

UNILEVER SUSTAINABLE LIVING PLAN

Small Actions. Big Difference.





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INTRODUCTION

Two billion times a day somebody, somewhere, uses a Unilever brand.

Our products make small but important differences to the quality of people's everyday lives.

We have ambitious plans to grow our company. In fact, we intend to double our sales. This growth will create jobs and income for all those whose livelihoods are linked to our success – our employees, our suppliers, our customers, our investors and hundreds of thousands of farmers around the world.

Sustainable growth

But growth at any cost is not viable. We have to develop new ways of doing business which will increase the positive social benefits arising from Unilever's activities while at the same time reducing our environmental impacts. We want to be a sustainable business in every sense of the word.

We do not believe there is a conflict between sustainability and profitable growth. The daily act of making and selling consumer goods drives economic and social progress. There are billions of people around the world who deserve the better quality of life that everyday products like soap, shampoo and tea can provide.

Creating a better future

Our vision is to create a better future in which people can improve their quality of life without increasing their environmental footprint.

Our strategy is to increase our social impacts by ensuring that our products meet the needs of people everywhere for balanced nutrition, good hygiene and the confidence which comes from having clean clothes, clean hair and good skin.

But we recognise that in order to live within the natural limits of the planet we will have to decouple growth from environmental impact.

This starts with our own operations. We will achieve absolute reductions in greenhouse gases (GHGs), water and waste. In particular we will meet the

United Nations' requirement* to reduce GHGs by 50-85% by 2050 in order to limit global temperature rise to two degrees.

However, our impact goes beyond our factory gates. The sourcing of raw materials and the use of our products by the consumer at home have a far larger footprint. We recognise this and so our plan is designed to reduce our impacts across the whole lifecycle of our products. Innovation and technology will be key to achieving these reductions.

The Unilever Sustainable Living Plan will result in three significant outcomes by 2020.

1. We will help more than a billion people take action to improve their health and well-being.
2. We will decouple our growth from our environmental impact, achieving absolute reductions across the product lifecycle. Our goal is to halve the environmental footprint of the making and use of our products.
3. We will enhance the livelihoods of hundreds of thousands of people in our supply chain.

Delivering these commitments won't be easy. To achieve them we will have to work in partnership with governments, NGOs, suppliers and others to address the big challenges which confront us all.

Ultimately we will only succeed if we inspire billions of people around the world to take the small, everyday actions that add up to a big difference – actions that will enable us all to live more sustainably.



Paul Polman
Chief Executive Officer



*Intergovernmental Panel on Climate Change, Fourth Assessment Report, 2007.



laundry products!





THE BUSINESS CASE FOR ACTION

Why are we doing it?

For Unilever the business case for integrating sustainability into our brands is clear and persuasive:

Drive consumer preference

Consumers around the world want reassurance that the products they buy are ethically sourced and protect the earth's natural resources.

A growing number are choosing to buy brands such as Rainforest Alliance Certified™ Lipton tea, Ben & Jerry's Fairtrade ice cream and 'small & mighty' concentrated laundry detergents. A more sustainable brand is often a more desirable brand.

Win with customers

Many retailers have sustainability goals of their own. They need the support of suppliers like Unilever if they are to achieve them. We share our expertise in areas such as sustainable agriculture and lifecycle analysis. This collaboration is broadening and deepening the relationships we have with our customers.

Fuel sustainable innovation

Sustainability is a fertile area for product and packaging innovation. It is allowing us to deliver new products with new consumer benefits.

Grow our markets

Over half Unilever's sales are in developing countries, the very places which face the greatest sustainability challenges – deforestation, water scarcity, poor sanitation. These countries represent major growth markets for Unilever, so if we can develop products today that help people adapt to the changing environment of tomorrow, it will help us grow faster in future.

Generate cost benefits

Managing our business sustainably reduces energy use, minimises packaging and drives out waste. It not only generates cost savings, it can also save the consumer money.

Where will we act?

The Unilever Sustainable Living Plan focuses on three broad areas – health and well-being, the environment and enhanced livelihoods.

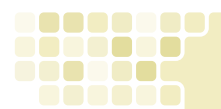
Health and well-being is the starting point because these are the benefits which many of our brands provide. By delivering good nutrition and improved hygiene our products have a positive impact on two of the world's biggest health challenges – cardiovascular disease and the incidence of diarrhoea.

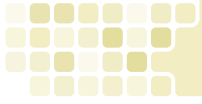
On **the environment**, we will focus on greenhouse gases, water, waste and sustainable agricultural sourcing.

- Greenhouse gases: because many of our products – soap, shampoo, laundry detergent – are used with heated water and are thus energy intensive.
- Water: because it is required in large quantities in our agricultural supply chain and because people need it when using almost all our products.
- Waste: because we purchase over 2 million tonnes of packaging a year.
- Sustainable agricultural sourcing: because half our raw materials come from agriculture and forestry.

On **livelihoods** our focus will be on the developing world where indirectly we employ hundreds of thousands of smallholder farmers and small-scale distributors.

The Unilever Sustainable Living Plan sets quantified, time-bound targets for each area. For many of these 2020 is the target date, but we recognise this is only a milestone on a longer journey.





