



Unilever

Responsible and Sustainable Sourcing

Standards guide for our supply partners



About Unilever

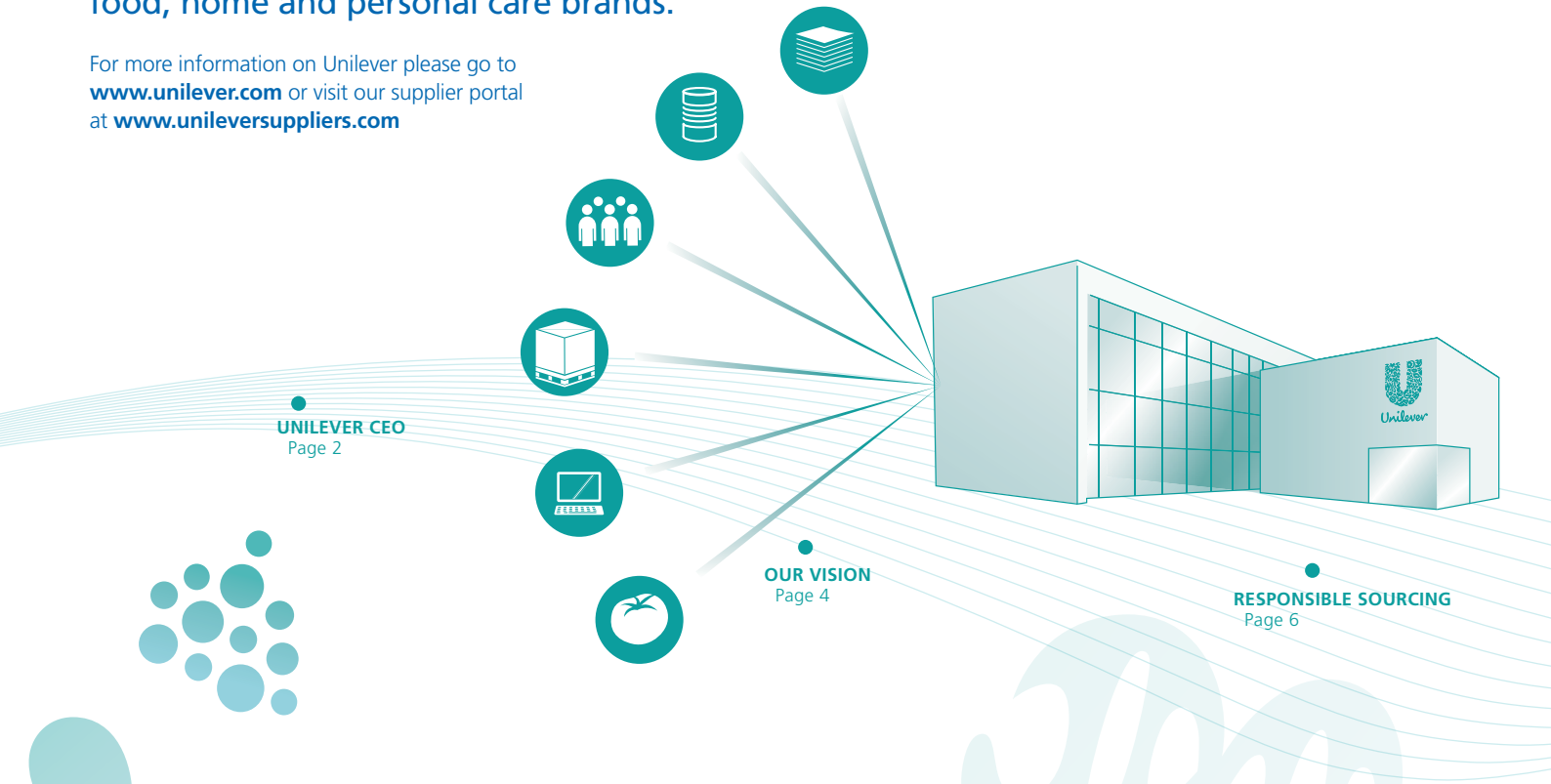
We are one of the world's leading consumer goods companies. On any one day, 2 billion people use our products. Our mission is to meet the everyday needs of people all around the world with trusted food, home and personal care brands.

