



**A century of Impact,
Partnerships and Building a
Brighter Future Together.**



A Century of Impact, building
a Brighter Future together





2024©

Making Sustainable Living Commonplace

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His Majesty, Nnaemeka A. Achebe
CFR, MNI
Chairman



Tim Kleinebenne
Managing Director
Unilever, Nigeria

Chairman & MD Statement

2023 was a milestone year for Unilever Nigeria as we turned 100 years and our sustainability agenda was at the forefront of our conversations of positive impact over the years in Nigeria. In 2023, we repurposed our focus on our sustainability agenda to Plastic and Livelihoods, driving the following initiatives: Plastic Recycling, Localisation, Shakti, and Future X Campus Ambassadors Program (FUCAP).

Our plastic commitment is to collect more than what we put into the environment. Through our partner Wecyclers, we have collected over 10,000 tons of plastic since the inception of our partnership in 2014. In marking our centenary milestone, we extended our partnership with Wecyclers with a \$2 Million grant to scale up their operations for more collections.

Our Shakti story continues to be a shining example of our commitment to women's empowerment. An additional 3000 women were onboarded in 2023, raising the total number of women on the scheme to over 13,000. We remain committed to onboarding more women in thousands year on year to scale up impact and support for women empowerment.

As we continue to deepen our localisation agenda, we made significant progress by the end of 2023 with our local input to our production now at over 50%. In our drive to unlock the full potential

of young people in the future of work, we kicked-off officially the Future X Campus Ambassadors Program (FUCAP) initiative with Generation Unlimited (Gen U), under UNICEF. We have a target to reach 3 million youths in a circle of three years. 700,000 of them will be empowered with skills for the future of work. While we will give internship opportunities to 500 of them directly and indirectly in our operations. We are poised to make a huge difference in helping young people to prepare for the future of work.

Finally, we are pleased to present the 2023 sustainability report for the Centenary year to all our stakeholders. In our usual practice, we request that you engage with the disclosures on this report and share your feedback as we continue to make sustainable living commonplace.

His Majesty, Nnaemeka A. Achebe
CFR, MNI
Chairman

Tim Kleinebenne
Managing Director
Unilever, Nigeria

About the Report

Welcome to our centenary year sustainability report.

Unilever Nigeria is proud of the positive impact it has had on people and the planet, and its contributions to creating a fairer more socially inclusive world.



The theme for this year's report is Impact, Partnerships and Building a Brighter Future. In keeping with this, our report this year takes a deeper look into the impact stories, partnerships, and lives Unilever Nigeria has positively impacted in reaching this 100-year milestone.

The report outlines our sustainability performance and initiatives underway from 1 January 2023 to 31 December 2023. The report has been built around our Unilever Nigeria Sustainability Focus Areas and integrates the reporting requirements and principles of the Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB), United Nations Global Compact (UNGC), the Nigerian Stock Exchange (NGX) Sustainability Disclosure Guidelines and the Securities and Exchange Commission (SEC) Sustainable Financial Principles for the Nigerian Capital Market.

We have continued to make progress toward our sustainability targets. The disclosures in this report focus on topics significant to our purpose of making sustainable living commonplace and important to our stakeholders. Our constant engagements with our stakeholders such as our employees, consumers and customers, suppliers and business partners, government and trade associations, shareholders, and the planet help us to gain more insight into their needs and position our brands to create growth opportunities and build resilience from sustainability and purpose.

Chapter: 01

About Unilever Nigeria



Our Vision

Our vision is to make sustainable living commonplace.

We are convinced that all organisations must play their part in creating a sustainable future. We employ a multi-stakeholder value creation model that incorporates sustainability into our business and creates social value for our consumers, customers, people, shareholders, society, and the planet.



Our Values



Integrity:

Integrity is at the foundation of our actions and decision-making. We act with integrity as we support Unilever's long-term success.



Respect:

Respect for people is an intrinsic part of Unilever's culture. We treat people and the environment with dignity, honesty, and respect.



Responsibility:

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



Pioneering:

We are at the forefront of innovation in the markets we play and the products we create. We spearhead changes within the industry through intelligent risk-taking.

Sustainability Governance

At Unilever Nigeria, we have an in-house governance structure for managing sustainability and ESG issues. Every sustainable business matter at Unilever Nigeria is under the purview of the Sustainability Committee. To guarantee the successful implementation of ESG strategies, we have established standard operating procedures and other functional regulations.

2023 Sustainability Steering Committee

The Steering Committee oversees the creation of our company's sustainability plan and manages the implementation and advancement of our ESG Strategy throughout all our operations in Nigeria. Members of the Working Committee and a few chosen members of the Leadership team make up the Steering Committee.

The members of the Sustainability Steering Committees in 2023 are listed as follows:



Ola Ehinmoro
Human Resources Director,
Unilever West Africa



Obinna Emenyonu
Procurement Director,
Unilever West Africa



Micheal Ubeh
Customer Development,
Unilever Nigeria



Uche Nwakanma
R&D Director,
Unilever Africa Cluster



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



Folake Ogundipe
National Finance Director,
Unilever Nigeria



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



Abayomi Alli
Manufacturing Director,
Unilever, Nigeria



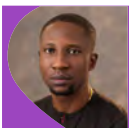















Oiza Gyang
Beauty & Wellbeing,
Personal Care Lead,
Unilever Nigeria



2023 Sustainability Working Committee

The Working Committee oversees carrying out Unilever Nigeria's sustainability strategy. Additionally, it guarantees cooperation and coordination throughout the company's several brands and departments.

The members of the Sustainability Working Committees in 2023 are listed as follows:

 <p>Oghogho Aghimien Business Integrity Officer, Unilever West Africa</p>	 <p>Bukola Akinpelu Consumer Marketing Insights Performance Lead, Unilever West Africa</p>	 <p>Eva Ogudu Category Manager Oral Care, Unilever Nigeria</p>	 <p>Damilola Dania Category Manager Nutrition, Unilever Nigeria</p>
 <p>Richard Oguntoyinbo Engineering Manager, Unilever Nigeria</p>	 <p>Oge Maduagwu Media Manager, Unilever West Africa</p>	 <p>Modupe Gbadebo Human Resources Business Partner, Supply Chain</p>	 <p>Omotola Osikomaiya Site SHE Manager Oregun</p>
 <p>Oluronke Bamgbose Tax Manager, Unilever West Africa</p>	 <p>Afolasade Olowe Senior Legal Counsel and Company Secretary, Unilever Nigeria</p>	 <p>Bunmi Alaka Safety, Health and Environment Manager, Unilever Ghana and Nigeria</p>	 <p>Omololu Bankole MCO Head of People Experience, Unilever West Africa</p>
 <p>Stanley Okeke R&D Packaging Manger, Beauty, Wellbeing & Personal Care, Unilever West Africa</p>	 <p>Chinonyerem Opara Assistant Category Manager, Oral Care</p>	 <p>Arinze Madumere Brand Manager, Knorr</p>	 <p>Afomre Ubogu Corporate Affairs Specialist, Unilever Nigeria</p>

Our Best Brands

We are one of the largest consumer goods companies with a focus on creating a portfolio of delicious food products and well-loved personal and home care products that delight our customers.

Amongst our vast array of products, we have tagged 'Our Best Brands,' these products are manufactured in Nigeria and distributed regionally. We plan to increase our manufacturing footprint within Nigeria, our efforts are designed for long-term success while balancing intelligent risk-taking, learning from failures, and scaling successes.





Nutrition

We are one of Nigeria's largest food businesses, and deal in food products with longstanding popularity amongst our consumers including Knorr and Royco seasoning cubes.



Knorr

Knorr's seasoning cubes have become staples in both home and professional kitchens across Nigeria. We prioritise the needs of our consumers to enhance the taste and flavour of food, enabling us to remain market leaders for so long.

Knorr has been working with local suppliers and farmers to grow and source key ingredients that are dried and expertly blended to create Knorr seasoning cubes. Our variants (chicken and beef seasoning cubes) retain the natural goodness of expertly blended herbs and spices to enrich meals with flavours of the highest quality and deliver a superior sensorial experience.



Royco

Royco has taken the best of home cooking and packaged it in a delicious seasoning cube to allow consumers to prepare delicious meals conveniently and quickly. Our cubes were designed to recreate the authentic taste and aroma of Nigerian food, our success is continuously reinforced by consumers who choose Royco when they want to create great-tasting authentic delicacies.

Our seasoning cubes in the beef flavour are available in 400g and 2kg pack sizes ensuring our consumers spend less time cooking, leaving more time for the moments that really matter.



Personal Care

We are one of Nigeria's leading Personal Care businesses by turnover, with a portfolio of strong brands such as Closeup and Pepsodent that deliver personal hygiene, self-care, and confidence to consumers.



Closeup

We develop products that meet the preferences and changing oral needs of consumers. Closeup provides superior long-lasting freshness and all-around oral care protection with its signature anti-germ formula, our customers appreciate this and continue to patronise us judiciously. In the Nigerian oral care market, one of our flagship products Closeup owns 35% of the overall market share, available in three different variants Red Hot, Complete Fresh Protection, and Herbal with multiple pack sizes for consumers to choose from.

Closeup believes in giving back to the consumers who avidly support its business, we launched a consumer promotion initiative to provide our consumers with more value per Naira spent. For every pack of Red Hot Closeup toothpaste in the 140g pack size, we included a gift in the form of a 15g tube of Closeup Complete Fresh Protection. This provided an opportunity for consumers to try out our new product and experience its benefits without committing additional resources.



Pepsodent

Pepsodent, is an expert in fighting germs, which is the root cause of many oral care issues such as bad breath, gum problems, and cavities. Pepsodent offers a range of specially formulated products tailored to the needs of families in multiple pack sizes. Currently, in our portfolio of products within the brand, two variants of toothpaste have been launched: Pepsodent Triple Protection and Pepsodent Cavity Fighter. We know that the long-term robustness and resilience of our business are dependent on our success in delivering oral care products that meet the needs of our consumers. We invest in research and development and continuously listen to the feedback of our consumers to create standout products that meet their needs at an affordable price.



Beauty and Wellbeing

We are amongst the key players in the fast-growing beauty, health, and wellbeing market in Nigeria. Our portfolio is home to globally renowned brands like Vaseline.



Vaseline

The Vaseline brand has been a household staple in Nigeria for decades, renowned for its petroleum jelly, it also houses lotions in five different variants including Cocoa Glow, Aloe Soothe, Dry Skin Repair, Men Cooling, and Men Fast Absorbing. The Vaseline petroleum jelly is available in 3 pack sizes for the original variant: 50ml, 250ml, and 450ml. The Vaseline brand has been passionate about healing all skin from the everyday to the toughest conditions. We are delighted that our consumers share this passion with us, experimenting to define the boundaries and limits of the numerous benefits of Vaseline with emphasis on the petroleum jelly including prep skin for fragrance, healing dry skin, polishing leather, protecting the scalp from color transfer, avoid chaffing, remove makeup and many others.



