



UNILEVER SUSTAINABLE LIVING PLAN

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UNILEVER IS A GLOBAL COMPANY

400
BRANDS

SALES IN
+190
COUNTRIES

OPERATIONS IN
100
COUNTRIES

150
MILLION
PURCHASES
A DAY

USED
2BN
TIMES A DAY

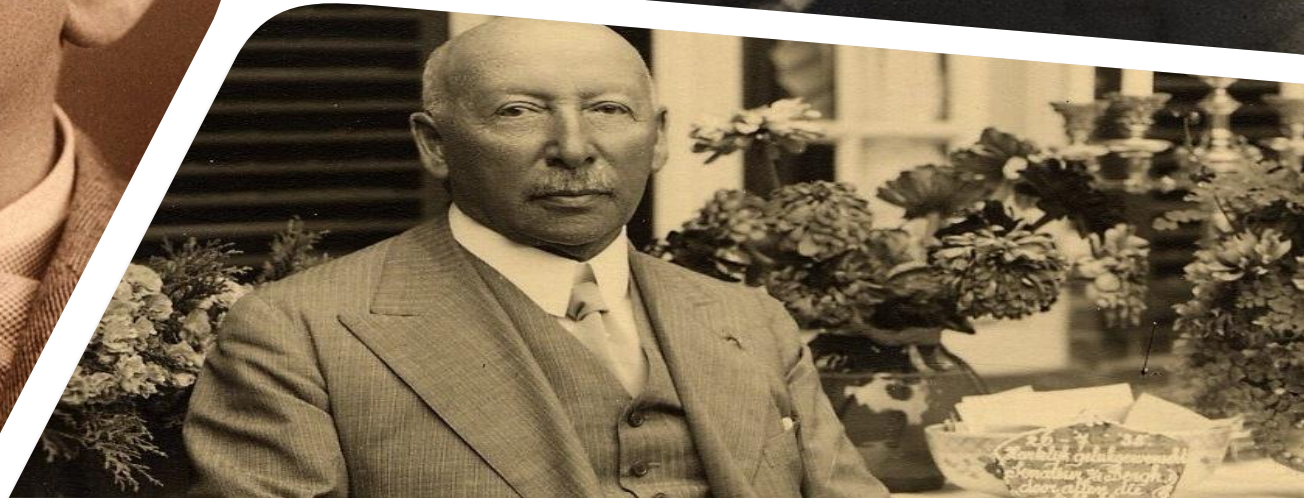
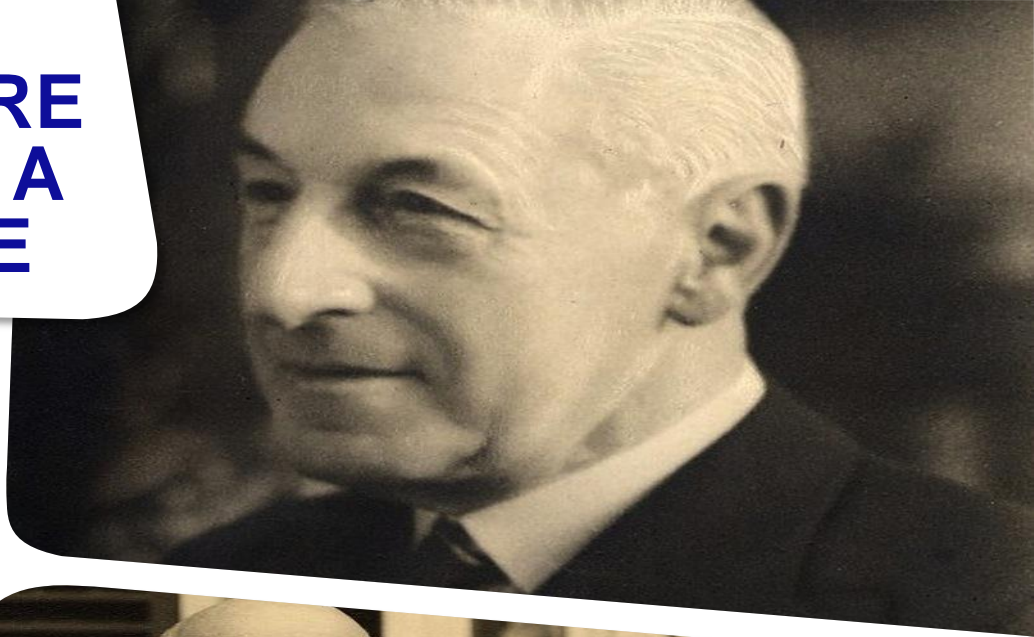
OUR BRANDS ARE USED 2 BILLION TIMES A DAY IN OVER 190 COUNTRIES



