

Unilever Nigeria Plc.

Business and Purpose



Sustainability
Report 2022



Unilever

**Driving superior
performance
with our purpose-led,
future-fit business.**

Table of Contents

1.

SETTING THE CONTEXT

- Foreword
- About the Report
- About Unilever
- Our Responsible Business Fundamentals
 - Business Integrity
 - Compliance Monitoring and Speak Up
 - Safeguarding Data
 - Responsible Innovation
 - Responsible Advertising and Marketing
 - Engaging with Stakeholders
 - Responsible Taxpayer
 - Commitment to Transparency
 - Respect for Human Rights
- How We Work
- Our Materiality Assessment Process
 - Material Issues Identification and Prioritisation
 - Materiality Matrix
 - Our Approach to Governance

2.

OUR COMPASS

- Improve the Health of the Planet
 - Climate Action
 - Protect and Regenerate Nature
 - Waste-free World
- Improve People's Health, Confidence and Wellbeing
 - Positive Nutrition
 - Health and Wellbeing
 - Product Safety & Quality
- Contribute to a Fairer, more Socially Inclusive World
 - **Spotlight:** A fairer and more socially inclusive world: 5% of our workforce to be made up of people with disabilities by 2025
 - Equity, Diversity and Inclusion
 - Raise Living Standards
 - Future of Work
 - **Spotlight:** The future of work: a place of fun and pride

3.

- SEC ALIGNMENT
- ASSURANCE
- GRI INDEX



Chapter One

Setting The Context

01.



- **Foreword**
- **About the Report**
- **About Unilever**
 - **OUR RESPONSIBLE BUSINESS FUNDAMENTALS**
 - Business Integrity
 - Safeguarding Data
 - Responsible Innovation
 - Responsible Advertising and Marketing
 - Engaging with Stakeholders
 - Responsible Taxpayer
 - Commitment to Transparency
 - Respect for Human Rights
- **How We Work**
- **Our Materiality Assessment Process**
- **Material Issues Identification and Prioritisation**
- **Materiality Matrix**
- **Our Approach to Governance**



Chairman & CEO Statement

Business and Purpose

His Majesty, Nnaemeka A. Achebe
CFR, MNI
Chairman



Mr. Carl Cruz
Managing Director
West Africa

The start of every year brings much hope for new possibilities and opportunities. This is what 2022, like every other year signified to us. However, the journey through the year proved challenging and, at some intervals, appeared insurmountable. There were disruptions on many fronts that challenged business operations. From the global impact on the supply chain caused by the Russian-Ukraine war to local incidences like flooding in States across the country, the business operating environment was directly impacted by these occurrences.

Experts from the Economist Intelligence Unit forecasted that the war led to a global inflation jump of above 6%. Recall that the global supply chain is still mainly recovering from the impact of the coronavirus pandemic. From an economic perspective, the inflation instability negatively impacted consumers' consumption and spending patterns. Furthermore, the latest records from the Nigerian Bureau of Statistics show that 3 in 5 Nigerians are multidimensionally poor. This implies that 133 million Nigerians lack access to employment, good medical care, quality education, clean energy, and good living standards.

Major events have shaped Sustainability and ESG conversations on the global stage in the reporting year. Two key events: COP 27 and COP 15 – contributed to these conversations, highlighting the need to sustain the momentum in delivering purposeful business achievements for people and the planet. While the discussions around

“

We count ourselves privileged, pleased and humble to share that this is a penultimate year to our milestone centenary year.

”

climate change and biodiversity have gained ground within the last half a decade, more action and shifts are needed from the private sector and policymakers. At Unilever Nigeria, we are committed to being at the epicentre of positive societal transformation through environmental stewardship, wealth creation, or contributing to solving many of these pressing challenges where we can. Businesses thrive better in a world where the principle of sustainability is entrenched in social, environmental, and economic values. It is mutually reinforcing.

This is officially our fourth reporting year. Since the inception of our sustainability reporting journey in 2019, we have been consistent with disclosing our impact to both our internal and external stakeholders. It has not been a journey without trials, but one which each difficulty provides us with a channel to learn, review or reform, and identify new ways of doing things. We also have institutionalized sustainable practices across the business and reaffirmed our commitment to building a purpose-led business.

This is the penultimate year of our milestone centenary year. Given this development and the unique privilege of being the longest-serving manufacturing business in Nigeria, we continue to take stock and reflect on our journey to this milestone. In doing this, we have, in our usual approach, looked beyond financials to understand what footprints and impacts we have made in our society in the past one year. In a seemingly peculiar environment where stakeholders are faced with myriad challenges, we

are committed to always holding our business to the highest possible standard.

We will continue to align with the best attainable sustainability practices. We firmly believe that every business should be purpose-driven, as this is the only way to address society's most pressing needs, while at the same time charting a sustainable path, commercially. We want to inspire others with the concept of purpose and to be that partner of choice for stakeholders that share our values and vision of business as a force for good.

We hope that the disclosure's in this report provides a learning platform through which purpose driven agendas can become commonplace.

His Majesty, Nnaemeka A. Achebe
CFR, MNI
Chairman

Mr. Carl Cruz
Managing Director
West Africa

About The Report

Our Compass strategy identifies key areas of action for us with respect to delivering on our commitment to maintain our position as a global leader in sustainable business. This report has been structured in line with the Compass strategy.

The different sections of the report provide disclosures on our commitments and actions at a country level, showcasing the sustainability performance, challenges and learning of Unilever Nigeria from January 1, 2022, to December 31, 2022. Although this report has been built around our Compass commitment, its preparation references the GRI Standards. The report has also been developed in line with other reputable framework, such as the Principles of the United Nations Global Compact, the Nigerian Stock Exchange Sustainability Disclosure Guidelines and the Securities and Exchange Commission's Sustainable Financial Principles for the Nigerian Capital Market.

In the year under review, we set out targets to act on climate, waste, nutrition, health, living standards, inclusion and the future of work based on our Compass Strategy.

We acknowledge that the purpose driven business pathway is one that is largely uncertain and less travelled, but we are intentionally committed to seeking sustainable solutions and embedding these within our operations as our only option for doing business profitably.

We would like to reiterate our resolute commitment to the 'purpose' cause and to re-echo the need for more collaboration among brands and industry peers, as an enhanced scale of outcome can be actualized through collaborations and partnerships.

Soromidayo George

Corporate Affairs and Sustainable Business
Director, Unilever West Africa



About Unilever



Our Vision

**Our vision is to be
the global leader
in sustainable
business.**

We are convinced that businesses that will thrive in the future will be driven by purpose. That is why our multi-stakeholder value creation model incorporates sustainability into how we do business and create social value for our stakeholders, from consumers and customers to our people, society, the planet, and shareholders.



Our Values



Integrity:

We do the right thing in every decision we make towards supporting Unilever's long-term success.



Responsibility:

We take care of the people we serve and the world in which we operate.



Respect:

We treat people with dignity, honesty, and fairness and celebrate the diversity of people.



Pioneering:

We have a passion for leading our industry, winning in the market and intelligent risk taking.

Our Approach



We have an unwavering commitment to best practices.

At Unilever Nigeria, corporate governance is a key enabler of sustainable business practices. Our strategy is inextricably linked to purpose, sustainability and profitability. This understanding permeates throughout the entire organisation.

Sustainability process and governance

Process for determining material issues, key areas of focus, strategy, planning and implementation passes through the following (flowing from the determination of material issues through a stakeholder engagement process right to board of directors review)



Board of Directors



Leadership Team



Sustainability Committee
(Steering Committee)



Sustainability Committee
(Working Committee)

At the Board level, the strategic sustainability direction of the business is set while the Leadership Team communicates the Board's ambition and puts together the team needed to deliver on the agenda.

The Steering Committee is responsible for developing the sustainability agenda for our business and overseeing the attainment and progress of the Compass Strategy across our Nigerian operations. The Steering Committee consists of the members of the Working Committee and select members of the Leadership team.

The Working Committee is responsible for the implementation of Unilever Nigeria's sustainability plan. It also ensures that there is collaboration and synergy between the various brands and functions of the company.

The members of the Sustainability Steering and Working Committees in 2022 are listed as follows:

2022 Sustainability steering committee:



Soromidayo George
Corporate Affairs and Sustainable Business Director,
Unilever West Africa



Ola Ehinmoro
Human Resources Director,
Unilever West Africa



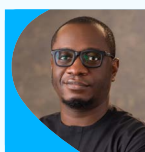
Oiza Cyang
Marketing Director, Beauty and Personal Care,
Unilever Nigeria



Obinna Emenyonu
Procurement Director,
Unilever West Africa



Bolanle Kehinde-Lawal
Marketing Director, Nutrition,
Unilever West Africa



Adeleye Adeniji
Customer Development Director,
Unilever Nigeria



Abayomi Alli
Manufacturing Director,
Unilever, Nigeria



Patrick Tognisso
Marketing Director, Homecare,
Unilever West Africa

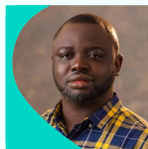


Uche Nwakanma
R&D Director,
Unilever Africa Cluster

2022 Sustainability Working Committee:



Godfrey Adejumoh
Head, Corporate Communications
and Sustainable Business,
Unilever Nigeria



Oladapo Oshuntoye
Category Manager Homecare,
Unilever Nigeria



Damilola Dania
Category Manager
Nutrition, Unilever Nigeria



Tolulope Igbenabor
Global Mobility and Africa People
Experience Ops Hub Lead



Stanley Okeke
R&D Assistant Manager,
Oral Care Nigeria



Rachael Ezembakwe
Safety, Health and
Environment Manager,
Unilever Ghana, and Nigeria



Bukola Akinpelu
Consumer Marketing Insights
Performance Lead, Unilever
West Africa



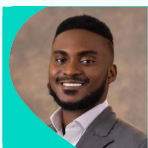
Eva Ogudu
Category Manager Oral Care,
Unilever Nigeria



Oge Maduagwu
Media Manager, Unilever
Nigeria



Timothy Osahon
People Partner, HR,
Unilever Nigeria



Pelumi Kolade
Brand Manager, Sunlight,
Unilever Nigeria



Temilade Abass
Quality Manager
Ghana and Nigeria



Afolasade Olowe
Senior Legal and Secretarial
Legal Counsel, Unilever Nigeria



Gideon Opitoke
R&D Manager, BPC,
Unilever West Africa



Chinonyerem Opara
Assistant Category Manager,
Oral Care

Business Integrity



We expect everyone at Unilever Nigeria to be an ambassador for our high ethical standards – what we call **‘business integrity’**.

Over the years, we have consistently built up our governance framework by setting up adequate structures in the form of policies and processes for the effective dissemination of best practice in the way we have chosen to conduct business with our stakeholders. We understand that business ethics is not a destination, rather, it is a continuum that must be advanced till there is total alliance with emerging global governance ideals - *this has ensured that we set the right tone and standards of corporate governance throughout our operations.*

We expect everyone at Unilever Nigeria to be ambassadors of our high ethical standards – what we call ‘business integrity’. Living the Unilever Code of Business Principles is a team effort, and this is deployed throughout the organization from a top to bottom approach. Much of Unilever’s strength lies in the shared values of our people. We want to create

an environment where employees not only live our values in their own work – integrity, respect, responsibility, and pioneering – but are vigilant in identifying potential concerns, and confident about speaking up in such situations.

As part of broadening our employees’ knowledge and enhancing their ability to identify compliance risk areas and understand how to avoid them, in 2022, they were trained by experts on business integrity and government relations.

The Company’s business is governed by a Code of Business Principles which is supported by twenty-four Code Policies, covering its diverse business areas. Our Business Integrity framework ensures that how we do business is fully aligned with our values and applicable laws and regulations in Nigeria. It has three core pillars:

Prevention

We seek to embed a culture of integrity at all levels, through (a) Risk Assessment, (b) Policies and Controls; and (c) Communications & Learning

Detection

We encourage employees to speak up and give voice to their values and concerns through the establishment of (a) Reporting Channels, (b) Monitoring and review of compliance with framework, and (c) Audits and expert deep dives

Response

We have the resources to investigate and, if necessary, sanction confirmed breaches - through this, we ensure continuous process improvement and learning. This entails (a) Investigations, (b) Remediation/Recognition, and (c) Continuous Improvement



We are firmly committed to world class standards of corporate governance with purpose driven policies and processes that guide our affairs. We have built strong relationships with our business partners, promoting trust and confidence amongst our various stakeholders, ultimately resulting to an improving operating environment that facilitates the creation of shared value.

Cases of breach of the company's policies are investigated by the Business Integrity Officer ("BIO") and decided upon by the Business Integrity Committee ("BIC") (which consist of members of senior management/ function heads). The BIO further drives reporting on governance & compliance matters

through monthly BI sensitization campaigns as well as monthly leadership governance sessions with the leadership team, constituting a part of the executive management. The BIC is charged with overseeing the effectiveness of the Company's Business Integrity compliance framework. In this regard, the Committee meets at least once (1) every quarter (and on a need to/ ad-hoc basis) to deliberate on open investigations, follow up on previous process recommendations, etc.