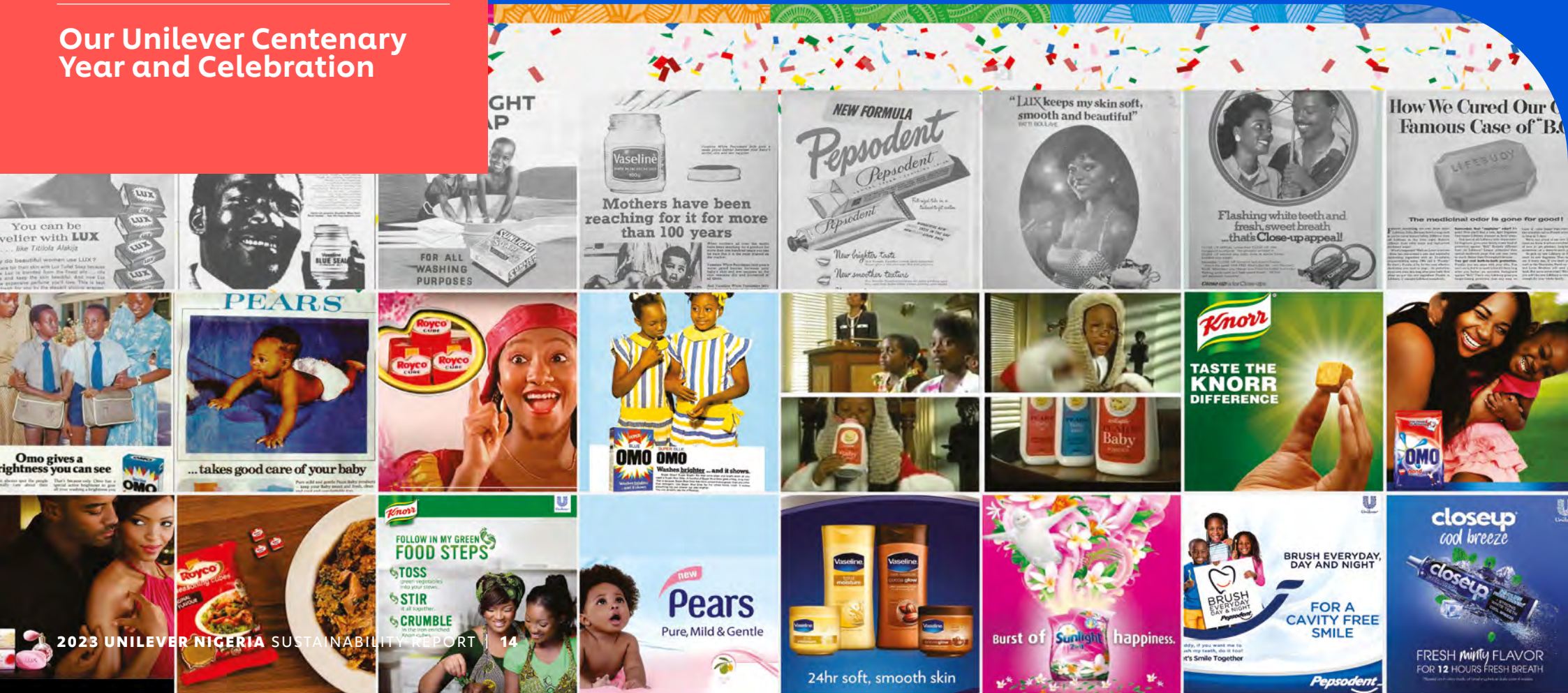
Rexona

Rexona is one of the world's bestselling antiperspirant and deodorant brands sold in more than 100 countries. It always carries its iconic 'tick' logo. Rexona antiperspirants carry the brand's unique, patented body-responsive technology to provide 72 hours of non-stop sweat and odour protection.

Rexona believes in the power of movement to transform lives and is on a mission to inspire everyone to move more. As part of this, the brand is challenging society's narrow limits of what an acceptable mover looks like, to make movement inclusive for all. Through its programmes and partnerships, Rexona is equipping young people, especially those in disadvantaged communities, with the confidence and opportunity to move however they want.

Chapter: 02

Our Unilever Centenary Year and Celebration



Our Unilever Centenary Year and Celebration



Unilever Nigeria celebrated a significant milestone on December 12, 2023, celebrating a century of manufacturing well-loved regionally acclaimed products at the residence of the British Deputy High Commissioner in Lagos, which brought partners, collaborators, shareholders, and industry stakeholders together. Turning a hundred years in Nigeria is no small feat, this milestone makes us the longest-serving manufacturing company in Nigeria and signifies our unwavering commitment to excellence, sustainability, interest, and passion to remain in Nigeria for the long haul.

Since 1923, we have continued to build and deepen our manufacturing footprint in Nigeria through operational improvements and product innovations. We have made considerable progress in line with our founder's vision of making products that are solutions to solving challenges in the environment and have evolved to become a renowned Nigerian company impacting millions of households positively daily.

This journey has not always been without challenges, but our drive and unwavering dedication underpinned by the support of our various stakeholders, our people who are our employees (past

and present), government, regulators, trade associations, NGOs, Key Distributors, vendors, suppliers, and consumers have made it a worthy one. This has enabled us to contribute to Nigeria's socio-economic development and create a wide-reaching impact across our stakeholders.

Throughout our remarkable journey, we have become resolute and committed to intensifying our drive to make an incredible impact across our ecosystem. We were initially guided by the Unilever Sustainable Living Plan (USLP) launched in 2010 that was wound down in 2020 but this has now been updated and relaunched through our Compass Strategy which is more holistic and encompassing for greater impact.

We are intentional about our localisation agenda, diversity and inclusion, women empowerment, building capacity and capabilities of the youth in preparing them for the future of work, and improving the health of the planet through our plastics collection drive. At present, over 50% of our raw materials and packaging materials are manufactured and sourced in Nigeria. This has had a direct impact on the economy of Nigeria.



In the next hundred years, we will continue to harness the power of our people, brands, and partnerships to tackle the most pressing issues across Nigeria and make sustainable living commonplace.

In his remarks, the **Managing Director of Unilever Nigeria, Tim Kleinebenne**, reinforced the commitment of Unilever to Nigeria, saying that



// Unilever Nigeria's remarkable journey of a hundred years signifies our unwavering commitment to excellence, sustainability, interest and passion to remain in Nigeria for the long haul. We are here to stay and be a force for good through our brands and operations. //



Excerpt of Unilever Nigeria MD speech at our centenary year celebration:

“Reaching a centenary milestone in today’s volatile world and delivering continued commercial success, is a testament to the resilience, strength, and unwavering commitment we have demonstrated to serve the people of Nigeria.

Unilever started its business in Nigeria in 1923, primarily trading in soaps. Through the years we evolved to become a food and hygiene company with a focus on improving the health and hygiene of all Nigerians. We are pleased and very proud to be a truly Nigerian company, producing our brands locally.

Our Purpose is to Make Sustainable Living Commonplace and we are driving positive impact through our global brands Knorr, Royco, Closeup, Pepsodent, and Vaseline which are household names across the country.

We will continue to work with all our stakeholders to make a positive impact and build a brighter future together for Nigerians. We believe in Nigeria, and we believe in the government’s efforts at improving the business operating environment to enable businesses to create greater value for the country. We look forward to the next 100 years in Nigeria.”

Tim Kleinebenne
Managing Director
Unilever Nigeria

Chapter: 03

Materiality Assessment and Stakeholder Engagement



Materiality Assessment Process

Materiality remains a key aspect of our sustainability activity.

An issue is considered material to Unilever Nigeria if it could impact our business performance and is important to our key stakeholders. Annually, we review and realign our materiality topics, as part of our sustainability materiality assessment process. In 2023, we analysed insights from our key stakeholders to ensure that we are focusing on the most important sustainability issues and to inform our reporting.

Materiality Identification, Ranking and Prioritisation

Following multiple engagement sessions, 16 issues were identified as the initial list of material topics. These issues were considered material to our business and stakeholders and are aligned with Unilever Nigeria's strategic sustainability priorities for the year 2023. Upon further assessment, four of these were further classified as subsets of the identified material issues.

All the issues were extensively reviewed, prioritised, and ranked by our stakeholders to determine the impact on the business and the level of importance to stakeholders. The 10 identified material issues were scaled based on 'Importance to Stakeholders' and 'Impact on the Business' and the issues were ranked based on relevance on a scale of 1 - 5. For the ranking, "one" represents the least relevant, and "five" represents the most relevant issue. The material issues identified and ranked are indicated in the matrix below and seven of

the material issues, Climate, Waste, Product affordability and accessibility, Youth employability, Plastics, Reskilling and upskilling, and Sustainable livelihoods for small-scale retailers were ranked as having high importance to stakeholders and impact on the business.

12 Identified Material issues



Material	What it is about	Commitment
Sustainable livelihood for smallholder farmers	Supporting and empowering smallholder farmers who supply some of our most important crops to earn a living wage or income.	<ul style="list-style-type: none"> Empower farmers and smallholders to protect and regenerate farm environments for cassava starch and food ingredients. Conduct training twice a year for farmers within our value chain on regenerative agriculture.
Local sourcing	Building on our long-term commitment to sustainable sourcing by focusing on sourcing our agricultural crops locally.	<ul style="list-style-type: none"> 100% sustainable sourcing of our agricultural crops - Palm, Turmeric, Garlic, and Onion. Obtain SUSO team certification and evidence of sustainable sourcing.
Deforestation and certification	Working within our business and with external partners to ensure a deforestation-free supply chain and increase the traceability and transparency of our supply chain.	<ul style="list-style-type: none"> Deforestation-free supply chain in palm oil, paper, and board, tea, soy, and cocoa by 2023. Ensure all paper and board have FSC certification.
Sustainable livelihoods for small-scale retailers	Creating income opportunities, and providing access to skills, finance, and technology to empower our network of retailers – all while they're helping us reach consumers with our brands.	<ul style="list-style-type: none"> 100% compliance with living wage compensation. Empower thousands of women through Shakti to start or grow their business by 2025.
Product affordability and accessibility	Ensuring we offer healthier options that are affordable and accessible to all in every part of the nation including remote areas.	<ul style="list-style-type: none"> Introduce various sizes of Unilever products to increase affordability by consumers. Strategically advertise our product to create awareness in open markets, local markets, and rural areas.
Equal opportunities	Ensuring everyone has equal opportunities to develop and expand their business through our value chain.	<ul style="list-style-type: none"> Ensure 30% of our supplier pool in Nigeria is female-owned or female-led businesses.
Plastics	Rethinking our approach to packaging to use less, better, or no plastic, and transitioning towards a circular economy.	<ul style="list-style-type: none"> Collect 50% of our plastic footprint in Nigeria by 2025. Achieve 5% recycled plastics in our packaging by 2025 through PCR inclusion.
Reskilling and upskilling	Helping our people adapt to changes in the workplace and the changing nature of work through upskilling and reskilling.	<ul style="list-style-type: none"> Pioneer new models to provide our employees with flexible employment options by 2030. Reskill or upskill our employees with future-fit skills by 2025.
Diversity and inclusion	Ensuring that everyone is represented equally at all levels in society and our organisation.	<ul style="list-style-type: none"> Attained gender diversity of 41.3% by Q4 2023 at management level. Achieved 48% female diversity with new joiners by Q4 2023.
Youth employability	Helping young people develop the skills they need to find meaningful work and encouraging them to take a purposeful approach to their future.	<ul style="list-style-type: none"> Reach 3m young people across Nigeria in three years from 2023. Equip 700,000 students with employability knowledge and skills by 2025. Provide internship opportunities for 450 by 2025

