

# Welcome to your CDP Water Security Questionnaire 2023

## W0. Introduction

### W0.1

**(W0.1) Give a general description of and introduction to your organization.**

#### **BACKGROUND**

Unilever makes and sells more than 400+ brands in over 190 countries which are used by some 3.4 billion consumers worldwide every day. Our brands include Knorr, Dove, Rexona, Lipton, Hellmann's, Omo, Lifebuoy and Ben & Jerry's – amongst many others. In 2022, our business was organised across five Business Groups: Beauty & Wellbeing, Personal Care, Home Care, Nutrition and Ice Cream. Our total turnover in 2022 was €60.1bn.

#### **OUR PURPOSE**

Unilever's purpose is to make sustainable living commonplace which we believe is the best way to deliver long-term sustainable growth. We put sustainable living at the heart of everything we do, including our brands and products, our standards of behaviour and our partnerships which wastdrive transformational change across our value chain.

In June 2020, we released new commitments to fight climate change and protect nature as part of our new integrated business strategy, the Unilever Compass which builds on the Unilever Sustainable Living Plan, which came to an end in 2020. We continued to work towards our Compass commitments in 2022. Some of our Unilever Compass commitments include:

- Net zero emissions for all our products by 2039.
- A deforestation-free supply chain by the end of 2023.
- A new Regenerative Agriculture Code for all our suppliers.
- Water stewardship programmes to 100 locations in water-stressed areas by 2030.
- Investing €1 billion in a new Climate & Nature Fund, which will be used by Unilever's brands over the next ten years to take meaningful and decisive action.

#### **OUR REPORTING AND DISCLOSURE**

Unilever's primary report is our

<https://www.unilever.com/files/92ui5egz/production/90573b23363da2a620606c0981b0bbd771940a0b.pdf> **Annual Report & Accounts (ARA)**. In our ARA, we report progress against our

Unilever Compass commitments as well as a range of other non-financial indicators. Our ARA also includes TCFD disclosures. We provide additional climate related disclosure and commentary in the Planet & Society Hub - <https://www.unilever.com/planet-and-society/> on Unilever.com.

## ASSURANCE

PricewaterhouseCoopers LLP (PwC) scope for their assurance work on selected Compass & Environmental & Occupational Safety performance indicators can be found in the PwC Basis of Preparation 2021 document in the Independent Assurance and metrics section on our website, alongside their findings in the PwC Limited Assurance Statement for 2022.

## DISCLAIMER

This CDP submission may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Unilever Group (the 'Group'). They are not historical facts, nor are they guarantees of future performance. Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

## W-FB0.1a/W-AC0.1a

**(W-FB0.1a/W-AC0.1a) Which activities in the food, beverage, and tobacco and/or agricultural commodities sectors does your organization engage in?**

- Agriculture
- Processing/Manufacturing
- Distribution

## W0.2

**(W0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date
Reporting year	October 1, 2021	September 30, 2022

## W0.3

**(W0.3) Select the countries/areas in which you operate.**

- Algeria
- Argentina
- Australia
- Bangladesh
- Bolivia (Plurinational State of)
- Brazil

Bulgaria  
Canada  
Chile  
China  
Colombia  
Costa Rica  
Côte d'Ivoire  
Cyprus  
Denmark  
Ecuador  
Egypt  
El Salvador  
Ethiopia  
Finland  
France  
Germany  
Ghana  
Greece  
Hungary  
India  
Indonesia  
Iran (Islamic Republic of)  
Ireland  
Israel  
Italy  
Japan  
Kenya  
Lithuania  
Mexico  
Morocco  
Myanmar  
Nepal  
Netherlands  
Nigeria  
Pakistan  
Philippines  
Poland  
Portugal  
Romania  
Russian Federation  
Saudi Arabia  
South Africa  
Spain  
Sri Lanka  
Sweden  
Switzerland  
Taiwan, China

- Thailand
- Tunisia
- Turkey
- Ukraine
- United Arab Emirates
- United Kingdom of Great Britain and Northern Ireland
- United Republic of Tanzania
- United States of America
- Venezuela (Bolivarian Republic of)
- Viet Nam
- Zimbabwe

