

LIV ING — SUS TAI NA BLY

2019



Unilever
Unilever Nigeria Plc
RC 113

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INTRODUCTION



Chairman and CEO Statement

In almost a decade of our sustainable business journey, we have had the purpose of making sustainable living commonplace. Drawing from our firm commitment to this, and guided by relevance to our stakeholders and significance to our business, we have developed strategic interventions, which have facilitated our goal of making sustainable living commonplace. The Unilever Sustainable Living Plan (USLP) is our blueprint for the business. It is our plan for decoupling our environmental footprint from our growth and enhancing our positive social impact.

Our USLP¹ is made up of three goals:

1. Improve Health and Wellbeing,
2. Enhance Livelihoods, and
3. Reduce our Environmental Impact.

For each of these goals, we set out a strategy, plan and some targets to guide our actions to drive value for our business and society.

On the global scene, a significant achievement in the advancement of sustainable development this past decade was the launch of the 17 Sustainable Development Goals (SDGs) by the United Nations in 2015. Building on the footprints of the Millennium Development Goals, the SDGs are aimed at 'transforming our world' for Sustainable Development by 2030. Our USLPs address several aspects of the UN SDGs.

While we have seen an improvement in poverty globally, Africa, and specifically Nigeria, continues to grapple with the situation locally. Our operating environment has grown more challenging with the outbreak of the COVID-19 pandemic. This has had far-reaching implications for both the aggregate economy and industry. We have, however, seen concerted efforts by different actors across the country to address development challenges. Some of these include initiatives to address economic performance through inclusive business practices that help to reduce poverty. A unique example is the work being done through the inclusion of women in the value chains of large corporates. This is helping to reduce the gender inequalities in economic development, while also enabling poverty alleviation in areas which are populated by low income earning communities.

Our commitment to embedding sustainable business practices in our operations have remained resolute. As a purpose-led business, we have had to find ways of engaging our communities to serve unmet needs, thereby creating positive social impact and supporting national initiatives in charting a path for sustainable economic development.

On our journey towards sustainability, we have ensured a shift away from mainly a philanthropic approach to an integrated model which is fully embedded in our operational activities. Sustainability for us means growing our business, whilst decoupling our environmental footprint from our growth and increasing our positive social impact.

In 2019, our brands with purpose addressed pertinent issues across the pillars of wellbeing, enhancing livelihoods, and taking action against negative environmental impact. In pursuit of our goal of improving health and wellbeing, the Vaseline Healing Project (VHP) provided training to healthcare practitioners in basic skincare and offered free health care to people with skin disorders. In our bid to enhance the livelihood and prosperity of the communities in which we do business, we continued the Samba (which is a combination of the word empowered in the Hausa, Igbo and Yoruba languages) programme which aims at fostering an inclusive society by providing training and funding towards helping rural women become business owners. Furthermore, we continue to be mindful of the effect of our operations on the environment by investing in plastic waste collection and recycling.

We have also maintained a safe and secure work environment for employees, contractors, and visitors by identifying and controlling risks in the environments where we operate. We recorded zero fatal or major injuries in our operations in 2019 and strive to continue to prevent even minor injuries at our various premises. The health and wellbeing of our employees are of great importance, and we continually deploy various programmes to improve health and lifestyle and promote positive behavioural changes.

As we look towards the next 10 years, we remain committed to making sustainable living commonplace for Nigerians through

the way we do business. The COVID-19 pandemic, has challenged the health, economic, and social institutions that we have come to take for granted. As we experience new realities, we will continue to invest in keeping our employees safe, in making sure that essential products that we produce can get to the consumer quickly and safely, and supporting various government and civil society actors in alleviating the impact on citizens. But as we battle the pandemic, we must not forget that the social and environmental issues we were battling have in some cases, become exaggerated. As a responsible corporate organisation, we will continue to utilise our resources and leverage our relationships to form partnerships, develop strategies, and execute initiatives that will continue to create economic value, preserve health and wellbeing, drive environmental impact and enhance livelihoods.



His Majesty, Nnaemeka A. Achebe CFR, MNI
Chairman



Mr. Carl Cruz
Managing Director & Vice President Ghana-Nigeria

¹ SLP Report 2017

Our Sustainable Business Strategy

Our Vision

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



Our Purpose

At Unilever, we believe that businesses and brands have to be part of the solution. So, we have introduced a simple but clear PURPOSE: to make sustainable living commonplace. We believe that this is the best way to create value for society and forge a relationship that will ensure long-term growth for our business.

Our strategy - called the Unilever Compass - is based on the belief that Brands with Purpose Grow, Companies with Purpose Last, and People with Purpose Thrive. For us

to achieve our purpose, we have developed a new way of doing business, because the old economic systems are not fit for today's needs. We have developed a business model through which some of our raw materials are coming from sustainable sources, people's health and wellbeing are a priority, livelihoods are improved, and the planet can be protected for future generations. We see tackling these challenges not as problems to be solved but as opportunities to grow our business, and this is OUR STRATEGY.

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

a. Brands with Purpose Grow

- **Improve people's health, confidence and well-being**
With brands that combine superior experiences, bold innovation and a strong sustainable living purpose.
- **Improve the health of the planet**
With brands that regenerate nature, fight climate change, and conserve resources for future generations.
- **Contribute to a fairer and more socially inclusive world**
With brands that champion human rights, stand up for equality and distribute value fairly

b. Companies with Purpose last

- **Deliver long-term, superior value**
By reshaping our portfolio, and being a fast, low cost and fully digitalised company.
- **Serve people everywhere**
Through data-driven relationships and channel availability.
- **Use our scale for good**
By building trust through transparency and new purpose-led business models.

c. People with Purpose Thrive

- **Create capability through lifelong learning**
By inspiring and enabling people to never stop growing and take charge of their wellbeing.
- **Unlock capacity for growth**
By being truly agile, always simplifying and leading for an inclusive future of work.
- **Deepen our culture of pioneering**
By driving performance through leadership and innovation in all we do.

Our Values

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

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

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

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

Our Value Creation Model

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

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

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

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

What we depend on...

Relationships

Purposeful people

Trusted suppliers

Committed partners

Resources

Input materials

For example agricultural raw materials, packaging materials and chemicals

Financial resources

For example capital from our financial stakeholders allow us to invest for the long term.

Intangible assets

For example: our culture, brands and intellectual property.

Tangible assets

For example: factories, offices, R&D labs, and logistics warehouses.

What we do...

1. Consumer Insights



8. Consumer



2. Innovation



7. Sales



3. Sourcing



6. Marketing



4. Manufacturing



5. Logistics



The value we create for...

Consumers



Our people



Society



Planet



Customers & Shareholders



Our People

Because we believe that People with a Purpose Thrive, we continue to invest in creating capability through lifelong learning, unlocking capacity for growth and deepening our culture of pioneering.

Empowered Employees

At Unilever Nigeria, we remain firm in our belief that winning in the marketplace requires winning with people, and through people. This belief continues to guide the way we work and reflects in our policies and practices at every stage of our employment cycle. We are committed to remaining an equal opportunity employer who is passionate about diversity, inclusivity and mutual respect.

As part of our drive to foster a productive and inspiring environment, we relaunched initiatives such as the “Agile Working” campaign powered by the recently completed office renovation across our business premises. We included a creche, eco-friendly office workspaces as well as optimized resource sharing and disability-friendly infrastructure. These are in addition to already existing initiatives such as flexible working arrangements and the maternity and paternity support (MAPS) scheme. The MAPS scheme takes effect as soon as the employee is expectant, and this triggers support from the line manager and the leadership team even until after return from maternity leave. We give four weeks paternity leave, six months of maternity out of which four months is paid. This has engendered an increased sense of belonging, motivation and commitment amongst employees.

Talent Development

We recognize that our people are a key part of our sustainable competitive advantage in an increasingly connected world. Accordingly, we aim to differentiate ourselves in the industry by continuously working to create development opportunities and connecting our employees with those opportunities.

In 2019 we pioneered a new Growth Culture where we introduced a management framework to encourage high performance and support employees in living out their purpose, while driving business growth.

In addition to our focus on experiential development through on-the-job deliverables, we implemented robust technology enabled systems to develop better leadership, professional and general skills in our employees, for enhanced engagement and productivity to complement other traditional learning methodologies, with our business leaders being at the forefront of these initiatives. The introduction of the Book Club, Line Manager Capability building sessions and other related activities continue to create the platform for our business leaders to engage with employees and share their experiences, while also giving career coaching and mentoring to younger employees within the organisation.

Employee Engagement

Our employees are our most valued assets and as such their wellbeing and purpose are integral to building a positive work environment that drives growth. In this regard, we deployed initiatives to promote a highly engaged and productive workforce whilst inspiring a sense of accountability and ownership. Our “#ItsMyBusiness” initiative was geared towards driving an ownership mindset through Adopt-a-Store campaigns, cost frugality and security awareness initiatives.

