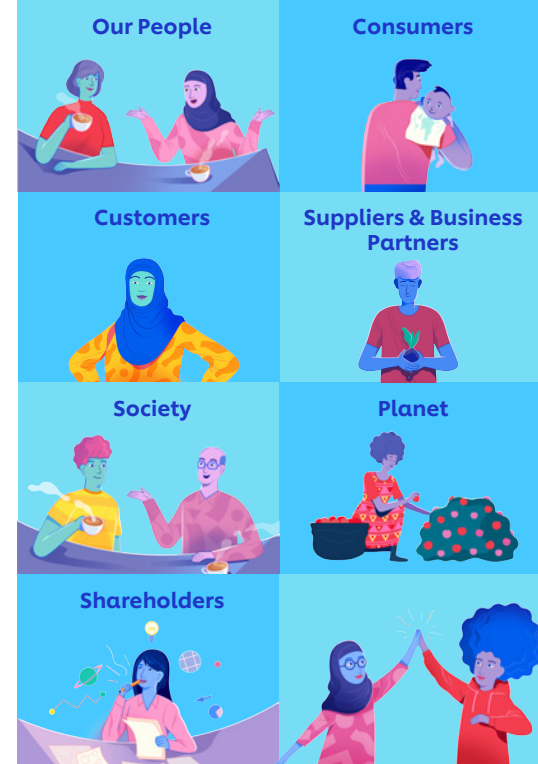


Our Vision is to be the global leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance, consistently delivering financial results in the top third of our industry.



Multi-stakeholder Model



Multi-year Financial Framework



Strategic Choices and Actions

1. Develop our **portfolio** into high growth spaces

Hygiene



Skin care



Prestige beauty



Functional nutrition



Plant-based foods

2. Win with our **brands** as a force for good, powered by purpose and innovation

Improve the health of the planet

Improve people's health, confidence and wellbeing



Contribute to a fairer, more socially inclusive world

Win with differentiated science and technology



3. Accelerate in USA, India, China and key growth **markets**

Build further scale in USA, India and China

Leverage emerging market strength



4. Lead in the **channels** of the future

Accelerate pure-play and omnichannel eCommerce

Develop eB2B business platforms

Drive category leadership through shopper insight



5. Build a purpose-led, future-fit organisation and growth **culture**

Unlock capacity through agility and digital transformation

Be a beacon for diversity, inclusion and values-based leadership

Build capability through lifelong learning

Operational Excellence through the 5 Growth Fundamentals



Win with our brands as a force for good, powered by purpose and innovation



Improve the health of the planet			Improve people's health, confidence and wellbeing		Contribute to a fairer, more socially inclusive world		
Climate action	Protect and regenerate nature	Waste-free world	Positive nutrition	Health and wellbeing	Equity, diversity and inclusion	Raise living standards	Future of work
Zero emissions in our operations by 2030	Deforestation-free supply chain in palm oil, paper and board, tea, soy and cocoa by 2023	50% virgin plastic reduction by 2025, including an absolute reduction of 100,000 tonnes	€1 billion annual sales from plant-based meat and dairy alternatives by 2025-2027	Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030.	Achieve an equitable and inclusive culture by eliminating any bias and discrimination in our practices and policies	Ensure that everyone who directly provides goods and services to Unilever will earn at least a living wage or income by 2030	Help equip 10 million young people with essential skills by 2030
Net zero emissions across Scope 1, 2 and 3 emissions by 2039	Help protect and regenerate 1.5 million hectares of land, forests and oceans by 2030	25% recycled plastic by 2025	Double the number of products sold that deliver positive nutrition by 2025	We will focus on: <ul style="list-style-type: none"> • Gender equity • Race and ethnicity equity • Body confidence and self-esteem • Mental wellbeing • Hand hygiene • Sanitation • Oral health • Skin health and healing 	Accelerate diverse representation at all levels of leadership	Help 5 million small and medium-sized enterprises grow their business by 2025	Pioneer new models to provide our employees with flexible employment options by 2030
Halve greenhouse gas impact of our products across the lifecycle by 2030	100% sustainable sourcing of our key agricultural crops	Collect and process more plastic than we sell by 2025	70% of our portfolio to meet WHO-aligned nutritional standards by 2022		5% of our workforce to be made up of people with disabilities by 2025	Spend €2 billion annually with diverse businesses worldwide by 2025	Reskill or upskill our employees with future-fit skills by 2025
Replace fossil-fuel derived carbon with renewable or recycled carbon in all our cleaning and laundry product formulations by 2030	Empower farmers and smallholders to protect and regenerate farm environments	100% reusable, recyclable or compostable plastic packaging by 2025	95% of packaged ice cream to contain no more than 22g total sugar per serving by 2025		Increase representation of diverse groups in our advertising		
Share the carbon footprint of every product we sell	Implement water stewardship programmes in 100 locations in water-stressed areas by 2030	Maintain zero waste to landfill in our factories	95% of packaged ice cream to contain no more than 250 kcal per serving by 2025				
	100% of our ingredients will be biodegradable by 2030		85% of our Foods portfolio to help consumers reduce their salt intake to no more than 5g per day by 2022				

Supported by: €1 billion Climate & Nature Fund

Respect human rights

Respect and promote human rights and the effective implementation of the UN Guiding Principles, and ensure compliance with our Responsible Sourcing Policy

Our responsible business fundamentals



Business integrity



Safety at work



Employee wellbeing



Product safety and quality



Responsible innovation



Responsible advertising and marketing



Safeguarding data



Engaging with stakeholders



Responsible taxpayer



Committed to transparency

See our Planet & Society Hub on [unilever.com](https://www.unilever.com) for more