For 2022 YTD, a total of twenty-one cases were received via the company's reporting channels. See breakdown as follows:

Areas	Number of Cases Reported
Protecting Unilever's Physical & Financial Assets & IP	• Three (3) incidents
Accurate Records, Reporting & Accounting	• Two (2) incidents
Anti-Bribery	• Four (4) incidents
Respect, Dignity & Fair Treatment	• Three (3) incidents
Health & Safety	• Once (1) incident
Code of Business Principles	• Two (2) incidents
Non- Code Related matters	• Five (5) incidents

Compliance Monitoring and Speak-Up

The Company has a Speak-up hotline which is managed 24 hours to ensure anonymity and protection of the identity of all whistle-blowers. The whistleblowing hotline is available to employees, vendors, customers, partners and all other external stakeholders. Our Business Integrity framework also encourages the reporting of unethical or unlawful behavior regarding all matters related to the company via the Company's website - www.unilevercodesupportline.com/.

Issues reported are promptly investigated by the Business Integrity Officer, with input from resource personnel from other operational units as may be required. Upon completion of the investigation, a formal report is presented to the Business Integrity Committee, who proceeds to deliberate and make appropriate recommendation / remedial actions on such matter.

Safeguarding Data

Unilever Nigeria respects the privacy of all individuals, including our employees and consumers.

We handle any personal data and digital information we hold about them responsibly. Unilever is a Nigeria Data Protection (NDPR) 2019-compliant organisation. When we use personal data, we do so with integrity and transparency, upholding the rights of the individual in accordance with our values and the law.

We adopt a Privacy by Design approach – this means we embed privacy in everything we do. This not only helps us to fulfill General Data Protection Regulation (GDPR) and Nigeria Data Protection Regulation (NDPR) compliance obligations, but it



NDPR
2019-Compliant Organisation

also enables us to do the right thing when it comes to handling data from our consumers, customers, employees, and suppliers. Our Privacy Notice on our website explains more about how we collect personal data, why we collect it, and what we do with it - [Privacy Notice](#).

Five Privacy Fundamentals:



Understand the **purpose and objective** of the business activity that requires personal data



Assess if there is proportionality for the type and amount of data we attempt to collect/use



Ensuring **transparency** is of paramount importance to drive and maintain trust



Securing and **protecting** the data is fundamental to maintaining compliance with laws and most importantly trust



Demonstrate good **governance** and **accountability** across Unilever

Zero incident of data leaks **in 2022.**



Responsible Innovation

‘Science with objectivity and integrity’ underlines our approach to responsible innovation.

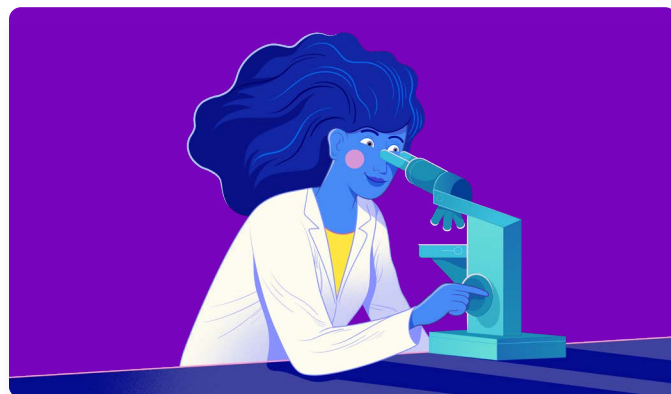
Scientific research is crucial to enhancing our knowledge and understanding of how our products can benefit our consumers’ health, confidence, and well-being as well as our understanding of how we can improve the environmental, societal, and economic benefit of our products.

We conduct all our research and innovation responsibly, in full compliance with the highest quality, safety, ethical, legal and regulatory standards and requirements. We provide information about the processes applied in a way that is meaningful for our consumers and enables them to make informed choices.

Five principles governing our scientific research:



In the reporting year, our Research and Development (R&D) activities focused on:



- **Optimisation of Packaging to reduce plastic footprint within the personal care, home and hygiene and nutrition category**
- **Localisation of materials to boost local supplier competitiveness, corporate social responsibility – job creation and business sustainability**
- **Introduction of value packs that meets consumer purchasing power**
- **Design and launch of new brands (Annapurna)**

Responsible Advertising and Marketing

As a leader in consumer goods, we promote the benefits of our products using various channels of brand communication.

Unilever Nigeria is committed to responsible marketing and advertising. As a leader in consumer goods, we promote the benefits of our products using various channels of brand communication. As a founding member of the "Unstereotype Alliance" chapter for Nigeria, we understand that marketing and advertising can be a powerful force for behavioral change. Therefore, we want to be at the forefront to retooling mindsets using our various brands.

We understand our ethical responsibility to ensure clear communication on the use, benefits and risks associated with our products. We acknowledge that it is within the rights of our consumers to know what is in our products and will be transparent in terms of ingredients, nutrition values and the health and beauty properties of our products.

Advertising and marketing are also an avenue for us to engage with consumers on issues that matter to them.



Engaging with Stakeholders

In line with goal 17 of the SDGs, we understand that building a truly sustainable business involves an extensive exercise of collaboration and engagement with our stakeholders. Therefore, we proactively engage our stakeholders in order to see how best we can deliver on our purpose mantra.

tunity to engage and share their feedback about the Organisation. We also hold various focused group sessions at unit and brand levels, in addition to the annual Univoice, to communicate our plans and get their feedback. Employees' contributions and feedback are extremely important to the Company.



External stakeholders

Proactive engagement of our shareholders, suppliers, customers and consumers, and the government/regulators, is a proven way of building the integrity and loyalty needed for long term partnership. We see these categories of stakeholders as being very crucial to our business success as well as our sustainability journey.

We continuously engage with our stakeholders to understand what matters most to them. The table below provides a summary of how we engaged with our identified stakeholders, and the issues raised by them during our engagement.



We continuously engage and cooperate with our stakeholders to understand what matters most to them and how we can collaborate to deliver value. The table below provides a summary of how we engaged with, and the issues raised by our stakeholders during our engagement.

Internal stakeholders

To ensure that we carry our people along in our purpose ambition and to remain an employer of choice, we maintain consistent 360 communication with our people. Through multiple internal channels such as the quarterly business cascade, weekly newsletters, MD's monthly business updates and gamification initiatives on yammer, our employees have the oppor-

Stakeholder Group	How We Engaged	Issues Raised
Government & trade associations	Formal engagements on key policy or regulatory issues	- Regulatory compliance - Payment of taxes - Early adoption of new and emerging policies - Support for development efforts by the government
Suppliers	- Informal one-on-one engagement sessions - Project planning - Training of suppliers - Virtual meetings	- Enhancement of supply chain resilience - Supplier orientation of payment platform and other procurement policies - Prompt payment for goods/services rendered
Customers	One-on-one visits to the sales partners to identify areas for improving operations	- Adaptability to the evolving business environment - Production of quality products - Effective customer support services
Consumers	- Consumer immersion activities - Consumer quality reviews - Brand communications and campaigns	- Awareness on new products and product differentiation - Adequate education of consumers on the proper use of company's products
Shareholders	- One-on-one engagements with Shareholders via the Registrars and the Company Secretary's office - Annual General Meeting	- Increased profitability - Unclaimed dividends - Update of shareholder records - E-mandates to allow for e-dividend payments - Transparency and communication
Employees	- Quarterly business town halls - Functional engagements with employees for the Leadership team - Focus group discussions - Employee surveys - Safety, Health, and Environment (SHE) talks 'ASK the LT' Series - Virtual meetings	- Psychological safety - Financial security - Increased and effective employee engagement - Safety, health, and wellbeing of workers at the factory - Working from home and hybrid work - Upskilling and reskilling - Compensation and benefits - Refinement of certain HR policies
Planet	- Environmental stewardship plans - Environmental responsibility awareness	- Decarbonisation targets setting - Participation in environmental responsibility dialogues - Participation in environmental policy formulation - Implementation of environmental initiatives

Responsible Taxpayer

Tax is a key issue for us and for our public sector stakeholders.

The payment of taxes also reinforces our commitment to purpose as we see it as an important part of our wider economic and social impact which plays a key role in the development of the communities where we operate. We regard it as a critical element of our commitment to grow in a sustainable, responsible, and socially inclusive way.

Consistent with the law and international norms, we are committed to the highest level of tax compliance and disclosure. Corporate income tax is payable on the profits made by Unilever Nigeria. We aim to pay the right amount of tax at the right time, on the profits we make in the country.

This means that we:

1. Respect the tax laws applicable in Nigeria, including not only the letter of the law but the tax policy intent underlying the tax law
2. Understand how and where Unilever Nigeria contributes to creating value and ensure that our transfer prices – the prices paid on transactions between companies in the Unilever Group – properly reflect where value is created
3. Prepare and file all tax returns in the form specified and at the time required
4. Prepare and retain the documentation required by the tax laws or which will be needed to answer any questions raised by tax auditors
5. Employ appropriately qualified and trained tax professionals with the right levels of tax expertise and understanding of Unilever's business and tax principles



Commitment to Transparency

We have a strong commitment to doing business with integrity here at Unilever Nigeria. In this regard, we focus on increased transparency as a good means of mitigating risks which may arise during our operations. The Company also maintains a watertight regulatory monitoring framework to guard against illegal activities. The core aspirational principle for Integrity reinforces our drive for transparency, and ethical conduct in all our business' dealings.

Transparency at Unilever Nigeria occurs via multiple channels. We practice transparency in the advertisement of our products, and our long-term Unilever transparency initiative provides people with access to information which goes beyond the label and regulatory requirements. Additionally, our in-depth product and ingredient information can be found online on our websites and social media pages. Customers, consumers and other stakeholders can interact with us on these platforms and request more information as required.

We also ensure that we keep our stakeholders abreast of our activities through the publication and development of statutory and voluntary reports such as our Annual Financial Statement and Report; Annual Sustainability Report; Annual Corporate Governance Reports and many others.



Respect for Human Rights

Human rights are fundamental to our vision for a fairer and more socially inclusive world. As a major pillar of our corporate culture, we advance and promote respect for human rights in everything we do – within our workplaces, through our supply and distribution chain, and through our brands. It is a non-negotiable part of operating and doing business with us, and we recognise its importance to our stakeholders and indeed, the general public.

Our human rights principles are based on global frameworks such as the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, and the Principles of the United Nations Global Compact. In cases where national law and international human rights standards dif-

fer, our principle is to follow the higher standard; where they are in conflict, we will adhere to national law, while seeking ways to respect international human rights to the greatest extent possible.

We have an extensive supply chain network, hence, there is a business and moral case for us to operate responsibly and sustainably. The expectations from our business partners are fully captured in our Responsible Sourcing Policy (RSP). For the management of our security operations, we have a Group Security Framework which guides our activities, and we are committed to the principle of free, prior and informed consent, and support its implementation by national authorities.

Our RSP also provides guidance on the company-based grievance mechanisms for human rights issues. We will continue to monitor and publicly disclose our human rights performance. Periodically, we will also review how best to strengthen our approach to addressing human rights incidents.



In the reporting
we had zero case
of human rights
incidents and
complaints.





How We Work

Purpose is at the heart of how we work at Unilever. This is based on the premise that businesses and brands must be part of the solution to society's challenges. To achieve our purpose, we have developed a business model where people's health and wellbeing are prioritised, livelihoods are improved, and the planet is protected for

future generations. We see these challenges as problems that require innovative solutions and opportunities for value creation. We believe that this is the best way to create value for society and forge a relationship that will ensure long-term growth for our business.

Our Materiality Assessment Process

At Unilever, identifying our material issues guides our journey to delivering our ambitious sustainability agenda, and also to address and report on issues that are most important to us and our stakeholders. An issue is

considered material to Unilever if it is considered a principal risk/opportunity or an element of a principal risk/opportunity which can have an impact on our business and/or stakeholders.



Deloitte.

Sustainability Materiality Workshop

The 2022 materiality assessment was conducted through a formal engagement process involving our key stakeholders. 12 of the material topics were pre-identified through desk research and by referencing the Unilever global materiality assessments. We engaged different categories of internal employees namely, "leadership", "white collar and blue collar" employees. In selecting the participants for the materiality sessions, important diversity and inclusion criteria were taken into consideration. On the external front, we engaged a cross section of consumers, customers, distributors, suppliers, government/regulators, and NGOs.