OUR TARGETS IN BRIEF

We will grow our business in a way which helps improve people’s health and well-being, reduces environmental impact and enhances livelihoods.

IMPROVING HEALTH AND WELL-BEING

By 2020 we will help more than a billion people take action to improve their health and well-being.

HEALTH AND HYGIENE

By 2020 we will help more than a billion people to improve their hygiene habits and we will bring safe drinking water to 500 million people. This will help reduce the incidence of life-threatening diseases like diarrhoea.

NUTRITION

We will continually work to improve the taste and nutritional quality of all our products. By 2020 we will double the proportion of our portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.



*Throughout this document the environmental targets are expressed on a 'per consumer use' basis. We have taken a lifecycle approach with a baseline of 2008. By 'per consumer use' we mean a single use, portion or serving of a product.

†In seven water-scarce countries representing around half the world's population.

REDUCING ENVIRONMENTAL IMPACT

By 2020 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.*

ENHANCING LIVELIHOODS

By 2020 we will enhance the livelihoods of hundreds of thousands of people as we grow our business.

GREENHOUSE GASES

Halve the greenhouse gas impact of our products across the lifecycle by 2020.*

WATER

Halve the water associated with the consumer use of our products by 2020.* †

WASTE

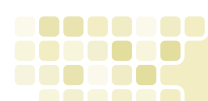
Halve the waste associated with the disposal of our products by 2020.*

SUSTAINABLE SOURCING

By 2020 we will source 100% of our agricultural raw materials sustainably.

BETTER LIVELIHOODS

By 2020 we will link more than 500,000 smallholder farmers and small-scale distributors into our supply chain.





HEALTH AND HYGIENE

CHANGING HABITS, IMPROVING HEALTH

Our Approach

From our earliest days we have sought to meet people's needs for good hygiene. In the 1890s, one of our founders, William Lever, launched Lifebuoy soap to "make cleanliness commonplace" in Victorian England. Later Lifebuoy soap travelled across the world, reaching countries such as India, where even today it is still a market leading brand.

Many other Unilever brands – such as Signal and Pepsodent toothpaste, Domestos toilet cleaner and Cif all-purpose cleaner – offer hygiene-related benefits.

But products with hygiene benefits are not enough if people do not use them in the right way. Consumers often know they should brush their teeth twice a day or wash their hands before meals. Yet this knowledge is not always translated into regular habits.

Understanding what triggers a change in habits lies at the heart of making sustained improvements to hygiene. Our team of behavioural scientists develop and test effective interventions, often in collaboration with external partners.

Our Metric

The number of people reached on a cumulative basis by an intervention which, based on past studies, can be expected to result in sustained, positive behaviour change



Every year 3.5 million children die from diarrhoea and acute respiratory problems. To combat this Lifebuoy soap runs a hygiene education programme in India and other parts of the world.

It has reached

130 MILLION

people since 2002



We have demonstrated* that when children wash their hands with Lifebuoy diarrhoea is reduced by

25%

acute respiratory infections by 19%
and school absence by

40%

*Randomised clinical trial on 2,000 families in Mumbai, India, 2007-2008

OUR TARGETS

By 2020, we will help more than a billion people to improve their hygiene habits and we will bring safe drinking water to 500 million people.

Reduce diarrhoeal and respiratory disease

- By 2015, our Lifebuoy brand aims to change the hygiene behaviour of 1 billion consumers across Asia, Africa and Latin America by promoting the benefits of handwashing with soap at key times. A randomised trial has shown that using Lifebuoy at key hygiene occasions can reduce diarrhoeal disease by 25%, acute respiratory infection by 19% and eye infections by 46%.

Improve oral health

- We will use our toothpaste and toothbrush brands and oral health improvement programmes to encourage children and their parents to brush day and night. We aim to change the behaviour of 50 million people by 2020. Clinical data has shown that brushing twice a day with a fluoride toothpaste can reduce tooth decay in children by up to 50% compared with brushing once.

Improve self-esteem

With our Dove brand we have already helped 5 million young people improve their self-esteem through educational programmes.

- By 2015 we aim to have helped 15 million young people.

Provide safe drinking water

- We aim to make safe drinking water available and affordable to 500 million people through our Pureit in-home water purifier by 2020. An independent scientific study* has shown that Pureit can reduce the incidence of diarrhoeal disease by up to 50%.

Future Challenges

The United Nations has declared that access to safe and clean drinking water is a human right essential to the full enjoyment of life.

We have already set ourselves an ambitious challenge to reach 500 million people with our Pureit in-home water purifier. We believe our technology has the potential to bring safe, affordable drinking water to millions more people in the developing world. We will be making the achievement of this goal a high business priority.

1 billion people worldwide are without access to clean water. 80% of diseases in the developing world are water-borne.

Pureit in-home water purifier kills all harmful viruses and bacteria, and removes parasites and pesticide impurities to provide safe water.



We aim to reach
500 MILLION
people by 2020

*National Institute of Epidemiology, based on 430 children in Chennai, India, 2005-2006.