For more information on Unilever please go to www.unilever.com or visit our supplier portal at www.unileversuppliers.com

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Why work in partnership?

At Unilever, we have ambitious plans to grow our business while reducing our overall environmental impact, and only through partnering with our suppliers will sustainable and profitable growth be achievable.

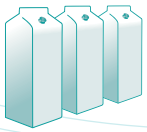
We can't move towards a more responsible and sustainable supply chain without you. It's vital to us that we explain just how important it is to have you, our suppliers, with us on this journey.

This is a guide which provides a clearer picture of how we intend to deliver on our commitments and help you deliver on yours.

Across the global company we've set industry-leading benchmarks for responsible sourcing to deliver on our commitment to sustainable growth. We have embedded these standards into every element of our business, and want to invite our suppliers to partner us in achieving equally robust sustainability principles.

This guide outlines the vital role you play, as a supplier to Unilever, and how we can work together to create a successful and sustainable supply chain.

We believe we have strong sustainable growth targets which are already translating into higher turnover. To deliver the growth of the future we need both innovation alongside innovative capabilities and capacity. Our growth should be your growth and together we can develop the joint flexibility to react quickly in the market place and partner to win.



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The standards we set for ourselves

Our Vision and **Code of Business principles** set out our purpose and beliefs, shaping the way we operate around the world.

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What we expect

We apply the same principles and benchmarks to our suppliers as to our own company, based on industry best practice and international legislation.

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Achieving our sustainability goals

Find out how you are a part of our Unilever Sustainable Living Plan – our overarching aim to grow our business sustainably.

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How we can work more closely together

Learn more about how we can both benefit from a successful partnership, and the support we can provide.

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“Delivering on our 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.”



The role of responsible Supply Chains in creating a sustainable business

We have an important message we want to share with valued suppliers around the world. Unilever has ambitious goals to grow the business and at the same time improve its sustainability. For suppliers, that requires going beyond compliance with our global standards. It means working in partnership with us and others to address the challenges confronting the world.

Today, global businesses like ours face a 'perfect storm': economic uncertainty, climate unpredictability, water scarcity and food insecurity. Seen against a backdrop of population growth and the need to increase food production by 50% by 2030, few businesses can afford not to take notice.

As CEO of one of the world's leading consumer goods companies, with products on sale in more than 180 countries, I believe our business and brands have a critical role in meeting these challenges. We enjoy leading positions and serve more consumers than anyone else in fast-growing emerging markets. We make and sell products in food, hygiene and personal care categories that can make a real difference to people's lives. On any one day, two billion people use our products. We buy goods and raw materials in quantities that can also make a big difference to the farmers and workers who supply them.

We intend to make this difference by holding fast to the ethos that has underpinned the business since it began over 100 years ago – the idea that Unilever has a responsibility to others, besides shareholders, who have an interest in us and on whom we depend: namely our employees, suppliers, customers, business partners and consumers. Though this ethos is the right one, it is one that we cannot accomplish alone.

Today, our vision remains consistent with this: to work to create a better future every day – through our brands, our business relationships and our sourcing practices.

Our business ambition is to double the size of the company while reducing our overall impact on the environment. To achieve this, we have to de-couple growth from environmental impacts. Our suppliers must play a critical role in helping to deliver this ambition, to help us buy responsibly and enable us to source sustainably.

Globally, we spend more than €15 billion a year on sourcing raw materials, packaging and goods for resale. We buy around 12% of the world's black tea, 6% of the world's processed tomatoes, and 3% of the world's palm oil. Some of our biggest impacts, notably water use, green house gas emissions and waste, are in the supply chain.

To address these impacts and develop an effective response to these global challenges, we need to work more closely with our suppliers around the world. We've made a start, both in our own actions and in working with others, through initiatives such as AIM-PROGRESS on labour standards and partnerships such as the Rainforest Alliance on sourcing tea sustainably.

This guidance document is our way of both informing you of what we're doing and asking you to be part of the solution. In this, we are asking no more of you than we demand of ourselves. Together, we really can make a difference.

Paul Polman
Unilever CEO

Our Vision

Our Vision comprises the following four elements:

We work to create a better future every day.

We help people feel good, look good and get more out of life with brands and services that are good for them and good for others.

We will inspire people to take small, everyday actions that can add up to a big difference for the world.