Stakeholder Engagement and Management

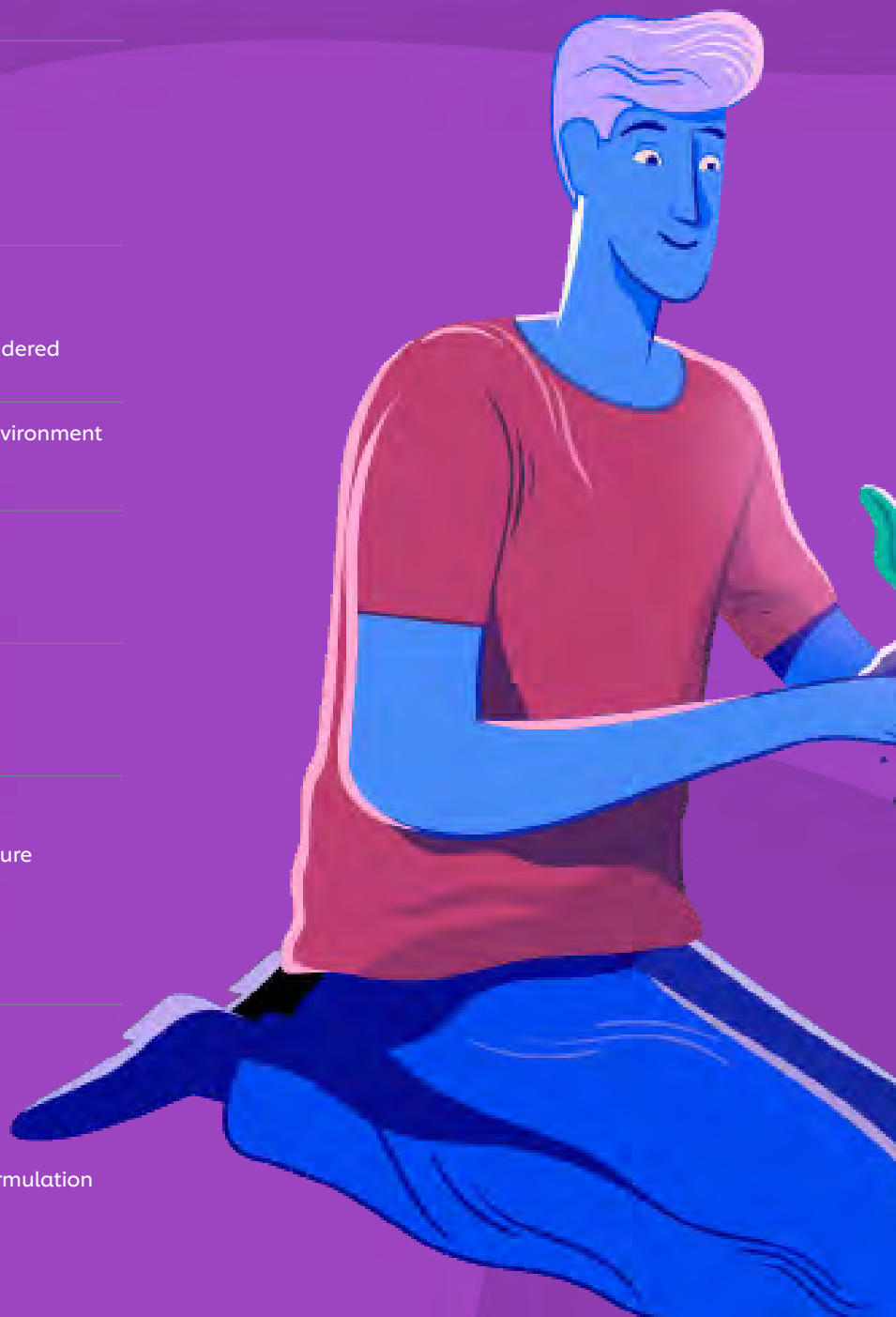
At Unilever Nigeria PLC, we believe that we have a key role to play in creating the systemic change required to develop a more inclusive and sustainable economy.

Leveraging collaborations and partnerships are proven pathways to achieve this scale of action needed for systemic change and impact. Additionally, we operate a business and operational model that requires the extensive utilisation of stakeholders. Therefore, we must work closely with a wide range of internal and external stakeholders who directly and indirectly affect or are affected by our operations including employees, consumers, shareholders, investors, business partners, suppliers, regulators, government, and the communities where we operate. We use their valued perspectives to learn, improve, and inform our approach toward creating a more inclusive and sustainable economy.

In all our engagements with stakeholders, we are committed to upholding the principles of transparency, responsibility, respect, accountability, and integrity. The table below shows a summary of how we engaged with various stakeholders in the year under review and the issues raised by these stakeholders during our engagement.



Stakeholder Group	How We Engaged	Issues Raised
Government & trade associations	<ul style="list-style-type: none"> Formal engagements on key policy or regulatory issues 	<ul style="list-style-type: none"> FX transactions Tax payment Regulatory compliance Operational running cost Rising cases of insecurity Support for development efforts by the government
Suppliers	<ul style="list-style-type: none"> Informal one-on-one engagement sessions Project planning Training of suppliers Virtual meetings 	<ul style="list-style-type: none"> Supplier assessment Sustainable sourcing practices Supplier training Prompt payment for goods/ services rendered
Customers	<ul style="list-style-type: none"> One-on-one visits to the sales partners to identify areas for improving operations 	<ul style="list-style-type: none"> Adaptability to the evolving business environment Production of quality products Effective customer support services
Consumers	<ul style="list-style-type: none"> Consumer immersion activities Consumer quality reviews Brand communications and campaigns 	<ul style="list-style-type: none"> Product affordability and accessibility Product awareness
Shareholders	<ul style="list-style-type: none"> Engagements with Shareholders via the Registrars and the Company Secretary's office Annual General Meeting 	<ul style="list-style-type: none"> Business results/ performance Unclaimed dividends Update of shareholder records Transparency and communication
Employees	<ul style="list-style-type: none"> Quarterly business town halls Functional engagements with employees for the leadership team Focus group discussions Employee surveys Safety, Health, and Environment (SHE) talks Virtual meetings 	<ul style="list-style-type: none"> Physical safety Psychological safety Financial security and inflationary pressure Employee engagement Upskilling and reskilling Compensation and benefits Employee health, safety, and wellbeing
Planet	<ul style="list-style-type: none"> Environmental stewardship plans Environmental responsibility awareness 	<ul style="list-style-type: none"> Climate risk assessment and mitigation Climate action through plastics management and circularity Environmental performance monitoring Participation in environmental responsibility dialogues Participation in environmental policy formulation





Courtesy Visit to Host Community - Agbara

The Head of Corporate Affairs and Sustainable Business at Unilever Nigeria paid a courtesy visit to the Agbara community, Ogun State on 1st December 2023. Agbara hosts two Unilever sites; a factory and a warehouse. The goal of the courtesy visit was to strengthen our long-standing relationship with Agbara and to discuss the best approaches to support sustainable livelihoods in the community.



Breakfast Meeting with CEOs hosted by the Ministry of Industrial Trade and Investments

Unilever Nigeria honoured an invitation from the Ministry of Industry Trade and Investment to The Breakfast meeting for businesses in Ogun state held on November 29, 2023. The breakfast meeting is in keeping with Ogun State's sustained efforts to become the industrial hub of manufacturing companies in Nigeria. The state government continually engages Unilever and other manufacturers to have conversations on critical issues around ease of doing business in the state. Unilever also engages the state on issues operating concerns and co-creating solutions that benefit and impact our stakeholders in the state and beyond.



Courtesy Visit of the UK Deputy Trade Commissioner for Africa

His Majesty, Deputy Trade Commissioner for Africa Jaya Choraria, visited Unilever Nigeria as part of a trade visit to Nigeria. Choraria was accompanied by the Country Director, Nigeria for the UK Department for Business and Trade, Chim Chalemera, and the Head of UK trade policy in Africa, Ryan MacLean. They were received by the leadership team of Unilever Nigeria Led by the Managing Director, Tim Kleinebenne. A highlight of the visit was a factory tour led by the Manufacturing Director for Unilever Nigeria Abayomi Alli.

Chapter: 04

Responsible Business Fundamentals



Business Integrity

We have steadily expanded our governance framework over the years by putting in place the necessary frameworks, policies, and procedures, to enable the efficient sharing of best practices in the way we have chosen to do 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.

Every employee at Unilever Nigeria is expected to represent our high moral standards—what we refer to as “business integrity”—as our ambassadors. It takes a team to live by the Unilever Code of Business Principles, and this is implemented from top to bottom across the entire corporation. Unilever’s strength is derived from the principles that our people consider important. Our goal is to establish a work environment where staff members not only uphold our core values—integrity, respect, accountability, and pioneering—in their daily jobs but also show caution in spotting possible red flags and feel comfortable raising issues when they do.



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 as well as applicable laws and regulations in Nigeria. It has three core pillars:



Prevention

We seek to embed a culture of integrity at all levels, through Risk Assessments, Policies and Controls, and Communications and Learning.



Detection

We encourage employees to speak up and give voice to their values and concerns through the establishment of reporting channels, monitoring and review of compliance with the framework, and 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 Investigations, Remediation/ Recognition, and Continuous Improvement.

We are 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, resulting in an improved operating environment that facilitates the creation of shared value.