NUTRITION

HELPING PEOPLE MAKE HEALTHY CHOICES

Our Approach

Our aim is to enable people worldwide to make healthy food choices. In 2003 we launched our Nutrition Enhancement Programme to improve the quality of our foods. All our products – over 30,000 – have been screened for levels of four priority nutrients: salt, sugar, saturated fat and trans fat.

Each product has been assessed against strict nutritional benchmarks for these nutrients. These benchmarks have been created using dietary recommendations from international and national authorities. The methodology has been published in a peer-reviewed scientific journal.*

Since 2005 we have made substantial reductions in all four nutrients. Our Nutrition Enhancement Programme will continue to drive improvements in both existing products and future innovations. This, combined with our behaviour change programmes, will help to address two major public health challenges – obesity and cardiovascular health.

Our Metric

% of products which meet the highest nutritional standards, based on globally recognised dietary guidelines for all four priority nutrients: salt, sugar, saturated and trans fat



Heart disease is one of the leading causes of death worldwide. Simple changes in diet and lifestyle can significantly improve your heart health.



Flora/Becel spreads help to keep your heart and arteries healthy by maintaining healthy cholesterol levels.

Switching from butter to Flora/Becel reduces your total intake of saturated fat by approximately

3 KG A YEAR

Cholesterol is a major risk factor for heart disease. Choosing Flora/Becel pro-activ can lower cholesterol by up to

10%



*Nijman et al, A method to improve the nutritional quality of foods and beverages based on dietary recommendations. *European Journal of Clinical Nutrition*, 2007; 61:461-471.

OUR TARGETS

We will continually work to improve the taste and nutritional quality of all our products. By 2020 we will double the proportion of our portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.

Improve heart health

Working with Boston University, we have developed a tool to help consumers improve their heart health.

- By 2020 we aim to motivate 100 million people to take our Heart Age test with our Flora and Becel brands.
- Our goal is to reduce elevated heart age by an average of three years for those who follow the recommended diet and lifestyle plan.

Reduce salt levels

We have already significantly reduced salt levels in our products.

- Our goal is to reduce the level further to help consumers meet the recommended level of 5 g of salt per day, based on globally recognised dietary guidelines.
- Reductions of up to 25% are being made to meet an interim target of 6 g per day by the end of 2010.
- By 2015, our ambition is to reduce by a further 15-20% on average to meet the target of 5 g of salt per day.

Reduce saturated fat

We are committed to improving the fat composition of our products by reducing saturated fat as much as possible and increasing levels of essential fats.

- By 2012 our leading spreads will contain less than 33% saturated fat as a proportion of total fat.
- A daily portion will provide at least 15% of the essential fatty acids recommended by international dietary guidelines.

Remove trans fat

- By 2012 we will have removed from all our products any trans fat originating from partially hydrogenated vegetable oil.

Reduce sugar

- We have already reduced sugar levels in our ready-to-drink teas. By 2020 we will remove an additional 25%.

Reduce calories

- By 2014 100% of our children's ice creams will contain 110 kilocalories or fewer per portion. 60% will meet this target by 2012.

Provide healthy eating information

All our products in Europe and N America provide full nutritional information.

- By 2015 this will be extended to cover all our products globally. We will include energy per portion on the front of pack plus eight key nutrients and % Guideline Daily Amounts (GDA) for five nutrients on the back of pack.*

Future Challenges

Many of our products already make an important contribution to the micronutrient intakes of hundreds of millions of people worldwide. Our challenge is to do this for more people in more places in a way which is economically viable.

*Where applicable and legally allowed and in accordance with local or regional industry agreements.



GREENHOUSE GASES

HELPING TO TACKLE CLIMATE CHANGE

Our Approach

Climate change will have a growing impact on our business. We have set ourselves a bold reduction target for greenhouse gas (GHG) emissions. It covers our entire value chain from the sourcing of raw materials through to consumer use of the product and its disposal.

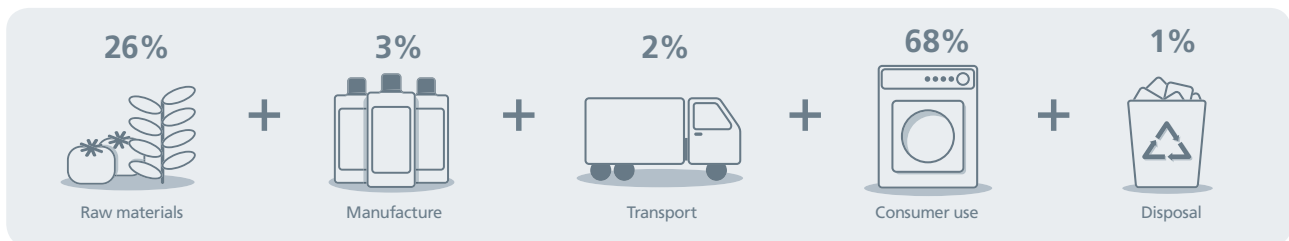
Our Metric

We have developed a metric which measures the greenhouse gas emissions associated with the lifecycle of a product on a 'per consumer use' basis, eg the GHG impact of drinking a single cup of tea.