We intensified the “Thrive” initiative by upskilling Line Managers via capability sessions for balanced personal wellbeing and work, as well as driving a mental wellbeing support system for all employees through the Lipton “You.Me.Tea.Now” campaign.



Our People (Cont'd)

Non-discrimination and Disability Inclusion

We have also promoted diversity and inclusion through the re-invigoration of the “Diffability” initiative by exploring support systems geared at the inclusion of people with disabilities in the workplace. We drove workplace gender equality campaigns on International Women’s Day and we championed “Unity-In-Diversity” during the 59th Nigerian Independence celebration across Unilever Nigeria. All of these programmes work to keep our people engaged, motivated and focused on delivering our business objectives in a purpose-led environment.

Employer Branding

In 2019, we launched and amplified several initiatives geared at building our employer brand. One of such was the sustenance of partnerships with reputable universities where we hosted career talks, seminars and student competitions. The winners of our Unilever Nigeria 7th Edition IdeaTrophy Competition from Federal University of Technology, Owerri represented Africa and came 3rd at the Unilever Global Future Leaders League, putting Africa on the league’s map for the first time at the event in London.

We equally successfully deployed the following key projects:

- a. A proactive talent sourcing and conversion programme called “Unilever Field Sales Accreditation” programme, through which we sourced for field sales talent.
- b. The “Unilever Campus Ambassadors” programme activated across universities nationwide aimed at connecting university students with Unilever’s values and preparing them for the workplace.
- c. The “Unilever Secondary Students Internship Programme” for secondary school students who are interested in gaining career insights.

Through these initiatives we were able to impact over 2,000 youths across the country with a compelling message to keep dreaming and actively pursue those dreams.

Employer of Choice

In 2019 our activities and impact were also validated externally as Unilever Nigeria was again recognised as one of the Top Employers in Nigeria and in Africa, by the Top Employers Institute. We were also awarded ‘Best Talent Acquisition Initiative’ and 2nd runner up for overall HR Best Practice by Chartered Institute of Personnel Management Nigeria. We will continue to focus on ensuring that employees feel valued and well equipped to be future-fit, whilst continuously refining our people-related processes and practices, to foster purposeful business growth and sustainable living.

Health and Wellbeing

The health and wellbeing of our employees is of great importance, and we continually deploy various programmes to improve health, lifestyle and promote behavioural changes. Lamplighter is an annual preventative health and wellbeing initiative through which we carry out comprehensive health checks, promote mental resilience, and provide guidance on travel medicine. This is complemented by the ‘Fit for Business’ initiative which encourages employees to live physically active lifestyles.



Our Purpose-Led History – Making Sustainable Living Commonplace



The Unilever story began in 1884 with the creation of the Sunlight Soap by William Hesketh Lever. Lord Leverhulme, as Lever would come to be known, founded Lever Brothers, the company that would come to be known as Unilever, alongside his brother in 1886, principally as a soap-manufacturing company whose products would help popularise hygiene practices in Victorian England.

Documenting his vision for his pioneer, revolutionary flagship product years later, William Lever wrote that the idea behind the Sunlight Soap was “to make cleanliness commonplace; to lessen work for women; to foster health and contribute to personal attractiveness, that life may be more enjoyable and rewarding for the people who use our products”. Lever imbued his young manufacturing company with a sense of mission which resonated as the company spread through the British Empire. He would, in 1923, driven with the same purpose, which is fully embodied in Unilever group of companies all over the world, establish a trading post in Nigeria, under the name, Lever Brothers West Africa. Today, Unilever Nigeria Plc, a subsidiary of the Unilever Overseas Holding BV, maintains the distinction of being the oldest continuously serving manufacturing company in Nigeria.

In keeping with a culture of adapting and responding to social imperatives created by an evolving environment, which Lord Leverhulme pioneered, the global Unilever group, in 2010, ahead of the launch of the

United Nations Sustainable Development Goals (in 2015), set itself to the task of seeking to become the leader of sustainable business globally with the launch of the Unilever Sustainable Living Plan (USLP)². The sense of mission accompanying this aspiration is enshrined in the vision, “making sustainable living commonplace”, and is shared by all of Unilever’s subsidiaries worldwide.

Today, the Sustainable Living Plan is ingrained in the operating model of all Unilever subsidiaries as well as Unilever Nigeria. We consistently endeavour to make it central to the ways in which we source our inputs; to the constitution of our production ecosystem and processes; to the development of our fit-for-purpose brands and as a vital objective of our selling strategies. Since the launch of the USLP in 2010, Unilever Nigeria has gradually moved away from the philanthropic-first approach to the new model that continues to integrate sustainability into how we operate. This shift was incorporated into the business strategy in 2016 with a retreat for the business leaders to articulate the adaptation of the USLP principles for Unilever Nigeria.



² <https://www.unilever.com/sustainable-living/ten-years-on/>

THE REPORTING PROCESS



About This Report

This report is produced to inform and keep our stakeholders abreast of our sustainability agenda. We believe business growth should not come at the expense of people and the planet. In delivering sustainable value, we consider that when our consumers and their communities prosper, we also do. This summarises our approach to sustainability and the business model we operate.

We developed this year's Sustainability Report in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards (GRI Standards), which is the most widely recognized and used non-financial reporting standard. The report also reflects and integrates key elements of United

Nations Global compact principles and our contributions to achieving the Sustainable Development Goals. Using these guidelines, the report defines our material aspects as those that reflect our significant economic, environmental and social impacts as well as incorporate the views expressed by our stakeholders before and during the reporting period.

This report focuses on Unilever Nigeria Plc's operations from January 1, 2019 through December 31, 2019 (also featuring our sustainable business journey and approach outside of the period stated) and uses qualitative descriptions and quantitative metrics to describe initiatives and assess performance.



Our Sustainability Governance

Our commitment to sustainable living is embedded into our business agenda through our purpose, vision, business model and Unilever Sustainable Living Plan (USLP). We have instituted strong governance structures and clear lines of accountability to enable us to deliver the commitments in our Unilever Sustainable Living Plan (USLP). Our management structures for sustainable business are integrated into our organisational framework and are as depicted and described below:

BOARD OF DIRECTORS

LEADERSHIP TEAM

SUSTAINABILITY COMMITTEE
(Steering Committee)

SUSTAINABILITY COMMITTEE
(Working Committee)



Sustainability Steering Committee

The Steering Committee is responsible for decisions that are instrumental to setting the sustainability agenda for the business and the attainment of USLP projects' outcomes and corporate level partnerships. The Steering Committee met three times in 2019.

The Steering Committee comprises select members of the Leadership Team. The members of the Leadership Team who are members of the Steering Committee are listed below:

Name	Designation
Soromidayo George	Corporate Affairs and Sustainable Business Director, Ghana & Nigeria
Adesola Sotande-Peters	Vice President Finance, Ghana & Nigeria
Bunmi Adeniba	Marketing Director Home Care, Nigeria
Bolanle Kehinde-Lawal	Marketing Director Foods, Ghana & Nigeria
Kissi Nana-Yaa	Marketing Director Beauty and Personal Care, Ghana & Nigeria

Sustainability Working Committee

At the core of the governance structure is our Sustainability working committee, which consists of employees who oversee the successful implementation of the sustainability initiatives within the company. They are responsible for leading the integration of sustainability into our business, working with different stakeholders, both internal and

external to unlock capacity for business growth. The Working Committee reports into the Steering Committee, although the structure of the working committee cuts across Ghana and Nigeria, we have only listed members of the committee who support the Nigeria Business. The constitution of the Sustainability Working Committee in 2019 is as follows:

Name	Designation
Toluwaleke Salu	Category Manager, Oral Care, Nigeria
Nnenna Osi-Anugwa	Category Manager Savoury, Ghana & Nigeria
Kofi Gyamfi	Sustainability Lead (Plastics) West Africa
Ibrahim Sodipe	Manager, Customer Development Finance Business Partner
Bukola Akinpelu	Consumer Marketing Insights Performance Manager
Ibidare Adegunle	Customer Development Business to Business Lead
Zainab Abbas	Assistant Brand Manager, Powders and Sunlight
Temilola Adebisi	Assistant Brand Manager, Skin Care and Deodorants
Jamiu Adigun	Assistant Finance Business Partner, Customer Development
Godwin Bamsa	External Affairs (Nigeria) and Sustainable Business (Ghana & Nigeria) Lead

The following persons were a part of the Sustainability Working Committee but as at the date of this Report, are no longer

Committee members. We thank them for their valuable contributions.

