



# Future-Fit Purpose-Led

2020



Unilever



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# Table of Contents



# Introduction

- Chairman and CEO Statement
- Our Vision
- Our Purpose
- Our Values



Unilever



His Majesty, Nnaemeka A. Achebe  
CFR, MNI  
Chairman



Mr. Carl Cruz  
Managing Director  
West Africa

## Chairman and CEO Statement

**“Despite the dramatic effects of the COVID-19 pandemic on businesses, the economy and households, we adopted strategies and intensified our efforts to increase our social impacts by doing our part to assist our stakeholders and the society overcome the challenges induced by the unprecedented COVID-19 pandemic.”**

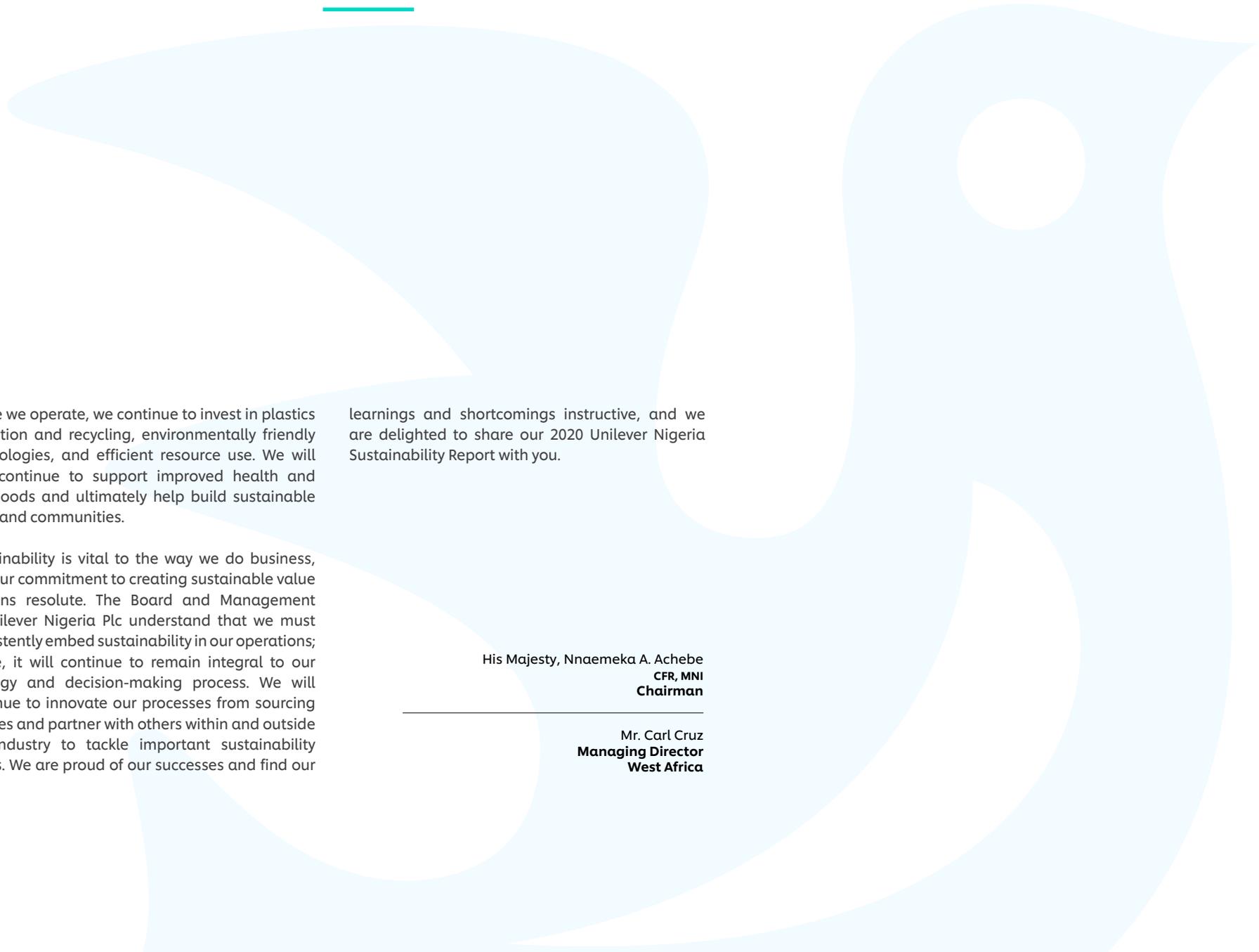
2020 was a year marked by series of business-challenging socio-economic events exacerbated by the coronavirus pandemic. The COVID-19 pandemic negatively impacted various sectors of the economy and the society. The International Monetary Fund (IMF) estimated the economic impact of COVID-19 on Nigeria’s Gross Domestic Product to have been around 4% contraction. Findings from a study by the International Food Policy Research Institute, Nigeria, and the Central Bank of Nigeria indicated that Nigeria’s GDP fell by 23% during the lockdown. Its Agri-food system GDP fell 11%, majorly due to restrictions on food services and household incomes fell by a quarter, resulting in a nine percent increase in the national poverty rate. While Nigeria had a relatively minimal number of confirmed coronavirus cases (87,510 as of December 31, 2020), the overall impact of the pandemic has been significant for

the country. The pandemic also disrupted business operations, necessitating a readjustment of operational strategies in many ways. At Unilever Nigeria Plc, this chain of events, including other emerging socio-economic, environmental, and technological trends, made a stronger case for sustainability. It re-emphasized the need for sustainable business practices and a purpose-led approach towards business continuity.

We understand the contributions we should make in building a sustainable society and creating sustainable value for our stakeholders even in challenging times. For example, we adopted a multifaceted approach in responding to the pandemic. We ensured that employees’ safety and wellbeing were central to our actions while sustaining business continuity to manufacture products essential for fighting the coronavirus

and supporting communities across the country. Despite the adverse effects of the coronavirus pandemic on businesses, the economy, and households, we intensified engagement with our stakeholders. We understand that only through conscious and regular dialogue with our stakeholders can our sustainability agenda make a positive social and environmental impact. And, our business will be better positioned to anticipate and react to shifts in the economic, environmental, social, and regulatory landscape as they evolve.

In 2020, we remained committed to addressing material sustainability issues such as nutrition and diets, water, climate change; packaging and waste; sustainable and responsible sourcing; cybersecurity and data privacy, and other relevant issues. In line with our commitments to reduce our business impact on the environment in locations



where we operate, we continue to invest in plastics collection and recycling, environmentally friendly technologies, and efficient resource use. We will also continue to support improved health and livelihoods and ultimately help build sustainable cities and communities.

Sustainability is vital to the way we do business, and our commitment to creating sustainable value remains resolute. The Board and Management of Unilever Nigeria Plc understand that we must consistently embed sustainability in our operations; hence, it will continue to remain integral to our strategy and decision-making process. We will continue to innovate our processes from sourcing to sales and partner with others within and outside our industry to tackle important sustainability issues. We are proud of our successes and find our

learnings and shortcomings instructive, and we are delighted to share our 2020 Unilever Nigeria Sustainability Report with you.

His Majesty, Nnaemeka A. Achebe  
CFR, MNI  
**Chairman**

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Mr. Carl Cruz  
**Managing Director**  
West Africa

## 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.

The business case for growing our company sustainably is compelling. Consumers expect it, and it drives innovation and market development, reduces risks, saves money, avoids costs, creates growth, and inspires the people who work for our business. So, this is not just about doing good; it is also about doing well.



## Our Purpose

At Unilever, we believe that businesses and brands must be part of the solution to society's challenges. So, we have introduced a simple and clear **PURPOSE**: to make sustainable living commonplace. 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 strategy - called the Unilever Compass - is based on the belief that Brands with Purpose Grow, Companies with Purpose Last, and People with Purpose Thrive. To achieve our purpose, we have developed a business model where people's health and wellbeing are prioritized, 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.

## Our Values

Our values define how we do business and interact with colleagues, partners, customers, consumers, and shareholders. Our values are anchored on four core principles.

As we embrace innovation in manufacturing, extend our research and development, expand into new markets and sub-territories, and recruit new talents, these guide our people in taking decisions and actions every day.



### 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.





# — The Reporting Process

- About This Report: Purpose-led, Future-fit
- Stakeholder Engagement and Management
- The Materiality Assessment Process

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# About This Report:

## Purpose-led, Future-fit

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We aim to transform who we are, how we work, and the value we deliver for society, the environment, and shareholders. As the longest-serving manufacturing company in Nigeria (since 1923) with deep-rooted legacies, we understand the diversity and complexity of our operating environment and the uncertainties and ambiguities that underpin it in ways that affect sustainable development. We take this knowledge into account in defining how we want to engage and be perceived by society.

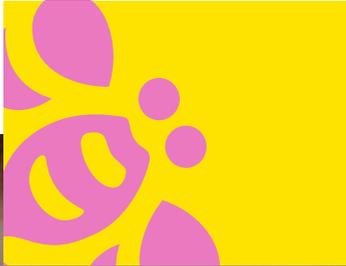
In 2020, we set up a transformation agenda that will help us enhance our positioning as a truly Nigerian company that is purpose-led, people-focused, and consumer-centric. In line with this agenda, we developed medium to long-term strategies that position us to be relevant now and in the future. Likewise, we are redefining the future of work – creating a more diverse, more inclusive, highly skilled, and high-performing workforce. And retooling the way business is done, thereby bringing to life our overarching goal of making sustainable living commonplace.

This report, titled „Future-Fit, Purpose-Led,“ focuses on Unilever Nigeria’s operations from January 1, 2020, to December 31, 2020. The report discloses our sustainability plan and performance in a balanced and clear manner.