CHALLENGE FOR BUSINESS



**OUR FOUNDERS WERE
BUSINESSMEN WITH A
SOCIAL CONSCIENCE**



THE WORLD STILL FACES HUGE CHALLENGES



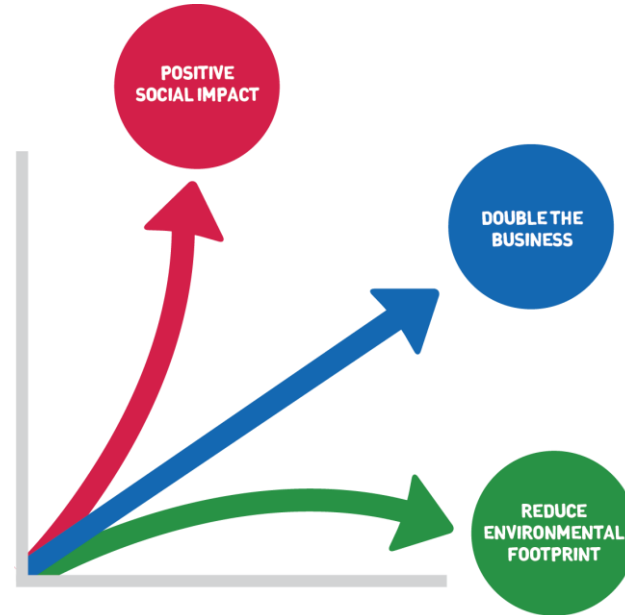
WE ONLY HAVE ONE PLANET, NOT THREE





OUR VISION:

**DOUBLE THE SIZE OF OUR BUSINESS,
WHILST REDUCING OUR ENVIRONMENTAL
FOOTPRINT AND INCREASING OUR
POSITIVE SOCIAL IMPACT**



GLOBAL CHALLENGES, BUSINESS SOLUTIONS



SUMMARY OF OUR KEY TARGETS

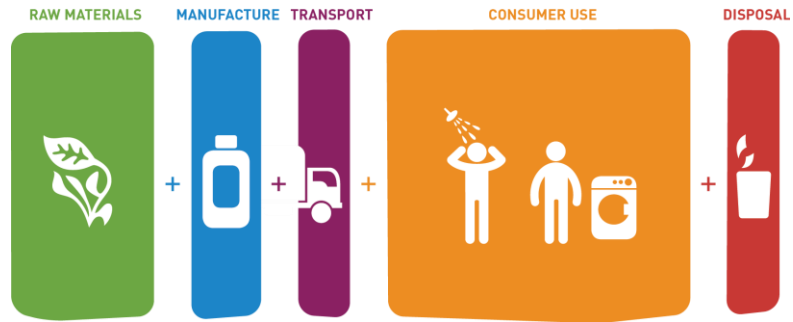


IMPROVING HEALTH AND WELL-BEING		REDUCING ENVIRONMENTAL IMPACTS			ENHANCING LIVELIHOODS	
HEALTH & HYGIENE	NUTRITION	GREENHOUSE GASES	WATER	WASTE	SUSTAINABLE SOURCING	BETTER LIVELIHOODS
Reduce diarrhoeal disease through handwashing	Reduce salt levels	Reduce GHG from skin cleansing & hair washing	Reduce water use in the laundry process	Reduce packaging	Sustainable paper and board	Smallholder farmers
Provide safe drinking water	Reduce saturated fat	Reduce GHG from washing clothes	Reduce water use in skin cleansing and hair washing	Recycle packaging	Sustainable soy beans and soy oil	Small-scale distributors
Improve oral health	Increase essential fatty acids	Reduce GHG from manufacturing	Reduce water use in agriculture	Increase recycling and recovery rates	Sustainable tea	
Improve self-esteem	Remove trans fat	Reduce GHG from transport	Reduce water in the manufacturing process	Increase recycled content	Sustainable fruit & vegetables	
Reduce workplace injuries	Reduce sugar	Reduce GHG from refrigeration		Reuse packaging	Sustainable cocoa	
	Reduce calories	Reduce energy consumption in our offices		Tackle sachet waste	Sustainable sugar	
	Improve heart health	Reduce employee travel		Reduce waste from manufacturing	Sustainable sunflower oil	
	Provide healthy eating information			Eliminate PVC	Sustainable rapeseed oil	
	Improve employee health and nutrition			Reduce office waste	Sustainable dairy	