Name	Designation
Feranmi Muraina	Brand Manager, Pepsodent (Former)
Oyinade Ladapo	Brand Manager, Knorr (Former)
Adetoun Adegbite	Category Manager, Skin Care (Former)

Stakeholder Engagement

Our goal is to foster mutual understanding, trust and cooperation with stakeholder groups on sustainability topics. To succeed in our purpose of making sustainable living commonplace, we engage and work collaboratively with a wide range of stakeholders. Some of our stakeholders are direct participants in our business and are integral to our ability to deliver sustainable growth. Others influence how we do business by setting the laws and norms. Our stakeholders include government, society, customers, consumers, suppliers, NGOs, shareholders, and regulators and other businesses through trade associations.

Stakeholder Group	How We Engage	Examples From 2019
Government	<ul style="list-style-type: none"> Formal engagements on key policy or regulatory issues 	<ul style="list-style-type: none"> Engagement meeting with NAFDAC to understand stakeholder perception of business Engagement meeting with SON on plastics Engagement with the Federal Ministry of Environment on the development of national plastics policies Engagement with Wecyclers, Government, and other agencies on the strengthening of the circular economy
Suppliers	<ul style="list-style-type: none"> Formal supplier engagement forums in country and across the West Africa region Informal one on one engagement sessions Projects planning Trainings of suppliers 	<ul style="list-style-type: none"> Periodic engagement with suppliers individually on identifying areas for improving working relations and strengthening compliance practices.
Customers	<ul style="list-style-type: none"> Regional sales forum One on one visits to the sales partners to identify areas for improving operations 	<ul style="list-style-type: none"> Annual, quarterly, monthly and weekly Joint Business Planning (JBP) meetings with Key Distributors Weekly Key Distributor Business Health check
Consumers	<ul style="list-style-type: none"> Consumer immersion programmes Consumer quality reviews Consumer service centres 	<ul style="list-style-type: none"> Periodic in-home visits to consumers on brands use and key trends on a need basis Periodic virtual engagements with consumers on brands use and key trends Periodic key interviews and focus group discussions with consumers on brands use and key trends
Shareholder	<ul style="list-style-type: none"> Pre annual general meetings Annual General Meeting 	<ul style="list-style-type: none"> Pre-AGM engagement with some shareholders in May 2020 Annual General Meeting held in May 2019
Employees	<ul style="list-style-type: none"> Quarterly business town halls Coordinated functional engagements with feedback mechanisms in place for Leadership team Focus group discussions Employee surveys Safety, Health and Environment (SHE) talk ASK the LT Series 	<ol style="list-style-type: none"> Business town halls held 3 times in 2019 Weekly Health and Safety talks for employees 'ASK the LT' open session in November 2019 for employees to engage the Unilever Leadership Team

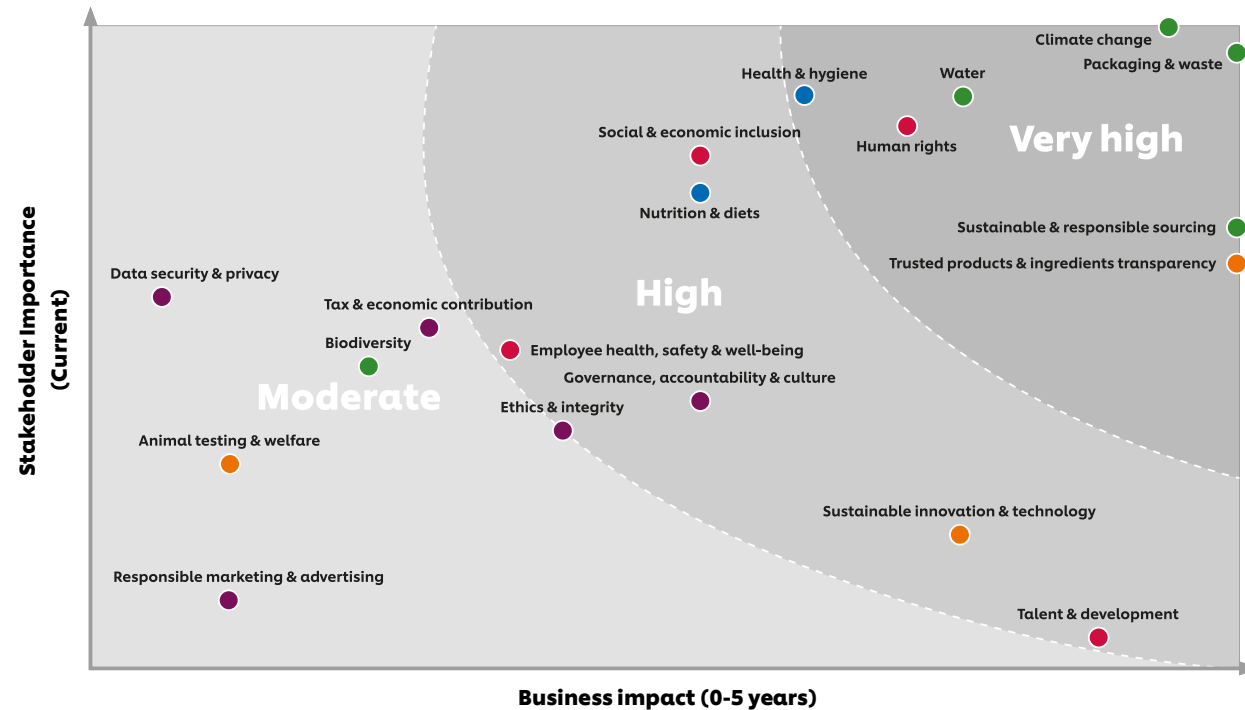
Our Materiality Assessment Process

Unilever's Global Materiality Matrix (as assessed in 2019)

Materiality helps us report on the sustainability issues that matter most to our business and to our stakeholders.

An issue is material to Unilever if it meets two conditions. Firstly, it impacts on our people, reputation, growth, costs, or risk. And secondly, it is important to our stakeholders – such as government, society, customers, consumers, suppliers, NGOs, shareholders, regulators, and our people.

In conducting the Unilever Nigeria materiality assessment, we referenced the Unilever Global materiality assessment. After which we then assessed issues that were of material importance to us locally. In developing our materiality assessment, we engaged internal and external stakeholders both formally and informally and undertook desk research across topical issues.



Our Materiality Assessment Process

Unilever Nigeria 's Materiality Matrix (as assessed in 2019)

Our methodology has been qualitative so we can gain a nuanced understanding of which issues most impact our business and are most important to our stakeholders. In this report, we have developed our material aspects through the following means:

- We relied on widespread conversations among a number of representative stakeholders to gain extensive stakeholder insights.
- We also gleaned regulatory interests from social, print media and through face to face interviews.
- We assessed the frequency of requests passed on to the business by stakeholders using the data available to us from within our business.

Importance To Stakeholders	Very High Priority			<ul style="list-style-type: none">• Backward integration• Packaging and waste• Governance & culture• Gender & Economic Inclusion• Employee health, safety & well-being• Tax• Health & Hygiene
	High Priority		<ul style="list-style-type: none">• Ethics & Integrity• Nutrition and diets	
	Moderate Priority	<ul style="list-style-type: none">• Water• Talent & Development• Disability		
		Moderate Priority	High Priority	Very High Priority
Business Impact				

The tables below list the 12 issues that form our materiality matrix and reflect how we have prioritised them. We have classified these issues into four focus areas. Improving Health & Well-being, Reducing Environmental Impact, Enhancing Livelihoods which encompass the three Big

Goals of the Unilever Sustainable Living Plan and other issues that are not explicitly part of our Plan, but which are relevant to our commitments as a responsible business.

These issues have been listed by priority which indicates the importance attached to

any given issue according to its impact on our business and its importance to our stakeholders. Priority does not equate to the extent of action within Unilever to address an issue.

Improving Health and Wellbeing

Very High Priority

1. Health & Hygiene
Improving the health and hygiene of stakeholders across our business through products, campaigns and partnerships.

- Handwashing & Hygiene
- Oral health

2. Employee Health, Safety & Well-being
Protecting and promoting the physical and mental well-being of employees

- Mental health & well-being
- Occupational health & safety
- Physical health

High Priority

3. Nutrition and Diets
Developing products with a balanced nutritional profile and promoting consumers' understanding of their own nutrition, and its links to their health and well-being.

- Access and affordability
- Diets and lifestyle
- Fortification
- Nutritional labelling
- Nutritional profile

Moderate Priority

4. Disability
Upholding and promoting the basic rights and freedoms of all who are disabled in any form

- Equality of opportunity & treatment
- Inclusion

Reducing Environmental Impact

Very High Priority

5. Packaging & Waste
Reducing the environmental impact of packaging and waste, including the protection of marine environments.