The Business Integrity Officer (“BIO”) investigates cases of policy violations for the organisation, and the Business Integrity Committee (“BIC”), which is made up of senior management and function leaders, makes decisions. Through monthly BI awareness programs and leadership governance sessions with the leadership team, which is a component of executive management, the BIO further promotes reporting on governance and compliance concerns. The BIC is responsible for monitoring the efficiency of the business integrity compliance framework used by the company. To discuss ongoing investigations, follow-up on earlier process recommendations, and other related matters, the Committee convenes at least once (1) per quarter (and more frequently as needed or on an ad-hoc basis).

Number of cases/ incidents recorded via Unilever Nigeria’s reporting channels by area:



2

Physical and financial assets and IP-related incidents



2

Respect, dignity, and fair treatment related incidents



6

Accurate records, reporting, and accounting-related incidents



Zero

Health and safety-related incidents



1

Anti-bribery-related incident



6

Code of business principles-related incidents



3

Non-code related 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 - 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, which proceeds to deliberate and make appropriate recommendations / remedial actions on such matters.

Speak-up contact channels –

(+234)2012278905 or oghogho.aghimien@unilever.com



11

Cases were reported



11

Cases were investigated



11

Cases were addressed



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 adopts a Privacy by Design approach – this means we embed privacy in everything we do and document it in a privacy risk assessment. When we use personal data, we do so with integrity and transparency, upholding the rights of the individual per our values and the Nigeria Data Protection Act, of 2023.


Our Five Privacy Fundamentals:

These 5 privacy fundamentals apply across all geographies and data categories. These not only help us to be compliant with cross-border data protection regulations such as the General Data Protection Regulation (GDPR), but also enable us to do the right thing when it comes to handling data from our consumers, customers, employees, and suppliers. The order of the fundamentals is deliberate:

Our Privacy Notice on our website explains more about how we collect personal data, why we collect it, and what we do with it.



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



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




Demonstrate good **governance and accountability** across Unilever



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

Zero data incidents were recorded.





Responsible Advertising and Marketing

Advertising and marketing help inform people about the benefits of our products and innovations. They are also an avenue for us to engage with consumers on issues that matter to them. 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. 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.

We are a founding member of the **"Unstereotype Alliance"** chapter for Nigeria, we understand that marketing and advertising can be a powerful force for behavioral change and that it is our ethical responsibility to ensure clear communication on the use, benefits, and risks associated with our products. Therefore, we will continue to be at the forefront of retooling mindsets using our various brands.

Responsible Taxpayer

Tax is a key issue for us and 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:

- **Respect the tax laws applicable in Nigeria, including not only the letter of the law but the tax policy intent underlying the tax law.**
- **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.**
- **Prepare and file all tax returns in the form specified and at the time required.**
- **Prepare and retain the documentation required by the tax laws or which will be needed to answer any questions raised by tax auditors.**
- **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

At Unilever Nigeria, we firmly believe in conducting business with integrity.

In this sense, we see greater openness as an effective way to reduce risks that could materialise throughout our business operations. To prevent illicit activity, the Company also keeps a strict regulatory monitoring mechanism in place. The fundamental aspirational concept of integrity upholds our commitment to openness and moral behavior in all our business operations.

At Unilever Nigeria, transparency is achieved through a variety of means. We adhere to transparency in the way we market our goods, and our ongoing Unilever transparency project gives the public access to data that goes beyond product labels and legal obliga-

tions. 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.

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 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 public.

Our commitment to human rights principles is 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 differ, 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 a large supply chain network; thus, we need to conduct business ethically and sustainably. Our Responsible Sourcing Policy (RSP) thoroughly encapsulates our expectations from our business partners. Our actions are guided by a Group Security Framework for the management of our security operations. We also support national authorities in implementing the concept of free, prior, and informed consent.

Advice on the company-based grievance procedures for human rights matters is also given by our Code of Business. Our Code of Business Principles outlines the values and expectations for all employees. By adhering to this code, employees bring Unilever's purpose and values to life. Living the Code is our way of putting these values into action, ensuring that we deliver value with integrity. This approach is key to maintaining the trust of our customers and stakeholders, which is essential to our ongoing reputation and business success.

One of the cornerstones of Unilever's values is the ethos of Respect. Unilever believes that businesses must uphold and advance human rights. We truly believe that all persons should be treated with dignity, honesty, and fairness. Unilever and its employees celebrate the diversity of people and respect people for who they are and what they bring. Unilever continuously seeks to foster working environments that are fair and safe, where rights are respected, and everyone can achieve their full potential. We maintain a Respect, Dignity & Fair Treatment (RDFT) policy that recognises the responsibility of each business to positively impact human rights. Upholding human rights is both a moral and a business necessity, and Unilever is committed to promoting diversity, equal opportunity, and a work environment free from discrimination and victimisation. Our Code of Business Principles and Code Policies (CoBP) can be found on the Unilever website. We conduct regular human rights incident training for all staff monthly. The training includes various sections of the CoBP including general human rights as well as respect, dignity, and fair treatment.

Unilever Nigeria had no cases of human rights incidents in 2023.



16

Respect, Dignity & Fair Treatment training sessions were held in 2023

Over:



1,200 Employees

(Including over 600 full-time employees) trained on Respect, Dignity & Fair Treatment in 2023



Empower Over:

480 Training Hours

On Respect, Dignity & Fair Treatment were attended by employees in 2023

Chapter: 05

Employee Engagement



Employee Engagement

As part of the intentionality to keep our workforce engaged, a series of initiatives are used to engage them to make the workplace a place of fun and pride.

These initiatives could be trends and creative ideas to keep employees engaged. We have seen this impact on the level of productivity across the business. These initiatives include Theme Day, Wear Crocks to Work, Flip the Bottle Challenge, Valentine's Day, International Women's Day, World Quality Week, and Cultural Transformation.



Theme Day

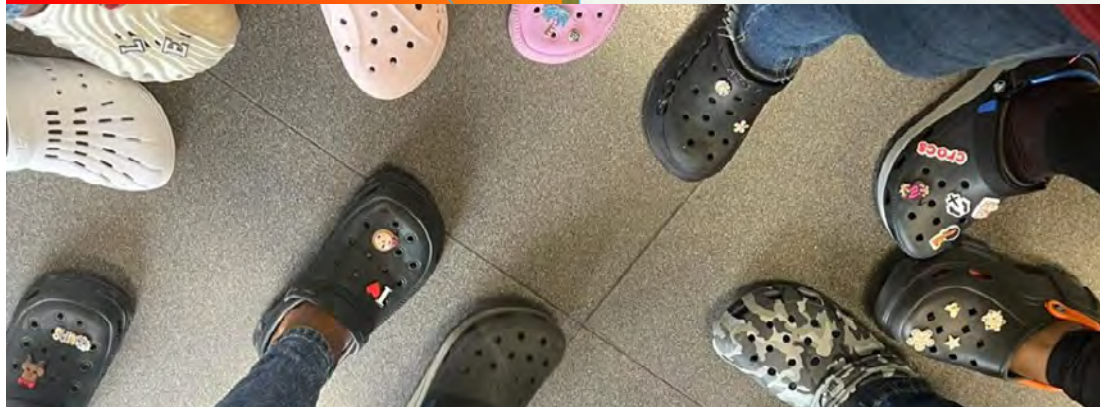
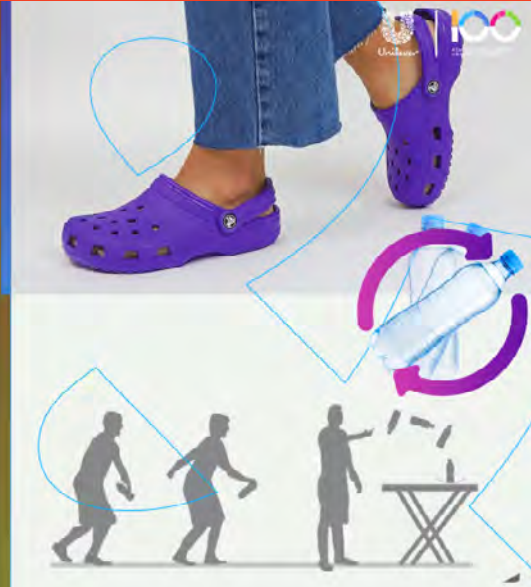




Wear Crocs to Work & Flip the Bottle

**Wear
Crocs to
Work
&
Flip the
Bottle
Challenge!**

July 18, 2023
Learning Centre(Oregun and Agbara)
12.00 - 1.00pm





Valentine Day Celebration

The Valentine's Day event was co-sponsored by closeup and tagged – **LOVE FOR ALL.**

It was themed Caribbean style and the office was exquisitely decorated in flowers to match the theme and employees dressed accordingly. The event was fun and engaging and allowed all to connect. The highlight of the day was the performance of one of Nigeria's favourite artistes, Johnny Drille.





International Women's Day: #EmbraceEquity

In Celebration of International Women's Day 2023, the theme "Embracing Equity" highlighted the commitment to fostering gender equality and inclusivity. Unilever Nigeria joined the rest of the world to celebrate this day in honor of the inspiring role of advocates around the world to secure women's rights and build more equitable societies in resonance with the global effort to empower women, recognising their contributions to striving for a world where equity is at the forefront of societal values and opportunities.

"As we celebrate these important milestones, we acknowledge that the journey doesn't end here. We believe that through continued focus on removing systemic barriers, we will achieve a greater level of Equity for everyone."

- Carl Cruz (former Managing Director)





World Quality Week

The 2023 World Quality Week took place November 6 – 12, with the theme **#IAmQuality**.

This served to reiterate the role everyone at Unilever must play in ensuring our customers and consumers get superior products. Our people took some time to celebrate and reflect on our Quality Journey this year. Because everyone worked together, we were able to report zero marketplace quality problems this year and make significant progress. Nonetheless, a few near misses have occurred, including the soft cubes and torn pouches of Annapura.

The goal of achieving sustainable business growth begins with everyone taking personal responsibility for promoting consumer trust and Quality builds trust. At Unilever, we have embedded our three quality behaviours:

<h1>1.</h1> <h3>Consumer Obsession</h3> <p>I say 'yes' with conviction and 'no' with courage to always do the right thing for consumers</p>	<h1>2.</h1> <h3>Passion</h3> <p>I strive for superior product and service every day.</p>	<h1>3.</h1> <h3>Ownership</h3> <p>I identify and own Quality and drive actions to improve it.</p>
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Cultural Transformation at Unilever Nigeria

Our code for cultural transformation in 2023 was "IDAN." After eight active days of ideation and visioning on how to drive high performance and make a shift to keep our business on the path of sustained growth trajectory we redefined how best to achieve these and more.

We defined our purpose;

To enhance Nigerian lives, delivering sustainable brands into every home.