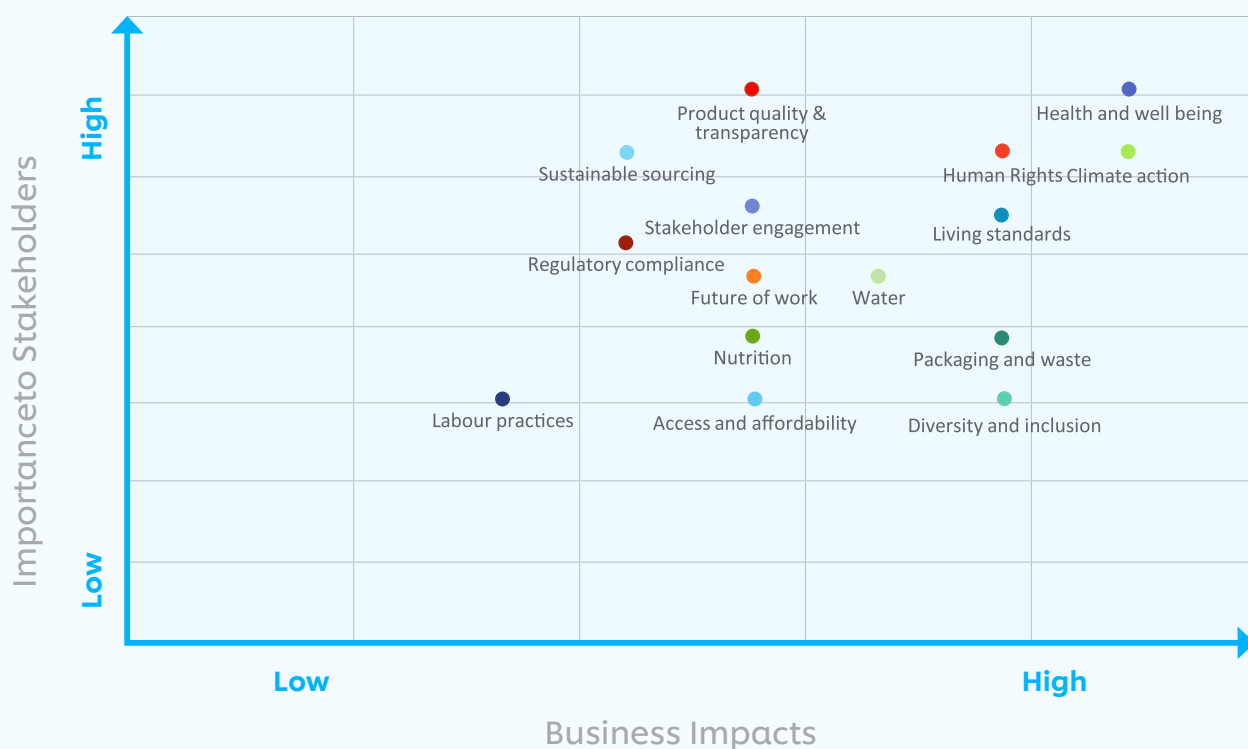
Material Issue Identification and Prioritisation

Following the engagement sessions, about 11 additional issues were identified and included to the initial list, making a total of 23. Of the new total, seven were further classified as subsets of the pre-identified material issues. All issues were extensively reviewed, prioritised and ranked by our stakeholders to determine the impact to business and the level of importance of stakeholders.

The “15” identified material issues were scaled based on ‘Importance to Stakeholders’ and ‘Impact on the Business’ and the issues were ranked based on relevance from 1-10. For the ranking, “one” represents the least relevant and “ten” represents the most relevant issue. The material issues identified and ranked are indicated in the matrix below and four of the material issues, Health and Well-being, Climate Action, Human Rights and Living Standards, were ranked as high importance to stakeholders and high impact to the business.



15 Identified material issues



Material	What it is about	Commitment
Health and well being	Improving the health and hygiene of our consumers through our brands and products, campaigns and partnerships.	• Ensure psychological safety of employees • Improve healthcare access for indirect employees • Provide access to recreational facilities for blue collar employees • Continuous monitoring and improvement in organisation-wide safety • Champion safety and wellbeing across our value chain and communities through safety training and outreach programs on health and well being
Diversity and Inclusion	Ensuring that everyone is represented equally at all levels in society and in our organisation, and has equal opportunities.	• Increase number of persons with disability within the workforce and improve facilities to accommodate them • Total elimination of hiring bias within the recruitment process • Increase the number of female-owned and female led MSMES in our supplier pool • Adequate inclusion of blue-collar employees in all employee focused initiatives.
Sustainable Sourcing	Ensuring the social, environmental and economic sustainability of key agricultural raw ingredients and non-agricultural materials in our supply chain.	• Continuous monitoring of suppliers to ensure alignment with Unilever's values as well as best practices. • Promote deforestation-free supply chain in palm oil, paper and board, tea, soy and cocoa • Ensure 100% sustainable sourcing of our agricultural crops - palm, tumeric, garlic and onion • Empower farmers and smallholders to protect and regenerate farm environments for cassava starch and food ingredients • Continue to promote the sourcing of materials produced locally.
Future of work	Helping our people adapt to changes in the workplace and the changing nature of work through upskilling and reskilling.	• Reskill and upskill our employees with future-fit skills • Accelerate flexible work opportunities • Ensure that provisioned trainings match future skills and employee needs
Living Standards	Ensuring everyone who depends on Unilever has enough to provide for their basic needs and have a decent standard of living.	• Pay competitive salaries that help our people achieve higher living standards • Continue to empower women in Nigeria by providing business and personal skills capability training
Nutrition & diets	Developing products with a balanced nutritional profile and promoting consumers' understanding of their own nutrition, and its links to their health and well-being.	• Double the number of products sold that deliver positive nutrition • Increase awareness on the nutritional value of our products • Help consumers reduce their salt intake to a maximum of 5g per day through our food portfolio.
Packaging and waste reduction	Reducing the environmental impact of packaging and waste and transitioning towards a circular economy.	• Operate a zero-waste system in our plants • Continue to reduce the use of virgin plastic, increase plastic collection and increase the reusability and recyclable potential of our packaging materials • Reduce the food waste in our operations and maintain our zero waste to landfill in our factories

Material	What it is about	Commitment
Climate action	Reducing our greenhouse gas emissions and energy use, and mitigating the effects of long-term changes in the climate on our business and value chain.	- Continue decarbonisation by installing renewable energy sources - Increase energy and thermal efficiency in our operations through the use of advanced motors.
Product quality & transparency	Providing consumers with information about our products, such as ingredients, what they do, why we use them, product safety and environmental impacts.	- Continue to ensure accurate and clear labelling of our products and the manufacturing material content. - Conduct quality testing on our raw materials and finished goods to avoid any possible error on our products. - Communication on safe use of products
Human rights	Upholding and promoting the basic rights and freedoms of all who work across the value chain.	- Conduct spot checks on business partners to ensure there are no form of abuse to human rights in their operations - Conduct assessment to identify human right best practice to improve our policies and operations.
Water	Improving access to water, and managing water use and abstraction sustainably across our value chain.	- Continuous monitoring of water consumption across all aspect of our operations - Reduction in water consumption across our operations.
Labour practice	Abiding by national and international labor standards in the workplace which includes compliance to labor laws and internationally accepted norms and standards.	- Identify ways to increase talent retention in our organisation - Review recruitment partners to ensure alliance with best labour practices - Review and improve employee benefit and compensation across all levels - Ensure extensive engagement with relevant internal stakeholders before publishing policies.
Regulatory compliance	Retain our commitment to good practice in our operations, complying to government regulations and policies in our business operation.	- Ensure that foreign exchange is sourced only through government approved channels - Periodically review policies to ensure alignment with emerging requirements.
Stakeholder engagement	Building a good relationship with all our stakeholders	- Engage with all categories of stakeholders as needed - Contribute to the improvement of social infrastructure in our areas of operation in the form of education support, road construction etc.
Access and affordability	Ensuring all our products are accessible and affordable in every part of the nation including remote areas.	- Introduce various sizes of Unilever products to increase affordability by consumers - Strategically advertising our product to create awareness in open market, local market and the rural areas.



Chapter Two

Our Compass

02.



- **Improve the Health of the Planet**
 - Climate Action
 - Protect and Regenerate Nature
 - Waste-free World
- **Improve People's Health, Confidence and Wellbeing**
 - Positive Nutrition
 - Health and Wellbeing
 - Product Safety & Quality
- **Contribute to a Fairer, more Socially Inclusive World**
 - **Spotlight:** A fairer and more socially inclusive world: 5% of our workforce to be made up of people with disabilities by 2025
 - Equity, Diversity and Inclusion
 - Raise Living Standards
 - Future of Work
 - **Spotlight:** The future of work: a place of fun and pride

In this 2022 sustainability report, we have structured and reported on our sustainability performance using our Compass framework, our new strategy for building a better future as a sustainable business.

The framework is underpinned by multiple commitments and time-bound targets. Our disclosures on the Compass commitments through our local actions are below:

Improve the Health of the Planet

The urgency of our work to tackle climate change, reduce plastic waste and protect nature has never been greater.

Climate Action

We have a plan to take us to net zero emissions by 2039. We are transitioning to renewable energy across our operations, finding new low-carbon ingredients and expanding our plant-based product range.

Global Compass Commitment:



Net zero emissions from all our products from sourcing to point of sale by 2039

Local Action

- Continue decarbonisation by installing renewable energy sources**



Initiative

Replace low efficient standard efficiency motors on Process Plant mixer with premium and super premium efficiency motors in the Oral Factory



KPIs (Targets)

805 GJ energy saving per year



Progress Status

The commercial (procurement) phase of the project has been concluded. Plan in progress to fully commence project in the first half of 2023

- Introduction of CNG backup alternative to reduce CO2 emission from Diesel genset**



Initiative

Introduction of CNG backup alternative to reduce CO2 emission from diesel electricity generating sets



KPIs (Targets)

12% CO2 reduction from diesel operation from 2023



Progress Status

25% project completion rate
Awaiting final license to build by the regulator (Department of Petroleum Resources)

- Energy and thermal efficiency improvements in operations**



Initiative

Decarbonisation / Renewables: Installation of 1000kWp Solar power supply



KPIs (Targets)

4320 GJ energy saving per year



Progress Status

Project still in the commercial (procurement) phase



Share the carbon footprint of every product we sell

Local Action

- Environmental reporting by products category/division by 2022**



Initiative

Metering of all utility's usage points



KPIs (Targets)

Achieve 100% EPR reporting by product category/division, easing to easy calculation of carbon footprint by product type



Progress Status

Real time metering system exist at each factory.

Upgraded reporting platform which will show different product categories/business groups is currently under development by the global team



Initiative

Improve environmental data capture by training technical operators responsible for daily data handling



KPIs (Targets)

Complete training of technical operators in 2022



Progress Status

100% completion rate



Initiative

Relaunch Measurement and Metering Strata and improve sites' capability for real time data analysis.



KPIs (Targets)

Complete the relaunch of measurement and metering platform in 2022



Progress Status

90% completion rate

Current system captures
Steam | Air | Electricity | Water

Additional meters required for Diesel, gas and water capturing

Net-Zero Emissions and Data Disclosure

At Unilever, we have embarked on a multifaceted decarbonisation journey. We aim to reduce the emissions from our operations and products from sourcing to points of sale. At our operations, we have started by installing renewable energy sources as an alternative to fossil energy. We have initiated the contracting process to engage a credible organisation to support with the installation of 1000kWp solar power supply at our Agbara facility.

Additionally, we have also introduced CNG back-up alternative to reduce CO2 emissions from diesel generating sets. At our Oregun facility, we plan to replace low efficient IE1 motors on the process plant mixer in the oral factory. Our overall aim is to improve energy and thermal efficiency across our operations.

As we look to improve on our carbon footprint, we will also put in place measures efficiently manage our emissions data. We have started with the metering of all utility's usage points as this will ensure

that all emissions source points are duly captured. We have also embarked on the training of technical operators responsible for daily handling of environmental data.



Energy savings in 2022:

14,461GJ



CO2 Reduction:

1,257,746.67kg



CO2 Reduction:

₦250,266,091.45



Protect and Regenerate Nature

Nature is our biggest ally. We are on a mission to build a nature-positive future. We are working to eliminate deforestation from our supply chain and to protect and regenerate land, forests and oceans.

Global Compass Commitment:



Deforestation-free supply chain in palm oil, paper and board, tea, soy, and cocoa by 2023

Local Action

- **Deforestation-free supply chain in palm oil, paper and board, tea, soy, and cocoa by 2023**



Initiative

Ensure all Paper and Board have Forest Stewardship Council (FSC) Certification



KPIs (Targets)

100% compliance for FSC Certification on all paper and boards (Compliance on Responsible Sourcing)



Progress Status

75% of suppliers have commenced process of Certification. Target of 100% will be achieved by end 2023



100% sustainable sourcing of our agricultural crops

Local Action

- **100% sustainable sourcing of our agricultural crops - Palm, Turmeric, Garlic and Onion**



Initiative

Sustainable sourcing (Suso) team certifies plantation and obtain evidence of sustainable sourcing for other RMs



KPIs (Targets)

Suso certification for sustainable sourcing of Palm by 2023



Progress Status

Palm suppliers on track to deliver Suso certification by end of 2023



Empower farmers and smallholders to protect and regenerate farm environments

Local Action

- **Empower farmers and smallholders to protect and regenerate farm environments for Cassava Starch and food Ingredients**



Initiative

Conduct trainings for farmers within our value chain on regenerative agriculture



KPIs (Targets)

Conduct trainings twice a year for farmers within our value chain



Progress Status

Supplier - Psaltry International; and training partners - Inhouse (Psaltry Team) identified. Training will commence in 2023



100% of our ingredients will be biodegradable by 2030

Local Action

- **100% of our ingredients will be biodegradable by 2030**



Initiative

Initiate Safety and Environmental Assurance Centre (SEAC) assessment to certify all our ingredients as biodegradable and work towards achieve compliance for non-compliant ingredients by 2030



KPIs (Targets)

Obtain yearly SEAC assessments on our ingredients



Progress Status

SEAC certification process not started. Discussion will be initiated with Global buyers by the first half of 2023

Waste-free World

Today's throwaway culture must end. We are working to keep waste in the economy and out of the environment through ambitious goals to reinvent the way we use plastic packaging and reduce food waste. As part of efforts to demonstrate this commitment Unilever Nigeria achieved a ground-breaking collaboration with Dow Chemicals to turn pure water sachets into new packaging. Through this collaboration, we partnered with WeCyclers, Omnik and Sonnex to help solve the problem of plastics waste in

Nigeria that comes from the single use plastic water sachets. Around 70% of people rely on these sachets for safe drinking water but once empty they can end up in the environment.