- Plastics waste
- Biodegradable/ bio-based packaging
- Consumer waste
- Energy from waste
- Food waste

Moderate Priority

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

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

Enhancing Livelihoods

Very High Priority

7. Backward Integration
Ensuring the source of key agricultural raw ingredients in the supply chain are sourced locally

- Developing and supporting the capacity of locals to provide agricultural inputs

8. Gender & Economic Inclusion
Delivering business growth that benefits women stakeholder groups and ensuring fair compensation at all levels across the business.

- Equal remuneration
- Fair trade
- Gender diversity & inclusion
- Gender equality in the workplace

Moderate Priority

9. Talent & Development
Attracting, retaining and developing the best talent through policies and practices related to employees.

- Access to talent
- Employment practices
- Employee engagement
- Talent attraction & retention

Others (Responsible Business Practices)

Very High Priority

10. Governance, Accountability & Culture
Implementing policies and practices to ensure all stakeholder expectations are met and to help manage risks and crises – and ensuring that employees are confident about speaking up

- Accountability to stakeholders
- Board composition & effectiveness
- Employment culture
- Transparency & reporting
- Values
- Whistle blowing

11. Tax
Paying tax in a fair and transparent manner and responding appropriately to specific tax policies. Making a positive contribution to the national economy

- Economic value added
- Tax contributions
- Tax transparency

High Priority

12. Ethics & Integrity
Ensuring employees live Unilever's values in their own work, are vigilant in identifying potential concerns and confident about speaking up in such situations.

- Anti-bribery & corruption
- Anti-counterfeiting
- Anti-trust/anti-competitive behavior
- Compliance

How We Conducted Our Materiality Assessment

Each year, Unilever conducts a materiality assessment across its global operations to help ensure that our strategy is focused in the right areas, to assess the changing sustainability landscape, and to understand and prioritise the issues that matter to our business and our stakeholders. In arriving at the priority materiality areas for Unilever Nigeria in 2019, we took into consideration the global material assessment and localised it for our specific environment and peculiar issues.

The four-stages in our materiality assessment process are as discussed:

1. Identification

We identified a long list of sustainability issues that are directly relevant across the Unilever business. We define an 'issue' as either a current or potential business impact from the internal or external operating environment. We subsequently categorised the issues according to our USLP goals: Improving Health & Well-being, Reducing Environmental Impact and Enhancing Livelihoods.

2. Prioritization

We assessed each issue's impact on the business and importance to our stakeholders.

- i. Each issue was assessed as very high, high, or moderate priority impact according to its potential to positively or negatively impact on future growth over the next five years and the net

positive or negative impact on future costs over the same time period.

- ii. Stakeholder importance was determined using research on the concerns of shareholders, society (citizens, NGOs, and governments), consumers, customers (retailers), suppliers and our employees. Each issue was rated as high, medium or low importance according to its importance to stakeholders.
- iii. The prioritisation exercise resulted in two scores for each issue – one for impact on the business and one for stakeholder importance.

3. Internal Stakeholder Engagement

Employees were surveyed, and external stakeholders engaged across material issues to gather feedback and diverse perspectives on the robustness of the outcomes.

4. Reporting On Outcomes

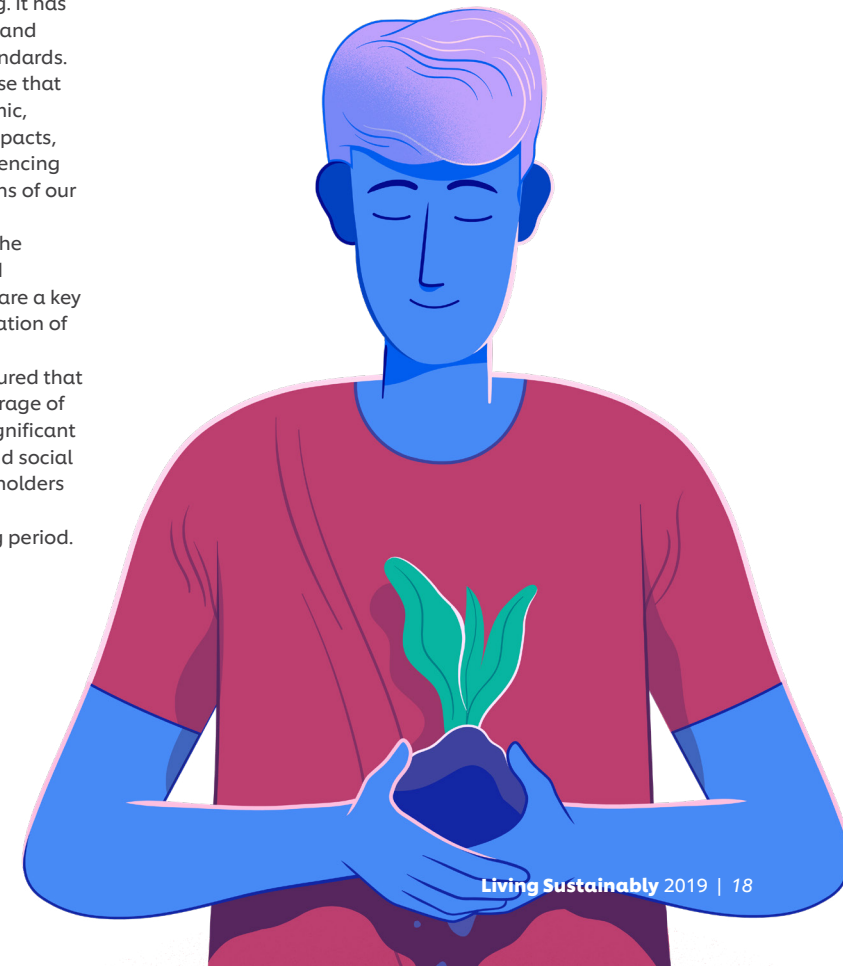
Through this report, we now communicate the outcomes of the materiality assessment, which highlights our most material issues and their relative importance to the business and our stakeholders.

The content of this report has been guided by the four reporting principles as defined by GRI Standards:

- i. Sustainability Context - We have discussed how the company's operations and investments from raw materials sourcing to the consumer

using our products are infused with the purpose of making sustainable living commonplace.

- ii. Materiality - The concept of materiality has equally been central to our sustainability reporting. It has guided the issues to address and report on, in line with GRI Standards. Our material aspects are those that reflect our significant economic, environmental, and social impacts, while also substantively influencing the assessments and decisions of our stakeholders.
- iii. Stakeholder Inclusiveness - The reasonable expectations and interests of our stakeholders are a key reference point in the preparation of the report.
- iv. Completeness - We have ensured that the report has sufficient coverage of material aspects to reflect significant economic, environmental, and social impacts and to enable stakeholders assess the organisation's performance in the reporting period.



LIVING SUSTAINABLY



The Unilever Sustainable Living Plan

The Unilever Sustainable Living Plan (USLP) is the blueprint for achieving our Vision for decoupling our environmental footprint from our growth and increasing our positive social impact globally.

Launched in 2010, the USLP is driving value for our business, our people and our consumers. Through this model, we are creating sustainable growth, lowering business costs, reducing risks and building trust in our business. We are generating long-term value for the multiple stakeholders we serve.

Our USLP sets out three global goals spanning our social, environmental and economic performance across the value chain.