Our vision is:

To lead sustainable growth (consistent, responsible, competitive, and profitable) with our best brands in Nigeria.

Our goal in this cultural transformation journey is to be

The giant of Africa



With a turnover of :
>£1 Billion
by 2030



There are the IDAN cultural transformation values for Unilever Nigeria:

Our Values:



Courage



Respect



Collaboration



Integrity



Accountability





Employee Survey

In 2023, a commendable 94% of our office employees participated in the **UniVoice survey**.

The employee engagement score for the 2023 UNIVOICE survey was also at 85%, going up by 3% from 2022. These are indicators of employee willingness to speak up on how the business could get better and the success of employee engagement initiatives respectively.



Dimensions Most Important to Employees



Source: 2023 UniVoice (Nigeria summary) Report

Chapter: 06

Climate Risk and Transition



Climate Risk and Transition

Climate change is a principal risk to Unilever which has the potential – to varying degrees – to impact our business in the short, medium, and long-term. We face potential physical environment risks from the effects of climate change on our business, including extreme weather and water scarcity. Potential regulatory and transition market risks associated with the shift to a low-carbon economy include changing consumer preferences and future government policies such as carbon tax and bans on certain GHG-intensive ingredients could impact our business through higher costs or reduced flexibility of operations. These also present opportunities. The potential impacts of climate change are considered in developing our business strategy and financial plans.

Climate Transition Action Plan

The Unilever Group monitors climate change and in 2021 we published our Climate Transition Action Plan which provides details on how we are reducing the carbon intensity of our operations, developing products with a lower carbon footprint or that require less water during consumer use including details of how we will achieve our GHG reduction targets which include net zero emissions across our value chain by 2039 and zero emissions in our operations by 2030.

- 1. We are decarbonising our operations through eco-efficiency measures, transitioning to renewable energy for heating and cooling, and investing in new products and formulations so that our products work with less water, poor quality water, or no water.**
- 2. We monitor trends in raw material availability and pricing due to short-term weather impacts to ensure the continued availability of input materials and integrate weather system modeling into our forecasting process.**
- 3. We also monitor government policy and actions to combat climate change, taking proactive action to minimise the impact on our business and advocate for changes to public policy frameworks consistent with the 1.5°C ambition of the Paris Agreement.**





Transition Risk

Risks related to the transition to a lower-carbon economy.



Land Use Regulations

To naturally remove carbon, reforms could be put in place to restructure current land use patterns to conserve and expand forest land. This could reduce land available for food crops, pasture, and timber and hence access to our primary commodities which could drive reduced crop output and increase raw material prices.



Impact On Business

Unilever Nigeria could be impacted by land use regulations. Most of our products are derived from agricultural raw materials and thus any limitations placed on land use would have an impact across our brands.



Management of Risk

We monitor potential land use regulations to ensure we understand their implications so that we can adapt our raw material supply strategy. We continue to work towards a deforestation-free supply chain for our key agricultural raw materials. In addition, we are working with farmers across our supply chain to protect and regenerate farm environments.



Sourcing transparency and product labeling regulations

These could increase significantly through pressure from regulators and consumers. This could lead to disclosure compliance risks and rising commodity costs linked to a transition to transparent supply chains, as well as a potential loss of market share to more transparent competitors.



Impact On Business

Unilever Nigeria could be impacted by sourcing transparency and product labeling regulations given the nature of all the raw materials used.



Management of Risk

We monitor regulatory developments to ensure that our product labeling is compliant. We are committed to improving sourcing transparency and communicating the carbon footprint of our products.



Transition Risk

Risks related to the transition to a lower-carbon economy.



Extended producer responsibility (EPR)

This means that producers are held accountable for their environmental and social impacts across the product value chain. This could lead to improvements in lifecycle traceability from sourcing to managing end-of-life treatment of products and packaging. Circular product design and manufacturing practices could become a requirement to incentivise efficient and responsible resource extraction and pass waste management costs through higher disposal and recycling fees to producers.



Impact On Business

Unilever Nigeria could be impacted by the extended producer responsibility risk. Given the nature of our products and their packaging, some of our brands use sachets to serve the needs of low-income consumers. These sachets are difficult to collect and recycle.



Management of Risk

We support EPR policies and invest in waste collection, processing, and capacity-building projects to recycle more plastic. We are committed to increasing the levels of recycled material in our packaging and components. We work with our partners to collect more plastics than we create, reducing the impact of our packaging and waste and transitioning towards a circular economy.



Energy transition and rising energy prices

This could be driven by the deployment of renewable energy solutions, associated transmission, distribution, and storage infrastructure, as well as the adoption of emerging low-carbon technologies such as biogas and green hydrogen. This could increase our operations, suppliers, and end-consumers' utility costs.



Impact On Business

Unilever Nigeria could be impacted by energy transition and rising energy prices.



Management of Risk

We mitigate our market risks by decarbonising our operations through eco-efficiency measures in our factories, powering our operations with renewables, and transitioning heating and cooling for our factories to lower emissions and renewable sources.



Physical Risk

Risk related to the physical impacts of climate change.



Extreme weather events

These could significantly disrupt our entire value chain. Sustained high temperatures could lead to reduced crop outputs due to a reduction in soil productivity which could translate into higher raw material prices. Weather events such as floods could cause plant outages or disrupt our distribution infrastructure.



Impact On Business

Unilever Nigeria could be impacted by extreme weather, the most likely significant impact being the reduction of crop outputs.



Management of Risk

We have extreme weather contingency plans that we implement to secure alternative key material supplies at short notice or transfer or share production between manufacturing sites. We also manage commodity price risks through the forward-buying of traded commodities.



Opportunities

Climate-related opportunities relate to efforts to mitigate and adapt to climate change that produce opportunities for organisations through resource efficiency, cost savings, the adoption of renewable energy, access to new markets, and resilient supply chains.



Investment in energy transition technologies

This represents a shift to efficient and less centralised energy supply and consumption (e.g., through on-site renewable energy generation and storage), zero-emission logistics, and designing products for resource-efficient consumption. This could drive decarbonisation across the value chain.



Capitalisation of Opportunity

We capitalise on resource efficiency opportunities by generating renewable electricity at our factory sites, targeting emissions reduction from the use of solar power and energy-efficient machinery in production.



Growth in plant-based foods

This could increase rapidly in the coming years. As people become more environmentally conscious and there is regulation on land use, we could see a rise in plant-based diets away from animal-based protein.



Capitalisation of Opportunity

We are capitalising on innovative product and service opportunities by researching a range of vegan and vegetarian product offerings.

Chapter: 07

Unilever Nigeria Sustainability and Impact Focus Areas



Unilever Nigeria Sustainability and Impact Focus Areas

The reporting year 2023 was transformative for Unilever Nigeria as we focused on four priority areas for sustainable impact.

These areas are aligned with the prevailing realities in our local environment and would define most of our impact activities in the coming years. We also went a step further and mapped our material topics to these identified sustainability focus areas. Our focus areas were **Localisation, Shakti, Plastics, and FUCAP**.

Key Highlights of Our Impact Focus Areas

Plastic

Through our partnership with Wecyclers, we have by now collected over 10,000 tonnes of plastic and created job opportunities for over a thousand people.



Over:

10,000

Tonnes of plastic collected

Shakti

We have empowered over 13,000 women through our Shakti program.



Empowered Over:

13,000

Localisation

Through our cassava sorbitol localisation, we will engage and empower over 10,000 cassava farmers. Local input into our manufacturing is over 50%.



Empower Over:

10,000

FUCAP

In partnership with UNICEF Generation Unlimited (GenU) and a circle of three years, we will reach 3 million youths, equip 700,000 of them with the necessary skills for the workplace, and give 500 of them internships including our Suppliers and Key Distributors.

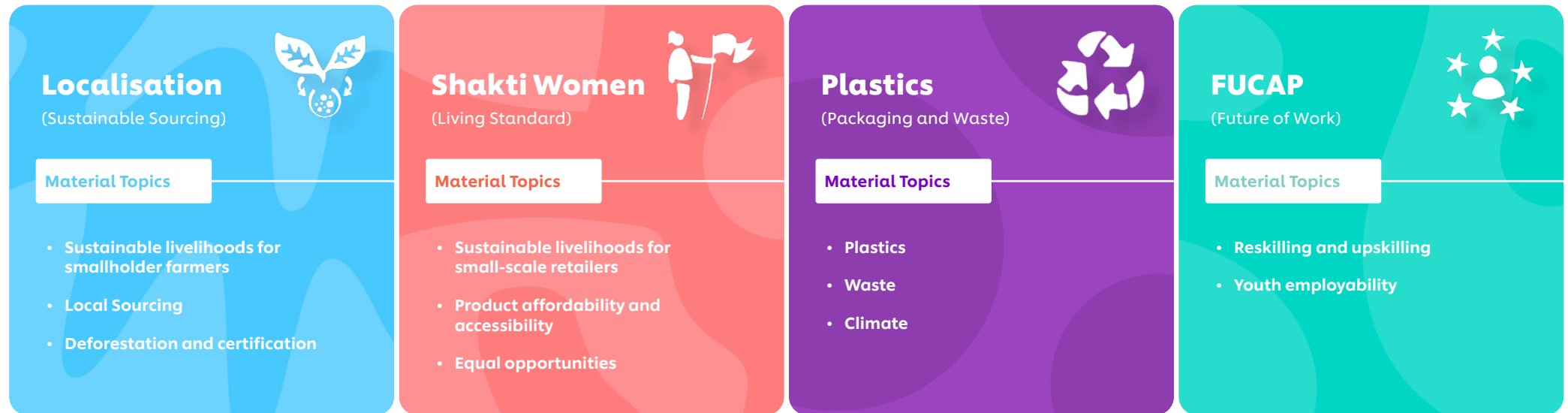


To Equip:

700,000

Youths

Unilever Nigeria Sustainability and Impact Focus Area



Alignment to the UN Sustainable Development Goals







Localisation

Ensuring the social, environmental, and economic sustainability of key agricultural raw ingredients and non-agricultural materials in our supply chain. Promoting local content through the support of local entrepreneurs and integrating gender-based sourcing in our procurement practices.

A Focus on Localisation with Cassava-based Sorbitol

Certain events in the last half a decade such as the COVID-19 pandemic and the Russia and Ukraine conflicts have necessitated businesses to localise their supply chain. Localisation is beneficial to companies as it helps corporates to reduce costs, achieve faster delivery times, shield against supply chain risks, reduce their dependence on overseas suppliers, and build a self-sufficient local ecosystem.