The report has been prepared in accordance with the GRI Standards: Core Option and the GRI content index is available on page 49. In disclosing our impact and footprints, we have applied the GRI Standards: Core Option reporting principles and the Principles of the United Nations Global Compact in defining the report content and the report quality.

The information contained in this report covers only our Nigerian operations.

Soromidayo George  
Director, Corporate Affairs & Sustainable  
Business, Unilever, Ghana & Nigeria





## Stakeholder Engagement and Management

Our objective is to create value for our different stakeholder groups who affect or are affected by our business operations and activities and contribute to positive social, economic, and environmental development. Our approach is to continuously build understanding, trust, and cooperation through robust engagement and collaboration.

Given the peculiarities of the year 2020 due to the COVID-19 pandemic, consistent stakeholder engagement was even more essential throughout the year. We consistently engaged with our employees to ensure business continuity and discuss critical issues such as financial sustainability, employee wellbeing and safety, adherence to COVID-19 protocols across our operations, domestic violence, societal and environmental impact, and other issues.

In 2020, there were engagements with the government, trade associations, community, and employees. We also engaged with our business partners, suppliers, and customers.

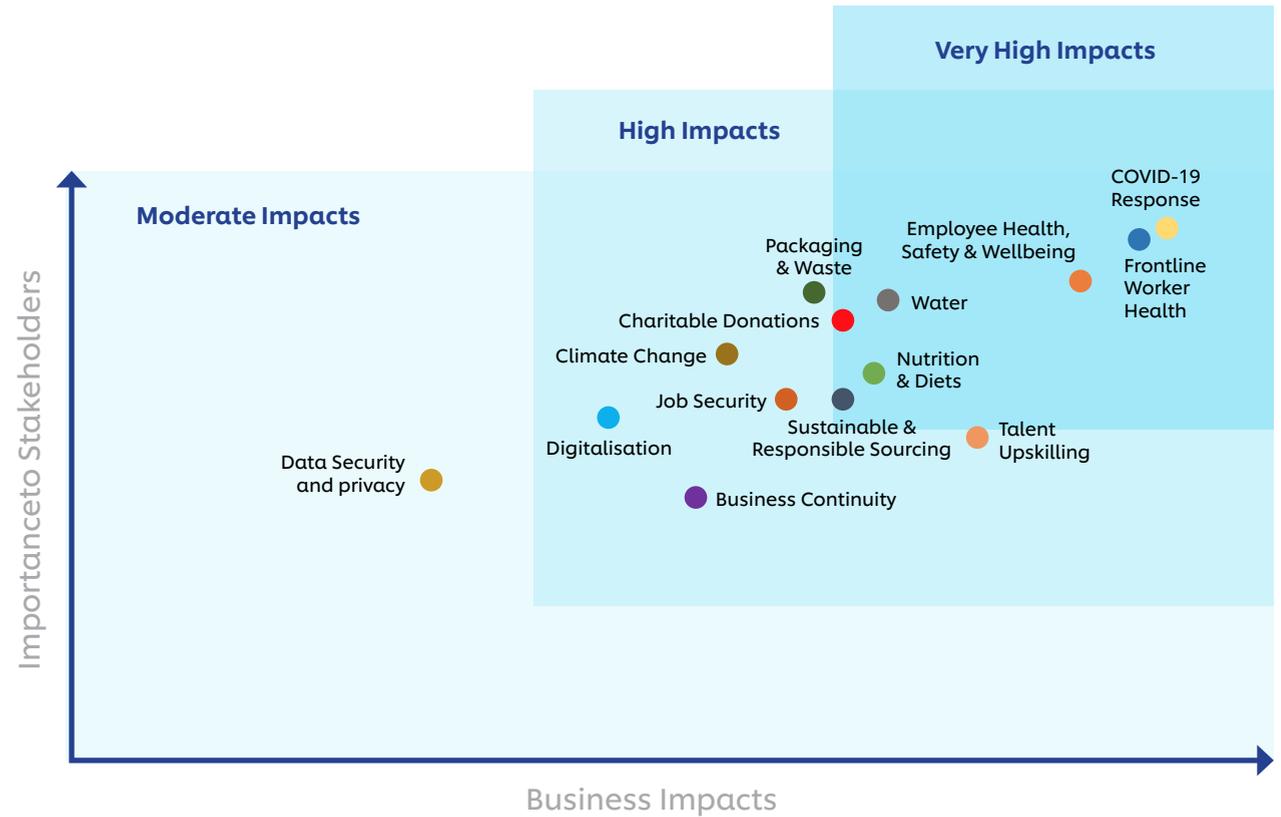
Stakeholder Group	How We Engaged	Issues Raised
<b>Government &amp; Trade associations</b>	<ul style="list-style-type: none"> <li>Formal engagements on key policy or regulatory issues</li> </ul>	<ul style="list-style-type: none"> <li>Support for mass media communication on hygiene requirements for COVID-19</li> <li>Top management engagements on business continuity in the manufacturing industry</li> <li>In-kind support to frontline medical workers in managing the coronavirus pandemic and support in donations of PCR test kits and building of isolation centers</li> <li>Business continuity within the industry for movement of goods and employees providing essential services</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>Informal one on one engagement sessions</li> <li>Project planning</li> <li>Training of suppliers</li> <li>Virtual meetings</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to COVID-19 protocols in the supply chain operations</li> <li>Avoidance of disruption to the supply and delivery of raw materials and finished goods</li> <li>Support on cash flow management to suppliers during the pandemic</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>One-on-one visits to the sales partners to identify areas for improving operations</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening of e-commerce and business-to-business (B2B) channels</li> <li>Adherence to COVID-19 protocols</li> <li>Availability of real-time, effective customer support during the pandemic</li> <li>Business sustainability for sustained livelihoods</li> </ul>
<b>Consumers</b>	<ul style="list-style-type: none"> <li>Consumer immersion programmes</li> <li>Consumer quality reviews</li> <li>Brand communications and campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Periodic virtual engagements with consumers on brands' use and key trends</li> <li>Regular virtual interviews and focus group discussions with consumers on brands' use and key trends</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>One on one engagements with Shareholders via the Registrars and the Company Secretary's office</li> <li>Annual General Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Unclaimed Dividends</li> <li>Update of shareholder records</li> <li>E mandates to allow for e-dividend payments</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Quarterly business town halls</li> <li>Coordinated functional engagements with feedback mechanisms in place for the Leadership team</li> <li>Focus group discussions</li> <li>Employee surveys</li> <li>Safety, Health, and Environment (SHE) talk</li> <li>ASK the LT Series</li> <li>Virtual meetings</li> </ul>	<ul style="list-style-type: none"> <li>Financial security</li> <li>Safety, wellbeing for Remote work (adapting to a new way of working sustainably)</li> <li>Upskilling and reskilling</li> <li>Emphasis on adherence to COVID 19 protocols and provision of work from home equipment and information on best practices</li> <li>Business updates (keeping employees informed and connected)</li> </ul>
<b>Society &amp; Non-profits</b>	<ul style="list-style-type: none"> <li>Engagements done on a needs basis</li> </ul>	<ul style="list-style-type: none"> <li>Donations and support to communities in managing the coronavirus pandemic</li> </ul>

# The Materiality Assessment Process

Our materiality process guides the strategic management of the most critical sustainability issues to our business and stakeholders. In determining Unilever Nigeria’s materiality issues for 2020, we reviewed the 2019 Unilever Nigeria materiality assessment. In addition, we leveraged the topics raised during various stakeholder engagement sessions, evaluated the most topical issues in our local context and business, and conducted relevant desk research.

Upon reviewing material issues identified from our 2019 materiality assessment and determining topical issues and stakeholder concerns, we ranked and **prioritised** identified material.

Each issue was ranked on two scales: Importance to Stakeholders’ and ,Business Impacts’ from 1 – 10, with 1 being the ‘least relevant’ and 10 being most relevant’ on either scale. Issues that were scored between 1 and 4 were ranked as “Moderate” materiality; issues that were scored between 5 and 8 were ranked as “High” materiality, and issues that were scored between 9 and 10 were ranked as “Very high” materiality.



Unilever Nigeria’s 2020 Materiality Matrix

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| ● Data Security and privacy          | ● Nutrition & Diets                   |
| ● Digitalisation                     | ● Charitable Donations                |
| ● Business Continuity                | ● Packaging & Waste                   |
| ● Climate Change                     | ● Water                               |
| ● Job Security                       | ● Employee Health, Safety & Wellbeing |
| ● Sustainable & Responsible Sourcing | ● Frontline Worker Health             |
| ● Talent Upskilling                  | ● COVID-19 Response                   |

## 2020 Unilever Nigeria Materiality Issues

### Social Topics

#### Employee health, safety & wellbeing

Improving the health and hygiene of our employees across the business

- Maintaining physical and mental wellbeing both on-site and while working from home
- Observance of COVID-19 protocols
- Provision of COVID-19 personal protective equipment

#### Talent Future-skilling

Upgrading the skill sets of our employees to meet the demands of working virtually and ultimately the capacity to be relevant for the "Future of Work."

- Awareness creation on the Future of Work
- Training on general and business-specific skill sets
- Providing opportunities through the Flex Experiences internal talent marketplace

#### Job security

Ensuring job security at Unilever Nigeria and its supply chain to support livelihoods during the heat of the pandemic.

- Support of supply chain partners to ensure job security during the pandemic

#### Frontline worker health

Support frontline worker health during the pandemic by setting up systems to manage incidents and ensuring the steady supply of hygiene products.