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





























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



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

Journey Towards Sustainability

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Social	In Moments Like These  10 Nigerian Radio Stations 5 Languages including Pidgin • 10th year of HIV/AIDS Awareness Radio Programme – In Moments Like These. Broadcast through ten Nigerian radio stations in English, Yoruba, Igbo, Hausa, and Pidgin.	Community Development • Built a new borehole facility for the Titito Community in Agbara to provide potable water for the community, and refurbished the Community Park of OPIC Estate, Agbara in Ogun State to provide a recreational area.	Development Partnerships  • 3-year partnership with UNICEF and Save the Children: Community approach to Total Sanitation, attainment of Open Defecation Free Status and Community Management of Acute Malnutrition (CMAM).	Community Development  • Global Handwashing Day: Reached over 1.8 million children directly and over 7.2 million children indirectly.	Promoting Sanitation  • Working with UNICEF to provide emergency Lifebuoy soaps to communities affected by the outbreak of cholera in Lagos State.	Promoting Sanitation  • Total Sanitation Program in partnership with UNICEF and Save the Children: Reached 277 communities in Sokoto State.	Medical Interventions, Training, and Education  • Launched Pepsodent Project Heart (Brush Day and Night Schools Program); educated students and parents on oral hygiene.	Nutrition Behaviour Change  • The Knorr Force For Good Program piloted the Follow My Green Food Steps: 4-week nutrition behavioural change program impacting 75,000 households (including mothers and daughters); impact evaluation study commissioned in partnership with the University of Ibadan.	Nutrition Behaviour Change  • The Knorr Follow My Green Food Steps: behaviour change project for 150,000 mothers and daughters; 20 million contacts reached through digital channels, media and partnerships; Clinical study in partnership with the Obafemi Awolowo University to determine the bioavailability of iron in the cubes in Nigerian meals; published in 2019.
	Employees volunteer Facilities upgraded  • Olusosun Primary School, Ojota, Lagos: facility upgrade. Launched Employee Volunteering Program to teach key subjects.	Scholarship Awards to Young Girls  • Scholarships to young Nigerian girls enrol at Wavcrest College, Lagos	Employees volunteer Facilities upgraded  • Donated computers to Olusosun Primary School.	Promoting Sanitation  • Total Sanitation Program in partnership with UNICEF and Save the Children: 79 communities with 44,305 people across 2 States attained Open Defecation Free Status; constructed 4,786 new household latrines; 17,590 people with access to improved toilet facilities in project communities.	Medical Interventions & Donations  • Donated 100 infant resuscitators and masks, 2,000 mucus extractors and 24 digital baby weighing scales to the Children Living with Cancer Foundation.	Medical Interventions & Donations  • Working with Save the Children, the company provided 1000 mucus bulb syringe extractors, 50 infant resuscitators and 12 digital baby weighing scales to 27 health facilities in Lagos. 562 health workers in Lagos and 215 in Jigawa trained on evidence based maternal and new-born health interventions.	Medical Interventions & Donations  • Launched Knorr Force for Good Program to educate and tackle iron deficiency anaemia in Nigeria.	Oral Health and Hygiene  • Pepsodent Brush Day and Night Oral Health Campaign: Over 2.5 million Nigerian children reached in 4,500 primary schools.	Oral Health and Hygiene  • Pepsodent Brush Day and Night Oral health Campaign: 700,000 school children reached in 5 States; New milestone of 3.5 million school children across 5,375 government primary schools since inception.
	Unilever Women Empowerment Program  • 100 Rural Women • Skills' Training • Start-up Capital • Launched a Unilever Women Empowerment Program: equipped 100 rural women in 6 States with start-up capital and entrepreneurial skills' training.	In Moments Like These  Milestone: 11th Year Running	Unilever Women Empowerment Program  • Sponsored the Diamond Light Women Empowerment Program.	Medical Interventions & Donations  • Donated 100 infant resuscitators and masks, 2,000 mucus extractors and 24 digital baby weighing scales to the Children Living with Cancer Foundation.	Medical Interventions & Donations  • Donated 100 infant resuscitators and masks, 2,000 mucus extractors and 24 digital baby weighing scales to the Children Living with Cancer Foundation.	Medical Interventions & Donations  • Working with Save the Children, the company provided 1000 mucus bulb syringe extractors, 50 infant resuscitators and 12 digital baby weighing scales to 27 health facilities in Lagos. 562 health workers in Lagos and 215 in Jigawa trained on evidence based maternal and new-born health interventions.	Medical Interventions & Donations  • Launched Knorr Force for Good Program to educate and tackle iron deficiency anaemia in Nigeria.	Unilever Women Empowerment Program  • Expanded the Sambuga Women Empowerment Program; 1000 more women added in 2 more states.	Unilever Women Empowerment Program  • Sambuga Women Empowerment Program added another 500 women from Kaduna State.
Key Milestones	USLP was developed.								

The USLP and United Nations Sustainable Development Goals (SDGs)

The Unilever Sustainable Living Plan (USLP) which is Unilever's blueprint for sustainable growth, is aligned with the SDGs as it responds to the challenges and opportunities of an increasingly resource-constrained and unequal world.

The United Nations (UN) adopted the Sustainable Development Goals (SDGs) to achieve significant progress on global economic, social and environmental challenges by 2030. The SDGs build on decades of work by various countries and the UN.

Unilever Nigeria Plc has continued to make progress in delivering on the commitments of the USLP as well as addressing the UN SDGs.



Improving Health and Wellbeing

Pepsodent “Brush Day and Night Nigeria” Project



Health and wellbeing initiatives undertaken by the Unilever Nigeria are aligned with five UN Sustainable Development Goals.



Social Challenge

In Africa, poor oral hygiene is the leading cause of school absenteeism, with children who experience dental pain, missing school and performing poorly, academically.

Regrettably, access to oral health solutions and oral health education is low. The majority of Africa's population has little or no access to proper oral health care, with the few dentists available.

In Africa, the dentist to population ratio is approximately 1:150,000 against about 1:2000 in most industrialised countries. In Nigeria, there are only 4,125 registered dentists -that is about 40,000 people to one dentist and where there are dental clinics, dental care is expensive and unaffordable for many and usually restricted only to curative services³.

Social Mission

Our target was to directly reach and educate 10 million school children by 2020 about the importance of brushing twice a day to prevent cavities and tooth decay.

Intervention

In partnership with Federal Ministry of Health, the State Universal Basic Education Board, the Nigerian Dental Association (NDA) and in collaboration with other key stakeholders, such as schools and teachers, we have been able to reach five million children since the programme commenced in 2015.

The programme has been implemented in 15 states across the country namely: Lagos, Anambra, Benue, Oyo, Imo, Ondo, Abuja, Rivers, Delta, Kaduna, Kano, Edo, Abia, Enugu and Nassarawa States. From post-implementation interviews, there was a 37% increase in children who brushed twice daily versus pre-implementation interviews and considerably lower plaque levels in those who had adopted twice daily brushing as evidenced by dental checks.

³ <https://www.cnbcfrica.com/featured/2017/04/13/oral-hygiene-impact-africa/>

Improving Health and Wellbeing

Vaseline Healing Project



Social Challenge

Nigeria, with a population of over 200 million⁴, has fewer than 100 registered dermatologists⁵, with many of them domiciled in Lagos state and the Federal Capital Territory. This implies that there is currently only one qualified dermatologist for every two million people living in Nigeria.

Social Mission

Vaseline in partnership with Direct Relief (and other local partners) is using the platform of the Vaseline Healing Project to offer basic dermatological training to health care practitioners and providing free skin care to disadvantaged individuals with skin disorders.

Intervention

Our target was to reach and educate 5000 people directly by 2020. In 2019, we educated over 160 health practitioners on the treatment of basic skin conditions and about 412 people were treated in the Makoko community of Lagos State.

⁴ [https://www.worldometers.info/world-population/nigeria-population/#:~:text=Nigeria%202020%20population%20is%20estimated,586%20people%20per%20mi2\).](https://www.worldometers.info/world-population/nigeria-population/#:~:text=Nigeria%202020%20population%20is%20estimated,586%20people%20per%20mi2).)

⁵ <http://www.healthnews.ng/consultant-dermatologist-opens-skin-care-treatment-clinic-in-ibadan/>

Improving Health and Wellbeing

Life Buoy “Help a Child Reach 5” Campaign



Social Challenge

Across the country, we face significant challenges. With a high childhood mortality rate, one in five Nigerian children never reach the age of five years⁶. The deaths due to non-vaccine preventable illnesses are to a large part from diseases that can be prevented by handwashing and hygiene practices.

Social Mission

Lifebuoy's 'Help a Child Reach 5' programme is a behaviour change programme which seeks to transform the hygiene habits of new mothers, schoolchildren, and entire communities. The programme champions the role of hand- washing with soap in saving children and new-borns from preventable infections like diarrhoea and pneumonia. We had committed to reach two million kids with our intervention by 2020.

Intervention

More than 300,000 children and Mothers have been reached with the hand washing message in schools and communities since 2018. The programme has been implemented in Oyo, Ogun, Osun, Kwara, Ekiti, Ondo, Abuja, Kano, Kaduna, Nassarawa, Rivers, Enugu, Onitsha Cross River and Lagos States.

⁶ WHO: Partnership for Maternal, Newborn and Child Health <https://www.who.int/pmnch/activities/countries/nigeria/en/index1.html#:~:text=The%20under%20five%20mortality%20ratio,what%20they%20were%20in%201990.>

Improving Health and Wellbeing

Knorr Follow My Green Food Steps Nutrition Behaviour Change Campaign



Social Challenge

Anaemia is the most common micronutrient deficiency. Approximately half of anaemia cases are due to iron deficiency. In Nigeria, about one out of every two women of reproductive age are anaemic⁷.

The consequences of iron deficiency anaemia include impaired cognitive development and performance, dizziness, lack of energy and increased tiredness, impaired immune function, low birth weight, premature birth, and in severe conditions, maternal and neonatal death.

Social Mission

Unilever fortified its Knorr cubes with iron in 2015 to contribute iron to the diets of Nigerians. Knorr Follow My Green Footsteps programme, is a nutrition behaviour change campaign, developed to prevent iron deficiency anaemia by teaching young girls and their mothers about the benefits of adding iron-rich vegetables to meals and using iron-fortified Knorr bouillon cubes. Our goal was to reach 20 million contacts directly and indirectly.