Greenhouse gases per consumer use:
CO₂ equivalents across the product lifecycle (grams)

Our Footprint

Using this metric we set a baseline by calculating the GHG emissions across the lifecycle of over 1,600 representative products. We calculated it at an absolute level as well as on a 'per consumer use' basis in 14 countries. The calculation covers 70% of our volumes.



Source for footprint and breakdown below: Unilever 2008 baseline study across 14 countries. Total in tonnes.

The baseline shows us that manufacturing and transport represent just 5% of our total impacts, while sourcing of raw materials and consumer use together account for over 90%.

Breakdown by Category

Our analysis has highlighted that the product categories which make the largest contribution to our GHG footprint are those where the consumer requires heated water – showering, washing hair and laundry.

Our greenhouse gas footprint – % contribution by category



OUR TARGETS

Halve the greenhouse gas impact of our products across the lifecycle by 2020.*

Reduce GHG from skin cleansing and hair washing

- By 2015 we aim to reach 200 million consumers with products and tools that will help them to reduce their GHG emissions while washing and showering. Our plan is to reach 400 million people by 2020.

Reduce GHG from washing clothes

We will reduce the GHG impact of the laundry process by:

- Concentrating our liquids and compacting our powders.
- Reformulating our products to reduce GHG emissions by 15% by 2012.
- Encouraging our consumers to wash at lower temperatures and at the correct dosage in 70% of machine washes by 2020.

Reduce GHG from our manufacturing

- By 2020 CO₂ emissions from energy from our factories will be at or below 2008 levels despite significantly higher volumes. This represents a 63% reduction per tonne of production and a 43% absolute reduction (versus a 1995 baseline).
- We will more than double our use of renewable energy to 40% of our total energy requirement by 2020. We recognise that this is only a first step towards a long-term goal of 100% renewable energy.
- All newly built factories will aim to have less than half the impact of current ones.

Reduce GHG from transport

- By 2020 CO₂ emissions from our global logistics network will be at or below 2010 levels despite significantly higher volumes. This will represent a 40% improvement in CO₂ efficiency.

We will achieve this by reducing truck mileage; using lower emission vehicles; employing alternative transport such as rail or ship; and improving the energy efficiency of our warehouses.

Reduce GHG from refrigeration

As the world's largest producer of ice cream, we will accelerate our roll-out of freezer cabinets that use climate-friendly (hydrocarbon) refrigerants.

- We have already purchased 450,000 units with the new refrigerant. We will purchase a further 850,000 by 2015.

Future Challenges

Most of our GHG emissions come from the hot water needed to use our soaps, shower gels and shampoos. To achieve our goal we will have to provide consumers with products and tools that will enable them to use less water. We do not yet know how we will do this.

But we are clear that this is the biggest contribution we can make towards limiting temperature rise to two degrees and towards supporting the call for a more ambitious 80% reduction in global GHG emissions by 2050.

One in 3 households worldwide uses a Unilever laundry product – that's 125 billion washes a year.

Concentrated liquid detergents reduce GHGs by 10-50% per dose

If everyone used concentrated variants we would save over

4 MILLION TONNES

of CO₂ per year, equivalent to taking

1 MILLION CARS

off the road annually



*Throughout this document the environmental targets are expressed on a 'per consumer use' basis on a baseline of 2008. By 'per consumer use' we mean a single use, portion or serving of a product.



WATER

REDUCING OUR WATER USE WHERE IT MATTERS MOST

Our Approach

Water shortages are already affecting many parts of the world, particularly developing countries where much of Unilever's future growth is expected to come from. Our approach is to focus our efforts in countries that are water-scarce and where large numbers of the world's population live.

Our Metric

We have developed a metric† which measures the water in the product as well as the water required for its use. We have done this on a 'per consumer use' basis, eg the water needed for one hair wash with shampoo.

Water per consumer use in water-scarce countries:

Water added to the product plus the water used by consumers in water-scarce countries (litres)

Water-scarce countries: China, India, Indonesia, Mexico, South Africa, Turkey and USA, representing around half the world's population

Our Footprint

Using this metric we set a baseline for over 1,600 representative products, calculated at an absolute level as well as on a 'per consumer use' basis. The calculation was done in seven countries which we have defined as water-scarce, accounting for around half the world's population.

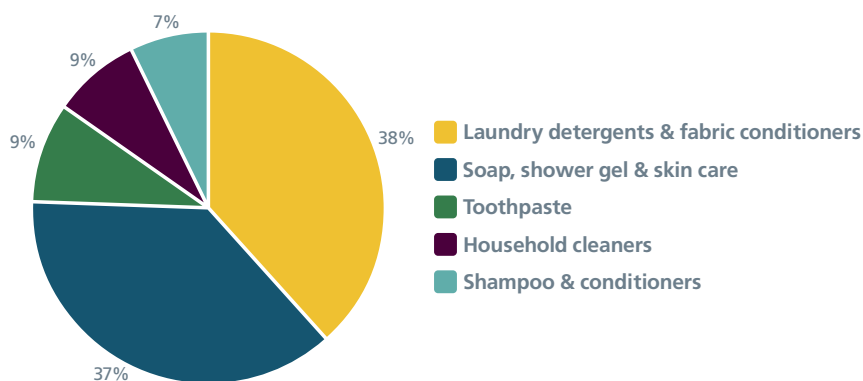


Source for footprint and breakdown below: Unilever 2008 baseline study across seven countries. Total in litres.