- Support of internal frontline workers such as medical, security, field officers, and factory employees
- Support of state and national medical frontline workers

### Environmental Topics

#### Water

Improving access to water and managing water use sustainably across our value chain.

- Access to potable water supply
- Wastewater and effluent treatment
- Reduction in water consumption

#### Climate change

Reducing the emissions from our operations by setting up and adopting climate change mitigation and adaptation systems

- Measuring and monitoring our emissions from different source points

The management approach and the outcomes of the material issues are discussed in the figure below.

#### Packaging & waste

Reducing the environmental impact of packaging and waste, including the protection of marine environments.

- Plastics use reduction, waste collection, and recycling
- Biodegradable/ bio-based packaging
- Processing of energy from waste
- Food waste processing

### Other Sustainability Topics

#### Nutrition & diets

Developing products with a balanced nutritional profile and promoting consumers' understanding of their own nutrition and its links to their health and wellbeing.

- Access and affordability
- Healthy diets and a positive lifestyle
- Fortification
- Nutritional labeling
- Nutritional profile

#### Sustainable & responsible sourcing

Promoting sustainable social and environmental practices in our supply chain and adhering to global best practices guiding the sourcing of raw materials and the engagement of vendors in our day-to-day operations.

- Awareness creation and compliance with environmental and social issues in our supply chain
- Engagement on business continuity during lockdown
- Compliance with COVID-19 protocols
- Support for women-owned businesses

#### Data privacy & cybersecurity

Taking proactive measures to prevent and manage data and cybersecurity risks which may lead to devastating effect on our brand, systems, and finances.

- Training of staff on data handling, storage, and privacy
- Awareness creation on data privacy and cyber-related risks to both internal and external stakeholders

## Other Sustainability Topics

### Digitalisation

Building a future-fit business by leveraging our digital platforms and increasing our digital presence across various locations.

### Business continuity

Setting up systems that will allow us to anticipate and manage potential disruptions due to technological advancement, natural disasters, climate change, or even a pandemic.

### Charitable donations

Contributing to national development in Nigeria through the support of various socio-economic activities

### COVID-19 response

Collaborating with various government and private stakeholders to respond to the global pandemic that has ravaged society especially vulnerable demographics.

- Training and employment of staff to manage new media
- Deploy new media channels for engagement
- Remodeling of work and process flow to ensure uninterrupted business activities
- Training on the new mode of working
- Indirect donation of Unilever products through NGOs and government
- Direct donation to communities
- Provision of COVID-19 protection packages to employees
- Provision of hygiene materials to employees
- Donation of relief material to low-income individuals and groups
- Donation of COVID-19 test kits, ventilators and hygiene products to parastatals of the Federal and State governments of Nigeria





# Our Sustainable Business Strategy

- Our Value Creation Model
- The Unilever Sustainable Living Plan
- The USLP and the SDGs, UNGC and NSE-SDGs

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## Our Value Creation Model

Unilever has a proven business model that supports long-term, sustainable value creation. Our business activities span a complex value chain. We start with consumer insights to track current and evolving consumer sentiment, and through close collaboration between marketing and R&D, we use these insights to inform product development. We work with hundreds of suppliers to source ingredients and raw materials for our products, which we feed into both of our manufacturing operations in Agbara, Ogun State, and in Oregun, Lagos State. Our products are then distributed from our warehouses to distributors and then to retailers in the modern trade, open markets, neighborhood stores, e-commerce channels, and consumers.

We work in close partnership with customers throughout this value chain to ensure our brands are always available and properly displayed. Alongside more conventional advertising, we create tailored content to market our brands using digital channels that are targeted, personalised, and provide accurate consumer insights and traditional advertising channels.

Underlying our value chain is a deep understanding of the local market and a strong talent pool of local resources and management. We have a culturally and socially diverse workforce who bring a depth of experience and understanding to the business.

Finally, the Unilever Sustainable Living Plan (USLP) is at the heart of our multi-stakeholder model. It informs all aspects of our business and value chain and incorporates all our brands and operations. It aims to create long-term positive change across our value chain – from our operations to our sourcing to the way consumers use and dispose of our products. In the process, we create value for society and our shareholders. We believe that we have a proven business model that supports long-term, sustainable value creation.

## Our Sustainability Governance

Our tailored approach to strengthening relations with stakeholders and ensure overall accountability drives the commitments in our Unilever Sustainable Living Plan (USLP). Our management structure for sustainable business is integrated into our organisational framework and is as depicted and described below.



**Board of Directors**



**Leadership Team**



**Sustainability Committee  
(Steering Committee)**



**Sustainability Committee  
(Working Committee)**



## Sustainability Steering Committee

The Steering Committee is responsible for decisions that are instrumental to setting the sustainability agenda for the business and the attainment of the USLP projects' outcomes and corporate-level partnerships.

The Steering Committee comprises the Working Committee and select members of the Leadership team. The members of the Leadership Team who are members of the Steering Committee are listed below.

**Soromidayo George**  
Corporate Affairs and  
Sustainable Business Director,  
Ghana & Nigeria

**Adesola Sotande-Peters**  
Vice President Finance,  
Ghana & Nigeria

**Bunmi Adeniba**  
Marketing Director Home Care,  
Ghana & Nigeria

**Bolanle Kehinde-Lawal**  
Marketing Director Foods,  
Ghana & Nigeria

**Kissi Nana-Yaa**  
Marketing Director Beauty  
and Personal Care,  
Ghana & Nigeria

## Members



**Soromidayo George**  
Corporate Affairs and  
Sustainable Business Director,  
Ghana & Nigeria



**Adesola Sotande-Peters**  
Vice President Finance,  
Ghana & Nigeria



**Bunmi Adeniba**  
Marketing Director Home Care,  
Ghana & Nigeria



**Bolanle Kehinde-Lawal**  
Marketing Director Foods,  
Ghana & Nigeria



**Kissi Nana-Yaa**  
Marketing Director Beauty  
and Personal Care,  
Ghana & Nigeria

## Sustainability Working Committee

At the center of our governance structure is the Sustainability Working Committee. We have a dedicated team of employees involved in coordinating and implementing sustainability initiatives within the country. They are responsible for leading the integration of sustainability into our business, working with different stakeholders, both internal and external, to realise our business growth potential. The Working Committee reports to the Steering Committee.

Although the structure of the Working Committee cuts across Ghana and Nigeria, we have only listed members of the committee who support the Nigeria Business. The Sustainability Working Committee in 2020 was constituted as follows:

**Toluwaleke Salu**  
Category Manager,  
Oral Care, Nigeria

**Nnenna Osi-Anugwa**  
Category Manager Savoury,  
Ghana & Nigeria

**Kofi Gyamfi**  
Sustainability Lead (Plastics)  
West Africa

**Ibrahim Sodipe**  
Manager, Customer Development  
Finance Business Partner

**Bukola Akinpelu**  
Consumer Marketing Insights  
Performance Manager

**Ibidare Adegunle**  
Customer Development  
Business to Business Lead

**Zainab Abbas**  
Assistant Brand Manager,  
Powders and Sunlight

**Temilola Adebisi**  
Assistant Brand Manager,  
Skin Care and Deodorants

**Jamiu Adigun**  
Assistant Finance Business  
Partner, Customer  
Development

**Godwin Bamsa**  
External Affairs

## Members



**Toluwaleke Salu**  
Category Manager,  
Oral Care, Nigeria



**Nnenna Osi-Anugwa**  
Category Manager Savoury,  
Ghana & Nigeria



**Kofi Gyamfi**  
Sustainability Lead  
(Plastics) West Africa



**Ibrahim Sodipe**  
Manager, Customer  
Development Finance  
Business Partner



**Bukola Akinpelu**  
Consumer Marketing Insights  
Performance Manager



**Ibidare Adegunle**  
Customer Development  
Business to Business Lead



**Zainab Abbas**  
Assistant Brand Manager,  
Powders and Sunlight



**Temilola Adebisi**  
Assistant Brand Manager,  
Skin Care and Deodorants



**Jamiu Adigun**  
Assistant Finance Business  
Partner, Customer  
Development



**Godwin Bamsa**  
External Affairs (Nigeria) & Sustainable  
Business Lead (Ghana & Nigeria)

# The Unilever Sustainable Living Plan

The Unilever Sustainable Living Plan (USLP) was our 10-year plan to address sustainability issues that matter to our business, stakeholders, and society. This blueprint, which had the primary goal to improve health & wellbeing, reduce environmental impact, and enhance livelihoods, was launched in 2010. It sought to address critical issues such as health and hygiene, gender equity, climate change, and plastic packaging waste.

Through the implementation of the plan, we have realised significant successes in contributing towards improving health and hygiene, creating jobs and livelihoods, improving water and energy efficiency in our factories, using less resources, producing less waste, and localising our raw materials inputs. However, the issues we took on also presented significant hurdles and lessons learnt that we can build upon to continuously transform our social, environmental, and economic performance across the value chain.

The Unilever Sustainable Living Plan (USLP), which we developed in 2010, aligns with the Sustainable Development Goals (SDGs) and the Principles of the United Nations Global Compact (UNGC). While this report is based on the USLP (which will be retired this year for the Unilever Compass), it also aligns with the NSE-SDGs and the GRI. Both of these organisations provide guidelines on integrating sustainability principles into business strategy and reporting and communicating externally. We have incorporated these global and local sustainability principles and guidelines into the operations of our business and how we communicate the work that we do to the public.



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



By 2030, our goal is to halve the environmental footprint of the making and use of our products as we grow our business.



By 2020, we will enhance the livelihoods of millions of people as we grow our business.