We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.

In 2010 we launched the Unilever Sustainable Living Plan, our vision to grow sustainably.

Under the plan, by 2020 we aim to source all our agricultural raw materials sustainably – and good partnerships with suppliers are crucial to achieving this target.

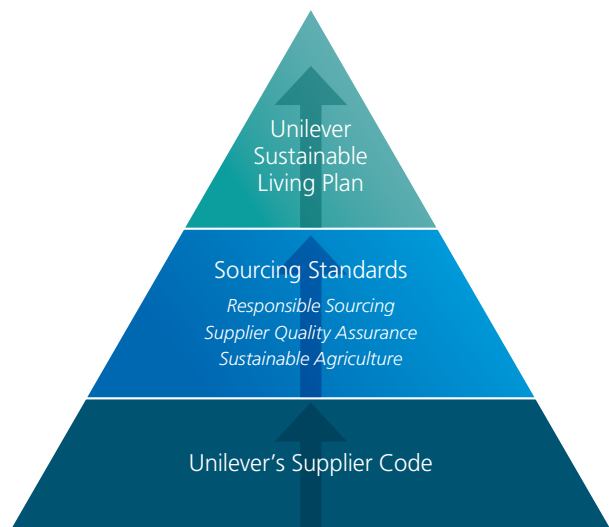
Working with you to manage our supply chain is critical to delivering on the Plan's goals, and creating a truly sustainable global business. That is why we are setting industry-leading standards for ourselves, and our suppliers – strengthening the foundation upon which we can develop our businesses together.

Through the Unilever Code of Business Principles, we set high standards for our sustainability practices within the company, and need our partners to adhere to business principles that are consistent with our own.

As a minimum, we encourage and support all our partners to uphold the standards in Unilever's Supplier Code. It's all part of shaping a sustainable value chain.

WHAT DOES SUCCESS LOOK LIKE?

IF WE WANT TO GROW TOGETHER WHAT DO WE NEED TO DO?



Agricultural and non-agricultural materials

For suppliers of agricultural materials and their direct derivatives we want to start, or continue, on the road to establishing sustainable agriculture programmes with the farmers who grow the crops. For this reason we created the Unilever Sustainable Agriculture Code¹. The Code combines guidance and a compilation of best practice examples from our long-standing commitment to sustainable agriculture.

Working closely with suppliers, we provide guidance and expertise to support these aims along the value chain. By doing so, we can shape the future for partners' businesses and our own, and grow together.

We also want to develop sustainable production practices with our suppliers of non-agricultural materials to minimise waste, use of water and green house gas emissions. We also encourage their membership in multi-industry and sector programmes (for example the Carbon Disclosure Project² in which we also participate).

We also ask that our partners confirm their adherence to these standards, and use the SEDEX³ platform to be assessed on their social and environmental aspects.

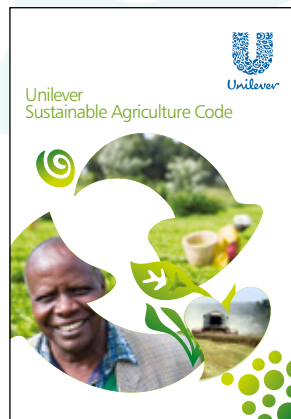
This cross-industry standard reduces the amount of specifications, audits and verifications, e.g. self assessment questionnaires, to be done by suppliers.

Our principles

Our Code of Business Principles are the guidelines by which we hold ourselves accountable. We apply them to our operations across every sector, in every part of the world.

As a key part of our value chain, we encourage suppliers to understand and uphold these too.

We set out in Unilever's Supplier Code – explained on the following pages – how we expect you to put these principles into practice. And if you are a supplier of agricultural products, our Sustainable Agriculture Code goes further in setting out the specific standards we ask you to meet.



¹ www.unilever.com/images/sd_Unilever_Sustainable_Agriculture_Code_2010_tcm13-216557.pdf



² www.cdproject.net



³ www.sedex.org.uk

What this means for you

Firstly, it means we want to maintain a **mutually beneficial relationship** with you.

Equally, it means we have a clear expectation of you **to uphold consistent standards of safety and quality** so that our products and brands remain a trusted part of people's lives.