Breakdown by Category

Our analysis has highlighted that nearly 40% of our water footprint comes from the laundry process – a significant proportion of this is washing by hand in the developing world.

Our water footprint – % contribution by category



†Our metric excludes the water used in our manufacturing operations which we measure as part of our eco-efficiency programme.

OUR TARGETS

Halve the water associated with the consumer use of our products by 2020.*

Reduce water use in agriculture

- We will develop comprehensive plans with our suppliers and partners to reduce the water used to grow our crops in water-scarce countries.

Reduce water use in the laundry process

We will reduce the water required in the laundry process by:

- Making easier rinsing products more widely available.
- Providing 50 million households in water-scarce countries with detergents that deliver excellent cleaning but use less water by 2020.

Reduce water use in skin cleansing and hair washing

- By 2015 we intend to reach 200 million consumers with products and tools that will help them to use less water while washing and showering. Our goal is to reach 400 million by 2020.

Reduce water use in our manufacturing process

- By 2020, water abstraction by our global factory network will be at or below 2008 levels, despite significantly higher volumes. This represents a 78% reduction per tonne of production and a 65% absolute reduction (versus a 1995 baseline). We will focus in particular on factories in water-scarce locations.
- All newly built factories will aim to abstract less than half the water of current ones.

Future Challenges

A large part of our water footprint (44%) is associated with showering, bathing and hair washing. We have some ideas as to how to minimise this but to meet our target we will need to develop new approaches.



In water-scarce countries nearly 40% of our domestic water footprint comes from washing clothes. In many of these markets people do the laundry by hand.

With Comfort One Rinse fabric conditioner you only need one bucket for rinsing rather than three



30 LITRES
of water saved per wash

More than
500 BILLION LITRES

of water would be saved if all our laundry product users in Asia and S Africa used Comfort One Rinse

*Throughout this document the environmental targets are expressed on a 'per consumer use' basis on a baseline of 2008. By 'per consumer use' we mean a single use, portion or serving of a product.



WASTE

REDUCE, REUSE, RECYCLE

Our Approach

Packaging protects our products and allows us to transport them safely, but at the same time it can end up as waste. Our approach to sustainable packaging takes a lifecycle perspective. We will achieve our waste reduction targets through a combination of reducing, reusing, recycling and eliminating packaging materials.

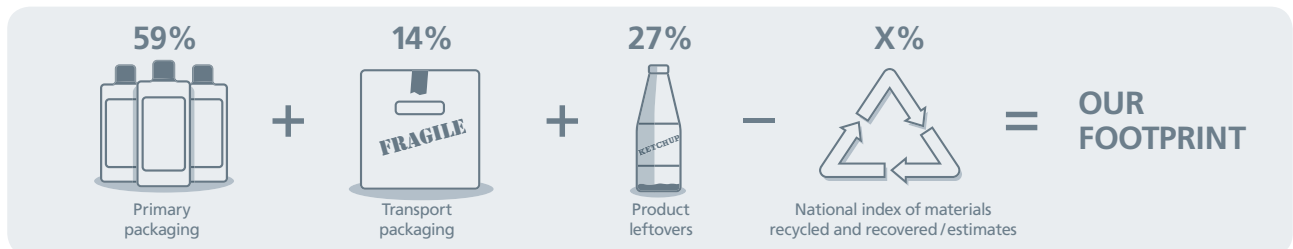
Our Metric

We have developed a metric† which measures both the grams of packaging material and the product left over in the pack. We use published national indices for recycling and recovery, or our own estimates where these are not available, and measure on a 'per consumer use' basis, eg the waste associated with one serving of soup.

Waste per consumer use:
Packaging and product leftovers that have not been reused, recycled or recovered (grams)

Our Footprint

Using this metric we set a baseline by calculating the waste from over 1,600 representative products. We did it at an absolute level as well as on a 'per consumer use' basis in 14 countries. The calculation covers 70% of our volumes.

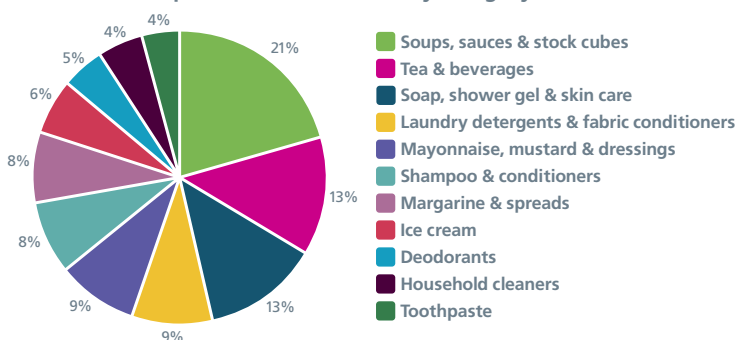


Source for footprint and breakdown below: Unilever 2008 baseline study across 14 countries. Total in tonnes.