## W0.4

**(W0.4) Select the currency used for all financial information disclosed throughout your response.**

EUR

## W0.5

**(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.**

Companies, entities or groups over which operational control is exercised

## W0.6

**(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?**

No

## W0.7

**(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?**

Indicate whether you are able to provide a unique identifier for your organization.	Provide your unique identifier
Yes, an ISIN code	GB00B10RZP78

## W1. Current state

### W1.1

**(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.**

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital	Vital	<p>Direct primary use: Good quality water is a key ingredient in many of our products and fundamental to product quality. It is also vital for heating, cooling &amp; cleaning processes in all 272 manufacturing sites and employee health. Without access to good quality freshwater we would not be able to produce products, would have to find alternative ways to access water (e.g. tankering) or have to invest further into pre-treatment, resulting in increased operating costs. In a worst case scenario, it would mean that we would have to relocate manufacturing volume /facilities.</p> <p>Indirect primary use: Many of our agricultural suppliers need access to freshwater to grow the raw ingredients we rely on. Most of our products also need water for use e.g. shampoo. Poor quality water or limited water availability may constrain demand for our products as consumers reduce the frequency of use &amp;/or inhibit the product performance. Lack of water availability can translate into lack of supply &amp; price volatility, resulting in the further revenue &amp; increased costs. If consumers reduce frequency of use of our products, we may also lose revenue from lower sales. Thus freshwater is rated vital for our operations.</p> <p>Future importance: Water scarcity is already a material issue for Unilever, as outlined in our materiality assessment however, if climate change continues to impact the frequency of extreme weather, availability of good quality freshwater will likely become more of a risk where it has a direct impact on our operations. Whilst we are innovating to create products that use less water, we continue to use freshwater as a primary input for products as well as for cleaning, heating &amp; cooling. The demand for our products &amp; our customer base have increased over the last year. As it is also a basic requirement for farming &amp; for consumer use, we expect that freshwater will continue to be vital</p>

			to our operations & value chain in the future.
Sufficient amounts of recycled, brackish and/or produced water available for use	Important	Important	<p>Direct primary use: This is important as recycled, brackish &amp; produced water is used in our manufacturing wherever possible. This is primarily used to run our site infrastructure e.g. cooling towers. Example of water reuse &amp; recycling: Ceytea, our tea Factory in Sri Lanka completed the 100% Re-Aqua programme to recycle all water at the site, reducing abstracted water.</p> <p>Over 90% of their water demand is met by recycled water. Reuse &amp; recycling enables greater operational efficiency &amp; minimises the amount of water we abstract from shared resources. This is important rather than vital, for multiple reasons varying by location, but could include: reduces competition for resources with neighbouring industry, community &amp; environment, reduces costs of operations, needed to meet local regulation.</p> <p>Indirect primary use: Sufficient amounts of indirect use of recycled/brackish water are important for irrigation of agricultural crops we buy for our products. Most of our home &amp; personal care products need water to be used. We recognise that water at a municipal level also supports in addressing the water supply-demand gap &amp; securing water for all.</p> <p>Future importance: With increasing stresses on water supplies through climate change, industrialization &amp; population growth, it is likely access to recycled, brackish &amp;/or produced water will become more important &amp; of greater from a commercial &amp; sustainability perspective. We continually seek ways to reduce our impact &amp; dependency. For indirect use, the amount of recycled, brackish &amp;/or produced water available for use will likely gain in importance to us too as water shortages will mean consumers will prioritise where to use fresh water supplies. At a municipal level, we anticipate water recycling &amp; reuse will become an essential means of securing water for all. With increasing water stress, increased recycled/reused water in the value chain mitigates some of the likelihood of value chain interruption</p>

			due to shortage of supply.
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## W-FB1.1a/W-AC1.1a

**(W-FB1.1a/W-AC1.1a) Which water-intensive agricultural commodities that your organization produces and/or sources are the most significant to your business by revenue? Select up to five.**