In this collaborative and circular project, waste pickers engaged by Wecyclers (a local innovative waste management organisation in Nigeria) collect used water sachets, which were sent to Omnik (a Nigerian manufacturing company that produces plastic products). Dow works with Omnik to turn this waste into high-quality recycled plastic. The recycled plas-

tic is incorporated into new fully recyclable packaging, made by Nigerian packaging firm Sonnex, for Unilever's Sunlight brand.

The trials show we can have Sunlight washing powder packs that are made up of 20% recycled water

sachets. It is a great solution to a waste problem that reduces the need for raw plastic and creates jobs in recycling. Following the success of these trials, Unilever is aiming to have this new packaging which includes recycled water sachets, on store shelves in the near future.

Global Compass Commitment:



50% virgin plastic reduction by 2025, including an absolute reduction of 100,000 tonnes (t)

Local Action

- **10% virgin plastics reduction by 2025
400t absolute reduction**



Initiative

Light weighting; pack size reduction, pack thickness reduction



KPIs (Targets)

Achieve total virgin plastic reduction by 400t by 2025



Progress Status

As at year end 2022, Since the commencement of this initiative, about 240t of plastic has been reduced through value improvement projects. In 2022 alone, 67t of annual plastic reduction was achieved through projects launched in the year. Some of these include - Oral tube length and thickness reduction, Detergent packs optimization & Trans wrap packaging thickness reduction



25% recycled plastic by 2025

Local Action

- **5% recycled plastics by 2025**



Initiative

PCR Inclusion in HC detergent flexibles and dishwash liquid bottles and PC shrink film



KPIs (Targets)

Achieve 5% recycled plastics in our packaging by 2025 through PCR inclusion - 200t



Progress Status

Development work and trialing is in progress leveraging partnership between Unilever, Dow chemicals & Omnik to include recycled plastics (PCR) in detergent flexibles and dishwash liquids



Collect and process more plastic than we sell by 2025

Local Action

- Collect 50% of our footprint by 2025



Initiative

- Review impact of Wecyclers partnership and renew collection agreement
- Align on claimability of Transform partnership with Wecyclers
- Unlock additional collection partners



KPIs (Targets)

Collect 50% of plastic footprint in Nigeria by 2025



Progress Status

Total collection for 2022:

PET - 2003.31437
SACH - 238.07765
Others - 73.42498
Total - 2314.817 (tons)

- Activate the plastic reduction campaign for OMO in Nigeria through the OMO Plastics School Program



Initiative

Plastics Collection and Recycling (Omo)



KPIs (Targets)

- Reach 12,000 young people through schools recycling program by 2025
- Indirectly reach 5 million consumers



Progress Status

- 30 schools engaged
- 3000 primary school students reached directly in 2022
- 5m people reached indirectly via social media



Maintain zero waste to landfill in our factories

Local Action

- Maintain zero waste to landfill in our factories



Initiative

Maintain zero waste to landfill in our factories



KPIs (Targets)

Zero waste on site



Progress Status

100% compliance



100% reusable, recyclable, or compostable plastic packaging by 2025

Local Action

- **100% recyclable plastic packaging by 2025**



Initiative

- Identify recyclable solutions for all pack formats
- Confirm and establish runnability on existing packaging lines and establish capex requirement if needed



KPIs (Targets)

Entire portfolio of 3,995MT of plastics in recyclable format (100%) by 2025



Progress Status

48% plastic recyclability status

Recyclable solution packaging development work in progress for:

- Oral sachet and tube
- Detergent packs
- Soap wrapper and Stiffener
- Cube wrapper



Halve food waste in our operations by 2025

Local Action

- **Half food waste in our operations by 2025**



Initiative

Control portion servings to prevent leftovers. (2) Get off takers for daily food wastes from the canteen.



KPIs (Targets)

Reduce the food waste in our canteens by 50% by 2025



Progress Status

Commenced the collection of food waste data in 2022 to ascertain trends and implement reduction strategies

OMO 'Dirt for Good' Campaign:

In a 3-week program across 30 schools in Lagos, OMO educated students on plastic recycling. The programme was aimed at promoting sustainable practices such as reducing waste and creating better communities. OMO's educational campaign focused on making children and youth a part of the solution towards addressing plastic waste and littering. Students were sensitised and encouraged to collect and recycle plastic waste, imbibing proper waste disposal practices. The campaign was aimed at lending a voice to the global concern on plastics and encouraging young people to act towards making positive changes for the future.



Schools Engaged:

30



Pri. School Students Reached:

3,000



People Reached via Social media:

5Million



World CleanUp Day – 17th September 2022:

In keeping with World Cleanup Day, Unilever Nigeria employees participated in a plastic waste collection drive in conjunction with Wecyclers and Food and Beverage Recycling Alliance (FBRA). Employees went to local communities to collect and recycle plastic waste as a part of our contribution toward global social action against solid waste.



Employee Volunteers:

132



Number of local communities engaged:
Sura Community and Environs, Lagos Island



Total number of community participants:

200



Amount of waste collected and recycled:

1020kg PET



Join us as we collect and recycle plastic waste in our communities.

Date: Saturday September 17th 2022
Location: Lagos Island

Improve People's Health, Confidence and Wellbeing

We are uniquely placed to improve the health, hygiene, and nutrition of millions of people across the world every day. Through our purpose-led brands and products, and by tackling the barriers that hold people back, we can help people realise their potential while growing our business.

Positive Nutrition

Everyone deserves access to good food. Future Foods is our bold commitment to help people transition towards healthier diets, reduce the environmental impact of the food chain and grow our plant-based product portfolio.

Global Compass Commitment:



85% of our Foods portfolio to help consumers reduce their salt intake to no more than 5g per day by 2022

Local Action

- 85% of our Foods portfolio to help consumers reduce their salt intake to no more than 5g per day by 2022 (Knorr is on a mission to help Nigerians eat tastier and more nutritious meals by changing what is on their plate)



Initiative

Eat for Good communication campaign



KPIs (Targets)

Reach 25 million consumers by end 2022 and 50 million consumers by 2025 with the "Eat for Good" message



Progress Status

We exceeded our 2022 target as 28 million consumers were reached with the "Eat for Good" message

We launched the 100% natural bouillon cubes to the Knorr portfolio, aimed at meeting the needs of bouillon consumers seeking for alternatives relevant for their needs



- **Improve food diversity by getting more Nigerians to incorporate vegetables into top dishes**



Initiative

- Teaching Consumers how to make top dishes healthier through recipe inspirations
- Activation of the top dish jollof through activations, diverse and healthy jollof recipes and sampling of Knorr-made meals
- Low-Cost wet sampling initiative to offer healthy meals at the cost price to low-income earners, through the Knorr Café and at Brand activations.



KPIs (Targets)

- Influence the shift in behaviour of Nigerians towards consuming more diverse and nutritious meals. Convert 5% of total reach to start incorporating vegetables into their staple dishes
- Reach 1m adults with Knorr community program



Progress Status

- **Over 500, 000 nutritious and healthy recipe books were distributed online and offline**
- **Hundreds of diverse recipes shared with 20% of vegetables incorporated into each meal, reached 16 million consumers via top dish activation from July to December 2022**
- **350,000 consumers reached by giving out food samples, cooked with Knorr via Jollof activation, in-store and community sampling of our Knorr naturals range**

Knorr Eativist Campaign:

The Knorr Eativist campaign targets “Eativists” – people who believe food can be a force for change and

consciously choose food that is good for themselves and the planet. At Unilever Nigeria, we understand that the content of our plates can impact our lives positively or negatively, hence we want to work with eativists to drive healthy eating habits.



Nutritious recipe books distributed:

1 Million



Consumers reached with “Eat for Good” message:

28 Million

Health and Wellbeing

Health inequalities and social exclusion have no place in the world. We're determined to use the

scale and reach of our brands and programmes to improve people's health, wellbeing and inclusion.

Global Compass Commitment:



Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030 in the areas of Body confidence and self-esteem, Mental wellbeing, Hand hygiene, Sanitation, Oral health, Skin health and healing

Local Action

- Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 million people per year by 2030 in the areas of Body confidence and self-esteem, Oral health, Skin health and healing



Initiative

Pepsodent Brush Day and Night School program



KPIs (Targets)

- 1 million children to be reached across primary schools in the South-East and South-Central regions
- Reach 100k+ adults with Oral health care education and free dental checkups in partnership with Nigerian Dental Association



Progress Status

- 952,275 kids were reached with oral health education and free products across the South-East and South-Central regions. The program has been previously rolled out in other regions of Nigeria. Over the years, over 5million children have been reached through the Pepsodent Brush Day and Night campaign
- Over 130 000 adults reached with oral health education
- 75,000 dental checkups provided across over 18 states in partnership with Nigerian Dental Association



Initiative

Vaseline Healing Project



KPIs (Targets)

Treatment of 2000 adults and persons with disabilities (PWDs) with skin conditions, and training of health practitioners in providing basic dermatological care



Progress Status

- 1,200 consumers reached with free dermatological care and products over the span of 8 sessions

OMO 'Lend a Hand of Care' Campaign:

OMO's 'Lend a Hand of Care' campaign collated over 10,000 pieces of clothing across the nation from donations. OMO donated these clothing items and other Unilever household items including cartons of Closeup toothpaste, Knorr seasoning cubes, and bags of OMO detergent to NGOs in Abuja, Kwara, and Lagos. The campaign was aimed at empowering vulnerable groups within the community who could not afford decent clothes for themselves.



Collated pieces of clothing across the nation:

10,000

2022 World Oral Health Day – Pepsodent 'Don't Wait Until It's Too Late #TalktoaDentist':

In commemoration of the 2022 World Oral Health Day, Pepsodent, reached 952,275 children with free products and oral health education in Nigeria. The educational schools' program emphasized

the importance of oral health to people's overall well-being and quality of life. Free toothpaste and toothbrushes were also given to the children to facilitate their brushing habits. The initiative was aimed at empowering Nigerians – especially young children – to take control of their oral health.



Pepsodent Brush Day and Night School Programme:

In commemoration of the 2022 World Oral Health Day, Pepsodent, reached 952,275 children with free products and oral health education in Nigeria. The educational schools' program emphasized the importance of oral health to people's overall well-being and quality of life. Free toothpaste and toothbrushes were also given to the children to facilitate their brushing habits. The initiative was aimed at empowering Nigerians – especially young children – to take control of their oral health.

Pepsodent Brush Day and Night School Programme Pepsodent toothpaste has been at the forefront of driving conversations on good oral hygiene in Nigeria through school programs, mobile dental clinics, oral health education conferences, and various consumer education and engagement across digital and traditional media. In 2022, we set a target to reach 1 million children across primary schools in the South-East and South-Central regions. The programme will also seek to reduce school absenteeism by decreasing incidence of tooth decay among school children.

Furthermore, we did not leave out the adult demographic as we worked with the Nigerian Dental Association to provide oral health care education and free dental checkups for adults.



Kids reached with oral health education and free products across the South-East and South-Central regions

952,275



Total Adults Reached:

130,000



Dental checkups provided:

75,000

Across 18 States in partnership with Nigerian Dental Association



Vaseline Healing Project:

The Vaseline Healing Project (VHP) is aimed at treating skin conditions of Nigerians and training health care practitioners in providing basic dermatological care. Through the VHP, we provide free skincare treatment, free product samples and skin care education to consumers.

Over the course of the 2022 Vaseline Healing Project, we have maintained our partnership with the College of Medicine at the University of Lagos and together we have been able to reach 1,200 consumers with free dermatological care and products over the span of 8 sessions and in 1 focus location – Makoko, Lagos Nigeria.



Persons reached in 2022:

1,200



VHP sessions in 2022:

8



VHP Locations:

1



Contribute to a Fairer, More Socially Inclusive World

We have set ourselves the ambition of becoming a beacon for diversity and inclusion. We are using our business and influence to break down barriers and create opportunity in our workplaces, our supply and distribution chains, and in society at large.