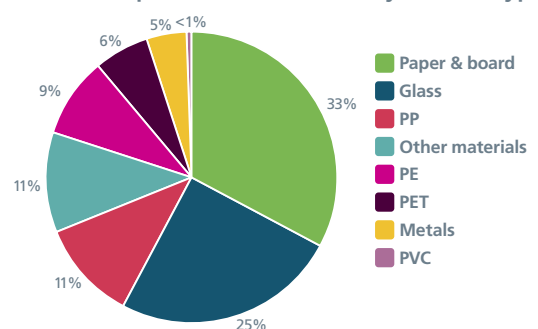
Breakdown by Category

Our analysis has highlighted that our food packaging and shower gel bottles are the biggest contributors to our waste footprint but to achieve our target all categories will need to reduce their waste. Tea bags make a significant contribution to our overall 'product leftovers'.

Our waste footprint – % contribution by category



Our waste footprint – % contribution by material type



†Our metric excludes the waste generated by our manufacturing operations which we measure as part of our eco-efficiency programme.

OUR TARGETS

Halve the waste associated with the disposal of our products by 2020.*

Reduce packaging

- By 2020 we will reduce the weight of packaging that we use by a third through:
 - Lightweighting materials.
 - Optimising structural and material design.
 - Developing concentrated versions of our products.
 - Eliminating unnecessary packaging.

Reuse packaging

- We will provide consumers with refills in our home and personal care portfolio to make it possible to reuse the primary pack.

Recycle packaging

- Working in partnership with industry, governments and NGOs, we aim to increase recycling and recovery rates on average by 5% by 2015, and by 15% by 2020 in our top 14 countries. For some this means doubling or even tripling existing recycling rates.
- We will make it easier for consumers to recycle our packaging by using materials that best fit the end-of-life treatment facilities available in their countries.
- By 2020 we will increase the recycled material content in our packaging to maximum possible levels. This will act as a catalyst to increase recycling rates.

Reduce waste from our manufacturing

- By 2020 total waste sent for disposal will be at or below 2008 levels despite significantly higher volumes. This represents an 80% reduction per tonne of production and a 70% absolute reduction (versus a 1995 baseline).
- All newly built factories will aim to generate less than half the waste of current ones.

Tackle sachet waste

- Our goal is to develop and implement a sustainable business model for handling our sachet waste streams by 2015.

Eliminate PVC

- We will eliminate PVC from all packaging by 2012 (where technical solutions exist).

Future Challenges

To achieve our target of increasing recycling and recovery rates we will need to work in partnership with governments, reprocessors and NGOs.

We will work towards the longer-term goal of 100% sustainable packaging by exploring the potential for emerging technologies and 'cradle-to-cradle' approaches.

Integrating sustainability into our innovation process has helped our designers develop products and packaging that use materials more efficiently.

Our redesigned Suave shampoo bottle saved the equivalent of more than

100 MILLION
plastic bottles over four years



The upside-down deodorant pack for Rexona, Sure and Dove uses up to

18% LESS
plastic in each pack

*Throughout this document the environmental targets are expressed on a 'per consumer use' basis on a baseline of 2008. By 'per consumer use' we mean a single use, portion or serving of a product.



SUSTAINABLE SOURCING

GROWING FOR THE FUTURE

Our Approach

Food security is under threat from rising populations, changing weather patterns, water scarcity and unsustainable farming practices. As half our raw materials come from farms and forests we will focus our efforts first on those ingredients which come from agriculture.

Our Metric

We have developed a metric for the sustainable sourcing of raw materials.

Raw or packaging material sourced from verifiable sustainable renewable sources or made from recycled materials (% by weight)

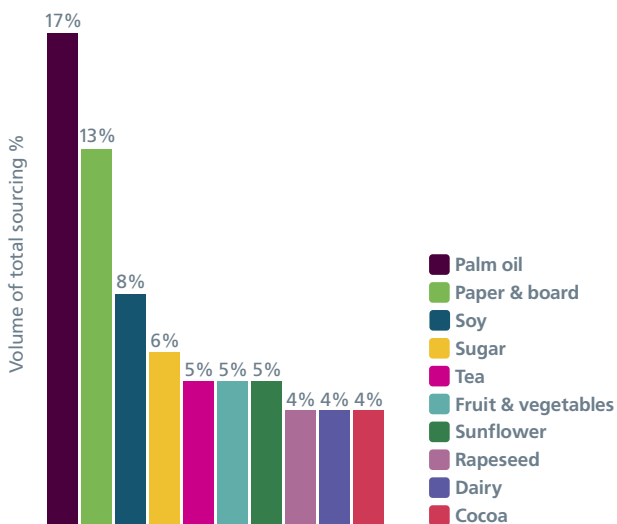
Our Footprint

For certain raw materials our share of world volumes is large.

Unilever share of world volume 2009 (estimate)

Black tea	12%
Tomatoes for processing	6%
Dried onion and garlic for processing	5%
Palm oil	3%
Rapeseed oil	2%
Sunflower oil	2%
Soy	1%

Our top 10 agricultural raw materials (% total agricultural volume 2009)



OUR TARGETS

By 2020 we will source 100% of our agricultural raw materials sustainably:

- 10% by 2010
- 30% by 2012
- 50% by 2015
- 100% by 2020

We will focus first on our top ten agricultural raw material groups (around 70% of our agricultural raw material volumes):

Sustainable palm oil

- We will purchase all palm oil from certified sustainable sources by 2015.