Agricultural commodities	% of revenue dependent on these agricultural commodities	Produced and/or sourced	Please explain
Dairy & egg products	10-20	Sourced	<p>We identified Unilever's biggest crops by purchased volume in 2022.</p> <p>The % of revenue dependent on each commodity is an approximation based on annual turnover for our Beauty &amp; Wellbeing, Personal Care, Nutrition, Ice Cream and Home Care Business Groups. This is not based on actual product specific data and does not take into account the level of inclusion or whether or not it is substitutable/one of a number of sources.</p> <p>Each commodity is assessed based on revenue per division and an approximate calculation (%) of brands within that division that use it. Dairy is used by our Ice Cream and a small part of our Nutrition portfolio so the revenue is calculated as 10-20% of the total.</p>
Soy	Less than 10%	Sourced	<p>We identified Unilever's biggest crops by purchased volume in 2022.</p> <p>The % of revenue dependent on each commodity is an approximation based on annual turnover for our Beauty &amp; Wellbeing, Personal Care, Nutrition, Ice Cream and Home Care Business Groups. This is not based on actual product specific data and does not take into account level of inclusion or whether or not is substitutable/one of a number of sources. Each commodity is assessed based on revenue per category and a rough calculation (%) of brands within that category that use Soy is only used by our Nutrition portfolio, so revenue is calculated as less than 10% of the total.</p>

Palm oil	41-60	Sourced	<p>We identified Unilever's biggest crops by purchased volume in 2022. The % of revenue dependent on each commodity is an approximation based on annual turnover for our Beauty &amp; Wellbeing, Personal Care, Nutrition, Ice Cream and Home Care Business Groups.</p> <p>This is not based on actual product specific data and does not take into account level of inclusion or whether or not is substitutable/one of a number of sources.</p> <p>Each commodity is assessed based on revenue per category and a rough calculation (%) of brands within that category that use it.</p> <p>Palm oil is used in various products across all 5 of our Business Groups. Based on this estimation, palm oil accounts for about 41-60% of revenue.</p>
Rice	Less than 10%	Sourced	<p>We identified Unilever's biggest crops by purchased volume in 2022. The % of revenue dependent on each commodity is an approximation based on annual turnover for our Beauty &amp; Wellbeing, Personal Care, Nutrition, Ice Cream and Home Care Business Groups. This is not based on actual product specific data and does not take into account level of inclusion or whether or not is substitutable/one of a number of sources.</p> <p>Each commodity is assessed based on revenue per category and a rough calculation (%) of brands within that category that use rice. Rice is used in some products within our Nutrition Business Group. Based on this, we estimate rice accounts for about less than 10% of revenue.</p>
Tea	Less than 10%	Both	<p>We identified Unilever's biggest crops by purchased volume in 2022. The % of revenue dependent on each commodity is an approximation based on annual turnover for our Beauty &amp; Wellbeing, Personal Care, Nutrition, Ice Cream and Home Care Business Groups. This is not based on actual product specific data and does not take into account level of inclusion or whether or not is substitutable/one of a number of sources.</p>



			<p>Each commodity is assessed based on revenue per category and a rough calculation (%) of brands within that category that use tea. Our Tea business was less than 10% of our total revenue in 2022; note that, despite the sale of a large part of Unilever's tea business to CVC partners in 2021, for consistency with legal and reporting requirements the entire Ekaterra tea business perimeter is included within this disclosure.</p>
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## W1.2

**(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?**

	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
Water withdrawals – total volumes	100%	Monthly	Data is measured via utility bills & onsite meters monthly and assured annually, in line with our Basis of Preparation. Water withdrawals - Total volumes = sum of withdrawals for all factories.	Our global Environmental Performance Reporting system records withdrawals for 100% of manufacturing sites (absolute & relative to production). As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations. Water withdrawals - Total volumes = sum of withdrawals for all factories.

				Externally we report global performance but internally we report by site, region, category to drive improvements. For CDP, volumes are in line with GRI however, there is disparity between total withdrawals & the total abstraction metric reported in our online Planet & Society Hub as we identify rainwater harvesting as a means of minimizing water abstraction & the impact of factories on shared water resources. Our measurement, monitoring & target system for capturing water consumption and usage within the factory is now in 200+ factories. Hourly information helps validate our data & drive efficiency.
Water withdrawals –	100%	Monthly	Data is measured by using utility bills and	Water withdrawals by