Specifically, it means that in our promise to **reduce the environmental impacts** of our business we will need your co-operation. Innovation in both product development and in our supply chain are key.

It means that the standards of business integrity we expect of ourselves and our employees, **we also expect of you.**

And finally, it means that regardless of where we operate around the world, **these principles apply universally** to all our employees, business partners and suppliers.

How we will deliver Responsible Sourcing

We have stringent business principles, set out in our Supplier Code, outlining our standards on ethics, human rights legislation, environmental responsibility and sustainability.

We believe it's important that our partners share these principles.

Our Supplier Code sets out certain mandatory requirements, ensuring that you are as committed to the same high standards of business integrity that we set ourselves. We are asking no more of you than we ask of ourselves.

We share this Code with all our direct suppliers and seek assurance that systems are in place in your operation to ensure compliance with our key principles.

We aim to support you in achieving our standards, by sharing best practice to facilitate improvement.

This work is a continuous process, and we rely on your collaboration and efforts to make it possible. We work with a wealth of external partners and use the SEDEX platform (see more on page 9) to deploy common assessment methods which ensure procedures are to standards recognised by many of our peers.

We also believe the principle of mutual recognition is possible within our industry, and our suppliers may exchange their assessments with other customers – an audit for one is an audit for many. This simplified way of working ensures focus on the operation and common business development.

Compliance with our Supplier Code is one of our very basic requirements from any partner, and a significant step towards delivering on the sustainability aims that underpin Unilever's vision.



Unilever's Supplier Code

Compliance with the law

There shall be compliance with all applicable laws and regulations of the country where operations are undertaken.

Respect for human rights

There shall be respect for human rights, and no employee shall suffer harassment, physical or mental punishment, or other forms of abuse.

Wages and working hours

Wages and working hours will, as a minimum, comply with all applicable wage and hour laws, and rules and regulations, including minimum wage, overtime and maximum hours in the country concerned.

Forced labour

There shall be no use of forced or compulsory labour, and employees shall be free to leave employment after reasonable notice.

Child labour

There shall be no use of child labour, and specifically there will be compliance with relevant International Labour Organization (ILO) standards.

Freedom of association

There shall be respect for the right of employees to freedom of association and recognition of employees' rights to collective bargaining, where allowable by law.

Health and safety

Safe and healthy working conditions will be provided for all employees.

Care for the environment

Operations will be carried out with care for the environment and will include compliance with all relevant legislation in the country concerned.

Product quality and safety

All products and services will be delivered to meet the quality and safety criteria specified in relevant contract elements, and will be safe for their intended use.

Improper advantage

Business will be conducted with integrity. There will be no payments, services, gifts, entertainment or other advantages offered or given to any Unilever employee or third party which are intended to influence the way in which the Unilever employee or third party goes about his or her duties. Similarly, Unilever will not offer or give such payments, services, gifts, entertainment or other advantages to any supplier which are intended to influence the way in which the supplier goes about his or her duties. There will be no actual or attempted money laundering.

Responsibility

Unilever's direct suppliers will take responsibility to require adherence to the principals of this Supplier Code from their direct suppliers and exercise diligence in verifying that these principles are being adhered to in their supply chains.

For further guidelines regarding Unilever's Supplier Code, please visit, www.unilever.com/supplier-code

What can you do?

If required, provide us with the necessary assurances that you're upholding our sustainability practices, so that we can deliver our promise to consumers.

We encourage you to join SEDEX, so we can share visibility of your own supply chain and share our expertise.

In some cases, we may ask you to undertake audits of your operations by competent third parties to ensure our standards are being adhered to – and we will always support your efforts should you seek to take any corrective actions if such audits reveal concerns.

We may also invite you to engage in supplier workshops so we can hear your views, and share or exchange best practice with others.

How we will deliver Responsible Sourcing: our Assurance Process



To deliver our commitments our entire supply chain, including our suppliers, must comply with the standards we have set.



Only by developing a truly collaborative cross-industry effort, can we hope to improve standards for those who work in supply chains around the world.

The foundation of our approach rests in Unilever’s Supplier Code. Bringing this code to life needs to involve others – not just our suppliers, but also our peers and competitors with whom we share many common suppliers. In 2007, along with a few of our peers, we created a global initiative called AIM-PROGRESS⁴.