As part of our localisation initiative, we have increased our locally sourced agricultural materials to over 50% between 2019 – 2023. We are focusing first on our main crops, such as palm oil, cassava, turmeric, garlic, and onion. We also plan to put a stop to deforestation and to help fight climate change which is damaging to farming communities.



Additionally, as consumer preferences continue to shift towards healthier alternatives, businesses such as ours are looking to meet the needs of consumers in a way that promotes responsible production and consumption. At Unilever Nigeria, we have continued to adapt to industry changes to meet the needs of health-conscious consumers without compromising on taste. Although this change is not as prominent within the shores of Nigeria in comparison to other developed countries, we have taken it upon ourselves to influence the shift in behaviour of Nigerians toward consuming healthier and more nutritious meal options in ways that can be supported by our local production.

With many studies reinforcing the debilitating impact of high quantities of sugar in the diets of consumers, we have pivoted to utilising sorbitol, a sweetener with remarkable sweetening properties and minimal caloric impact in select products. This innovation is being implemented by Psaltry International Company Limited which has a 35,000 metric tonne capacity to produce diverse products including cassava, starch, flour, sorbitol, and glucose. This innovation is the first of its kind in Nigeria and Africa, and the second in the world. To promote the activities of Psaltry, Unilever Nigeria supported the company by signing an offtake agreement. This support enhanced Psaltry's ability to increase job creation to about 1000 across its value chain, diversify its product range to include sorbitol and glucose, and increase opportunities that are beneficial to farmers.

Our work with Psaltry also helps us to champion smallholder farmers, supporting them to increase productivity and produce enough food that supports in addressing the food crisis challenge. Wherever possible, we would continue to seek opportunities to drive local innovations and solutions that are capable of yielding high economic value with positive social and environmental impact.



Over
50%
Local Content



600
Indirect employees
supported



400
Direct employees
supported



10,000
Smallholder farmers
supported



Shakti

Ensuring everyone who depends on Unilever has enough to provide for their basic needs and has a decent standard of living. We are determined to raise living standards throughout our value chain because when everyone prospers, we prosper.

Raising Living Standards through Shakti

We recognise that our business operates in a country with significant wealth but vast social inequality. More recently, this condition has been further intensified by inflation. Living wages and living incomes are integral to human rights and essential to reducing inequality and eradicating poverty. We understand that the income and wages earned by many families are often insufficient to ensure they have an adequate living standard.

Additionally, we are aware that this is a structural issue linked to many other factors that we cannot change alone. However, we envision a world where all families and communities have the resources they need to determine and realise their dreams. Therefore, we have chosen to act on this by implementing a livelihood programme that supports small-scale women entrepreneurs within our value chain.



Our emphasis on women is because of the gender disparity in the earning potential of women that has been aggravated by illiteracy, and other social and economic factors over the years.

Unilever believes that empowering women and providing them with autonomy can facilitate long-lasting change in the improvement of their political, social, and economic health status, and assist in building a sustainable economy. We launched the Shakti program in 2014, a women empowerment initiative that adopts a door-to-door sales model that employs vulnerable and underserved women, or 'Shakti ladies' to distribute and sell Unilever products within their community as a way of improving their livelihood, earning prospects, and achieving financial freedom.

We continue to push towards our goal of helping thousands small and mid-sized enterprises grow their businesses by 2025. Over the years, many women have been admitted into the programme, undergone capacity development training, and collected grants to fast-track their businesses with support from Unilever.



Over
13,000
Shakti entrepreneurs



22
States with Beneficiaries
in Nigeria



Over
3,000
Shakti entrepreneurs
recruited in 2023



340
Jobs created



Plastics

Reducing the environmental impact of packaging and waste and transitioning towards a circular economy. We want to change the way we use plastic by treating waste as a valuable resource. We are cutting plastic waste by using less plastic, better plastic, or no plastic at all.

Action on Plastics Through our Partnership with Wecyclers

Addressing climate change and eliminating plastic waste are two of our highest-priority environmental issues at Unilever. Throughout its entire lifecycle, plastic contributes significantly to our overall environmental footprint. At Unilever, we also believe that creating a circular economy for our packaging materials is essential to reduce the effect of climate change and ensure that society can move from a linear to a circular operating model in many economic endeavours.

At Unilever, we have set ambitious commitments and targets in line with our sustainability strategy. To hasten the speed at which we tackle plastic waste in Nigeria we have partnered with organisations such as Wecyclers to achieve our goals and targets. We have been in partnership with Wecyclers since 2014. Wecyclers is a for-profit social enterprise that promotes environmental sustainability, socioeconomic development, and community health by providing recycling services in densely populated urban neighborhoods in developing countries.

Wecyclers operates on crowdsourced incentive-based recycling for



households and organisations, where subscribers are registered for recyclables collection services. These recyclables are collected from subscribers weekly and incentives are provided. A large percentage, about 80% of Wecyclers subscribers are women, who rely on the incentives provided to buffer their household expenses. The average subscriber can earn above minimum wage from the funds earned through recycling, these funds can be redeemed through cash or a prepaid card through a partnership with United Bank for Africa. In furtherance of its support for Wecyclers, in 2023, Unilever Nigeria in partnership with Bridges Outcomes agreed to a \$2 million US partnership to help Wecyclers expand plastic waste collection in Nigeria.

We are investing in the research of recyclable packaging solutions and collaborating with our partners to invent and scale new recycling solutions to help catalyse waste management infrastructure to improve access to collection.

Since the inception of the partnership with Wecyclers, Unilever has provided cash and in-kind support across different programmes to increase waste collection volumes. Some of the programmes supported by Unilever include Kiosk Collection; Franchise Expansion; Development Impact Bond; Flexibles Expansion; Unilever Foundry Prize; and Wash for Work.



10

Kiosks launched



+10,000

Tonnes of recyclables diverted from oceans and landfills



Support the acquisition of 2 state of the art mini compactor trucks



+300

Jobs created thus far with an additional 780 in the future



+2000

Tonnes of recyclables collected



+12,000

Tonnes of waste diverted from landfills annually

o Wecyclers Franchise Expansion Program

The Franchise Expansion Program enabled Wecyclers to expand its plastic collection by investing in entrepreneurs to own and operate Wecyclers franchises. Wecyclers provided training and software platform support to the franchises. Wecyclers also supports franchisees with equipment such as collection tricycles, trucks, and baling machines and acts as a guaranteed off-taker for all waste material collected by the franchises.

Wecyclers set up 7 franchises in partnership with Unilever and DFID. Each franchise employs:



40

People Employed



40 Tonnes

Estimated Collections
Monthly



o Development Impact Bond

In 2023, Unilever Nigeria and Bridges Outcomes Partnerships agreed to a 2 million USD partnership to help social enterprise Wecyclers expand plastic waste collection in Nigeria. The initiative was created to increase the PET (polyethylene terephthalate) collection capacity, sorting, and recycling capabilities. The initiative also seeks to create new employment opportunities by supporting Wecyclers through the Bridges Outcomes Partnerships. Wecyclers engaged the services of the informal and semi-formal sector to bolster the quantity of plastic waste collected, this includes dumpsite waste pickers, waste consumers, and waste workers. We enhanced the collection capacity of the workers by providing good working conditions and a high and stable price for plastic waste collected.

Wecyclers processes the plastic waste received from the waste collectors to high-quality recycled plastic supply that are supplied to Unilever based on offtake agreements with specified volumes and prices provided to support the social sector. The project aims to collect over 33K tonnes by 2028 and create over 780 jobs mostly for women. On the economic side, the salaries earned by our workers are 25% above the minimum wage in Nigeria.

o Unilever Flexible Packaging Concept

To enable the expansion of specific packaging products utilised by Unilever, Wecyclers introduced mini kiosks in high-density locations to collect packaging materials for Unilever. Incentives are provided when Unilever-specific products are collected at the mini kiosks. These materials are then routed to designated recycling centers owned by Wecyclers and once processed these recycled materials are reintroduced into Unilever's supply chain. The project resulted in the successful production of Unilever product packaging with 20% inclusion of Wecyclers sourced post-consumer recycled content (PCR).



500 Tonnes

Of low-density polyethylene (LDPE)
waste removed from the environment



100%

Women employed



₦3Million

Paid out in incentives

World Clean Up Day

As part of our commitment to improving the health of the planet and to the vision of making sustainable living commonplace through our brands and operations, employees of Unilever Nigeria partnered with Wecyclers and Food & Beverage Recycling Alliance (FBRA) to commemorate World Clean-Up Day (16th September 2023) – a global initiative that brings people together from all walks of life to clean up their communities.

In line with the 2023 theme "Embodying Unity" the exercise was carried out on the premises of Obele Nursery and Primary School, Surulere, Lagos, where they cleaned and donated waste bins to encourage the pupils to embrace good hygiene practices by keeping their surroundings clean through proper waste disposals.



180

Volunteer employees present with over 250 registrations



180

Volunteer employees present with over 250 registrations



2

Large waste bins



234.6 Kg

Kilograms of waste collected







FUCAP

Helping our youth to adapt to changes in the workplace and the changing nature of work through upskilling and reskilling. We are helping young people develop the skills they need to find meaningful work. When we look after our youth, we look after our tomorrow.

Youth Empowerment Through FUCAP

Young people today face extraordinary economic, social, and cultural challenges and need a wide variety of skills to thrive in work and life. Some of these include basic literacy, numeracy, digital, and interpersonal skills. According to a 2022 report by the Education Commission and UNICEF (United Nations Children's Fund), three-quarters of young people aged between 15 and 24 are off-track to gaining the skills needed for employment. Furthermore, one in three young women is not learning, training, or working.

One way Unilever Nigeria is helping to address these challenges is through a collaboration with UNICEF. On the 14th of July 2023, the Future-X Campus Ambassadors Program (FUCAP) was launched. FUCAP aligns with the Unilever Compass commitments to equip 10 million young people worldwide with essential skills to prepare them for job opportunities by 2030. Additionally, the FUCAP initiative was launched on UNICEF's Yoma and U-Report Platforms, a youth-centered platform, to ensure an extensive reach of young people in universities and other institutions of higher learning across Nigeria.



Unilever is also collaborating with UNICEF on its Generation Unlimited Nigeria initiative – a public-private-youth partnership aimed to support 20 million young Nigerians by 2030 with skills and opportunities to transition from learning to earning, through shared-value partnerships around digital skills development, workforce readiness programmes, and young people engagement.

“FUCAP is targeted at students in Universities and Polytechnics across Nigeria. This is part of our commitment to helping young people in Nigeria reach their full potential and contribute to the development of Nigeria.”

Tim Kleinebenne
Managing Director, Unilever Nigeria

“UNICEF is happy to partner with Unilever Nigeria on this important initiative that focuses on developing critical 21st-century skills for young people. We look forward to seeing the positive impact this program will have on the lives of youths across Nigeria in helping them succeed in the workplace and contribute to the economic growth of their communities.”