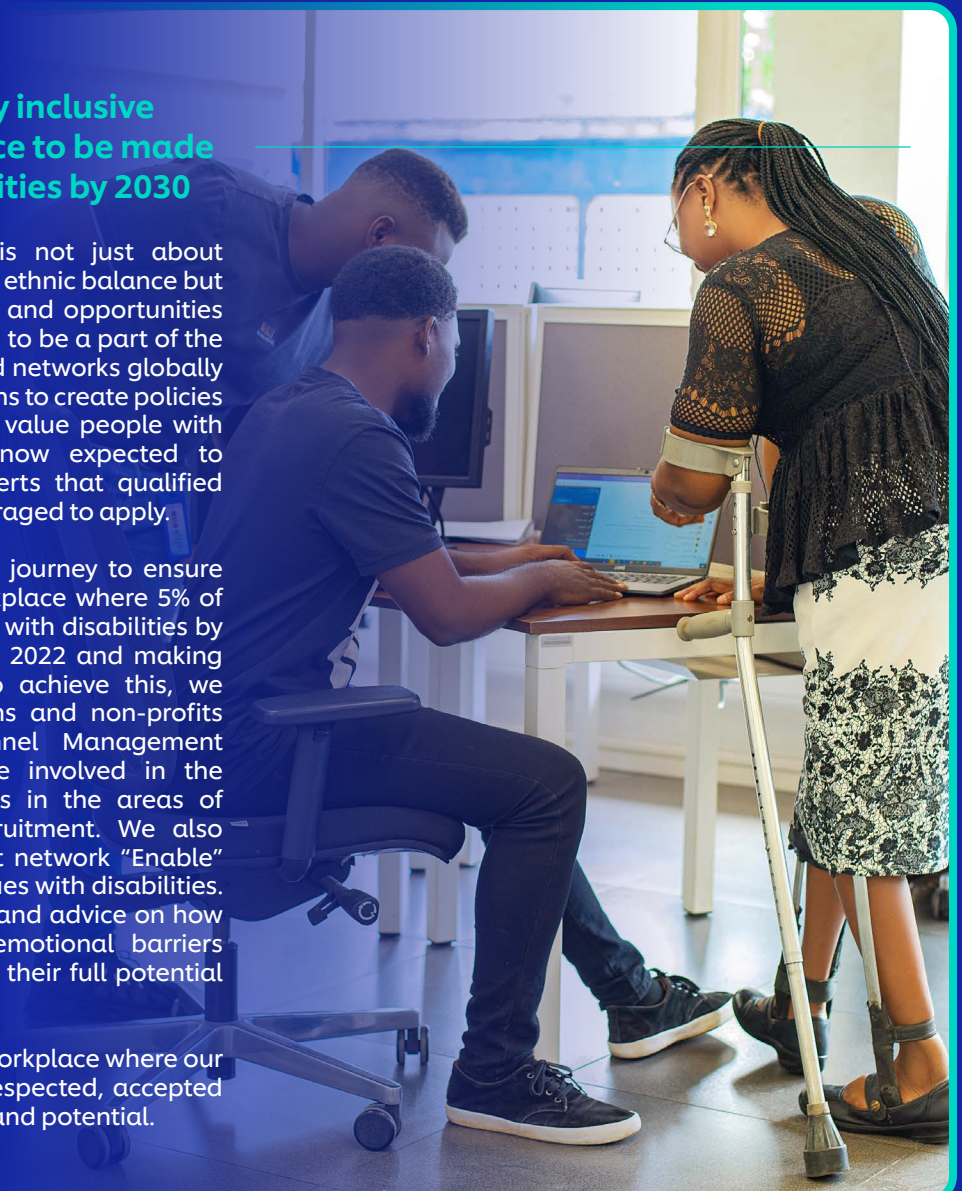
SPOTLIGHT

A fairer and more socially inclusive world: 5% of our workforce to be made up of people with disabilities by 2030

A socially inclusive workplace is not just about creating a gender, age, religion or ethnic balance but also creating systems, structures and opportunities for People with disabilities (PWDs) to be a part of the workforce. PWDs associations and networks globally have begun to call on organisations to create policies that accommodate, respect and value people with disabilities. Organisations are now expected to communicate boldly in job adverts that qualified people with disabilities are encouraged to apply.

At Unilever Nigeria, we are on a journey to ensure we have a socially inclusive workplace where 5% of our workforce is made of persons with disabilities by 2030, starting with a 1% mark in 2022 and making all our sites fully accessible. To achieve this, we have partnered with associations and non-profits (Chartered Institute of Personnel Management (CIPM), Sight Savers) which are involved in the campaign for inclusion of PWDs in the areas of capacity development and recruitment. We also have a global employee support network "Enable" which is designed for our colleagues with disabilities. The network provides mentoring and advice on how to overcome any physical or emotional barriers preventing people from reaching their full potential at Unilever.

We are committed to building a workplace where our employees with disabilities are respected, accepted and confident to show their skills and potential.



Equity, Diversity, and Inclusion

We respect and support our people, fostering a diverse, inclusive, fair, and safe workplace where our people can grow and develop. We are committed to eliminating all bias and discrimination in our practices and policies toward achieving an equitable and inclusive culture.

Global Compass Commitment:



Accelerate diverse representation at all levels of leadership

Local Action

- **Attain gender diversity of 50% by the fourth quarter (Q4) of 2022 in work level 1 (WL1) of our staff**



Initiative

- Ensure that recruiters have balanced slate for each role.
- Partner with employment agencies that support female candidates
- Enhance awareness of employee referral policy for females



KPIs (Targets)

- Attain WL1 gender diversity of 50% by Q4 2022
- Achieve 60% female diversity with new joiners by the fourth quarter of 2022



Progress Status

- We exited 2022 with a female employee ratio of 46.9%, which is a marginal decline over 2021 - 50.6%. At total business, we exited 2022 with a female representation of 41.1%.
- In 2022, 51% of all new hires were female recruits, and at work level 1 only, 54% of the hires were females
- There has been a revamp of the Maternity and Paternity Support (MAPS) framework, which seeks to promote inclusive workplace practices to improve the retention of our employees who return from any form of parental leave. There has been further communication of our referral policy, which rewards employees who refer successful female talents for employment. There is increased focus of participation of female employees in Employee Resource Groups, especially within the functions with the lowest female ratio





5% of our workforce to be made up of people with disabilities by 2025

Local Action

- 1% of our population to be made up of persons with disability by Q4 2022. Review end 2022 to identify resources needed to scale up to 5% by 2030



Initiative

- Partner with employment agencies that support PWD candidates to scale recruitment.
- Enhance awareness of employee referral policy for people with disabilities



KPIs (Targets)

- 1% of our population to be made up of persons with disability by Q4 2022



Progress Status

- As at end of 2022, there were 10 resources classified as persons with disabilities (PWDs); this makes up approximately 1.4% representation.
- Our commitment and drive towards creating an inclusive workplace for persons with disability (PWDs) has been intensified, through partnerships with associations/ non-profit agencies (Chartered Institute of Personnel Management (CIPM), Sight Savers), which are involved in the campaign for inclusion of PWDs
- The PWD representation on our site is currently at 1.4%, cutting across full time employees, temporary staff and interns
- In 2022, we rolled out the Africa Disability Pathway, which aims at building the capability of our employees and making them ready to work with PWDs. We continue to review the accessibility enhancements which have been made on our site, to ensure that they are fit for purpose. While we invest so much into our recruitment strategies, to attract PWDs, we have also amplified the internal campaign for self-declaration of disability status on our human resource management platform in "Workday"



Unilever Nigeria's Social Procurement Initiative in partnership with SupplierGATEWAY:

In line with our sustainable business vision through the Compass framework, Unilever Nigeria partnered with SupplierGATEWAY to launch its social procurement initiative aimed at increasing investment in female and disability-owned businesses in Nigeria. The initiative was a part of Unilever's global commitment to equity, diversity, and inclusion. It ensures that female and people with disability (PWD) led businesses are represented in Unilever Nigeria's supply chain.

SupplierGATEWAY is a provider of globally recognised Enhanced Digital Certification® (EDC) that ensures everyone, including women and people with disabilities are exposed to new opportunities to fly high in their business without any gender or disability barricade. SupplierGATEWAY will support the certification of businesses at least 51% owned by women and people with disabilities in Nigeria.



Women Owned Businesses Engaged:

14



PWD Owned Businesses Engaged:

1



Deals transacted with women & PWD businesses:

€14Million

Invites you to the launch of
Procurement as a force for Social Good

Featuring:

- Launch of Partnership to Increase spend on diversity (female and disability) owned businesses by 2025.
- Interactive panel session with female and disability owned and led businesses

SPEAKERS -

MODERATORS -

11th May 2022
10.00am - 12.00pm

SUPPORTED BY



International Women's Day 2022 – 'Equality is not Equal, #EquityIs':

As the World celebrated international women's day 2022, Unilever Nigeria shone a spotlight on the need for equity and inclusion for all. In a panel discussion session themed 'Equality is not Equal, Equity is' Carl Cruz (MD, Unilever West Africa) expressed his pleasure at Unilever's progress towards achieving a 49% gender diversity at management level (as at March 2022). This was in keeping with our commitment to making our workplace more equitable.



International
Women's Day



We have made a lot of progress on the issues called out to make the world and the workplace more equitable for all. As a listening organisation, we encourage everyone to continue to speak up and raise issues that will make us achieve much more on our journey of diversity, inclusion, and fairness.



– Ola Eginmoror
HR Director, Unilever West Africa)



Unstereotype Marketing:

We want to contribute to equity and diversity by pushing positive social narratives through our advertising. To achieve this, we have set a target to test all our advertising using tools such as the Unstereotype Metric for sensitivity to diversity issues such as gender, race, age, ability, ethnicity, religion, sexuality, language, education, etc.

A key achievement in this journey is the joining of Unstereotype Alliance (UA). The Unstereotype Alliance is a thought and action platform that seeks to eradicate harmful stereotypes in all media and advertising

content. Therefore, we now apply unstereotype metrics to our advertising. Other targets which we intend to achieve in the coming year include signing up to Women's Empowerment Principles (WEPs) and Gender Gap Analysis Tool (GAT).

Raise Living Standards

We believe that business can help tackle social inequality and we are determined to raise living standards throughout our value chain. Millions of people depend on Unilever to earn a living so we are working to ensure that prosperity is shared more fairly.

Global Compass Commitment:



Ensure that everyone who directly provides goods and services to Unilever will earn at least a living wage or income by 2030

Local Action

- **Ensure that all insourced (contingent) labour employees in Supply Chain are paid the recommended Living wage rate by 2022**



Initiative

Identify all 3rd Parties employees earning below the livable wage compensation and benchmark pay against wage rate



KPIs (Targets)

100% Compliance to living wage compensation



Progress Status

Implementation of Living wage was stalled due to commodity inflation on key material prices, adverse currency impact due to depreciation of naira against USD and increase in average diesel rate.

In addition to Living wage being a global Unilever requirement, it also ensures that our people (direct and insourced) are paid decent and liveable wages in line with our global social commitment. This will ensure compliance with living wage compensation in Supply Chain.

The contingent labour employees at the factories, constituting about 45% of our third-party support, have now been moved to living wage effective 1 January 2023.



Help 5 million small and medium-sized enterprises grow their business by 2025

Local Action

Map female owned and female led Micro, Small and Medium-sized Enterprises (MSMES) in our supplier pool and work with partners to increase to 30%	 Initiative	WeConnect supplier gender benchmarking and recruitment
	 KPIs (Targets)	30% of supplier pool in Nigeria is female owned or female led businesses
	 Progress Status	Over the years, we have: - Engaged 14 businesses owned by women - Engaged 1 business owned by PWD - Transacted over €14m deals with businesses owned by women and PWD
Help 1 million small and medium-sized female entrepreneurs grow their businesses by 2025 through the Sunlight campaign	 Initiative	Sunlight Shakti (an initiative from that enables women in remote rural areas to become micro-entrepreneurs and earn a livelihood by selling our products) programme / Purpose activations
	 KPIs (Targets)	Empower 1m women through Shakti to start or grow their business by 2025
	 Progress Status	5,280 Shakti women recruited in 2022 - Unilever Field Sales Accreditation (UFSA) business training rolled out to 2,000 Shakti women in 2022



Spend €2 billion annually with diverse businesses worldwide by 2025

Local Action

We will build up Shakti women business to €20 million with our Shakti entrepreneurs by 2025	 Initiative	Scale up Shakti project to reach 10K women by 2025
	 KPIs (Targets)	Ensure that all 10,000 women are doing an annual average of €5,000 business with Unilever by 2025
	 Progress Status	10,280 are beneficiaries of the Shakti women programme - Average business per Shakti woman €1,700

Sunlight Shakti Programme:

Through our long-running Shakti programme, we continue to push towards our target of helping five million small and medium-sized enterprises grow their business by 2025. In the reporting year, we admitted

more women into the Shakti programme. By providing grants, and business and personal skills capacity training for these women, we will ultimately help them to improve their earnings and livelihoods, as well as support them to run successful businesses.



Shakti Women recruited in 2022:

5,280



Women who participated in UFSA business training roll out:

2,000



Total Number of Shakti Women:

10,280



Average business per Shakti woman:

€1.7k

Future of Work

The future of work isn't just about data, robots and algorithms – it's really about people. We see meaningful work as everyone's right. We're taking big steps to equip our own people and others for the future.

Global Compass Commitment:



Equip 10 million young people with essential skills by 2030

Local Action

- **Equip 100,000 young people across Nigeria with essential skills by 2030**



Initiative

IdeaTrophy

IdeaTrophy
A Business Solutions Competition engaged to identify and award young minds (students/interns) with brilliant business solutions with internship and mentorship opportunities.

Focus Skills: Finance for Non-Finance, Marketing, Sales, Business Plan development, Design thinking, Leadership



KPIs (Targets)

Induct 450 young people into the challenge by 2030



Progress Status

30 interns inducted into the initiative. The top six in Nigeria were awarded with Post-Graduate Internships and went on to represent Nigeria and competed at the competition's Africa level



Initiative

UCAP

Unilever Campus Ambassadors Program is a Youth Employability seminars, online courses and skills development engagements across university and polytechnic campuses



KPIs (Targets)

To reach 100,000 students with employability knowledge and skills by 2030



Progress Status

- UCAP project for 2022 was revised. We co-created a new initiative called FUCAP (Future-X Unilever Campus Ambassadors Program) in partnership with UNICEF as part of the Generation-Unlimited initiative. We also expanded the initial target to reach 700,000 young people with skills and knowledge, and provide direct impact for 183,000 young people by 2030
- The initiative will be launched in 2023



Initiative

ULIP

Unilever Internship Program is a work experience immersion program for university graduates



KPIs (Targets)

Provide internship opportunities for 270 interns by 2030



Progress Status

60 interns recruited on either 6-months or 1-year work placements.