Programme for Responsible Sourcing (AIM-PROGRESS)

We aim to apply common methods for evaluating the social and environmental performance of suppliers, across specific groups of goods and services. We will use the principle of Mutual Recognition between members’ audit protocols and align to commonly agreed principles.

It’s an approach which offers benefits for all our stakeholders. Suppliers can share their audit reports on the principle that ‘an audit for one is an audit for many’; reducing unnecessary duplication in dealing with multiple requests from buyers.

For Unilever, the programme means we are able to free up time and resource to assess suppliers and focus on where we need to make improvements.

And there are invaluable advantages for society as a whole too. Only by developing a truly collaborative cross-industry effort, can we hope to improve standards for those who work in supply chains around the world.



⁴ www.aim.be/responsible_sourcing.htm

Supplier Ethical Data Exchange (SEDEX)

SEDEX is the platform we use for the social and environmental assessment of our suppliers. Membership can be a requirement of working with Unilever. It is also a requirement that many of our customers ask of us.

During 2008, we started inviting suppliers to register with SEDEX to complete the social and environmental assessment of their sites. This programme is now being rolled out across our business regions and supply sectors where assurance of our suppliers operational practices is required.

Many of these will be among the 22,000 suppliers already using SEDEX or also among those invited to register by other companies in our sector.

Training

While SEDEX helps us understand our supply base, it is incomplete without the engagement and training of both our procurement teams and our suppliers. We are inviting suppliers to attend workshops to increase involvement, understanding and ultimately compliance with our standards.

Committed to improvement

Where supplier audits reveal non-compliance, our first response is to work towards addressing the problems and ensure that appropriate, time-bound corrective action plans are in place. We want to continue business with suppliers who are able to commit to these improvements, though we reserve the right, where changes are not agreed, to terminate business as a last resort.

Promoting best practice

We are committed to sharing our expertise in sustainable sourcing, and working more closely with suppliers on the journey towards sustainability across the value chain of every product in our portfolio.

We recognise that there is the potential for some suppliers to be confused about the standards set by us by and our industry peers. That's why in 2007 we became founding members of AIM-PROGRESS. Unilever, and many AIM-PROGRESS members, are now actively communicating and promoting their agreed and common approaches to responsible sourcing, in many regions of the world via supplier awareness workshops.

We expect our suppliers to participate in these events and to promote improved ways of working within their own industry sectors and supply chains.

That is why we expect this to be an integral part of our Supplier Code and expect the highest standards from our suppliers. It is also why we require a separate process of quality assurance and monitoring to ensure that these standards are in place and maintained.

Quality Assurance

Our Quality Assurance Programme runs independently from our Responsible Sourcing Programme. It requires that our suppliers adopt best industry practices to ensure that the quality of the goods or services provided to Unilever meet, as a minimum, the specifications defined in our contracts. Companies will only be approved to supply Unilever if they can demonstrate they have the necessary quality management systems in place to meet our own quality standards.

To help simplify this requirement for the supply of ingredients and packaging materials, Unilever recognises a range of industry-approved quality standards that align with the Global Foods Safety Initiative (GFSI). Quality standards for foods ingredients and packaging will only be accepted if they conform to the requirements of the GFSI. Where materials are supplied from sectors where the GFSI-approved standards are not applicable, Unilever will advise suppliers of other quality standards we recognise to be appropriate to our business or be prepared to consider and review alternative standards proposed by suppliers.

Who are AIM-PROGRESS?

PROGRESS is a formal task force promoting responsible sourcing and sustainable production within the European Brand Association (AIM). 24 members include Coca-Cola, Nestlé, Danone, Diageo, PepsiCo, Cadbury and Procter & Gamble. It is also endorsed by the Grocery Manufacturers of America (GMA).

Who are SEDEX?

SEDEX is a not-for-profit organisation founded in 2004 by a group of major UK retailers who recognised the need to collaborate on ethical supply chain assessment. Its goals are to ease the burden on suppliers and drive improvements in labour standards at production sites. SEDEX now has full global reach, with more than 475 retailers and branded goods manufacturers using the system. The sites of approximately 22,000 suppliers are registered within the database.