THREE KEY FEATURES



**All brands
All countries**



**Life cycle
impacts**



**Not only
environmental
focus**

THREE BIG GOALS BY 2020



HELP
1 BILLION
PEOPLE IMPROVE
THEIR HEALTH
& WELL-BEING

HALVE
ENVIRONMENTAL
FOOTPRINT OF
OUR PRODUCTS

SOURCE
100%
OF AGRICULTURAL
RAW MATERIALS
SUSTAINABLY

THE BUSINESS CASE FOR SUSTAINABILITY IS COMPELLING



MAKING GOOD PROGRESS IN 3 AREAS



**MANUFACTURING
ECO-EFFICIENCY**

**SUSTAINABLE
SOURCING**

**ROLLING OUT
SUSTAINABLE
INNOVATION**

PROGRESS IN WASTE AND GHG REDUCTION



Manufacturing GHG emissions cut by 1/3rd



Manufacturing waste cut by half



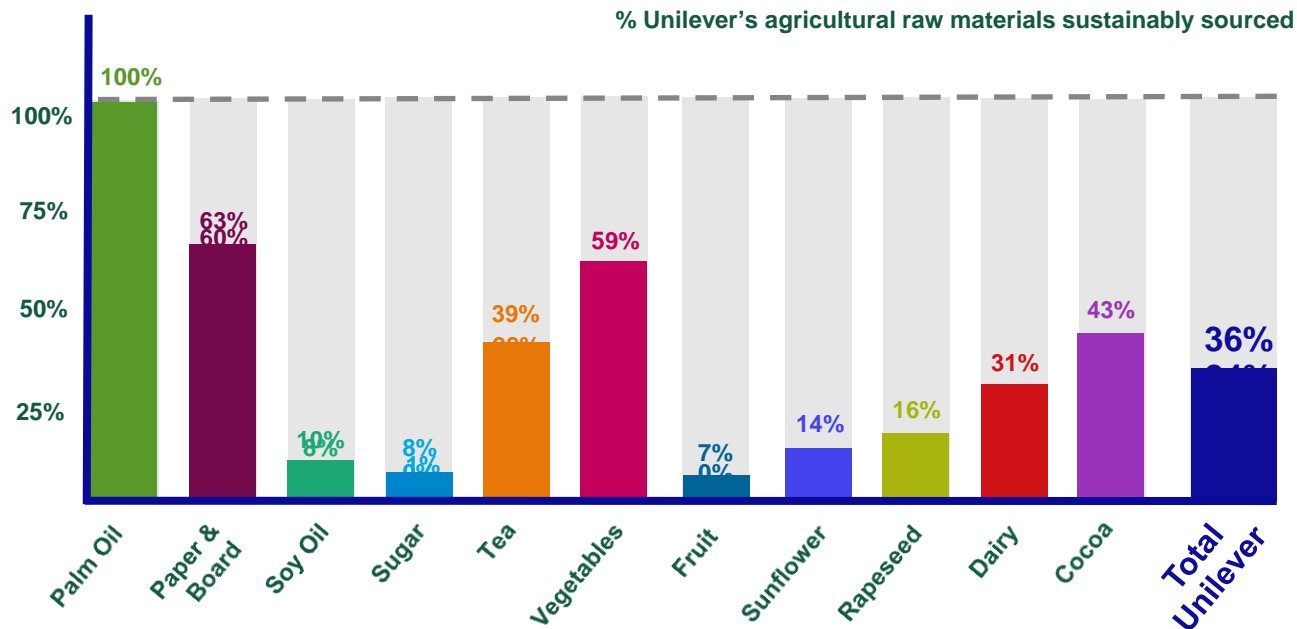
Over half our factories zero waste

**MANUFACTURING
ECO-EFFICIENCY**

**SUSTAINABLE
SOURCING**

**ROLLING OUT
SUSTAINABLE INNOVATION**

SUSTAINABLE SOURCING PROGRESS 2010-2012, 48% IN 2013

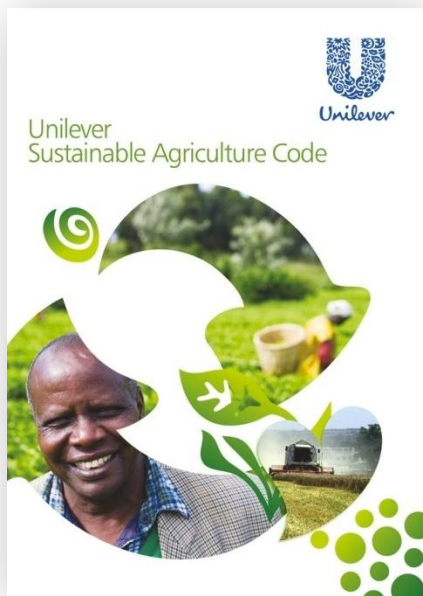


MANUFACTURING
ECO-EFFICIENCY

SUSTAINABLE
SOURCING

ROLLING OUT
SUSTAINABLE INNOVATION

59% VEGETABLES SUSTAINABLY GROWN



MANUFACTURING
ECO-EFFICIENCY

**SUSTAINABLE
SOURCING**

ROLLING OUT
SUSTAINABLE INNOVATION

PALM OIL



ALL

Palm oil sust. sourced
end 2012, end 2014
traceable and in 2020
traceable certified



MANUFACTURING
ECO-EFFICIENCY

SUSTAINABLE
SOURCING

ROLLING OUT
SUSTAINABLE INNOVATION

SUSTAINABLE SOURCING: PAPER, TEA, COCOA



63% paper & board certified or recycled



75% of our Lipton teabags contain Rainforest Alliance Certified™ tea



70% of Magnum's cocoa is Rainforest Alliance Certified™

**TWO YEARS AGO,
FARMER HENRY
PRODUCED EIGHT
BAGS OF COCOA
BEANS A YEAR.**

**THANKS TO THE BEST
PRACTICE THE
PARTNERSHIP
TRAINING HAS
TAUGHT HIM, HE
MORE THAN DOUBLES
THAT NOW.**

**HE ALSO EARNS 33%
MORE PER BAG, NOW
THAT HE'S CERTIFIED.**



HIGHER YIELDS