Breakdown of the work placements recruitments are listed below:

- Undergraduate Internship - 14;
- Graduate Internship - 8;
- Post Graduate Internship - 2;
- Apprenticeship - 1;
- NYSC - 35





Pioneer new models to provide our employees with flexible employment options by 2030

Local Action

- **Increase FLEX opportunities and roles created and filled in NG by 10% in 2022**



Initiative

- Increase usage of Flex platform to help employees having flexible job experience
- Continue agile policy and practices to provide flexible working hours
- Through “be resourceful program” develop program to partner with freelancers and part-time workers



KPIs (Targets)

Increase FLEX opportunities and roles created and filled in NG by 10% in 2022



Progress Status

- FLEX platform is created as an opportunity for employees to acquire other skills from other Unilever companies in other geographies, without having to physically change location. As at end of the first half of 2022, there was a total of 51% of registered users on the FLEX platform, with 40% of them being active users, thus, engaging the platform to seek opportunities
- The organization continues to uphold its flexible working schedule of 2+2+1, where employees get to work two days in the office, two days at home and the last day, to be applied flexibly based on agreement between line managers and employees



Reskill or upskill our employees with future-fit skills by 2025

Local Action

- **Achieve 80% of employees who have developed a future fit plan and discussed implementation with their Line Managers and Human Resource Business Partners. Attain 20% increase in combined employee time committed to learning on degreed**



Initiative

- Future fit plan for 80% of our employees, with a focus on future skills relevant for business
- Vocational training for our shopfloor employees with focus on entrepreneurial skills. <30% employees
- Capability building in e-commerce for our sales team



KPIs (Targets)

80% of employees with Future Fit plan and 20% increase in learning on degreed



Progress Status

- The Future Fit Plan, is a concept which empowers employees to direct their career paths in the desired direction
- As of December 2022, approximately 61% of our employees had completed their Future Fit Plans, together with focus skills, which serves as a direction for their career path

Unilever Secondary School Internship (USSIP):

We are following the emerging trends in the workplace, and we understand where the skill gaps are. We want to play a part in preparing and empowering the future workforce with future-fit skills. In this regard, we plan to equip 130,000 young persons with essential skills by 2030.

The USSIP is a summer internship program for secondary school students to learn basic workplace ready skills. The secondary school students will be provided with skills to thrive in life and in the world of work. The students will be tutored in skills such as Presentation skills; Teamwork; Marketing; Communications basics, Sales basics, Project planning and many others.

SPOTLIGHT

The future of work: a place of fun and pride

Reduced bureaucracy, flexibility, collaboration and creativity are some of the most prominent themes in today's workplaces. These concepts (in addition to new skill sets) are also expected to largely define the future of work. There have been findings from numerous research that have also shown that workplaces that are more fun-filled or give room for play have more productive employees. Employees that find themselves in such working environment also find more fulfillment in their roles and are likely to stay for longer.

At Unilever, we understand that working together as a team is more fun that makes the workplace a highly enjoyable place to be. Riding on this understanding, we have made conscious efforts to "spice up" our workspaces as well as implement fun related activities. To inspire creativity, we have put up exciting murals at different locations at our head office and plants. Additionally, we also started a weekly football competition that staff keenly look forward to participating in. An average of 50 employees participate on a weekly basis. Since the inception of this initiative about 70 have participated. To advance our goal to create a

workplace of fun and a mass of mentally active employees, we also started weekly aerobic sessions at our plants. The session holds every Wednesday and Thursday focusing on building team bonding, mental alertness, and reduces the risk of many health conditions. About 35 employees of Unilever Nigeria participate at the sessions.

Our employees are also inspired and encouraged to connect with society and the environment in a number of ways. The most evident of this is through our commitment to purpose which is conspicuously captured within our Compass Strategy. In developing products, we want to address some of society's most pressing needs and employees are at the heart of what we do. Furthermore, we have a plastics waste collection initiative that is driven by our employees. Over the years, 1800kg of PET tonnes have been collected through the initiatives and 220 employees have volunteered for the cause. Feedback from our employees that have participated in the plastic drive have helped us to understand the correlation between purposeful work and employee satisfaction.



Unilever | weoolers | RecyclingAlliance

Food, drinks, fun and games



Chapter Three

ESG Report

03.



REPORTING TEMPLATE ON SUSTAINABLE FINANCIAL PRINCIPLES FOR THE NIGERIAN CAPITAL MARKET

Principle 1: Environmental, Social and Governance (ESG) Considerations

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
1.1. Entities should develop appropriate policies to integrate ESG considerations into decision-making processes and enterprise risk management framework.	☑				We operate a fully integrated approach to sustainability issues which takes into consideration all the ESG requirements. We also have a business wide risk management process which captures all risk areas within the business.
1.2. Entities should also develop robust and transparent procedures, which entail clear governance structures, limits of authority, standards and codes of conduct, to support implementation of their policies and the principles.	☑				We have an in-house governance structure for managing sustainability and ESG issues at Unilever Nigeria. The Sustainability Committee oversees all sustainable business issues at Unilever Nigeria. We have put in place standard operating procedures and several other functional policies to ensure the effective implementation of ESG.
1.3. Entities should put in place programmes for managing their environmental and social footprints. The programmes should reduce greenhouse gas emissions, promote efficient use of water and energy, and improve waste and construction management.	☑				We have several environmental and social programs that are aimed at supporting society and promoting environmental stewardship. Please see the "Unilever Compass and the GRI" section for more information on our social and environmental performance.
1.4. Entities should outline the minimum labour and social standards they will apply in managing their operations consistent with good practice, such as the United Nations Declaration of Human Rights and the International Labour Organisation Charter.	☑				We are guided by the labour standards of the Nigeria Labour Act, the United Nations Guiding Principles on Business and Human Rights, the United Nations Declaration of Human Rights, and the International Labour Organisation Charter.
1.5. Entities should develop and promote investment in community projects and initiatives with the aim of contributing to the sustainable development of their host communities.	☑				Annually, we contribute to our host communities through our brands with purpose initiatives. Some of these initiatives include- Sunlight Shakti Women Empowerment Program,, the Knorr Eat for Good Campaign, the Pepsodent Brush Day and Night Campaign, the OMO Plastics Program, and the Vaseline Healing Project
1.6. Entities should articulate, in their sustainable finance policies and procedures, ESG procurement standards for suppliers, contractors, and other third-party service providers	☑				We have a Responsible Sourcing Policy (RSP) that embodies our commitment to conduct business with integrity, openness and respect for universal human rights and core labour principles.

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
1.7. Entities should monitor their service providers to ensure compliance with the ESG standards	☑				As a part of our Responsible Sourcing Policy (RSP) , we use a 'risk-based approach', where we evaluate the risk a supplier poses with regard to the key elements of the RSP. The risk evaluation considers what countries they operate in and what goods or services they supply. Where the supplier represents a high risk, we use industry-leading audit protocols to address concerns.
1.8. Entities should regularly conduct internal reviews of the integrity and quality of ESG practices and procedures for continuous improvement. External audit of ESG practices and procedures may also be undertaken.	☑				We periodically audit our internal processes to determine where gaps exist. The audit process covers the ESG practices and procedures of our business. This is done through the governance meeting – where issues of environment etc are looked into by the leadership team and regular audits cross functionally. A materiality assessment process is also conducted periodically to understand our performance and the impacts on our stakeholders. External audits take place through our assurance process.
1.9. Entities should set criteria for reporting their ESG risk assessment processes on their business operations and activities.	☑				We use the GRI Standards, the Principles of the United Nations Global Compact, the Nigerian Stock Exchange Sustainability Disclosure Guidelines and the Securities and Exchange Commission's Sustainable Financial Principles for the Nigerian Capital Market to report the risk on our business operations and activities.
2.1. Develop an ESG policy e.g., sustainable policy – to serve as a tool and strategic framework to guide and support the entities in the delivery of its sustainable agenda.	☑				We have a publicly available sustainability framework known as the Unilever Compass . The elaborated framework is also captured under the Planet and Society section of our website.
2.2. Dedicated Environmental Sustainable Office (ESO) to work assiduously in enshrining the organization the workings of its sustainable policies.	☑				We have a Sustainable Business unit that coordinates all sustainability related affairs for Unilever Nigeria. We adopt an operationally integrated approach to managing our sustainability agenda including the environmental sustainability agenda.

Principle 2: Collaborative Partnership and Capacity Building

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
2.1 Develop an ESG policy e.g., sustainable policy – to serve as a tool and strategic framework to guide and support the entities in the delivery of its sustainable agenda.	☑				We have a publicly available sustainability framework known as the Unilever Compass . The elaborated framework is also captured under the Planet and Society section of our website.
2.2. Dedicated Environmental Sustainable Office (ESO) to work assiduously in enshrining in the organization the workings of its sustainable policies.	☑				We have a Sustainable Business unit that coordinates all sustainability related affairs for Unilever Nigeria. We adopt an operationally integrated approach to managing our sustainability agenda including the environmental sustainability agenda.
2.3. Develop structural mechanisms to guide the implementation of the structural policies and guidelines.	☑				Sustainability/ESG is managed at the highest level of our organisation and our management structure for sustainable business flows up from the Sustainability Working Committee to the Sustainability Steering Committee, to the Leadership Team, and into the Board of Directors.
2.4. Have an internal capacity to support the implementation of sustainable policies and guidelines.	☑				The Sustainability Steering and Working Committees through the Sustainable Business Unit and the various functions and project owners across Unilever Nigeria implement our sustainability policies and guidelines.
2.5. Engage and create the buy in of key stakeholders to support the implementation of the policies.	☑				All sustainability-related policies and initiatives are communicated to our internal and external stakeholders through our website, Annual Report, Sustainability Reports, and other communication channels.
2.6. Develop and implement the entity's sustainable strategy.	☑				We have a localised sustainability framework that comes from the Unilever Group sustainability strategy – The Unilever Compass. Implementation of the framework is dynamic and continuous

Principle 3: Financing of Priority Sectors of the Economy

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
3.1. Entities should on the basis of verifiable business plans/feasibility reports identify priority sector(s) in which they operate by way of providing financing/carrying out investments.				✓	Not available
3.1. Entities should disclose products and services designed to facilitate financing of priority sectors of the economy.				✓	Not available
3.1. Entities should report the monetary value of actual investments undertaken in/products and services invested in financing of priority sectors of the economy.				✓	Not available
3.4. Entities should record and report total monetary value of assistance received from government(s) for financing/investing in priority sectors of the economy. This should cover items such as: • Subsidies • Tax reliefs and tax credits • Financial incentives • Royalty holidays • Export promotion grants				✓	No assistance received from government(s) for financing priority sectors of the economy.

Principle 4: Human Rights, Women's Economic Empowerment, Job Creation and Financial Inclusion

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
4.1. Entities should balance the ratio of employment between men and women and bridge the gap in favour of women.		☑			Due to the effect of attrition and ongoing hiring, the current gender ratio of our employees currently tilts in favour of men at 45.9% of female employees in management levels. However, we have a Diversity and Inclusion Policy aimed at consistently evening out the gender gap in our employment.
4.1. Entities should encourage policies that better the lots of women, for e.g., building crèche; increasing the current maternity leave from 3 months to 6 months; setting up of standing committees and by-laws to protect sexual harassment in offices; improving on toilet facilities to cover sanitary requirements;	☑				We have support groups for women to drive policy changes. Some of these groups include Super Moms Network, CD Women Inspiration Network, and the Maternity and Paternity Support System. Our BI policy addresses issues of sexual harassment with zero tolerance to harassment or bullying in the office. Campaigns to sensitise and educate employees about these policies and the procedures of complaints and redress are in place. We also have robust support on domestic violence and a process of sharing this policy with other companies if so required.
4.1. Equal opportunities with respect to positions and capacity building;	☑				We are an equal opportunity employer. Our stance on non-discrimination is reflected across recruitment, promotion, and capacity building.
4.1. Quarterly seminars/sessions on economic savings and empowerment;				☑	NA
4.1. Entities should collaborate on how to design programs/projects that will encourage macro small medium enterprises to be active in the financial market.	☑				Our Shakti program is an economic empowerment initiative that employs rural women, to sell Unilever products within their community ultimately impacting their earnings/livelihood and communities positively. Please see more information on Sunlight Shakti Programme.

Principle 5: Reporting and Disclosures

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
5.1. Entity should report ESG issues annually either on a stand-alone basis or as an integral part of its annual report to stakeholders. The timing of the reporting should be the same as the financial performance report of the organization.	✓				Unilever Nigeria has an annual reporting cycle which corresponds with our financial reporting timeline.
5.2. Entities should articulate clear goals, targets, and measurement indicators for each Principle.	✓				At the global and local levels, we have set targets and indicators across our focus areas.
5.3. Entity should develop a reporting template that is incorporated into its management information system. Reports should demonstrate progress against the indicators set for each Principle.	✓				In 2022 we completed the process of setting up a reporting template for tracking progress against each set target.
5.4. Entity should define the scope of its activities and identify stakeholders in its ESG report				✓	This report covers our Nigerian operations, and it is for the reporting year, 2022. More information on the stakeholders for this ESG report can be found on the Sustainability Process and Governance, and the Engaging with Stakeholders sections.
5.5. Entity's ESG performance should be reported in relation to local or global expectations its ESG report	✓				We currently report our performance and footprints based on local or global guidelines from the GRI, UNGC, SDGs, NSE-SDGs, and the SEC.
5.6. Entity should concentrate on aspects of operations that have significant ESG impacts that may influence the decisions of stakeholders in its ESG report	✓				We conduct a materiality process annually to determine our significant ESG impacts. Our materiality process influences our strategy, initiatives, and reporting.
5.7. ESG Reporting should be transparent and comprehensive covering both positive and negative aspects of performance	✓				Our report covers both our positive and negative footprints.
5.8. ESG Reporting should be transparent and comprehensive covering both positive and negative aspects of performance		✓			Using our Compass framework and commitments which is our newly adopted reporting template, we will track our long-term ESG performance annually.