Cristian Munduate
UNICEF Nigeria Representative



3 Year
Target



Reach
3 Million
Youths



Equip
700,000
Youths with the
necessary skills for
the workplace



Give
500
Internships



Promoting Child Education Through the Unilever Nigeria Scholarship Scheme

Education unlocks opportunity, enables social mobility, and is fundamental to reducing inequality. It is key to breaking the cycle of poverty and fostering tolerance, leading to healthy and progressive societies. Unfortunately, Nigeria still has some educational related setbacks. According to UNICEF, one in every five out-of-school children is in Nigeria. Also, only 66.8% of male children and a mere 53% of female students completed secondary school in Nigeria in 2020 (Statistica).

Against the backdrop of its importance, Unilever Nigeria has invested heavily in improving educational outcomes in the country. Over 30 years ago, the Unilever Nigeria Scholarship Scheme was established to reward academically high-performing children of its blue-collar employees (non-management) and thereby support them in completing their secondary school education. The Unilever Nigeria Scholarship Program is run as a merit scholarship program and offered to students who qualify through an aptitude test organised and reviewed by an independent examination body – the West Africa Examination Council (WAEC). Each year, a maximum of 25 entrance scholarships are made available to wards and children of blue-collar employees of Unilever Nigeria who are students in Junior Secondary School (JSS1) of their secondary education.



These scholarships, valued at **100,000 naira** are paid in arrears (as the students commence in Junior Secondary School Year 2 – JSS2) and are tenable for one academic year. Scholarships are awarded in Year 2 of Junior Secondary School (JSS2) and remain renewable by Unilever until Year 3 of Senior Secondary School (SSS3) subject to satisfactory annual reviews. The final tranche for the Year 3 of Senior Secondary School for this Scholarship Award is paid upon successfully passing a recognised Senior Secondary School Final Examination (WAEC, NECO, or GCE) on the first attempt.

The following are the requirements for new applicants:

- **Must be among the top 25 applicants with a minimum of 50% score in the scholarship's aptitude tests.**

Existing awardee requirements:

- **Must earn a minimum of 50% of the total average score in final examinations for each succeeding school year.**
- **Must obtain a minimum of 5 credits (including Mathematics and English Language) on the first attempt in the Secondary School Final Examination.**

The annual scholarship scheme testifies to the company's commitment to the wellbeing of its employees and to promoting childhood education.



25

Beneficiaries win scholarships each year



Over

£70 Million

Spent over the years



£100,000

Scholarship value per beneficiary



700

Beneficiaries over the years

Some of the beneficiaries of the scholarship scheme were interviewed and their responses are summarised below:

- **Question:** What is your whole take on the scholarship program in general?

Beneficiary

"It is a good programme that commits to changing the lives of workers and helps a lot. It shines a light on the lives of the children and allows the children of employees to be recognised and brings out their abilities."

- **Question:** Could you describe the application process for the program and the final selection process?

Beneficiary A

"The process is very transparent. An announcement was made about the scholarship opportunity. Next, forms were given to interested parties. The children filled out the form, we signed off and there were confirmation letters sent from the schools to confirm the children's enrollment status. A date is set for the exam conducted by WAEC. The WAEC official conducts the exam, marks the scripts, and seals it in an envelope. The organisation has a cut-off mark, those who score below the cutoff will not benefit. The names of children who pass the exam are published. The process is very transparent."

Beneficiary B

"The scholarship transformed my way of life and that of my children. It was my daughter's third scholarship. Hence, I could now afford to send her to a better school that was better both morally and educationally. She graduated and is now in the university!"

- **Question:** Could you also talk about the other non-monetary benefits that you have enjoyed from the program?

Beneficiary

"If you can win the scholarship, you will not want to lose it, and you tend to keep a closer eye on their books and academic performance, when the child sees that their parent monitors their performances and their development, they also put in more effort. I go the extra mile to get them books and other resources that are good for them. They put more effort in, and before you realise, they are in higher positions. Thank God for the effort of the management for this (scholarship scheme)."

- **Question:** Could you highlight notable feats of academic achievements your children got since the program began?

Beneficiary A

"My first child was the first beneficiary in my house. She attended UNILAG and came out with a first class. As we speak, she has written her final ICAN exam. Soon the result will be released, and she will become a chartered accountant. The scholarship brings out the best in them."

Beneficiary B

"Three of my children were beneficiaries. The first is currently working here at Unilever, the second is in her third year in university, and the last child just finished secondary school and is about to enter university."

Beneficiary C

"I had two of them as beneficiaries of the scholarship. My first son attended Bovi College and he was the best graduating student there. My second child went to UNILAG like his brother and came out with a first class. He also got a scholarship to study at Chicago State University."

- **Question:** Is there anything you want to share with Unilever and the program's founders and any other additional comment relevant to us?

Beneficiary A

"Kudos to the initiators of the program. It has been impactful to the parents and beneficiaries, that is, the children. This should continue and bring up more ideas to take sponsorship to the university level if possible. After sponsoring and broadening the children's knowledge in secondary school, they could introduce something that will also help them in the university."

Beneficiary C

"We have seen the high performance of the children of some of our colleagues, the way they are doing (academically). I think it would be good for the number of candidates selected to be increased to accommodate more beneficiaries."

Pepsodent Brush Day and Night School Program

Building on the success of our annual Pepsodent Brush Day and Night School Programme, in 2023 Pepsodent aimed at empowering 2 million young Nigerians to take control of their oral health. The project reached a total of 1,821,30 students, 91% of the aim in Nigeria. School children in Lagos, Imo, Onitsha, Benin, Port Harcourt, Kaduna, Ibadan, and Abuja benefitted from the programme's curriculum that highlighted the importance of dental health in improving people's health, well-being, and inclusion. We provided 950,000 free oral health products and donated 1,600,000 toothpastes and 200,000 toothbrushes. Unilever also collaborated with the Nigerian Dental Association to offer free dental exams and information on oral health.





1,821,230

Students reached representing 91% of the set target



9

Locations reached



950,000

Free oral health products donated



200,000

Toothbrushes donated



1,600,000

Toothpastes donated

Chapter: 08

Alignment with
SEC Principles



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 that 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 “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.

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
1.5. 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- the Shakti Women Empowerment Program, the Knorr Eat for Good Campaign, the Pepsodent Brush Day and Night Campaign, our work with WeCyclers, and and Psaltry International.
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.
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.

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
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.
Principle 2: Collaborative Partnership and Capacity Building					
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.

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
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					
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
3.2. Entities should disclose products and services designed to facilitate financing of priority sectors of the economy.				☑	Not available
3.3. 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

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
<p>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:</p> <ul style="list-style-type: none"> • 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					
<p>4.1. Entities should balance the ratio of employment between men and women and bridge the gap in favour of women.</p>					We currently have a 45% female inclusion at the management level. However, we have a Diversity and Inclusion Policy aimed at consistently evening out the gender gap in our employment.
<p>4.2. 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;</p>					We have support groups for women to drive policy changes. Some of these groups include the 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 for harassment or bullying in the office. Campaigns to sensitise and educate employees about these policies and the procedures for 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.

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
4.3. Equal opportunities with respect to positions and capacity building;	☑				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.
4.4. Quarterly seminars/sessions on economic savings and empowerment;				☑	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
4.5. Entities should collaborate on how to design programs/projects that will encourage macro small medium enterprises to be active in the financial market.	☑			☑	Not available
Principle 5: Reporting and Disclosures					
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 that 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.

Indicators	Completed	In progress	Yet to start	Not applicable	Brief description of action(s) taken towards implementation
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 2023 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, 2023. More information on the stakeholders for this ESG report can be found in the Stakeholder Engagement and Management section.
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. Information in ESG report should be presented in a consistent manner to allow for comparison over a period of time.		☑			Using our Compass framework and commitments 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.



Chapter: 09

GRI Content Index



GRI Content Index

Unilever 2023 Sustainability Report GRI Content Index					
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	2023 ARFS: Notes to Financial Statements - Related Party relationship			
2-3	Reporting period, frequency, and contact point	<ul style="list-style-type: none"> About this Report The sustainability report is for the 2023 fiscal year. Contact Us 			
2-4	Restatements of information	Not Applicable			
2-6	Activities, value chain, and other business relationships	2023 ARFS: Unilever Corporate Profile			
2-7	Employees	a) Total number of employees in 2023: 622 b) Total number of operations/factory workers: 383 d) Total number of management employees: 239 e) Male-to-female ratio of management employees at Unilever Nigeria: 45%			
2-8	Workers who are not employees	Not Reported			
Material Topics					
3-1	Process to determine material topics	Materiality Assessment Process	19		
3-2	List of material topics	Materiality Assessment Process	19		

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Strategy					
2-22	Statement on Sustainable Development Strategy	Chairman and CEO Statement	4		
2-23	Policy commitments	<u>Our Policies</u>			
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 <u>Policy Commitments</u>			
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			
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 <u>Unilever Code Support Line</u> (whistleblowing line) via telephone or online <u>Business Integrity</u>			
2-27	Compliance with laws and regulations	No sanctions or significant fines were paid by Unilever in 2023			

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Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
2-28	Membership associations	<ul style="list-style-type: none"> 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) 			
Governance				5/6	
2-9	Governance structure and composition	2023 ARFS: Directors and Corporate Governance Report			
2-10	Nomination and selection of the highest governance body	2023 ARFS: Directors and Corporate Governance Report			
2-11	Chair of the highest governance body	2023 ARFS: Directors and Corporate Governance Report			
2-12	Role of the highest governance body in overseeing the management of impacts	2023 ARFS: Directors and Corporate Governance Report			
2-13	Delegation of responsibility for managing impacts	2023 ARFS			
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	8		
2-15	Conflicts of interest	2023 ARFS: Directors and Corporate Governance Report			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
2-16	Communication of critical concerns	2023 ARFS: Directors and Corporate Governance Report			
2-17	Collective knowledge of the highest governance body	2023 ARFS: Directors and Corporate Governance Report			
2-18	Evaluation of the performance of the highest governance body	2023 ARFS: Directors and Corporate Governance Report			
2-19	Remuneration policies	Remuneration Policies			
2-20	Process to determine remuneration	Process to Determine Remuneration			
2-21	Annual total compensation ratio	Not Available			
Stakeholder Engagement					
2-29	Annual total compensation ratio	Stakeholder Engagement	21		
2-30	Annual total compensation ratio	At the end of the reporting year, we had 500 blue-collar employees under collective bargaining			
Economic Performance					
3-3	Management of material topics	<p>Description: As part of our approach to integrating sustainability into our decisions, economic performance is an important material topic. Our Compass strategy includes raising the living standards of direct service providers and also helping small and medium-sized enterprises grow their business</p> <p>2023 ARFS: Results</p>			
201-1	Direct economic value generated and distributed	2023 ARFS: Statement of Profit or Loss for the year ended 31 December and Value-Added Statement			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
201-2	Financial implications and other risks and opportunities due to climate change	Climate Risk and Transition	42		
201-3	Defined benefit plan obligations and other retirement plans	2023 ARFS: Employee Benefits and Retirement Service Obligation			
201-4	Financial assistance received from the government	No financial assistance was received from the government in 2023			
Indirect Economic impacts				8	
3-3	Management of material topic	As part of our approach to integrating Sustainability into our decisions, we also consider the economic impacts that we make in society			
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			
204-1	Proportion of spending on local suppliers	Over 50 percent of materials were sourced from local suppliers in 2023			
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	Business Integrity	25		