By promoting the use of iron fortified bouillon cubes and addition of iron rich ingredients to meals, Knorr aims to improve the nutritional value of commonly consumed dishes and, over time, increase the iron intake of the population and to decrease the prevalence of iron deficiency anaemia in Nigeria.

Intervention

150,000 mothers and daughters went through the Knorr Follow My Green Food Steps behaviour change programme and 20 million Nigerians were reached through digital channels, media and partnerships.

Through various partnerships with the Kaduna State government, the Nutrition Society of Nigeria, and the Wellbeing Foundation, the programme has achieved 352,000 direct contacts and 20 million indirect contacts. An impact evaluation study of the programme which was commissioned in partnership with the University of Ibadan showed that the intervention positively influenced awareness of anaemia and the determinants of behaviour in the Intervention versus Control groups.

In the coming years, we will be evolving the Follow My Green Food Steps programme into the Knorr Future 50 Foods campaign. This campaign will work to create sustainable food systems and a promote a more diversified plant-based diet.

⁷ B.Maziya-Dixon, I.O.Akinyele, E.B.Oguntona, et al. Nigeria Food Consumption and Nutrition Survey 2001-2003. International Institute of Tropical Agriculture (IITA); 2004.

Reducing Environmental Impact

The 'Recycle Exchange' Program

Environmental initiatives undertaken by Unilever Nigeria are aligned with six UN Sustainable Development Goals.



Social Challenge

The challenge of plastic waste in West African cities has escalated to life-threatening levels. Sixteen million tonnes of plastic waste are generated every year in Nigeria alone, and most of it still sits around in the environment. This heightens the need for businesses to support government initiatives to solve the plastic problem.

Social Mission

Our mission is to achieve the full use of reusable, recyclable or compostable plastic packaging for Unilever products by reducing the amount of virgin plastic in our packaging and collecting more plastics than we sell.

Intervention

Unilever Global awarded a grant of 50,000 USD to social enterprise Wecyclers in 2014 to develop a model for collecting plastics on behalf of the company and thereby conserve the environment and create jobs.

In 2017, Unilever committed to a Recycling Exchange partnership with Wecyclers helping Unilever Nigeria attain plastic neutrality by removing the equivalent of 6,000 tons of plastics we sell yearly from the environment. This is a precursor step towards closing the plastic loop in our value chain. In addition, the programme would help create an informal market that translates waste to wealth for members of the community. The 3-year pilot project was formalised in 2019.

In 2019, five shipping containers were remodelled and repurposed into kiosks, and situated in Iyana-Ipaja, Lekki Phase

1, Ikorodu, Lagos Island, Gbagada and Jakande in Lagos State in an extension of a drop-off model of recyclable waste reclamation. The programme collected 621 tons of plastic waste in 2019 and over 1,000 tons of all types of recyclable waste.

The initiative has created financial inclusion for the low-income communities involved in the plastic waste collection by creating 44 new jobs and engaging 3,121 subscribers to the scheme. Women and young people have, through this initiative, increased their earning power by up to 175%, thereby driving inclusion, empowerment and environmental health. Participants have grown their business, started new business ventures, and cared for their families with the proceeds.

Enhancing Livelihoods

The Sambuga Women Empowerment Program

Enhancing Livelihood initiatives undertaken by Unilever Nigeria are aligned with seven UN Sustainable Development Goals.



Social Challenge

Extreme poverty is still a major problem in many parts of the world and the impact is particularly harder on women and children. In January 2019, 91 million Nigerians were purportedly living in extreme poverty.

Social Mission

Sambuga (which is a combination of the word empowered in the Hausa, Igbo and Yoruba languages) is creating an inclusive society by providing business training and funding, and thereby livelihoods, to women in rural areas. We work at simultaneously empowering these women and expanding our last mile distribution into uncharted areas of rural Nigeria. Our commitment is to empower 10,000 women in rural Nigeria by 2020 while achieving distribution and penetration of Unilever brands.

Intervention

The Sambuga Nigeria programme recruits and trains rural women in entrepreneurial and bookkeeping skills and then provides them with a basket of goods to trade with. The programme handholds them to grow their business and their territory.

The Sambuga programme started in 2014 with a pilot of 1,000 women. By 2019, the programme had grown to 4,000 women micro-preneurs across 12 states of the country.

Enhancing Livelihoods

The Sunlight Water Centers (SWC) Program



Social Challenge

Lack of access to clean water is a major health problem and challenge for women's economic empowerment in Nigeria

About 62 million Nigerians, or 36% of the population⁸, lack access to clean water. In order to access clean water, people have to travel substantial distances, wait in line for prolonged periods, or pay a heavy price premium. It is estimated that approximately 80 minutes per day is lost to fetching water

Lack of access to clean water affects mostly women and the poorest households. Women have to fetch water, purify water, before using it for washing and cooking. This considerable time spent in accessing clean water could have been spent on increasing incomes which they need to help feed and nourish their families.

Social Mission

The SWC project seeks to identify regions in Nigeria, where there is high prevalence of existing women entrepreneurs with severe water problems.

The programme seeks to design a reliable, power-independent water center with low investment and operating cost and engage inexperienced local community women to run the facility site. The goal is to turn the inexperienced local community women into competent and accountable owner-operators ('franchisees') of the sites.

Intervention




The project started in 2015 and was implemented over nearly four years. Unilever partnered with Oxfam to build 2 pilot centers in Benue State and also with TechnoServe to refine model and build 16 new sites, with a focus on financial and operational sustainability. Retail kiosks with integrated 100M deep boreholes, solar powered pumps, water storage tanks, freezers and communal washing area were located in peri-urban communities in Nigeria that lack access to water.

The SWCs are run by female entrepreneurs from within the communities where the SWCs are located. The land on which SWCs are located are provided by community. The women sell clean household water (i.e., large volumes), products (both Unilever and non-Unilever) and services and keep the profits generated from the business.

The average gross margin of the female entrepreneurs improved by 168% between 2016 and 2018.