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
5.9. In ESG reporting, ambiguity should be avoided. Information is to be presented in clear and understandable manner.					Our ESG reports are unambiguous.
5.10. All information used to prepare the performance report should be gathered, recorded, compiled, analysed, and disclosed in such a manner as to allow for independent examination to establish the quality and materiality of the information. Entities should adopt the GRI or any other internationally recognized reporting standard in preparing their report.					We currently adopt the GRI Standards for our ESG reporting and the reported data are contained in the GRI Index at the end of the report.

GRI Content Index

This report has been prepared in reference to the Global Reporting Initiative Standards, having satisfied the following criteria:

1. Including the statement 'in accordance with' in the report.
2. Referencing with report content and quality as defined by GRI. In defining the report content, engagements with internal and external stakeholders contributed to the identification of material areas where impacts occur and the potential threats to the operations of brands in Unilever Nigeria. The report has attempted to present the activities of Unilever Nigeria in the wider context of sustainability whilst completely covering material topics that specifically describe impact on the economy, environment, and society.
3. We have used GRI 103: Management Approach to report the management approach and the topic Boundary for all material topics and provided omissions as well as reasons if any.
4. We have used the topic specific GRI Standards (series 200, 300, 400) to report on material topics providing response to core disclosures and indicating reasons for omissions or non-applicability.
5. Other documents which are not hyperlinked can be retrieved from the Sustainable Business Team at Unilever Nigeria.

Please see contacts' details on **page 90**.

Furthermore, this index also highlights where we align with the Ten Principles of the United Nations Global Compact (UNGC) through our most material topics.

Key:

- **SR** = Sustainably Report 2022
- **ARFS** = [Annual Report and Financial Statements 2022. This report can be accessed through Unilever's website](#)
- **E** = Information found elsewhere on Unilever websites
- **O** = Other Documents
- **UNGC** = United Nations Global Compact Principles (P1 – P9)
- **NSX-SDGs** = Nigeria Stock Exchange Sustainability Disclosure Guidelines (1 – 11)

Unilever 2022 Sustainability Report

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
General Disclosures					
2-1	Organisational details	Unilever Nigeria Plc Corporate Head Office: 1, Billings Way, Oregun, Lagos. Nigeria			
2-2	Entities included in the organisation's sustainability report	2022 ARFS: Notes to Financial Statements - Related Party relationship			
2-3	Reporting period, frequency and contact point	- SR: About this Report - The sustainability report is for the 2022 fiscal year. - SR: Contact Us	6		
2-4	Restatements of information	Not Applicable			
2-5	External Assurance	External Assurance			
2-6	Activities, value chain and other business relationships	2022 ARFS: Unilever Corporate Profile			
2-7	Employees	a) Total number of employees in 2022: 1240 b) Total number of operations/factory workers: 477 c) Total number of contract employees: 533 d) Total number of management employees: 230 e) Male to female ratio of management employee at Unilever Nigeria: 1.47:1			
2-8	Workers who are not employees	For the reporting year, Unilever has 32 interns			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Material Topics					
3-1	Process to determine material topics	SR: Unilever Nigeria 2022 Materiality Assessment Process	24		
3-2	List of material topics		25		
Strategy					
2-22	Statement on sustainable development strategy	SR: CEO & Chairman's Statement	4		
2-23	Policy commitments	Our Policy Commitments			
2-24	Embedding policy commitments	At Unilever, we have policies written in line with the Unilever Compass. The Unilever Compass drives our business strategy and implementation commitments have been set and monitored across our business units as applicable Our Policy Commitments			
2-25	Processes to remediate negative impacts	We have a grievance mechanism process in place to help identify and address issues. Our grievance mechanisms play a critical role in opening channels for dialogue, problem solving and investigation. Through our grievance process we ensure to provide timely responses to issues of concern to our stakeholders			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
2-26	Mechanisms for seeking advice and raising concerns	Unilever aims to create an environment where employees are vigilant in identifying potential concerns, and confident about speaking up in such situations, Employees can raise concerns by reporting to their line manager , business integrity officers or using the external Unilever Code Support Line (whistleblowing line) via telephone or online https://www.unilever.com/planet-and-society/responsible-business/business-integrity/			
2-27	Compliance with laws and regulations	No sanction or significant fines were paid by Unilever in 2022			
2-28	Membership associations	- Manufacturers Association of Nigeria (MAN) - Nigeria Employers' Consultative Association (NECA) - Manufacturers Association of Nigeria Export Group (MANEG) - Nigeria Economic Summit Group (NESG) - Abuja Chamber of Commerce and Industry (ACCI) - Lagos Chamber of Commerce and Industry (LCCI) - Nigeria British Chamber of Commerce (NBCC) - Nigeria South Africa Chamber of Commerce (NSCC) - Food and Beverage Recycling Alliance (FBRA) - Association of Foods, Beverages and Tobacco Employers (AFBTE)			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Governance				5/6	
2-9	Governance structure and composition	2022 ARFS: Directors and Corporate Governance Report			
2-10	Nomination and selection of the highest governance body	2022 ARFS: Directors and Corporate Governance Report			
2-11	Chair of the highest governance body	2022 ARFS: Directors and Corporate Governance Report			
2-12	Role of the highest governance body in overseeing the management of impacts	2022 ARFS: Directors and Corporate Governance Report			
2-13	Delegation of responsibility for managing impacts	2022 ARFS			
2-14	Role of the highest governance body in sustainability reporting	SR: Our Sustainability Governance Approach	10		
2-15	Conflicts of interest	2022 ARFS: Directors and Corporate Governance Report			
2-16	Communication of critical concerns	2022 ARFS: Directors and Corporate Governance Report			
2-17	Collective knowledge of the highest governance body	2022 ARFS: Directors and Corporate Governance Report			
2-18	Evaluation of the performance of the highest governance body	2022 ARFS: Directors and Corporate Governance Report			
2-19	Remuneration policies	Remuneration Policy			
2-20	Process to determine remuneration	Directors Remuneration Policy			
2-21	Annual total compensation ratio	Not Available			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Stakeholder Engagement					
2-29	Approach to stakeholder engagement	SR: Our Stakeholder Engagement and Management	18		
2-30	Collective bargaining agreements	At the end of the reporting year, we had 477 blue-collar employees under collective bargaining			
Economic Performance					
3-3	Management of material topics	Description: As part of our approach to integrating sustainability in our decisions, economic performance as an important material topic. Our Compass strategy includes raising the living standards of direct service providers and also help small and medium sized enterprises grow their business 2022 ARFS: Results			
201-1	Direct economic value generated and distributed	2022 ARFS: Statement of Profit or Loss for the year ended 31 December and Value-Added Statement			
201-2	Financial implications and other risks and opportunities due to climate change	Not available			
201-3	Defined benefit plan obligations and other retirement plans	2022 ARFS: Employee Benefits and Retirement Service Obligation			
201-4	Financial assistance received from government	No financial assistance was received from the government in 2022			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Indirect Economic impacts				8	
3-3	Management of material topic	As part of our approach to integrating Sustainability in our decisions, we also consider economic impacts that we make in society			
203-1	Infrastructure investments and services supported	SR Report: Our Compass - Raise Living Standards	51		
203-2	Significant indirect economic impacts	SR Report: Our Compass – Raise Living Standards	51		
Procurement Practices					
3-3	Management of material topic	Unilever is committed to ensuring the source of key agricultural raw ingredients in the supply chain are sourced locally, our approach to implementing this is stated in our Responsible sourcing policy Unilever Responsible Sourcing Policy			
Anti-corruption				1/2	P10
3-3	Management of material topic	Description: We have set high ethical standards and developed policies to guide our business to ensure operations are carried out with integrity			
205-1	Operations assessed for risks related to corruption	- SR: Business Ethics - Government Relations training - Business Integrity training	13		

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
205-2	Communication and training about anti-corruption policies and procedures	SR: Business Ethics Our Business Integrity framework is hinged on three (3) pillars of Prevent, Detect and Respond. (a) Prevent –inclusive of Risk assessment on anti-corruption, bribery etc trainings on policies & controls and employee learning; (b) Detect - which includes establishing reporting channels, monitoring trends, and conducting audits; and (c) Respond - Which includes investigations, implementation of remedial actions & continuous improvement	13		
205-3	Confirmed incidents of corruption and actions taken	• SR: Business Ethics • Two (2) confirmed incidents for 2022. • The employees found culpable had their employment terminated.			
Anti-competitive Behaviour					
3-3	Management of material topic	Our products are designed and priced to meet the needs of the customers according to their preference and choice. As a competitor in the market, we continuously review the market and engage consumers to remain a brand of choice for consumers without compromising regulatory standards			
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There were no legal sanctions imposed on Unilever in 2022			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Tax					
3-3	Management of material topic	As a responsible business Unilever Nigeria ensures full compliance with local tax laws and regulations. This reinforces our commitment to the sustainable development of the community and on a larger perspective the country we operate			
207-1	Approach to tax	SR: Responsible Taxpayer	20		
207-2	Tax governance, control, and risk management	<u>A responsible taxpayer Unilever</u>			
207-3	Stakeholder engagement and management of concerns related to tax	SR: External Stakeholders	19		
207-4	Country-by-country reporting	2022 ARFS			
Materials				3/9	
3-3	Management of material topic	Reducing the environmental impact of packaging and waste, including the protection of marine environments SR: Our Compass - Waste Free World	34		
301-1	Total weight or volume of materials used to produce and package the Unilever's primary products in 2022, by: i) Non-renewable materials used ii) Renewable materials used	i) 1390.46T ii) 1607T			
301-2	Total weight of recycled input material used in 2022 packaging (e.g., recycled plastics for packaging)	0kg			
301-3	Reclaimed products and their packaging materials	SR: Our Compass - Waste Free World	34		

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Energy				9	
3-3	Management of material topic	- Reducing energy consumption across all our sites and offices - SR: Our Compass - Climate Action	30		
302-1	Energy consumption within the organisation	153,734.00GJ			
302-2	Energy consumption outside of the organisation	41814.17GJ			
302-3	Energy intensity	2.34GJ/T			
302-4	Reduction of energy consumption	14461.60GJ			
302-5	Reductions in energy requirements of products and services	SR: Our Compass - Climate Action	30		
Water				9	P7/8/9
3-3	Management of material topic	We are committed to improving access to water and managing water use and abstraction sustainably across our value chain			
303-1	Interactions with water as a shared resource	Water is sourced from ground water (borehole) with 3 sources in Agbara and 2 in the Agbara facility			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
303-2	Management of water discharge related impacts	- Wastewater quality is maintained below NESREA limits for wastewater parameters. Internally weekly samples of influent and effluent water is analysed in-house at the Oregun plant where we have an effluent treatment plant and monthly verified by external analysis by an accredited laboratory - At the Agbara plant wastewater is discharged into a municipal effluent treatment plant and internally wastewater from each discharge point is sampled and the composite ex-factory sample analysed weekly by an accredited laboratory - There is no stream or river body near our facilities			
303-3	Water withdrawal	The total volume of water recycled during the operations in the year 2022 measured through the direct flow metre was 169.413 megalitre			
303-4	Water discharge	The total water discharged from our facility operations estimated and calculated by flow metre is 12.28014 megalitre			
303-5	Water consumption	The water consumed across our operations measured using the direct flow measurement in 2022 is 145.8130 megalitre			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Biodiversity					
3-3	Management of material topic	- Unilever ensures our operations especially from material sourcing has no negative impact on plant and animal species within our areas of operations - We are on a target to achieve 100% sustainable sourcing through our supply chain			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not Applicable			
304-2	Significant impacts of activities, products, and services on biodiversity	SR: Protect and Regenerate Nature	33		
304-3	Habitats protected or restored	Not Applicable			
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not Applicable			
Emissions					
3-3	Management of material topic	- Reducing emissions across all our sites, offices and products - SR: Unilever Nigeria 2022 Materiality Assessment Process	27		
305-1	Direct (Scope 1) GHG emissions	8263416.00kg			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
305-3	Other indirect (Scope 3) GHG emissions	133.34kg/T			
305-4	GHG emissions intensity	119.96kg/T			
305-5	Reduction of GHG Emissions	SR: Improve the health of the planet- Climate Action	30		
305-6	Emissions of ozone-depleting substances (ODS)	SR: Improve the health of the planet	30		
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	10824Kg of sulphur oxides was emitted from our boilers in in the reporting year			
Waste			9	P9	
3-3	Management of material topic	Reducing the environmental impact of waste, including the protection of marine environments SR: Unilever Nigeria 2022 Materiality Assessment Process	24		
306-1	Waste generation and significant waste-related impacts	No waste related impacts			
306-2	Management of significant waste-related impacts	We carry out production planning, Daily waste tracking and analysis to ensure waste generated during production is minimal. We also set waste target and forecast for waste reduction There are management engagements and review to ensure amount of waste generated remains within set target			
306-3	Waste generated	651244kg			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
306-4	Waste diverted from disposal	136.23kg/Ton			
306-5	Waste directed to disposal	2217.49Ton			
Environmental Compliance			1		P7/9
3-3	Management of material topic	ARFS 2022: Directors' Report on Safety, Health and Environmental Care			
307-1	Non-compliance with environmental laws and regulations	There were no sanctions or fines paid by Unilever in the year 2022			
Supplier Environmental Assessment			3/9		
3-3	Management of material topic	Suppliers are guided by the Unilever responsible sourcing policy which they are required to comply with. Suppliers are also assessed using an internally developed due diligence which include environmental parameters businesses must align with to qualify to do business with Unilever			
308-1	New suppliers screened using environmental criteria	7 suppliers were assessed in the year 2022			
308-2	Negative environmental impacts in the supply chain and actions taken	No negative environmental impact was reported in 2022 on our suppliers and no action taken in this regard			
Employment			2/5		P1
3-3	Management of material topic	We are committed to a working environment that promotes diversity, inclusion, life-long learning, and equal opportunities			
401-1	New employee hires and employee turnover	Total number and rate of new employee hires during the reporting period = 41, Gender; Male: 22, Female: 19			
401-3	Parental leave	a. Total number of employees that were entitled to parental leave = 707, Gender; Male: 574, Female: 133 b. Total number of employees that took parental leave, by gender = 19, by gender = Male = 7, Female = 12			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Labour/Management Relations				5	P3
3-3	Management of material topic	We ensure employees are well notified on any decision that will significantly affect them and comply by the labour laws guiding the country of our operation			
402-1	Minimum notice periods regarding operational changes	2 Weeks			
Employee Health, Safety and Wellbeing				5	P1
103-1	Management of material topic	Protecting and promoting the physical and mental well-being of employees Occupational Health & Safety SR: Employee Health and Wellbeing			
403-1	Occupational health and safety management system	Safety at work Unilever			
403-2	Hazard identification, risk assessment, and incident investigation	Safety at work Unilever			
403-3	Occupational health services	Safety at work Unilever			
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety at work Unilever			
403-5	Worker training on occupational health and safety	• No of trainings: 54 • No of persons trained: 6395 • Total training hours: 50.4hrs • Total manhours for training: 37306.5 manhours			
403-6	Promotion of worker health	• Safety at work Unilever • SR: Materiality Matrix • SR: Our Compass: Health and Wellbeing	42		