## USLP

## SDGs

## UNGC

## NSE-SDGs



**Principle 2:** Ensure that business practices are not complicit in human rights abuses.

**Principle 6:** Eliminate discrimination in employment and occupation.

**Principle 10:** Fight corruption in all its forms including extortion and bribery.

**Principle 3:** Businesses should provide products and services that are safe and contribute to sustainability throughout their life cycle.

**Principle 4:** Businesses should engage with and provide value to their customers and consumers in a responsible manner.

**Principle 5:** Businesses should promote the wellbeing of all employees.

**Principle 6:** Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.



**Principle 7:** Adopt a precautionary approach to environmental challenges.

**Principle 8:** Conduct environmentally responsible activities.

**Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

**Principle 8:** Businesses should support inclusive growth and equitable development.

**Principle 9:** Business should respect, protect, and make efforts to restore the environment.



**Principle 1:** Support and respect the protection of internationally proclaimed human rights.

**Principle 3:** Uphold the freedom of association and the effective recognition of the right to collective bargaining.

**Principle 4:** Eliminate all forms of forced and compulsory labor.

**Principle 5:** Abolish child labor.

**Principle 1:** Businesses should conduct and govern themselves with Ethics, Transparency and Accountability.

**Principle 3:** Businesses should provide products and services that are safe and contribute to sustainability throughout their life cycle.

**Principle 6:** Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.

**Principle 7:** Businesses should respect and promote human rights.

As we bring the USLP decade to a close, we will be guided – going forward – by the Unilever Compass, which promises that Businesses with Purpose will Last, Brands with Purpose will Grow, and People with Purpose will Thrive.





# Future-Fit Organisation

- Our People
- Future Fit Plans: Talent Upskilling and Reskilling
- Wellbeing & Safety
- The Frontline Worker
- Our Organisation
- Business Continuity

# Our People

## Putting People First

For a business to flourish, society must thrive. Society includes employees, consumers, suppliers, shareholders, and other stakeholders. Putting people first is as much an economic imperative as it is a moral one. For instance, according to the [World Economic Forum](#), the dual impact of technological advancement and the pandemic recession is increasing inequality globally – with jobs held by younger workers, women, and lower-wage earners most affected by the initial economic contraction in 2020 and then by the socio-economic shifts brought on by the pandemic and governments’ responses towards it. Without immediate action to tackle this inequality, [McKinsey](#) estimates that global GDP growth could be \$1 trillion lower in 2030. We must, therefore, begin re-imagining the role of business in safeguarding today’s society.

The year 2020 presented a unique set of challenges that we worked closely with our employees to surmount. Adjusting to a new model of operation and work in the middle of a pandemic was difficult. We were able to put structures and systems in place to ensure our employees’ safety and manage the negative impact of the pandemic on employee health and wellbeing while providing support for changing skillsets.

As the world changes, work and business are also changing to reflect the new realities. To build an organization fit for the future, we invest in our people’s welfare and create opportunities to unlock their potential as a critical input towards making sure we build a purpose-led organization where our people thrive.



## Future Fit Plans: Talent Upskilling and Reskilling

As a leading business, we consistently assess our footprints and risks. This assessment includes anticipating crucial developments in talent upskilling to match the demand for the future of work and changing work patterns.

The idea of continuous learning to stay fit for the future is at the heart of Unilever. And two core beliefs lie behind our approach:

1. That people with purpose thrive – and
2. We have a duty to help our people adapt to the impact of evolving technologies and ways of working.

Importantly, this is not something we are doing to our people. We are doing it with them by working closely with employees to find solutions that work for everyone – not just for our business.

We recognise that there is a correlation between the quality of our workforce and the quality of value that we create. We continue to invest in programmes and development opportunities that enhance the skills and capacity of our workforce. Due to the adjustments to the nature of work engendered by the COVID pandemic, we focused on programmes that enhanced the effectiveness of virtual working among our people.

We support all our direct employees as they proactively develop an individual Future Fit

plan. They start by clarifying their purpose – the things that are most meaningful to their lives and work. They then use this plan to guide their career path and identify and develop their skills to succeed. This might involve enhancing their skills for their current role (upskilling), training to move to a different role within Unilever (reskilling), or preparing for careers and opportunities beyond our business or currently available roles (future-skilling).

Through **Degreed, LinkedIn Learning, Coursera**, and our other online learning hub partners, our people can access personalised learning pathways and engage with others on similar learning tracks. This is complemented by on-the-job development, Flex Experiences (which is elaborated below), and series of training.

We also created a dedicated business-wide learning hour to create time and a learning culture for all employees.

This Future Fit planning enables our people to embrace and benefit from change. It shows them that, even where we cannot protect specific roles, we can help prepare them for new opportunities and thereby protect their livelihoods. It also helps us make sure that we have the right people with the right skills for the future of the business that we are trying to create together.



## Flex Experiences

As part of our effort to upskill our employees, we rolled out an initiative called „Flex Experiences.“ Flex (for Flexible) Experiences was initiated to help employees seeking to learn new skills beyond their current capabilities, switch career paths, or to work cross-functionally and across countries. We help them find opportunities to explore where those experiences exist in other parts of the business or other Unilever companies consistently. Flex is a virtual strategic learning programme that provides on-the-job experience for our employees. Through the programme, our people gain hands-on experience through work assignments with other teams worldwide. Flex allows our employees to work on projects for a small or large proportion of time, increase the depth of their current skills or flexibly build new skills and experiences.

The Flex programme matches people with project opportunities in other business areas and geographies to create mutual benefit. The AI-powered platform allows team leaders to resource for projects at speed from anywhere globally and helps employees develop their skills and build experience in line with their Future Fit plan.

In 2020, Unilever Nigeria had 51% of active users on the Flex Experiences platform – the highest registration rate across Africa. Several employees could take advantage of active opportunities and get active assignments (which are competed for by employees worldwide). This rate of registration was a significant result for the pilot year of the initiative in Nigeria.

## Wellbeing & Safety

The coronavirus pandemic affected people, systems, and economies in 2020. Governments imposed local restrictions to limit the spread of the virus, forcing businesses to shut down temporarily. In Unilever, we were able to ensure the safety of our employees and others within our value chain and guarantee the continued production and distribution of our products, most of which are hygiene and food products that are essential to the collective response to the COVID-19.

In response to the coronavirus, Unilever put a hold on all non-essential local and international travel and set up non-frontline employees to work from home - ahead of the directives of the Federal government of Nigeria. We also instituted an Incident Management Team (IMT) whose responsibility was to observe, manage and mitigate against the negative effects of the pandemic on both employees and business operations.

Constant communications with our employees on safety, hygiene, and preventive measures advised by relevant authorities and regular health checks were readily available and accessible to all within the organisation. Hygiene and safety kits were also provided to employees and their families to ensure our people could protect themselves. We also set up holding bays in our Oregun and Agbara factories for medical observation by our medical team.

We reorganised our common spaces such as workstations, the cafeteria/canteen, and

conveniences to promote safety in the workplace and maintain social distance. Sitting arrangements for essential employees were redesigned to ensure social distancing between employees.

A “No Mask; No Entry” policy, temperature checks of employees and visitors, as well as ensuring the sanitization of hands before entry into our premises were enforced. Furthermore, we provided quarantine quarters for all employees across three states and the federal capital territory in Abuja with round-the-clock medical monitoring. We also supported employees to be tested (Polymerase Chain Reaction (PCR) testing) at intervals on our sites and external facilities.

We drove several initiatives to build mental wellbeing and resilience. Some of the initiatives include Mindfulness Sessions, Weekly Safety and Wellbeing Sessions, strengthening the already existing Employee Assistance Programme, Line Leaders Training on Mental Health, Leadership Team Check-ins on employees, Weekly Communication on COVID-19, Front-Liners Engagement and Recognition, Employee advocacy Campaign, statutory Wellbeing Hour (1 hour daily break time), Virtual Gym and physical activity Sessions, Virtual employee bonding sessions, Quarterly Business Townhall/Cascade, and providing Personal Protective Equipment (PPE) and hygiene kit to employees periodically. We provided medical support for employees who tested positive. We recorded no deaths as a result of COVID-19.



### SDGs



### UNGC

**Principle 6:** Eliminate discrimination in employment and occupation.

### NSE-SDGs

**Principle 5:** Businesses should promote the wellbeing of all employees.



Unilever

## The Frontline Worker

As used in this context, the Frontline Worker refers to two categories of workers who could not work remotely during the pandemic by the nature of their work. The first category consists of Unilever Nigeria's frontline workers in Production, Security, Medical, and Sales, who have to be physically present to carry out their duties and to ensure the company's business operations.

While we made efforts to ensure business continuity during the pandemic, we made sure that the health and wellbeing of our frontline workers were prioritised. We enhanced our B2B e-commerce platforms and instituted several protocols in line with local and international guidelines and communication and reporting channels to mitigate and manage the exposure of this group of workers. Our factory-based frontline workers were also provided with transport support and COVID-19 support allowance for field sales and factory-based management employees. We also provided monthly Personal Protective Equipment (PPE) support for all employees across Nigeria with daily check-ins and roll calls of frontline employees.

The second category of frontline workers consists of Medical and Security Frontline Workers in the direct national response to the pandemic. Please see more information in the [COVID-19 Relief section](#) of this report for Unilever Nigeria's support to this group.

# Our Organisation

## Organisational Structures and Systems

We are building an agile business environment that seeks to reinstate our position as a purpose-led consumer goods business in Nigeria. We are monitoring business and organizational trends and have created organisational knowledge about the workplace and the capabilities required for the future of work for us and the type of organisational transformation needed to be in place for our future of work plans to come into effect. In transforming the organisation, we looked at re-engineering our processes, platforms, and policies. We have established policies that can help drive an inclusive culture, ensuring that we have ethnic and gender diversity and disabilities inclusion. We also instituted policies and processes that support the new remote and agile working structures, understanding that the workplace requirements must be fully supportive of how we work and ensure that impactful wellbeing initiatives complement processes.