⁸ <https://allafrica.com/stories/201809180234.html>

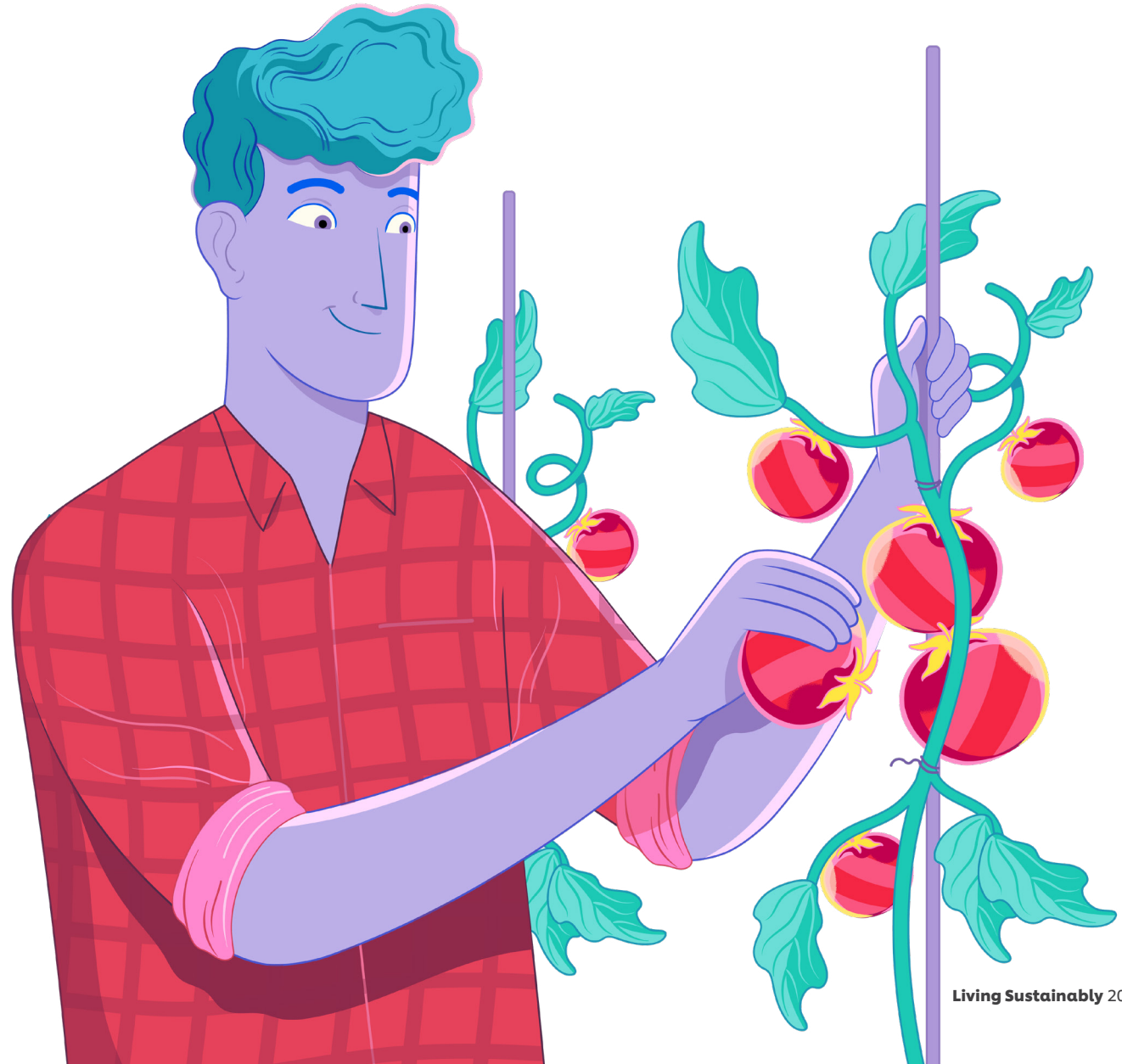
2019 USLP Targets and Accomplishments

USLP	IMPROVING HEALTH & WELL BEING	PROTECTING THE ENVIRONMENT IN WHICH WE OPERATE	ENHANCING LIVELIHOODS
Global Goal	Help more than a billion people take action to improve their health and well-being.	Halve the environmental footprint of the making and use of our products as we grow our business.	Enhance the livelihoods of millions of people as we grow our business.
Project	Vaseline Healing Project	Nigeria - Recycle Exchange Programme	Sambuga Women Empowerment Programme
Social Mission	Vaseline hopes to drive awareness/education and alleviate the pressure on the health sector by helping people with skin disorders affected by poverty and emergencies.	Achieve plastic neutrality for Unilever Nigeria in 3 years from 2019 - 2021.	Achieve distribution and penetration of Unilever brands, while empowering women in Rural Nigeria.
2019 Target	Reach and educate 5000 people directly by 2020.	Through partnership, collect 6000 tons of plastic waste per year by the 3rd year	Enhance the Livelihoods of 10,000 women entrepreneurs by 2020
2019 Progress	180 doctors, Pharmacists and community health workers trained to provide basic dermatological care and 412 people reached in Lagos treated for skin conditions.	621 tons of plastic waste collected, 44 new jobs created, and 3,121 new and active subscribers engaged in these locations.	1,000 more Sambuga 'micro-preneurs' developed in 2019 across 14 states
			



INDEPENDENT ASSURANCE

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



GRI CONTENT INDEX

Our Living Sustainably Report 2019 has been prepared in accordance with the standards of the Global Reporting Initiative (GRI) according to the 'core' option.

The table below provides an overview of the relevant GRI Standards for our most material

topics and where to find information in the report or from other sources.

The reporting period for disclosures is predominantly for the period 1st January to 31st December 2019, unless otherwise stated.

This index also highlights where we are contributing to the UN Sustainable Development Goals, the United Nations Global Compact (UNGC) Ten Principles for Corporate Sustainability through our most material topics.

Key:

LSR = Living Sustainably Report 2019

ARFS = Annual Report and Accounts 2019 - <https://www.unilevernigeria.com/investor-relations/financial-results-and-reports/unilever-nigeria-plc-2019-annual-report.html>

E = Information found elsewhere on Unilever websites

O = Other Documents

GENERAL STANDARD DISCLOSURES PART I: Profile Disclosures



Topic	GRI Standard	Disclosure	Location of Disclosure	Required for core (Y/N)
GRI 101				
Organisation Profile	102 - 1	Name of the organization.	LSR: Cover Page - Page 1	Y
	102 - 2	Primary brands, products, and/or services.	ARFS: Our Brands - Page 3; Corporate Profile - Page 5 ARFS: Report of Directors - Principal Activities - Page 25	Y
	102 - 3	Location of organization's headquarters.	ARFS: Registered Office - Page 6 LSR: Back Cover Page - Page 42	Y
	102 - 4	Location of operations	Nigeria; ARFS: Report of Directors - A business with a purpose - Page 38	Y
	102 - 5	Nature of ownership and legal form.	ARFS: Report of Directors - Legal Status - Page 25	Y
	102 - 6	Markets served	ARFS: Notes to Financial Statements - Segment Reporting - Page 104	Y
	102 - 7	Scale of the reporting organization.	ARFS: Report of Directors - Page 25	Y
	102 - 8	Information on employees and other workers	(a) Total number of employees in 2019: 1010 (b) Total number of operations/factory workers: 769 (c) Total number of contract employees: 651 (d) Highest number was in February 2019: 1058, and Lowest number of Employees was in December 2019: 1010	Y
	102 - 9	Supply Chain	LSR: Our Value Creation Model - Page 6	Y
	102 - 10	Significant changes to the organization and its supply chain	Not Applicable	Y
	102 - 11	Precautionary Principle or approach	O: United Nations Global Compact Communication on Progress Principle 7 - Page 13	Y
	102 - 12	External Initiatives	We're a founding signatory to the UN Global Compact, Global Compact LEAD and the UNGC's Business for Peace Initiative. We helped to shape, and are committed to achieving the UN Sustainable Development Goals. We contribute to and participate in many external initiatives to help bring about transformational change. Individual initiatives for each pillar of the Unilever Sustainable Living Plan are discussed in the relevant sections of the LSR.	Y
	102 - 13	Membership of associations	MAN: Manufacturers' Association of Nigeria NECA: Nigeria Employers' Consultative Association AFBTE: Association of Food, Beverage and Tobacco Employers NACCIMA: Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture PSAG: Private Sector Advisory Group NESG: The Nigeria Economic Summit Group	Y

GRI Content Index (Cont'd)





Strategy	102 - 14	Statement from the most senior decision-maker of the organization.	LSR: CEO & Chairman's Statement - Page 4	Y
	102 - 15	Key impacts, risks and opportunities	Not required for core	N
Ethics and Integrity	102 - 16	Values, principles standards, and norms of behavior	LSR: Our Values - Page 5	Y
	102 - 17	Mechanisms for advice and concerns about ethics	Not required for core	N
Governance	102 - 18	Governance Structure	ARFS: Corporate Governance Report - Page 25 - 29	Y
	102 - 19 to 102 - 39	Not required for core	Not required for core	N
Stakeholder Engagement	102 - 40	List of Stakeholder groups	LSR: Stakeholder Engagement - Page 14	Y
	102 - 41	Collective bargaining agreements	76% (769 employees)	Y
	102 - 42	Identifying and selecting stakeholders	ARFS: Unilever Code of Business Principles - Page 34 LSR: Stakeholder Engagement - Page 14	Y
	102 - 43	Approach to stakeholder engagement	LSR: Stakeholder Engagement Page -14	Y
	102 - 44	Key topics and concerns raised	LSR: Stakeholder Engagement Page -14	Y
Reporting Practice	102 - 45	Entities included in the consolidated financial statements	ARFS: Notes to Financial Statements - Related Party relationship - Page 108	Y
	102 - 46	Defining report content and topic boundaries	LSR: Our Materiality Assessment Process - Page 15	Y
	102 - 47	List of material topics	LSR: Our Materiality Assessment Process - Page 15	Y
	102 - 48	Restatements of information	LSR: About this Report - Page 11	Y
	102 - 49	Changes in reporting	LSR: About this Report - Page 11	Y
	102 - 50	Reporting period	LSR: About this Report - Page 11	Y
	102 - 51	Date of most recent report	LSR: About this Report - Page 11	Y
	102 - 52	Reporting cycle	LSR: About this Report - Page 11	Y
	102 - 53	Contact point for questions regarding the report	LSR: Contact Us - Page 41	Y
	102 - 54	Claims of reporting in accordance with the GRI Standards	See this GRI Content Index	Y
	102 - 55	GRI content index	See this GRI Content Index	Y
	102 - 56	External Assurance	LSR: Independent Assurance - Page 31	Y

GRI Content Index (Cont'd)





SPECIFIC STANDARD DISCLOSURES PART II: Performance Indicators

GRI Standard	GRI Standard	Description	Location, notes and omissions	UN Sustainable Development Goals
Material Topics				
Economic Topics				
Economic Performance				
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: As part of our approach to integrating Sustainability in our decisions, we also consider economic performance as an important material topic. Boundary: Internal – Company; External: Investors, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	 
	103-2	The management approach and its components	ARFS: Results at a glance - Page 7	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Economic Performance	201-1	Direct economic value generated and distributed	ARFS: Statement of Profit or Loss for the year ended 31 December - Page 53	
	201-3	Defined benefit plan obligations and other retirement plans	ARFS: Employee Benefits Page 70; 79; 89	
	203-2	Significant indirect economic impacts	ARFS: Report of Directors Page 38 - 43	
Tax				
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Paying tax in a fair and transparent manner and responding appropriately to specific tax policies. Making a positive contribution to the national economy Boundary: Internal – Company; External: Customers (retailers), Suppliers and Employees.	
	103-2	The management approach and its components	ARFS: Income Tax Page 69	
	103-3	Evaluation of the management approach	ARFS: Income Tax Page 69	