Our procurement team

Our procurement team has responsibility for ensuring that all our suppliers understand these requirements and strive to meet them. They will be part of your contractual agreements with us, and to support you in adhering to our principles, we may ask you to participate in assessments, or work with you to take positive action and change some of your existing approaches.

This provides our stakeholders with the transparency and objectivity they need to know that our business principles are truly being lived out in our supply chains.

From time to time, our supply managers will therefore review aspects of Unilever's Supplier Code with suppliers during routine business meetings. We look forward to close cooperation on this matter.

Sustainable Growth

In line with the Unilever Sustainable Living Plan⁵, we are responding to challenges on global issues across our entire supply chain.



⁵ www.sustainable-living.unilever.com



More than half of Unilever's sales are now in developing countries, the very places which face the greatest sustainability challenges – deforestation, water scarcity, poor sanitation.

For us, the business case for integrating sustainability into our brands through the Unilever Sustainable Living Plan is clear.

Our consumers are increasingly seeking 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 and Ben & Jerry's Fairtrade ice cream. A more sustainable brand is often a more desirable brand.

More than half of Unilever's sales are now in developing countries, the very places which face the greatest sustainability challenges – deforestation, water scarcity, poor sanitation. These countries represent major growth markets for us, 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.

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 is also of key importance to us because over 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.

With your support, the Unilever Sustainable Living Plan will result in three significant outcomes by 2020:

- We will help more than a billion people take action to improve their health and well-being
- 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
- We will enhance the livelihoods of hundreds of thousands of people in our supply chain.

Unilever has chosen to develop specific responses to these global sustainability challenges such as greenhouse gas emissions, water and waste, many of which are acute in agriculture. Where we can make a difference, we seek to take a lead, and through ambitious targets, we are seeking to halve the water, waste and greenhouse gas emissions of our products across their life cycles.

At the heart of our work on our agricultural supply lies a code that we expect suppliers and partner farms to comply to. Beyond this, our work on issues such as greenhouse gas emissions, forestry and water increasingly demands leadership from us, and participation of our suppliers too.

Sustainable sourcing

Our key targets are set out in the Unilever Sustainable Living Plan. We have clear goals to improve sustainability for some of our most commonly used ingredients and materials – as outlined in the box opposite.

We expect to face challenges on the way to meeting these long-term goals. 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 weaker. Secondly we are developing plans to source our non-agricultural (mainly chemical) raw materials in a more sustainable way. So our success will rely on building strong relationships with our partner suppliers.

Our targets

Percentage of our agricultural raw materials sourced sustainably by 2020.

2010: **10%** 2012: **30%** 2015: **50%** 2020: **100%**

Sustainable palm oil

We are aiming to purchase all our palm oil from certified sustainable sources by 2015, buy only sustainable soy beans by 2014, and ensure all our soy oils are sustainably sourced 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 our tea, including loose tea, will be sustainable sourced.

Fairtrade Ben & Jerry's

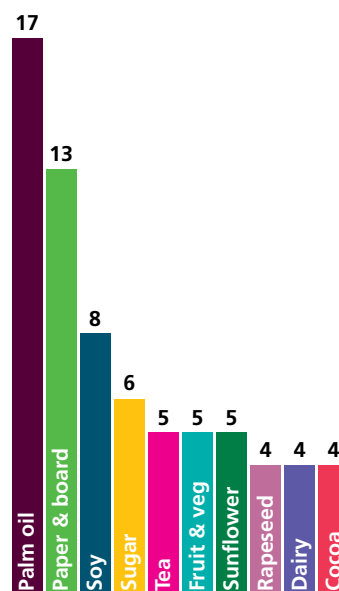
Building on the ice-cream brand's established eco-friendly reputation, all ingredients in our Ben & Jerry's ice cream that can be sourced from Fairtrade suppliers, will be certified by 2013.

Sustainable paper and board

This commitment extends to packaging too. We will source 75% of the paper and board for our packaging from sustainably managed forests or recycled material by 2015, reaching 100% by 2020.