Digitalisation, digitization, and technological innovation and adoption were major drivers influencing how companies worldwide interacted and conducted business last year. The year 2020 reinforced the fact that the future of businesses and interconnectedness will be highly dependent on digital systems. Unilever Nigeria Plc understands the importance of technology adoption and digital transformation in maintaining our competitive edge, increasing our employee performance, improving our bottom-line, and enhancing the experience and satisfaction of our stakeholders.

Building a future-fit business also implies developing resilience to future challenges and reducing repetitive tasks. One way to achieve this is by automation and investments in data and artificial intelligence. We have developed a digital strategy, which is forming the basis for developing our new business models. We are likewise increasingly adopting new media channels to engage our customers. In 2020, we extended our sales by leveraging our digital platforms and increasing our digital presence across various e-stores. We also leveraged our digital presence to strengthen our relations with consumers and educate and sensitise the public on the need to adopt good hygiene and health practices to prevent contracting and spreading the coronavirus during the pandemic.

## Business Continuity

Organisations continually face risks caused by changes in the business environment. These disruptions can be due to technological advancement, natural disasters, climate change, or even a pandemic, as was the case in 2020. In 2020, we developed strategies to minimise disruptions to critical operations while ensuring a sustainable approach to managing challenges, such as enhancing the e-commerce platforms with our customers, which meant reduced carbon emissions from road transportation. We provided support to ensure our employees work effectively from home and ensure safe movement and accommodation for essential and frontline personnel. We also reviewed our exposures and developed strategies to address supply chain risks like shortages, changes in logistic prices, and delays to ensure the sustainable supply of products required to fight against COVID-19.

We worked with key stakeholders in trade associations and ministries, agencies, and government departments to ensure that permits were obtained for the in-country distribution of our products within strict COVID-19 protocols stipulated locally and internationally.



### SDGs



### NSE-SDGs

**Principle 1:** Businesses should conduct and govern themselves with Ethics, Transparency and Accountability.

An illustration of a person with their eyes closed, holding a small green plant in their hands. The background is a stylized landscape with rolling hills, a wind turbine, and a bright sun. The scene is framed by large, abstract shapes in shades of green and yellow.

# Purpose-Led Organisation

- Sustainable Supply Chain
- Brands & Purpose  
(Sunlight, Lifebuoy & Knorr  
in action)
- COVID-19 Response

# Sustainable Supply Chain

Our material source points play a significant role across our value chain. Hence, we recognise that sustainably improving our procurement performance and our suppliers', both large and small, are essential components of our business responsibility and our journey to becoming more sustainable.

We are keen on stimulating positive economic, social, and environmental impacts in our supply chain. We are guided by our [Responsible Sourcing Policy](#), which seeks to promote legal business conduct, fair working practices, protection and promotion of worker rights, and sustainable environmental management.

In 2020, Unilever Nigeria played a critical role in sustaining economic activities for our key stakeholders within our supply chain by ensuring business continuity during the pandemic. We supported our suppliers to survive the challenges resulting from the slowdown in economic activities due to the pandemic by providing expedited payment terms to them. Our support helped them to sustain their operations and their employees' job security during the pandemic. As part of our strategy, we also continued to ensure adherence to the codes of the Responsible Sourcing Policy.

## SDGs



## UNGC

**Principle 1:** Support and respect the protection of internationally proclaimed human rights.

**Principle 2:** Ensure that business practices are not complicit in human rights abuses.

**Principle 4:** Eliminate all forms of forced and compulsory labor.

**Principle 5:** Abolish child labor.

**Principle 6:** Eliminate discrimination in employment and occupation.

## NSE-SDGs

**Principle 1:** Businesses should conduct and govern themselves with Ethics, Transparency and Accountability.

## A Circular Economy

Nigeria generates about 32 million tonnes of solid waste every year, of which 2.5 million tonnes is plastic waste. The waste disposal, recycling, and waste management system is largely inefficient. Most of these wastes, including plastic and non-plastic waste, end up in landfills, drainages, and water bodies. The Federal Ministry of Environment and the state's counterparts have taken measures to improve waste management, and some businesses are geared to support the government's efforts.

In our USLP, Unilever committed to ensuring that all our plastic packaging is reusable, recyclable, or compostable, and to use at least 25% recycled plastic in our packaging by 2025. In 2019, we also made additional commitments to halve our use of virgin plastic, accelerate our use of recycled plastic, and help collect and process more plastic packaging than we sell.

In October 2018, Unilever and Wecyclers reached an agreement to expand the collection and recycling of plastic waste by utilising Wecyclers' recycling kiosk program. The aim was to expand the kiosk collection model across Lagos state to reach 6000 tons of plastic collections and processing yearly for Unilever to make us plastic waste neutral. In the model, A recycling kiosk is placed in a densely populated area. The local community members drop off plastic waste materials in exchange for material and cash rewards. In addition to the six kiosks already set up in 2019, four (4) additional kiosks were deployed in 2020, bringing the tally to ten (10) kiosks in Lagos State. A total of 1,100 tons of recyclable plastics were collected in 2020, representing 55% of our initial target for the year. The COVID-19 pandemic impacted the collection numbers.



### SDGs



### UNGC

**Principle 8:** Conduct environmentally responsible activities.

### NSE-SDGs

**Principle 9:** Business should respect, protect, and make efforts to restore the environment.

## Transform

In March 2020, TRANSFORM supported Wecyclers with £314,000 to further innovate its unique waste management solution by replicating its model and deploying seven franchises across different parts of Nigeria. TRANSFORM is a Department for International Development (DFID) and Unilever project founded in 2015 with an ambition to bring private sector creativity and commercial approaches to solve persistent global development challenges. The project, which adopts a funded franchise model to recycling, will create sustainable recycling ecosystems in different parts of Nigeria, reduce the negative impact of Polyethylene Terephthalate (PET) bottles on the environment and create new employment opportunities for many.



Number of active franchises:

**4**

Projected number of active franchises Q1 2021: **7**



Employment as at November 2020:

**90 (80% Female)**

Projected number of employment by Q1 2021: **150 -180**



PET collection:

**322,348 kg**



Investment:

**£314,000**

Used to deploy seven franchises



### SDGs



### UNGC

**Principle 8:** Conduct environmentally responsible activities.

### NSE-SDGs

**Principle 9:** Business should respect, protect, and make efforts to restore the environment.

# Brands & Purpose

## Sunlight Women Empowerment and Business Rebuilding Grants and Donations

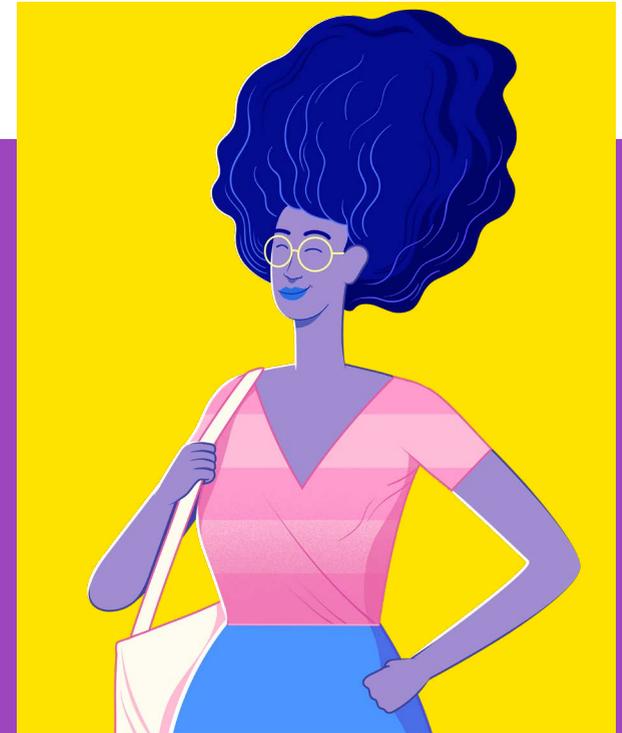
Women-owned businesses are untapped opportunities, especially in developing countries. As a brand, Unilever is committed to helping society to harness the potential economic gains from this demographic in line with goals 1, 5, and 10 of the SDGs. Women-owned businesses were deeply affected by the impacts of the COVID-19 pandemic in 2020, and this heightened gender inequalities in our society by making women more vulnerable to its residual effects.

During the nationwide lockdown in 2020, Sunlight (along with other brands within the business) donated 42 million naira worth of products to vulnerable Nigerians through the various state governments and NGOs to help cushion the effect of the global pandemic.

Our Sunlight portfolio, which is dedicated to empowering female entrepreneurs, continued to address gender-related inequality in 2020. Sunlight has celebrated the International Women’s Day (IWD) and Mother’s Day with the #SunlightSHERO campaign for the last three years and in March 2020, marked

the event by supporting 20 women trading within the Unilever vicinity in Oregun, Lagos state and Agbara, Ogun state with Sunlight products and merchandize to grow their businesses.

For the second year running, Sunlight collaborated with **Style House Files**, the conveners of the Lagos Fashion Week, to empower women through Fashion. In 2020, three fashion entrepreneurs were selected from hundreds of entries for the Sunlight grant of **2 million naira**, each. These ladies will put together the Sunlight collection, which will walk the runway at the 2020 Lagos Fashion Week event slated for October 2021.