GRI Content Index (Cont'd)

Environmental Topics				
Packaging and Waste				
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Reducing the environmental impact of packaging and waste, including the protection of marine environments Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	   
	103-2	The management approach and its components	LSR: Living Sustainably - Reducing Environmental Impact - Page 27 Our Materiality Assessment Process - Page 15 - 18	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Materials	301-1	Total weight or volume of materials used to produce and package the Unilever's primary products in 2019, by: i) Non-renewable materials used ii) Renewable materials used	i) 32,484,656 Kg ii) NA	
	301-2	Total weight of recycled input material used in 2019 packaging (e.g. recycled plastics for packaging)	0Kg	
Effluents and Waste	306-2	a. Report the total weight of hazardous and non-hazardous waste, by the following disposal methods: Reuse, Recycling, Composting, Recovery, including energy recovery, Incineration (mass burn), Deep well injection, Landfill, On-site storage, Other (to be specified by the organization) b. Report how the waste disposal method has been determined	a. Reuse = 97,458Kg; Recycling = 680,286.21Kg; Composting = Zero; Recovery = Zero; Incineration = Zero; Deep well injection = Zero; Landfill = Zero; On-site Storage = Zero b. Total waste determined by weighing	

GRI Content Index (Cont'd)

Water				   
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Improving access to water and managing water use and abstraction sustainably across our value chain. Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	
	103-2	The management approach and its components	LSR: Living Sustainably - Reducing Environmental Impact - Page: 27 Our Materiality Assessment Process - Page 15 - 18	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
	303-1	Interactions with water as a shared resource	Ground water: Borehole (2 Nos)	
	303-2	Management of water discharge related impacts	Waste water quality maintained below NESREA limits for waste water parameters, internally weekly samples of influent and effluent water analyzed in- house where we have an onsite effluent treatment plant (Oregun) and monthly verified by external analysis by an accredited laboratory. Where we discharged waste water into a municipal effluent treatment plant (Agbara), internally we sample waste water from each discharge points within the factory and the composite ex-factory sample analyzed weekly by an accredited laboratory. No stream/river body near the facility.	
	303-3	Water withdrawal	(a) 244,278.43 cubic meter (b) Direct flow meter measurement	
	303-4	Water discharge	5,620 Metre Cube (Estimated calculation)	
	303-5	Water consumption	(a) 244,278.43 cubic meter (b) Direct flow meter measurement	
Social Topics				
Health and Hygiene				
Management Approach	103-1	Explanation of the material topic and its boundary	Description: Improving the health and hygiene of stakeholders across our business through products, campaigns and partnerships. Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	  
	103-2	The management approach and its components	LSR: Living Sustainably - Improving Health & Wellbeing/Health and Hygiene Page: 23-25	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Nutrition and Diets				
Management Approach	103-1	Explanation of the material topic and its boundary	Description: Developing products with a balanced nutritional profile and promoting consumers' understanding of their own nutrition, and its links to their health and well-being. Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	    
	103-2	The management approach and its components	LSR: Living Sustainably - Improving Health & Wellbeing/Health and Hygiene Page: 23-25	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	

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Employee Health, Safety and Wellbeing			
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Protecting and promoting the physical and mental well-being of employees Boundary: Internal – Company; External: Employee
	103-2	The management approach and its components	AFS: Report of Directors - Safety, Health and Environmental Care (HSE) Policy Page 37 - 38 LSR: Our People - Page 7
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7
Occupational Health and Safety	403-1	Occupational health and safety management system	O: OHSP 01 Occupational health & safety policy
	403-2	Hazard identification, risk assessment, and incident investigation	O: OHSP 02 Occupational health & safety risk assessment
	403-3	Occupational health services	O: OHSP 12 Emergency preparedness and response
	403-4	Worker participation, consultation, and communication on occupational health and safety	O: OHSP 06 structure and responsibilities & OHSP 08 Communications
	403-5	Worker training on occupational health and safety	O: OHSP 07 Training, awareness and competence
	403-6	Promotion of worker health	O: OHSP 13 Performance monitoring and measurement
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	O: OHSP 12 Emergency preparedness and response & OHSP 14 Accident , incident and non-conformances
	403-8	Workers covered by an occupational health and safety management system	O: OHSP 05 Occupational safety and health management program
	403-9	Work-related injuries	O: OHSP 14 Accident , incident and non-conformances
	403-10	Work-related ill health	O: OHSP 14 Accident , incident and non-conformances



GRI Content Index (Cont'd)

Gender and Economic Inclusion				    
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Delivering business growth that benefits women stakeholder groups and ensuring fair compensation at all levels across the business. Boundary: External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	
	103-2	The management approach and its components	ARFS: Report of Directors - Employee Engagement Page 36; LSR: Our People - Page 7	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	O: Diversity and inclusion policy	
	405-2	Ratio of basic salary and remuneration of women to men	O: Fair Wage Survey	
Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	O: Diversity and inclusion policy	
Disability				
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Upholding and promoting the basic rights and freedoms of all who are disabled in any form Boundary: External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	
	103-2	The management approach and its components	LSR: Our Materiality Assessment Process - Page 15 - 18	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Non-Discrimination	406-1	Incidents of discrimination and corrective actions taken	O: Diversity and Inclusion Policy, Code of Business Principles, Diffability Policy	
Talent Development				
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Attracting, retaining and developing the best talent through policies and practices related to employees. Boundary: Internal – Company; External: Employee	
	103-2	The management approach and its components	ARFS: Report of Directors - Talent Development Page 34, 36 LSR: Our People Page 7	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Employment	401-1	New employee hires and employee turnover	Employee turnover for 2019: 13.4%, 29 new hires in 2019.	
Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	O: Learning and training policy is covered in the Employee Handbook.	

GRI Content Index (Cont'd)

Backward Integration				   
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Ensuring the source of key agricultural raw ingredients in the supply chain are sourced locally Boundary: Internal – Company; External: Shareholders, Society (citizens, NGOs, governments), Consumers, Customers (retailers), Suppliers and Employees.	
	103-2	The management approach and its components	LSR: Our Value Creation Model - Page 6	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Proportion of spending on local suppliers at significant locations of operations	204-1	Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally)	60 percent sourced from local suppliers	
Others(Responsible Business Practices) Topics				
Governance, Accountability and Culture				
Management Approach	103-1	Explanation of the material topic and its Boundary	Description: Implementing policies and practices to ensure all stakeholder expectations are met and to help manage risks and crises – and ensuring that employees are confident about speaking up Boundary: Internal – Company; External: Employee	
	103-2	The management approach and its components	ARFS: Corporate Governance Report - Page 25 - 29	
	103-3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Ethics and Integrity				
Management Approach	103 - 1	Explanation of the material topic and its boundary	Description: Ensuring employees live Unilever’s values in their own work, are vigilant in identifying potential concerns and confident about speaking up in such situations. Boundary: Internal – Company; External: Employee	
	103 - 2	The management approach and its components	ARFS: Report of Directors - Unilever Code of Business Principles - Page: 34	
	103 - 3	Evaluation of the management approach	ARFS: A business with a purpose - Our strategy for sustainable business Page 38 - 41 LSR: Our sustainable business strategy - Page 5; Our Sustainability Governance - Page 12; Our People - Page 7	
Anti-Corruption	205-3	Confirmed incidents of corruption and actions taken	No such incidents.	
Anti-Competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No such legal action	
Public Policy	415-1	Political contributions	As a general rule, we do not make political contributions.	

List of Other Documents

1	United Nations Global Compact Communication on Progress Principle 7 - Page 13
2	OHSP 01 Occupational health & safety policy
3	OHSP 02 Occupational health & safety risk assessment
4	OHSP 12 Emergency preparedness and response
5	OHSP 06 structure and responsibilities & OHSP 08 Communications 413-1
6	OHSP 07 Training, awareness and competence
7	OHSP 13 Performance monitoring and measurement
8	OHSP 12 Emergency preparedness and response & OHSP 14 Accident , incident and non-conformances
9	OHSP 05 Occupational safety and health management program
10	OHSP 14 Accident, incident and non-conformances
11	OHSP 14 Accident, incident and non-conformances
12	Diversity and inclusion policy
13	Fair Wage Survey
15	Code of Business Principles
16	Employee Handbook.
17	Diffability Policy

CONTACT US

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

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