- 20%-30% average increase in output

BETTER PRICE

Premium in place for certified crops

STRONG ROLLOUT

After just one year, over 10,000 farmers have achieved Rainforest Alliance certification, by now 29,000 farmers are impacted positively

IMPROVED QUALITY

Shown in checks with local quality assurance

2013 MILESTONE

70% of cocoa in Magnum is sustainably sourced

2015 MISSION

100% of cocoa in Magnum is sustainably sourced



ROLLING OUT SUSTAINABLE INNOVATION



**Comfort One Rinse
now in India &
Cambodia**



**New recipe Flora & Becel
with 25% less saturated
fats now in more than 10
countries**



**Thinner layers
reduce packaging by
530 tonnes and save
€1.3m**

MANUFACTURING
ECO-EFFICIENCY

SUSTAINABLE
SOURCING

ROLLING OUT
SUSTAINABLE INNOVATION

NL EXAMPLE: REDUCE SUGAR AND CALORIES



All kids ice cream <
110 kilocalories



7% sugar reduction
entire Ice Tea
portfolio



30% less fat

MANUFACTURING
ECO-EFFICIENCY

SUSTAINABLE
SOURCING

ROLLING OUT
SUSTAINABLE INNOVATION

PARTNERSHIPS ARE CRUCIAAL



- MANUFACTURING
ECO-EFFICIENCY
- SUSTAINABLE
SOURCING
- ROLLING OUT
SUSTAINABLE INNOVATION

FACING CHALLENGES IN 3 AREAS



**SCALING UP
HEALTH & HYGIENE
PROGRAMMES**

**REDUCING
ENVIRONMENTAL
IMPACTS ACROSS
THE VALUE CHAIN**

**CHANGING
CONSUMER
BEHAVIOUR**

REACHING MORE PEOPLE FOR LESS COST



SCALING UP
HEALTH & HYGIENE
PROGRAMMES

REDUCING ENVIRONMENTAL
IMPACTS ACROSS
THE VALUE CHAIN

CHANGING CONSUMER
BEHAVIOUR

DECREASE SALT CONTENT



-13% & -4%



-11%



- 26%



-2,5% elke 6 maanden

SCALING UP
HEALTH & HYGIENE
PROGRAMMES

REDUCING ENVIRONMENTAL
IMPACTS ACROSS
THE VALUE CHAIN

CHANGING CONSUMER
BEHAVIOUR

HELPING CONSUMERS USE LESS WATER & ENERGY



Our concentrated and compacted laundry detergents have cut the GHG of 4.7 billion washes by up to half