### SDGs



### NSE-SDGs

**Principle 8:** Businesses should support inclusive growth and equitable development.

Sunlight also collaborated with ACT Foundation and WIMBIZ to award grants of N1,000,000 each to three female-led organisations, who have been working to develop solutions to reduce the social impact of COVID-19 on others while empowering Nigerian women.

Among the events that accompanied the year 2020 in Nigeria were protests and demonstrations to influence social change. During the protests, a series of events led to violence, resulting in the vandalism and destruction of private-owned businesses. Unilever, through Sunlight, provided a N10,000,000 grant to support women whose businesses were affected during the unrest to rebuild their businesses.

Unilever Nigeria Plc remains committed to breaking gender-based barriers and fostering equal business opportunities for all genders.



#### SDGs



#### NSE-SDGs

**Principle 8:** Businesses should support inclusive growth and equitable development.

## Lifebuoy Sampling and Donations

During the 2020 COVID-19 lockdown, Lifebuoy and other brands donated products to curb the spread of the coronavirus and promote health and wellbeing. Lifebuoy donated 42 million naira worth of products to vulnerable Nigerians through various state governments and NGOs to help cushion the effect of the coronavirus pandemic. Also, the brand partnered with the Lagos state ministry of health to develop 245,000 million naira worth of hygiene communications materials for the public in response to the coronavirus outbreak.

As part of Unilever's response to the coronavirus pandemic, Lifebuoy structured a global relief effort with UN agencies to reach millions of vulnerable persons. Lifebuoy donated millions of naira worth of soaps to UN agencies in Nigeria. Please see the COVID-19 section for the amount disbursed.



**3,360**  
Units of sanitizers



**N1,512,840**

Spent  
Distributed in Abuja, Lagos and Ogun



### SDGs



### UNGC

**Principle 8:** Conduct environmentally responsible activities.

## Knorr Meal A Day Programme and Donations

Unilever Nigeria Plc, through its Knorr brand, embarked on the Knorr Meal a Day initiative in response to the humanitarian challenges associated with the COVID-19 pandemic and the need for collective action to combat the spread of the coronavirus in Lagos State. Knorr worked through Easyshop Easycook Services Limited to distribute cooked meals in selected areas of Lagos State over ten days.

During the nationwide lockdown in 2020, Knorr donated 8 million naira worth of products to vulnerable Nigerians through the various state governments and NGOs to help cushion the effect of the global pandemic.



**Cooked Meals:**  
**54,000**  
Beneficiaries: **40,000**  
**36 wards in 5 LGAs**



### SDGs



### NSE-SDGs

**Principle 6:** Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.

# COVID-19 Response

## Operations

To ensure that our business and operations were conducted in safe conditions, our internal COVID-19 pandemic response was hinged on our four principles: prioritising people safety; leading the Unilever way guided by our purpose and culture; applying prudence and care in embarking on business-critical travel; and, ensuring business continuity while embedding new ways of working. Our preparedness plan covered the access to our sites by employees and contractors. This included considerations for factory (cleaning, shutdown, and restart), office meetings, change rooms, canteens, shop floor activities, restrooms, warehouse activities, zonal and social distancing, external conditions, and the use of personal protective equipment (PPE).

As part of our response to the pandemic and further ensuring that our staff are well informed, we carried out robust awareness campaigns on hygiene and safety. Employees were trained on various COVID-19 prevention protocols, and refresher lectures were conducted through the safety, health, and environment (SHE) talk sessions. Weekly reminders were also sent through the MD's communication and employee newsletter, and signages were installed around our sites to create top-of-the-mind awareness. We also monitored on-site compliance to COVID protocols through CCTV and weekly audits.



### Some specific actions taken include:

- Providing site access only to essential and frontline employees or in exceptional cases
- Limit on all travels and external meetings except in exceptional circumstances
- Completion of Unilever Health Declaration before entry of Unilever sites, participation in the exceptional internal or external meeting, or embarking on business-critical travel
- Update of our travel guidance to reflect prevailing circumstances
- Maintenance of two metre distance and use of face masks at all times
- Washing and sanitise hands before and after meeting
- Keeping of attendance records and logs for meetings
- Strict adherence to site protocols by visitors
- Mandatory requirement of Senior Leadership approval for any exceptional meeting at Unilever's office
- Conducting COVID-19 test for employees with suspected symptoms
- Provision of PPEs to on-site employees
- On-site rapid coronavirus testing for employees who come into the office premises
- Provision of a company-run isolation centre
- Monitoring and treatment of confirmed COVID-19 incidents.



## Community

We facilitated collaborations with various state governments and parastatals to support their COVID-19 response on the external front. We also collaborated with NGOs who were closer to local communities to help facilitate the distribution of COVID-19 reliefs across the country. Likewise, we contributed to the national COVID-19 response by providing over 20,000 Novel Corona Virus (2019-N Cov) Nucleic acid Diagnostic test kits and 6 RESmart G II BPAP Ventilator Systems and masks to the government and private health organisations at the forefront of the pandemic response.

We adopted a unique approach towards the management of our COVID-19 donations. We put together a framework that guided the mechanics and context of the response; types of donations covered; types of recipients targeted;

requirements for the donations; and type of partners we would work with. The guide was complemented by existing documents such as the Donations Documentation and Tracker, Code of Business Principles on Political Activities and Donations, and the Unilever Ghana-Nigeria Policy Guidance Document on Donations as part of our efforts to ensure coherent management of all Unilever Nigeria's donations at the time.

Some organisations that benefited from our donations include Nigeria Centre for Disease Control (NCDC); Ministry of Health, Kaduna State; Ministry of Health, Imo State; United Nations Children's Fund (UNICEF); WaterAid and United Nations High Commissioner for Refugees (UNHCR).

## COVID-19 Relief Highlights:



**₦230 million**

Worth of product donations to civil and government players



**+16,000 | 6**

COVID test kits | Ventilators



**10,093,500**

Lifebuoy and Lux soaps worth **₦1.2 billion** donated to UN agencies intervention in Northern Nigeria



# 2020 and Beyond

- USLP Targets and Accomplishments
- Beyond 2020 and the USLP: Introducing Unilever Compass

## USLP Targets and Accomplishments

USLP	Improving Health & Well Being				Protecting The Environment In Which We Operate	Enhancing Livelihoods
Global Goal	Help more than a billion people take action to improve their health and wellbeing.				Halve the environmental footprint of the making and use of our products as we grow our business.	Enhance the livelihoods of millions of people as we grow our business.
PROJECT	VASELINE HEALING PROJECT	PEPSODENT BRUSH DAY AND NIGHT NIGERIA	KNORR FORCE FOR GOOD	LIFEBUOY HELP A CHILD REACH 5 NIGERIA	RECYCLE EXCHANG PROGRAMME	SAMBUGA WOMEN EMPOWERMENT PROGRAMME
Social Mission	Help people with skin disorders in areas affected by poverty and emergencies.	Educate primary school children about the importance of brushing twice a day to prevent cavities and tooth decay, and prevent school absenteeism.	To change the behaviour of millions of mothers and teenage girls by making nutritious cooking more desirable, easy to understand, and affordable.	Sensitise Nigerians about the prevention of illness and diseases through proper hand hygiene and strongly associate hand hygiene with Lifebuoy	Achieve plastic waste neutrality for Unilever Nigeria in 3 years from 2019 - 2021.	Achieve distribution and penetration of Unilever brands while empowering women in Rural Nigeria.
Public Commitment	Reach and educate 5000 people directly by 2020.	Reach and educate 10 million school children directly by 2020	Change the cooking behaviour of millions of mothers and teenage girls by 2020	Drive handwashing behavioural change amongst 2 million school children by 2020	Through partnership, build up plastic collection and recycling to 6000 tons per year by the 3rd year	Enhance the Livelihoods of 10,000 women entrepreneurs by 2020
2020 Progress	The project has reached 412 people in the Makoko community of Lagos and trained 160 health professionals in 2019. The country-wide lockdown hindered project activities because of the coronavirus pandemic.	The project reached 800,000 beneficiaries through its school programme and mobile dental clinic across Lagos, Kano, and Owerri. The country-wide lockdown hindered project activities because of the coronavirus pandemic.	The project reached 345,000 contacts directly through the behaviour change program and another 20 million contacts indirectly through above the line campaigns (TV, Radio, Digital, and Outdoor media)	Project was suspended in 2019.	621 tons of plastics were collected in 2019 and 1,100 tons in 2020. The plastic collection numbers in 2020 were affected by the pandemic, whereas, in 2019, the project had initial teething problems.	We had developed 4000 female entrepreneurs by 2019. Although we did not add new entrepreneurs in 2020, we maintained the existing cohort.