Sustainable paper and board

- We will source 75% of the paper and board for our packaging from certified sustainably managed forests or from recycled material by 2015. We will reach 100% by 2020.

Sustainable soy

- We will source sustainably all soy beans by 2014 and all soy oils by 2020.

Sustainable tea

- By 2015 we aim to have the tea in all Lipton tea bags sourced from Rainforest Alliance Certified™ estates.
- By 2020 100% of Unilever's tea, including loose tea, will be sustainably sourced.

Sustainable fruit and vegetables

- We will purchase 100% of our fruit from sustainable sources by 2015.
- We will purchase 50% of our top 13 vegetables and herbs from sustainable sources by 2012, and 100% by 2015. This accounts for around 80% of our global vegetable and herb volume.

Sustainable cocoa

- We will source cocoa sustainably for our Magnum ice cream by 2015.
- All other cocoa will be sourced sustainably by 2020.

Sustainable sugar, sunflower oil, rapeseed oil and dairy

- We will source all these raw materials sustainably by 2020.

Fairtrade Ben & Jerry's

- All ingredients in Ben & Jerry's ice cream that can be sourced Fairtrade will be certified by 2013.

Cage-free eggs

- We aim to move to 100% cage-free eggs for all our products, including Ben & Jerry's ice cream and Hellmann's, Amora and Calvé mayonnaises.

Future Challenges

We face two big challenges in achieving sustainability in sourcing.

First, we know that the last 20% of our agricultural raw materials will be complex to source sustainably. These are ingredients where our volumes are small and our market leverage is weak. So success will depend on working with others.

Second, we are developing plans to source our non-agricultural (mainly chemical) raw materials sustainably.

All Lipton Yellow Label and PG Tips tea bags in Western Europe were sourced from Rainforest Alliance Certified™ farms by 2010.