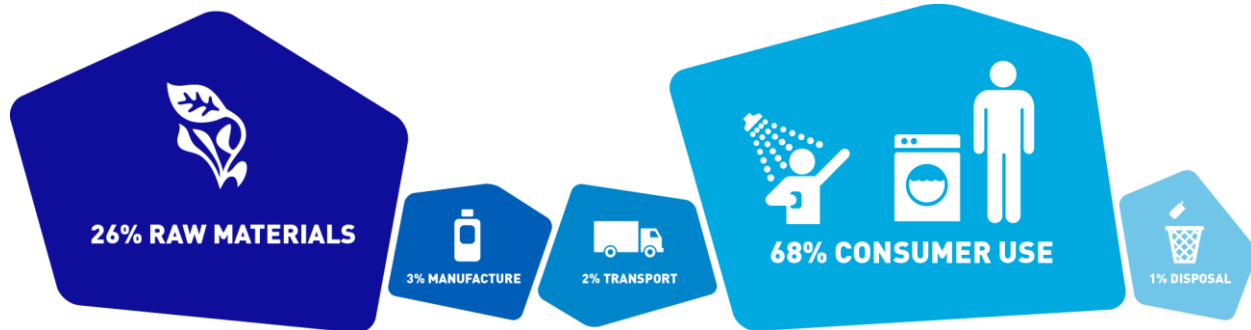
Dry shampoos reduce GHG by 90% compared to washing hair with heated water

SCALING UP
HEALTH & HYGIENE
PROGRAMMES

REDUCING ENVIRONMENTAL
IMPACTS ACROSS
THE VALUE CHAIN

CHANGING CONSUMER
BEHAVIOUR

SUSTAINABLE INNOVATIONS NOT SUFFICIENT



OPSCALEN VOEDINGS-
EN GEZONDHEIDS-
INITIATIEVEN

MILIEU-IMPACT-
REDUCTIE IN DE KETEN

CONSUMENTEN-
GEDRAGSVERANDERING

WE NEED



a choice for more sustainable products



to support consumers



a real behaviour change

WATERSPAARDERS



minder warm water
beter voor later

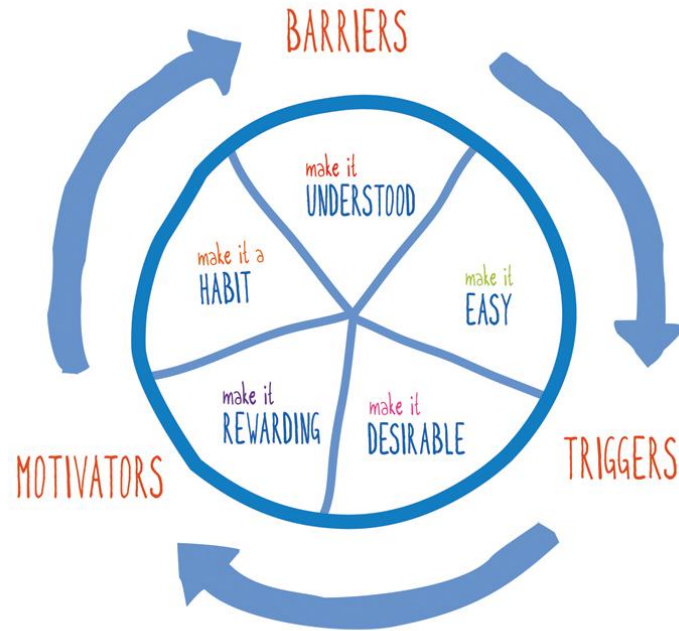


OPSCALLEN VOEDINGS-
EN GEZONDHEIDS-
INITIATIEVEN

MILIEU-IMPACT-
REDUCTIE IN DE KETEN

CONSUMENTEN-
GEDRAGSVERANDERING

UNILEVERS 5 LEVERS FOR CHANGE





**MAKE
SUSTAINABLE
LIVING
COMMONPLACE**

DURING THE BREAK:
EXPERIENCE THE
ULTIMATE
CHOCOLATE
PLEASURE FROM
BEAN TO BITE




MAGNUM[®]

For pleasure seekers

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EXPERIENCE THE
ULTIMATE
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