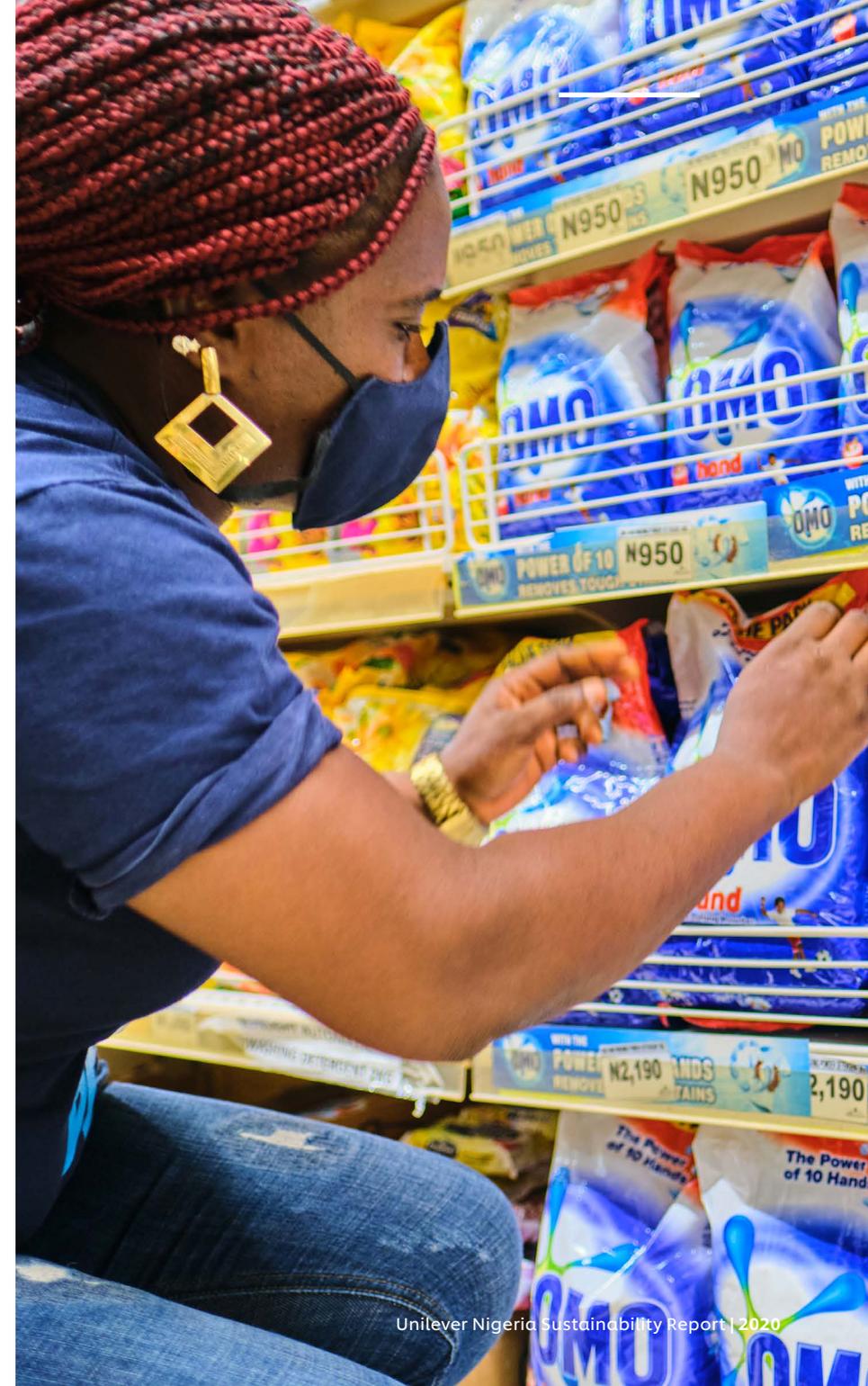
# Beyond 2020 and the USLP: Introducing Unilever Compass

The year 2020 marked the end of our ten-year Unilever Sustainable Living Plan (USLP), but it also coincided with an unusual and challenging period in the world. There was an unprecedented impact by the coronavirus pandemic on people's health, livelihoods, businesses, and the way of life as we had known it.

The pandemic reminds us and helps to reinforce the reasons behind launching the USLP in the first place ten years ago – that we can only thrive as a society in a world where 'sustainable living is commonplace.' The issues that we sort to impact – health and wellbeing, livelihoods, climate and environment, and equity – are still very much with us. Indeed, the effects of the coronavirus pandemic have exacerbated some of these issues and introduced new ones.

Our journey towards making sustainable living commonplace will continue. Therefore, we have developed our new, fully integrated corporate strategy called the Unilever Compass. It builds on our experience over the past ten years of the USLP: successes, failures, and lessons learnt. It also paves the way for us to realise our vision of being the global leader in sustainable business.

The Compass integrates our business priorities, plans, targets, and sustainability commitments covering a full spectrum of our business ecosystem and for all our brands over the next 15 years and will tackle key sustainability challenges of our time. It is based on the belief that 'Brands with Purpose Grow; Companies with Purpose Last; and People with Purpose Thrive' and is still underpinned by our Purpose to make 'Sustainable Living Commonplace.' We invite you to accompany us on this next phase of our journey as well.







## Independent Assurance

Unilever Nigeria PLC's USLP performance is a subset of Unilever PLC's reported USLP performance. PricewaterhouseCoopers LLP has provided independent assurance over the Unilever PLC aggregated group USLP and Environmental and Occupational Safety performance indicators; details of which are provided online at <https://www.unilever.com/sustainable-living/our-approach-to-reporting/independent-assurance/>

# GRI Content Index

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

1. Including the statement ,in accordance with' in the report.

2. Aligning with report content and quality as defined by GRI. In defining the report content, engagements with internal and external stakeholders contributed to identifying material areas where impacts occur and the potential threats to Unilever's operations. Additionally, data in the report has been compared with previous years, and this should enable stakeholders to assess changes in performance to ensure comparability and timeliness. The report has attempted to present the activities of Unilever Nigeria in the wider context of sustainability while completely covering material topics that specifically describe the 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 and reasons, if any.

4. We have used topics specific to GRI Standards (series 200, 300, 400) to report on material topics providing a response to core disclosures and indicating reasons for omissions or non-applicability.

Furthermore, this index also highlights our alignment with the ten principles of the United Nations Global Compact (UNGC) through our most material topics.

## Key:

**SR** - Sustainably Report 2020

**ARFS** - Annual Report and Financial Statements 2020 -

<https://www.unilevernigeria.com/investor-relations/financial-resultsandreports/unilever-nigeria-plc-2019-annual-report.html>

**E** - Information found elsewhere on Unilever websites

**O** - Other Documents

**UNGC** - United Nations Global Compact Principles 1 - 9

Unilever 2020 Sustainability Report			
Topic	GRI Standard	Section	Page
GRI 101			
<b>Organisation Profile</b>			
102-1	Name of the organisation	SR: Cover Page	1
102-2	Primary brands, products, and/or services	ARFS: Our Brands ARFS: Corporate Profile ARFS: Report of Directors - Principal Activities	3 5 28
102-3	Location of organisation's headquarters	SR: Contact Us	64
102-4	Location of operations	ARFS: Board of Directors, Officers and Other Corporate Information	6
102-5	Nature of ownership and legal form	ARFS: Report of Directors - Legal Status	28
102-6	Markets served	ARFS: Notes to Financial Statements - Segment Reporting	12
102-7	Scale of the reporting organisation	ARFS: Report of Directors	28
102-8	Information on employees and other workers	(a) Total number of employees in 2020: 782 (b) Total number of operations/factory workers: 488 (c) Total number of contract employees: 695 (d) Highest number was in February 2020: 1000, and Lowest number of Employees was in December 2020: 782	
102-9	Supply Chain	SR: Our Sustainable Supply Chain	35
102-10	Significant changes to the organisation and its supply chain	Not Applicable	N/A
102-11	Precautionary Principle or approach	O: United Nations Global Compact Communication on Progress Principle 7	

## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
102-12	External Initiatives	We're a founding signatory to the UN Global Compact, Global Compact LEAD and the UNGC's Business for Peace Initiative. We helped to shape, and are committed to achieving the UN Sustainable Development Goals. We contribute to and participate in many external initiatives to help bring about transformational change. Individual initiatives are discussed in the relevant sections of the SR.	
102-13	Membership of associations	MAN: Manufacturers' Association of Nigeria NECA: Nigeria Employers' Consultative Association AFBTE: Association of Food, Beverage and Tobacco Employers NACCIMA: Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture PSAG: Private Sector Advisory Group NESG: The Nigeria Economic Summit Group LCCI: London Chamber of Commerce & Industry ACCI: Abuja Chamber of Commerce	
<b>Strategy</b>			
102-14	Statement from the most senior decision-maker of the organisation	SR: CEO & Chairman's Statement	6 & 7
102-15	Key impacts, risks and opportunities	Business Continuity	33
<b>Ethics and Integrity</b>			
102-16	Values, principles standards, and norms of behavior	SR: Our Values	8
102-17	Mechanisms for advice and concerns about ethics	Not Applicable	N/A
<b>Governance</b>			
102-18	Governance Structure	ARFS: Corporate Governance Report SR: Sustainability Steering Committee	20 - 21 20 - 22
102-19 to 102-39	Not required for core	Not Applicable	N/A

## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
<b>Stakeholder Engagement</b>			
102-40	List of Stakeholder groups	SR: Stakeholder Engagement and Management	13 & 14
102-41	Collective bargaining agreements	66% (513 employees)	
102-42	Identifying and selecting stakeholders		
102-43	Approach to stakeholder engagement	SR: Stakeholder Engagement and Management	13 & 14
102-44	Key topics and concerns raised		
<b>Reporting Practice</b>			
102-45	Entities included in the consolidated financial statements	ARFS: Notes to Financial Statements - Related Party relationship	12
102-46	Defining report content and topic boundaries	SR: The Materiality Assessment Process	15
102-47	List of material topics		
102-48	Restatements of information		
102-49	Changes in reporting		
102-50	Reporting period	SR: About this Report	51
102-51	Date of most recent report		
102-52	Reporting cycle		

## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
102-53	Contact point for questions regarding the report	SR: Contact Us	64
102-54	Claims of reporting in accordance with the GRI Standards	SR: About this Report	11
102-55	GRI content index	GRI Content Index	49
102-56	External Assurance	SR: Independent Assurance	48