Covering 70 tea estates and

38,000

smallholder farmers

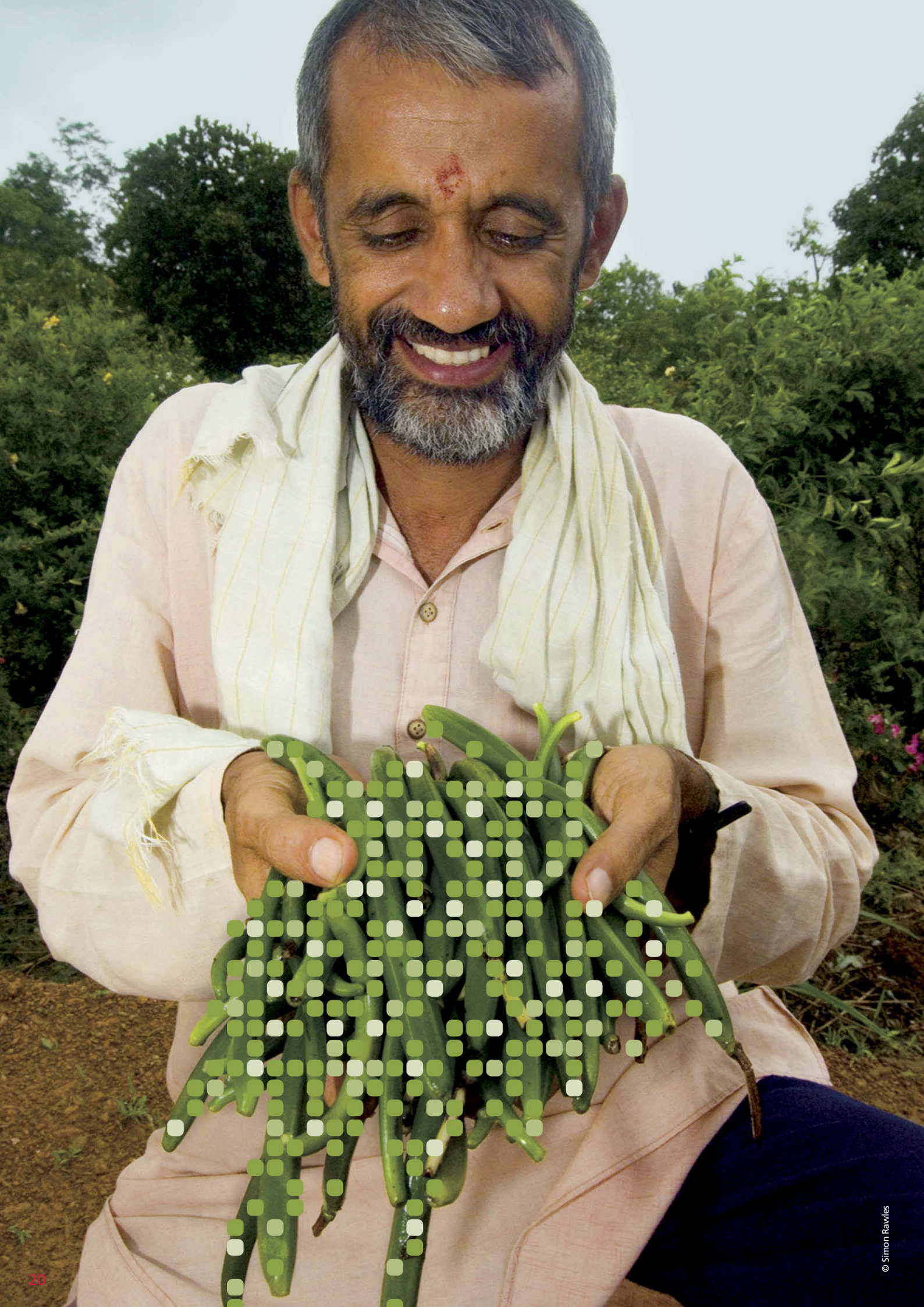


Providing good working conditions for

175,000

tea growers and conserving water supplies and protecting wildlife





BETTER LIVELIHOODS

SUPPORTING ECONOMIC DEVELOPMENT

Our Approach

Unilever works with hundreds of thousands of small businesses around the world. Some of these are smallholder farmers; others are micro-entrepreneurs who either sell or distribute our products. Most are in the developing world.

We work to raise the skills and productivity of these people so that they can increase their income and improve their standard of living.

OUR TARGETS

By 2020 we will link more than 500,000 smallholder farmers and small-scale distributors into our supply chain.

Helping smallholder farmers

- Our goal is to link 500,000 smallholder farmers into our supply network. We will help to improve their agricultural practices and thus enable them to supply into global markets at competitive prices. By doing so we will improve the quality of their livelihoods.

Our ambition is to link many more smallholder farmers into our global supply chain. To this end we have started a programme with Oxfam in Azerbaijan. We intend to start a second project in sub-Saharan Africa.

Supporting micro-entrepreneurs

Shakti, our door-to-door selling operation in India, provides work to large numbers of people in poor rural communities.

- We will increase the number of Shakti entrepreneurs that we recruit, train and employ from 45,000 in 2010 to 75,000 in 2015.
- We operate similar schemes in Bangladesh, Sri Lanka and Vietnam which we are also committed to expanding.

One in 8 people worldwide lives in an Indian village. To reach them Hindustan Unilever has recruited and trained women in rural areas to act as direct sales operators.

Earnings from Shakti mean these women often double their household income.



45,000 WOMEN
reaching
3 MILLION
households in
100,000
villages

Future Challenges

In developing countries three out of four poor people depend directly or indirectly on agriculture for their livelihoods. According to the World Bank, supporting smallholder farming is the most effective way of stimulating economic development and reducing poverty.

PEOPLE

CREATING A BETTER WORKPLACE

Our Approach

People provide the skills and creativity which drive our business. To ensure our long-term prosperity we want everyone to be healthy, motivated and committed.

Our Targets

Reduce workplace injuries and accidents

- We aim for zero workplace injuries.
- By 2020 we will reduce the total recordable accident frequency rate in our factories and offices by 50% versus 2008.

Improve employee health and nutrition

Our Lamplighter employee programme aims to improve the nutrition, fitness and mental resilience of employees. It has already been implemented in 30 countries, reaching 35,000 people.

- In 2011 we aim to extend the reach to a further eight countries. Our longer-term goal is to extend the reach to all countries where we operate.

Reduce employee travel

- We are investing in advanced video conferencing facilities to make communication easier while reducing travel for our employees. By 2011 this network will cover more than 30 countries.

Reduce energy consumption in our offices

- By 2020 we will halve the energy (kWh) purchased per occupant for the offices in our top 21 countries versus 2010.

Reduce office waste

- At least 90% of our office waste in our top 21 countries will be reused, recycled or recovered by 2015. We will send zero waste to landfill by 2017.
- By 2015 we will reduce paper consumption by 30% per head in our top 21 countries.

- We will eliminate paper in our invoicing, goods receipt, purchase order processes, financial reporting and employee expense processing by 2015, where legally allowable and technically possible.

Increase sustainable sourcing of office materials

- By 2013 we will source all paper-based office materials from either certified sustainable forests or recycled sources.



REPORTING PROGRESS

Governance

Our Board's Committee for Corporate Responsibility and Reputation will review the progress of the Plan.

Every quarter the Unilever Executive – led by our Chief Executive Officer – will monitor delivery. Each of the main elements of the Plan is led by a senior executive who is accountable for achieving the goals by their target dates.

Reporting on Progress

In addition to the main target dates, we are developing interim milestones to track progress on important components.

We will produce an annual public report on our progress towards these milestones. Key performance data will be externally assured.

We will report regularly on how the Plan is contributing to internationally agreed objectives, including the Millennium Development Goals and international climate change commitments.

Review and Consultation

The Unilever Sustainable Development Group – comprising five external specialists in corporate responsibility and sustainability – guide and critique the development of Unilever's sustainable development strategy.

We will also establish mechanisms internationally and at country and regional levels to seek views from a broad range of stakeholders, and will periodically review and revise the Plan to take account of their comments and changing external circumstances.





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