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety at work Unilever			
403-8	Workers covered by an occupational health and safety management system	100%			
403-9	Work-related injuries	Unilever Employee Lost Time Accident: 0 Medical Treatment Case: 0 First Aid Cases: 2 Contractor Lost Time Accident: 0 Medical Treatment Case: 0 First Aid cases: 0			
403-10	Work-related ill health	0			
Training and Education			5		
3-3	Management of material topic	Attracting, retaining, and developing the best talent through policies and practices related to employees			
404-1	Average hours of training per year per employee	Over 7,000 hours of learning for Managers with over 350 employees participating in monthly Masterclass webinars Over 6,400 hours of training for Factory workers were provided in 2022 to also create opportunities for them to optimize themselves in their roles			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
404-2	Programs for upgrading employee skills and transition assistance programs	Fit Plan, Coaching and Mentoring Programme Agile methodology, digital and data, consumer marketing insights, business acumen, media training, government relations training, sustainability reporting training, quality training, brand protection training, business integrity trainings, first timeline manager leadership trainings, waste segregation and management, environmental awareness, world environmental day, 3Rs of waste management, and environmental care policy In 2022, we supported continuous education through our Learning and Development policy where we refunded payment to employees who developed themselves through Master's degree programmes, certification courses, and payment of Professional Body Membership etc that support their roles and development			
404-3	Percentage of employees receiving regular performance and career development reviews	Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period = 230, Gender; Male: 59.6%, Female: 40.40%			
Diversity and Equal Opportunity			5/6		P6
3-3	Management of material topic	Delivering business growth that benefits women stakeholder groups and ensuring fair compensation at all levels across the business			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
405-1	Diversity of governance bodies and employees	a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; = Male: 8 (66.67%), Female: 4 (33.33%) ii. Age group: under 30 years old = 0%, 30-50 years old = 8 (66.67%), over 50 years old = 4 (33.33%) iii. Other indicators of diversity where relevant (such as minority or vulnerable groups); Nil b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; Male: 574 (81.20%), Female: 133 (18.81%) ii. Age group: under 30 years old = 35 (5%), 30-50 years old = 611 (86.4%), over 50 years old = 61 (8.6%) iii. The inclusion of people living with disability is also included in driving diversity among our employees at Unilever			
405-2	Ratio of basic salary and remuneration of women to men	1:1.9			
Non-Discrimination					P6
3-3	Management of material topic	Upholding and promoting the basic rights and freedoms of all persons and prohibit discrimination of any kind			
406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Freedom of Association and Collective Bargaining					P3
3-3	Management of material topic	Employees are allowed to join associations, internally we have a functioning union led by employees			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	No assessment was done for suppliers in 2022.			
Child Labour					P5
3-3	Management of material topic	Our responsible sourcing policy highlights our commitments and the processes we have in place to ensuring no child is engaged in our operations. Unilever Responsible Sourcing Policy	7		
408-1	Operations and suppliers at significant risk for incidents of child labour	No incidents of discrimination			
Forced or compulsory Labour					P4
3-3	Management of material topic	Our responsible sourcing policy guides all our operations including our suppliers to ensure there are no issues or incidents of forced or compulsory labour Unilever Responsible Sourcing Policy Unilever Modern Slavery and Human Trafficking Statement	7		
409-1	Operations and suppliers at significant risk for incidents of compulsory labour	No operations/suppliers at significant risk of child labour			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Security Practices				7	
3-3	Management of material topic	Our security personnel are trained on best practice of engagement to ensure employees or visitors in our facilities are not poorly treated or abused			
410-1	Security personnel trained in human rights policies or procedures	21			
Rights of Indigenous Peoples					
3-3	Management of material topic	Not Applicable			
411-1	Incidents of violations involving rights of indigenous peoples	Not Applicable			
Local Communities				8	
3-3	Management of material topic	We will contribute to society through sustainable development projects, and we continuously ensure our activities do not negatively impact the communities in our areas of operations rather we develop ways to improve the communities where we operate			
413-1	Operations with local community engagement, impact assessments, and development programs	SR: Our Compass	29		
413-2	Operations with significant actual and potential negative impacts on local communities	We do not have any reported grievances, or social risk in our local community			

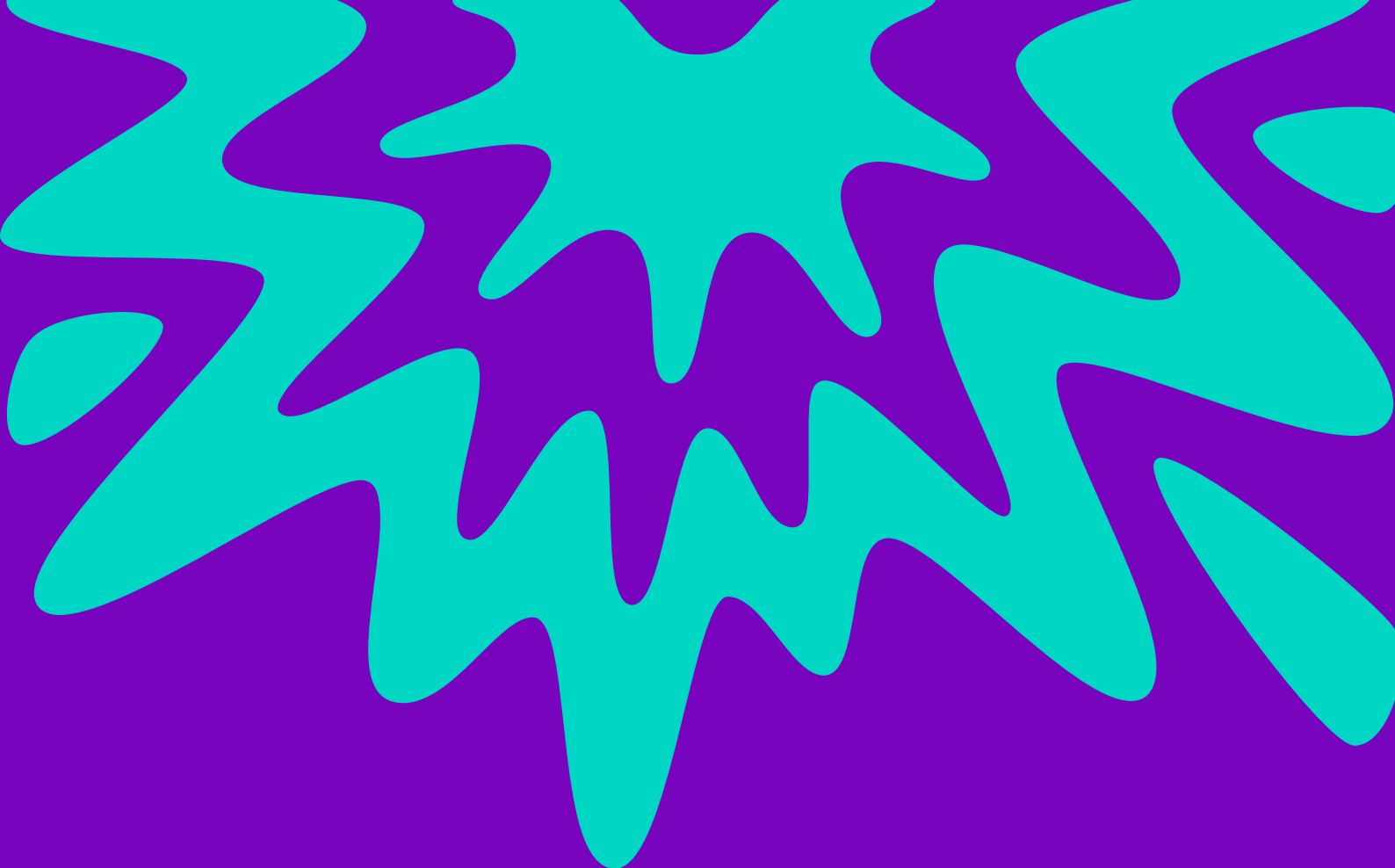
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Supplier Social Assessment					
3-3	Management of material topic	Our responsible sourcing policy and other relevant policies guides our engagement with third parties to ensure we do not engage with business that violate Unilever business ethics as well as local and international regulations			
414-1	New suppliers that were screened using social criteria	No new supplier assessed in 2022			
414-2	Negative social impacts in the supply chain and actions taken	1 supplier was flagged and disengaged Supplier was flagged for multiple reasons ranging from; • Safety issues - fire alarm system not functioning properly • Lack of pension scheme for outsourced workers • None observance of annual leave for outsource workers • Long working hours without rest			
Public Policy					
3-3	Management of material topic	Not Applicable			
415-1	Political contributions	Not Applicable			
Customer Health and Safety				3/4	
3-3	Management of material topic	Develop products with a balanced nutritional profile and promoting consumers' understanding of their own nutrition, and its links to their health and wellbeing			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
416-1	Assessment of the health and safety impacts of product and service categories	Consumer Safety/Product safety is maintained via the Hazard analysis critical control point (HACCP) program. HACCP is a systematic approach for the identification, evaluation and control of food safety hazards. All factories have a valid HACCP plan that is reviewed annually Hazards such as physical, chemical and biological hazards associated with materials and processing steps are assessed, identified and risk of occurrence mitigated by implementing controls. Controls are validated, monitored and verified as per the HACCP plan. In case of deviations, corrective actions are defined for ease of implementation			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents			
Marketing and Labelling			3/4		
3-3	Management of material topic	We ensure to appropriately communicate the content of our products through detailed labelling of our products packaging materials to ensure consumers are aware product content			
417-1	Requirements for product and service information and labeling	Product labelling guideline as per NAFDAC is adhered to i.e., Weight declaration, Ingredient, Allergen, Consumer Care Line, Manufacturing and Expiry details			

Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
417-2	Incidents of non-compliance concerning product and service information and labeling	No Incidents			
417-3	Incidents of non-compliance concerning marketing communications	None			
Customer Privacy					
3-3	Management of material topic	Unilever respects the privacy of all individuals, including our employees and consumers. We handle any personal data and digital information we hold about them responsibly			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None recorded			
Socioeconomic Compliance					
3-3	Management of material topic	At Unilever we conduct our business activities in a responsible way that ensures compliance with statutory laws, regulations, and industry guidelines			
419-1	Non-compliance with laws and regulations in the social and economic area	No fines or sanction were paid by Unilever in 2022			

UNILEVER NIGERIA
SUSTAINABLE BUSINESS TEAM





Contact Us

We hope you find this report informative, and we welcome your input and views.

Please reach out to:



Godfrey Adejumoh
Head, Corporate Communications and
Sustainable Business, Unilever Nigeria
godfrey.adejumoh@unilever.com

Unilever Nigeria Plc
1 Billings Way, Oregun,
Ikeja, Lagos Nigeria.