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
205-2	Communication and training about anti-corruption policies and procedures	Business Integrity	25		
205-3	Confirmed incidents of corruption and actions taken	Business Integrity	25		
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 preferences 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 2023			
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	Responsible Taxpayer	31		
207-2	Tax governance, control, and risk management	A responsible taxpayer Unilever			
207-3	Stakeholder engagement and management of concerns related to tax	Stakeholder Engagement and Management	21		
207-4	Country-by-country reporting	2023 ARFS			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Materials				3/9	
3-3	Management of material topic	Reducing the environmental impact of packaging and waste, including the protection of marine environments			
301-1	Total weight or volume of materials used to produce and package Unilever's primary products in 2023, by: i) Non-renewable materials used ii) Renewable materials used	2490 tonnes of plastic materials used in 2023 i) 1,867.5 tonnes ii) 622.5 tonnes			
Energy				9	
3-3	Management of material topic	Reducing energy consumption across all our sites and offices			
302-1	Energy consumption within the organisation	103,646.74 giga joules (GJ)			
302-2	Energy consumption outside of the organisation	4061.84 GJ			
302-3	Energy intensity	1.747 giga joules/ Tonne			
302-4	Reduction of energy consumption	51,049 GJ			
302-5	Reductions in energy requirements of products and services	Climate Risk and Transition	42		
Water				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			

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Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
303-1	Interactions with water as a shared resource	Water is sourced from groundwater (borehole) with 3 sources in Agbara and 2 in the Agbara facility			
303-2	Management of water discharge-related impacts	<p>Wastewater quality is maintained below NESREA limits for wastewater parameters. Internally weekly samples of influent and effluent water are analysed in-house at the Oregun plant where we have an effluent treatment plant and monthly verified by external analysis by an accredited laboratory</p> <p>At the Agbara plant wastewater is discharged into a municipal effluent treatment plant and internal wastewater from each discharge point is sampled and the composite ex-factory sample is analysed weekly by an accredited laboratory</p> <p>There is no stream or river body near our facilities</p>			
303-4	Water discharge	N/A			
303-5	Water consumption	The water consumed across our operations measured using the direct flow measurement in 2023 is 95,395.65m3			
Emissions					
3-3	Management of material topic	<ul style="list-style-type: none"> Reducing emissions across all our sites, offices, and products SR: Unilever Nigeria 2023 Materiality Assessment Process 			
305-1	Direct (Scope 1) GHG emissions	4,401,499.13kg total CO2 emissions in 2023			
305-2	Energy indirect (Scope 2) GHG emissions	4,401,499.13kg total CO2 emissions in 2023			
305-3GHG	Other indirect (Scope 3) GHG emissions	4,401,499.13kg total CO2 emissions in 2023			
305-4	GHG emissions intensity	1.747kg/T			

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Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
305-5	Reduction of GHG Emissions	1,800,599.49kg			
Waste					
3-3	Management of material topic	Reducing the environmental impact of waste, including the protection of marine environments			
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 reviews to ensure the amount of waste generated remains within the set target			
306-3	Waste generated	708,897.71KG			
306-4	Waste diverted from disposal	674,899.57KG			
306-5	Waste directed to disposal	8,680.85KG			
Environmental Compliance				1	P7/9
3-3	Management of material topic	ARFS 2023: 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 2023			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
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 internally developed due diligence which includes environmental parameters businesses must align with to qualify to do business with Unilever			
308-2	Negative environmental impacts in the supply chain and actions taken	No negative environmental impact was reported in 2023 on our suppliers and no action was 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			
Labour/ Management Relations			5		P3
3-3	Management of material topic	We ensure employees are well notified of any decision that will significantly affect them and comply with the labour laws guiding the country of our operation			
402-1	Minimum notice periods regarding operational changes	2 Weeks			
Employee Health, Safety and Wellbeing			3/9		
103-1	Management of material topic	Protecting and promoting the physical and mental well-being of employees Occupational Health & Safety			
403-1	Occupational health and safety management system	Safety at work Unilever			

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Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
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	<ul style="list-style-type: none"> • No of trainings: 89 • No of persons trained: 3,231 • Total training hours: 2,642 hours; • Total manhours of training: N/A 			
403-6	Promotion of worker health	Safety at work Unilever			
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	<ul style="list-style-type: none"> • Unilever Employee • Lost Time Accident: 0 • Medical Treatment Case: 0 • First Aid Cases: 3 			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
403-10	Work-related ill health	<ul style="list-style-type: none"> • Contractor • Lost Time Accident: 0 • Medical Treatment Case: 0 • First Aid cases: 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	<ul style="list-style-type: none"> • Over 2,500 training health and safety training hours in 2023 • Over 450 Respect, Dignity, and Fair Treatment training hours in 2023 			
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> • Trainings covered priority skills topics on Talent Upskilling and Reskilling - Future 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 training, first timeline manager leadership training, waste segregation and management, environmental awareness, world environmental day, 3Rs of waste management, and environmental care policy 			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
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			
405-1	Diversity of governance bodies and employees	<p>a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:</p> <p>iii. Other indicators of diversity where relevant (such as minority or vulnerable groups); Nil</p> <p>b. Percentage of employees per employee category in each of the following diversity categories:</p> <p>i. Gender; Male: 496 (79.74%), Female: 126 (20.26%)</p> <p>iii. The inclusion of people living with a disability is also included in driving diversity among our employees at Unilever</p>			
Non-Discrimination					P6
3-3	Management of material topic	Upholding and promoting the basic rights and freedoms of all persons and prohibiting discrimination of any kind			
406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination			
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 2023.			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
Child Labour			7		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			
408-1	Operations and suppliers at significant risk for incidents of child labour	No operations/suppliers at significant risk of child labour			
Forced or compulsory Labour			7		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			
409-1	Operations and suppliers at significant risk for incidents of compulsory labour	No operations/suppliers at significant risk of child labour			
Rights of Indigenous Peoples					
3-3	Management of material topic	Not Applicable			
411-1	Incidents of violations involving rights of indigenous peoples	Not Applicable			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
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	Stakeholder Engagement	21		
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			
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 2023			
Public Policy					
3-3	Management of material topic	Not Applicable			
415-1	Political contributions	Not Applicable			

Unilever 2023 Sustainability Report GRI Content Index					
Topic	GRI Standard	Details or Section	Page Number	NGX-SDGs	UNGC
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			
416-1	Assessment of the health and safety impacts of product and service categories	<ul style="list-style-type: none"> 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	3 work-related injury incidents in 2023			
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			

Unilever 2023 Sustainability Report | GRI Content Index

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 2023			

Centenary year highlights

We dived into our archives to commemorate the 100-year history of Unilever Nigeria and look at our contributions over the decades:



Our Vision

To make
Sustainable
Living
commonplace





Our Sites

Head Office, Oregun Lagos
Agbara Factory, Ogun State

Head Office
-Oregun
Lagos



Agbara
factory,
Ogun
State





Serving Our Host Communities

Agbara, Titito,
Petedo and Igbesa





Building a Brighter Future Together

We are here to stay

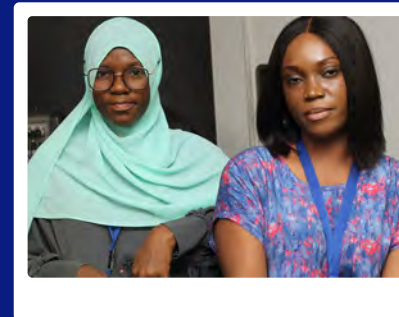
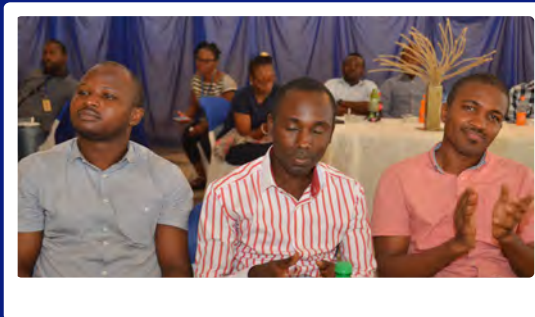
We are committed to continuous investments in Nigeria

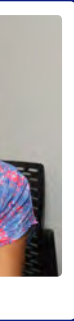
We are here to serve Nigerians with our best brands to improve their health and hygiene





Our People —past and present







Our Brands Consumer Engagements

To make
Sustainable Living
commonplace





Partnerships

Ogun State:
Donation of 80 bed Isolation Centre
in 2021 in partnership with Lafarge
and Ministry of Health

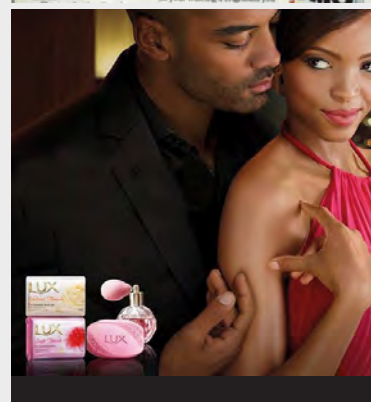
Lagos State:
Domestic and Sexual
Violence Agency (DSVA)

MAN, WIMBIZ, ACCI,
LCCI, NCBC, Communities





Our Brands over the years



washing with
Lifebuoy
leaves you feeling healthy,
clean and fresh.

Lifebuoy
ANTIBACTERIAL SOAP

**BREAKING GERMS' HEARTS
SINCE 1894**

NEW

Lifebuoy

active silver formula

Total IQ

Good soap for stranger games!



Contact Us

This report is prepared by - Corporate Affairs and Sustainable Business Unit of Unilever Nigeria PLC. in compliance with the GRI Standards' sustainability reporting principles and guidelines.

All feedback and enquiries should be directed to:

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A Century of Impact, building
a Brighter Future together