## Economic Performance

### Management Approach

103-1	Explanation of the material topic and its Boundary	Description: As part of our approach to integrating Sustainability in our decisions, we also consider economic performance as an important material topic Boundary: Internal – Company; External: Investors, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees	
103-2	The management approach and its components	ARFS: Results at a glance	7
103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business	48

### Economic Performance

201-1	Direct economic value generated and distributed	ARFS: Statement of Profit or Loss for the year ended 31 December and Value Added Statement	66 & 127
201-3	Defined benefit plan obligations and other retirement plans	ARFS: Employee Benefits and Retirement Service Obligation	81 – 82 & 102 – 108
203-2	Significant indirect economic impacts	ARFS: Chairman’s Statement	12 – 16

## Unilever 2020 Sustainability Report

	Topic	GRI Standard	Section	Page
<b>Tax</b>	<b>Management Approach</b>			
	103-1	Explanation of the material topic and its Boundary	Description: Paying tax in a fair and transparent manner and responding appropriately to specific tax policies Making a positive contribution to the national economy Boundary: Internal – Company; External: Customers (retailers), Suppliers and Employees	
	103-2	The management approach and its components	ARFS: Income Tax	79 – 81
	103-3	Evaluation of the management approach		
<b>Environmental Topics</b>				
<b>Packaging and Waste</b>	<b>Management Approach</b>			
	103-1	Explanation of the material topic and its Boundary	Description: Reducing the environmental impact of packaging and waste, including the protection of marine environments Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees	
	103-2	The management approach and its components	SR: The Materiality Assessment Process SR: A Circular Economy SR: TRANSFORM	15 36 37
	103-3	Evaluation of the management approach		

## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
<b>Materials</b>			
301-1	"Total weight or volume of materials used to produce and package the Unilever's primary products in 2019, by: i) Non-renewable materials used ii) Renewable materials used"	i) 1380 MT ii) 1224 MT	
301-2	Total weight of recycled input material used in 2019 packaging (e.g. recycled plastics for packaging)	0Kg	
<b>Effluents and Waste</b>			
306-2	a. Report the total weight of hazardous and non-hazardous waste, by the following disposal methods: Reuse, Recycling, Composting, Recovery, including energy recovery, Incineration (mass burn), Deep well injection, Landfill, On-site storage, Other (to be specified by the organisation) b. Report how the waste disposal method has been determined	a. Reuse = 1145391Kg; Recycling = 8188022Kg; Composting = Zero; Recovery = Zero; Incineration = Zero; Deep well injection = Zero; Landfill = Zero; On-site Storage = Zero b. Total waste determined by weighing	
<b>Waste Management Approach</b>			
103-1	Explanation of the material topic and its Boundary	Description: Improving access to water and managing water use and abstraction sustainably across our value chain Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees	
103-2	The management approach and its components	SR: The Materiality Assessment Process	15
103-3	Evaluation of the management approach		
303-1	Interactions with water as a shared resource	Ground water: Borehole (2 Nos)	

## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
303-2	Management of water discharge related impacts	Waste water quality maintained below NESREA limits for waste water parameters, internally weekly samples of influent and effluent water analyzed in-house where we have an onsite effluent treatment plant (Oregon) and monthly verified by external analysis by an accredited laboratory. Where we discharged waste water into a municipal effluent treatment plant (Agbara), internally we sample waste water from each discharge points within the factory and the composite ex-factory sample analysed weekly by an accredited laboratory. No stream/river body near the facility	
303-3	Water withdrawal	(a) 238556.73 cubic meter (b) Direct flow meter measurement	
303-4	Water discharge	11040 Metre Cube (Estimated calculation)	
303-5	Water consumption	(a) 175608.46 cubic meter (b) Direct flow meter measurement	

### Environmental Topics

#### Environmental Compliance

##### Management Approach

103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components	ARFS: Directors' Report on Safety, Health and Environmental Care	41
103-3	Evaluation of the management approach		
307-1	Non-compliance with environmental laws and regulations	(a) No significant fines were paid by Unilever in 2020 (b) No sanctions were imposed on Unilever in 2020	

### Social Topics

#### Socioeconomic Compliance

##### Management Approach

103-1	Explanation of the material topic and its Boundary		
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## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
103-2	The management approach and its components	Description: Conduct our business activities in a responsible way that ensures compliance with statutory laws, regulations and industry guidelines Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees	
103-3	Evaluation of the management approach		
419-1	Non-compliance with laws and regulations in the social and economic area	(a) No significant fines were paid by Unilever in 2020 (b) No sanctions were imposed on Unilever in 2020	

## Health and Hygiene

### Management Approach

103-1	Explanation of the material topic and its Boundary	Description: Improving the health and hygiene of stakeholders across our business through products, campaigns and partnerships Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees	
103-2	The management approach and its components	SR: Our Sustainable Living Plan SR: Wellbeing and Safety	23 29
103-3	Evaluation of the management approach	SR: The Frontline Worker	30

### Nutrition and Diets

103-1	Explanation of the material topic and its Boundary	Description: Developing products with a balanced nutritional profile and promoting consumers' understanding of their own nutrition, and its links to their health and well-being Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		

## Unilever 2020 Sustainability Report

	Topic	GRI Standard	Section	Page
<b>Employee Health, Safety and Wellbeing</b>	<b>Management Approach</b>			
	103-1	Explanation of the material topic and its Boundary		
	103-2	The management approach and its components	SR: Our People SR: Wellbeing and Safety SR: The Frontline Worker	27 29 30
	103-3	Evaluation of the management approach		
	<b>Occupational Health and Safety</b>			
	403-1	Occupational health and safety management system	O: OHSP 01 Occupational health & safety policy	N/A
	403-2	Hazard identification, risk assessment, and incident investigation	O: OHSP 02 Occupational health & safety risk assessment	N/A
	403-3	Occupational health services	O: OHSP 12 Emergency preparedness and response	N/A
	403-4	Worker participation, consultation, and communication on occupational health and safety	O: OHSP 06 structure and responsibilities & OHSP 08 Communications	N/A
	403-5	Worker training on occupational health and safety	O: OHSP 07 Training, awareness and competence SR: Wellbeing and Safety	29
403-6	Promotion of worker health	O: OHSP 13 Performance monitoring and measurement SR: The Frontline Worker	30	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	O: OHSP 12 Emergency preparedness and response & OHSP 14 Accident , incident and non-conformances	N/A	
403-8	Workers covered by an occupational health and safety management system	O: OHSP 05 Occupational safety and health management program	N/A	
403-9	Work-related injuries	O: OHSP 14 Accident , incident and non-conformances	N/A	
403-10	Work-related ill health	O: OHSP 14 Accident , incident and non-conformances	N/A	

## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
<b>Gender and Economic Inclusion</b>			
103-1	Explanation of the material topic and its Boundary	Delivering business growth that benefits women stakeholder groups and ensuring fair compensation at all levels across the business. Boundary: External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	
103-2	The management approach and its components	ARFS: Diversity and Inclusion	39
103-3	Evaluation of the management approach	SR: Our Value Creation Model SR: Brands and Purpose	19 38
<b>Diversity and Equal Opportunity</b>			
405-1	Diversity of governance bodies and employees	O: Diversity and inclusion policy (WIP)	N/A
405-2	Ratio of basic salary and remuneration of women to men	O: Fair Wage Survey	N/A
<b>Management Approach</b>			
103-1	Explanation of the material topic and its Boundary	Description: Upholding and promoting the basic rights and freedoms of all who are disabled in any form Boundary: External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees	
103-2	The management approach and its components	O: Diversity and Inclusion Policy (WIP), Code of Business Principles, Diffability Policy (WIP)	N/A
103-3	Evaluation of the management approach		
<b>Non-Discrimination</b>			
406-1	Incidents of discrimination and corrective actions taken	No incidents	

## Disability

## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
<b>Talent Upskilling</b>			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components	Talent Upskilling and Reskilling	28
103-3	Evaluation of the management approach		
<b>Employment</b>			
401-1	New employee hires and employee turnover	Employee Turnover for 2020, 13.2% ; 4 new hires in 2020	
404-2	Programs for upgrading employee skills and transition assistance programs	Talent Upskilling and Reskilling	28
<b>Training and Education</b>			
<b>Sustainable and Responsible Sourcing</b>			
103-1	Explanation of the material topic and its Boundary	Description: Ensuring the source of key agricultural raw ingredients in the supply chain are sourced locally Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees	
103-2	The management approach and its components	Our Value Creation Model	19
103-3	Evaluation of the management approach	Our Value Creation Model; Sustainable Supply Chain	19; 35
<b>Proportion of spending on local suppliers at significant locations of operations</b>			
204-1	Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally)	50 percent sourced from local suppliers	

## Unilever 2020 Sustainability Report

Topic	GRI Standard	Section	Page
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### Others (Responsible Business Practices) Topics

<b>Digitalisation</b>	<b>Management Approach</b>		
	103-1	Explanation of the material topic and its Boundary	
	103-2	The management approach and its components	Digitalisation
	103-3	Evaluation of the management approach	
<b>Business Continuity</b>	<b>Management Approach</b>		
	103-1	Explanation of the material topic and its Boundary	
	103-2	The management approach and its components	Business Countinuity - Page 33
	103-3	Evaluation of the management approach	
<b>COVID-19 Response</b>	<b>Management Approach</b>		
	103-1	Explanation of the material topic and its Boundary	
	103-2	The management approach and its components	COVID-19 Response
	103-3	Evaluation of the management approach	





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**Diary of A Naija Girl (DANG)**  
- Sunlight Partnership



**AGS Tribe**  
- Sunlight Partnership



**RED Media Africa**  
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## Contact Us

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



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