium
 Luxembourg
 Netherlands

 Austria
 Germany
 Switzerland

 France

 Greece

 Italy

 Denmark
 Finland
 Norway
 Sweden

 Portugal

 Spain

Ireland
 United Kingdom

 Bosnia & Herzegovina
 Croatia
 Czech Republic
 Hungary
 Slovakia
 Slovenia

 Estonia
 Latvia
 Lithuania
 Poland

 Albania
 Bulgaria
 Kosovo
 Macedonia
 Moldova
 Montenegro
 Romania
 Serbia

Central and South Africa

Benin
 Burkina Faso
 Côte d'Ivoire
 Guinea
 Mali
 Mauritania
 Niger
 Senegal
 Togo

 Gambia
 Ghana
 Guinea-Bissau
 Liberia
 Sierra Leone

 Burundi
 Djibouti
 Eritrea
 Ethiopia
 Madagascar
 Rwanda
 Somalia

 Kenya

 Malawi

 Mozambique

 Tanzania

 Uganda

 Zambia

 Zimbabwe

 Angola
 Botswana
 Cameroon
 Central African
 Republic
 Chad
 Congo
 Democratic Republic
 of Congo
 Equatorial Guinea
 Gabon
 Namibia

 Lesotho
 South Africa
 Swaziland

 Nigeria

NAMET (North Africa Middle East and Turkey) and RUB (Russia, Ukraine and Belarus)

Bahrain
 Kuwait
 Oman
 Qatar
 UAE

 Saudi Arabia
 Yemen

 Algeria
 Libya
 Morocco
 Tunisia
 Western Sahara

 Egypt
 Iraq
 Jordan
 Lebanon
 Palestine
 South Sudan
 Sudan
 Syria

 Belarus
 Russian Federation
 Ukraine

 Armenia
 Georgia
 Iran
 Israel
 Turkey

 Azerbaijan
 Kazakhstan
 Kyrgyzstan
 Tajikistan
 Turkmenistan
 Uzbekistan

North Asia

China

 Hong Kong

 Japan

 North Korea

 South Korea

 Taiwan

South Asia

Bangladesh

 Bhutan

 India

 Nepal

 Pakistan

 Sri Lanka

SEAA (South East Asia and Australasia)

Australia
 New Zealand
 Papua New Guinea

 Cambodia

 Indonesia

 Laos

 Malaysia

 Myanmar

 Philippines

 Singapore

 Thailand

 Vietnam