OUR TOP 10 AGRICULTURAL RAW MATERIALS

% VOLUME OF UNILEVER SOURCING 2009



UNILEVER SHARE OF WORLD VOLUME

% TOTAL 2009

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

* for processing

Our Sustainable Agriculture Code

Our Sustainable Agricultural Code (SAC) is the product of over ten years of evolution. It aligns with Unilever's Supplier Code and sets out core standards and expectations of both ourselves, and our suppliers, on 11 key indicators ranging from working conditions and health and safety, through to animal husbandry, soil management, water and biodiversity. It applies to all our suppliers of agricultural goods, and in some areas, extends to the farmers managing the land too. Our expectations are 'graded' across three levels ('mandatory requirement', 'must do' and 'should do'). This reflects the complexity of the issues at hand and acknowledges that while some require compliance, others are a 'journey' of actions.

We are also keen to promote equivalence – if our suppliers have a programme or certification against a standard in place for sustainable agriculture we can quickly benchmark it to our code to reduce multiple requests and duplication for our suppliers.

In developing and applying the code, we are supported by external sustainable agriculture industry experts from whom we seek regular support and advice.

Working with others

The scale of the task means we must work with others to make a difference. Please see relevant website links opposite which detail our work on key partnerships such as the Roundtable on Sustainable Palm Oil (RSPO), the Round Table on Responsible Soy (RTRS), the Sustainable Agriculture Initiative Platform, the Sustainable Food Laboratory and the Forestry Disclosure Project.

The importance of supply chain sustainability

Concern is rising about food insecurity, climate change, water scarcity and unsustainable farming practices. Governments, consumers and campaigning groups are increasingly interested in how food is sourced. They are asking Unilever to do more.

Agricultural crops make up over half of our raw materials. Globally, we also buy significant volumes of the world's key crops such as black tea (12%), tomatoes (6%), onions and garlic (5%), sunflower oil (2%), palm oil (3%) and soy (1%).

As a result of this, our supply chain is linked to a complex network of thousands of smallholder farmers, large agri-businesses, and third party suppliers. We also buy from commodity markets. Sustainable sourcing is therefore a strategic business issue.

What this means for suppliers

If you are a supplier of agricultural products, we will work with you to clarify the standards set out in our Sustainable Agriculture Code, so you can adhere to them, and in turn share them with your own agricultural raw material suppliers.

If you are a supplier of non-agricultural products, we are developing plans to source these raw materials in a more sustainable way in partnership with you.

In order to create an effective partnership, we also need you to be willing to engage with us on specific initiatives such as the Carbon Disclosure Project, or programmes which may be of material concern to your supply chain. It's vital to explore sustainable sourcing opportunities as part of our shared progress towards a completely sustainable value chain.

We believe this is a journey, and we must all remain aware of newly emerging issues and concerns, developing appropriate and impactful responses when they are required.

Finally, as a supplier and partner to Unilever, we hope you share our goals around the sustainable sourcing agenda, and can see the benefits for growth that it presents for us both – working together. By sharing our knowledge, expertise and innovation, we can lead the industry in creating a truly sustainable supply chain.

© Simon Rawles



Working together more effectively

Core standards of responsible sourcing

We require all our suppliers to provide us with assurance that they adhere to the principles of Unilever's Supplier Code. If needed we will request details of their SEDEX membership to enable greater compliance, transparency and accountability throughout our entire supply chain. This is a non-negotiable part of doing business with us.

Leading on agricultural supply chains

Going beyond a commitment to core standards, we are taking a leadership position and building partnerships on topics such as agricultural sustainability and greenhouse gas reductions.

A two-way partnership

To create the sustainable supply chain we're working towards means forging strong supplier partnerships. We hope you will help us by taking up this challenge, committing to our principles, taking part in our training programmes and providing us with feedback if there is more we can do to help your business embrace our aims.

In turn, we will try our best to support you, by conducting training workshops, communicating our targets and ambitions, sharing our progress in responding to the demands of our consumers and customers, and acting on your input to ensure you receive consistent, constructive guidance and aid.

On the web

Find out more about Unilever, our principles and resources to help you.

Unilever's Suppliers:

www.unileversuppliers.com



Unilever Company Website:

www.unilever.com

Unilever Sustainability Report:

www.unilever.com/sustainability

Forest Footprint Disclosure Website:

www.forestdisclosure.com

Roundtable on Sustainable Palm Oil:

www.rspo.org

Round Table on Responsible Soy:

www.responsiblesoy.org

Sustainable Agriculture Platform:

www.saiplatform.org

Sustainable Food Laboratory:

www.sustainablefoodlab.org

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