<p>volumes by source</p>			<p>onsite meters monthly and assured annually, in line with Unilever's Basis of Preparation. Where rainfall patterns suit, various sites have installed rainwater harvesting to minimize the amount of water that we abstract from municipal or ground water sources. Sites can monitor the use of collected rainwater through onsite flow meters and report via the EPR system.</p>	<p>source are reported in the global Environmental Performance Reporting (EPR) system for 100% of manufacturing operations. As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations. Water withdrawals by source is measured on a monthly basis by each factory. Within Unilever's central EPR system we differentiate between water by source of abstraction, i.e. municipal, ground water, surface water etc for 100% of manufacturing sites. As stated in our Basis of Preparation, we do not include the water related data of warehouses,</p>
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				logistic centres, offices, research laboratories, marketing/sales organisations. There were 39 sites reporting rainwater collection & use in our manufacturing operations for the current reporting period.
Water withdrawals quality	100%	Continuously	Information on water withdrawal quality is managed at site level and not reported centrally.	Water withdrawal quality is measured and reported for 100% of manufacturing operations, in line with the Unilever Safe Water Usage Guidance, part of the Unilever Good Manufacturing Practices (GMP). As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations. The frequency of water withdrawal measurement

				and quality testing is subject to local conditions, for example, in some locations where we have a new local water supply, we will perform microbial testing on a weekly or daily basis. Control systems & methodologies applied are based on hazard analysis and critical control points (HACCP) study.
Water discharges – total volumes	100%	Continuously	The frequency of measurement is determined locally and based on legal requirements and /or infrastructure e.g. might include continuous flow metering connected to the Scada system to support real time tracking or manual composite sampling.	Water discharge volumes are measured at 100% of manufacturing operations that require to meet local effluent & surface water compliance requirements. The rest of the sites' wastewater discharge data are based on a combination of a water model which estimates wastewater volumes based on technologies & product type and direct reporting by

				<p>sites. As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations. Information relating to discharge volumes is managed locally by the site teams &amp; used for compliance, managing costs &amp; targeting efficiencies.</p>
<p>Water discharges – volumes by destination</p>	<p>100%</p>	<p>Daily</p>	<p>In most cases, water discharge volumes are measured by inline flow meters reviewed daily.</p>	<p>Water discharge volumes are measured and reported at a site level for 100% of manufacturing operations where needed to meet local effluent and surface water compliance requirements. As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories,</p>

				<p>marketing/sales organisations. The destination of the water discharge forms part of our consent and informs stakeholder management activities. The volumetric data used within the CDP report is based on a combination of a a water model which estimates wastewater volumes based on technologies &amp; product type and direct reporting from sites. The destination is based on the reported Chemical Oxygen Demand (COD) destinations, this information is reported on a monthly basis within our Environmental Performance Reporting Systems.</p>
Water discharges – volumes by treatment method	100%	Monthly	Through our internal central technology inventory we have oversight of the treatment methods in all sites. The	Water discharge volumes are measured & reported at a site level for 100% of manufacturing



			<p>treatment methods are updated on an ongoing basis, reflecting changes in onsite infrastructure.</p>	<p>operations where needed to meet local compliance requirements. As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations. Sites are not required to report water discharges by treatment type on a monthly basis. Volumetric discharge data used in CDP reporting is measured based on a combination of a water model which assumes the wastewater volumes based on technologies and products at sites and direct reporting by sites. When combined with the information in the technology inventory, we are able to</p>
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				measure and report an estimate of discharge volumes by treatment method on a monthly basis.
Water discharge quality – by standard effluent parameters	100%	Monthly	Centrally, using our global EPR system, we measure Chemical Oxygen Demand (COD) as a standard effluent parameter across all manufacturing operations.	Discharge water quality parameters are measured and reported & for 100% of manufacturing operations. As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations. This is measured monthly and reported and assured by an external party (ISAE 3000) annually. At site level, other parameters are monitored and reported based on production type, discharge destination and local regulation. The frequency of monitoring is

				determined locally in accordance with regulatory requirements, for instance in some sites we use automatic composite sampling, whereas others use daily grab or spot sampling. Water treatment technologies vary by category, age & location (for instance, the effluent treatment for an ice cream factory will be different to a homecare factory).
Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)	Not monitored			Due to the nature of products made in Unilever we do not have permits requiring the detection of nitrates, phosphates and pesticides.
Water discharge quality – temperature	100%	Continuously	Testing protocols and frequency of measurement are subject to local permit requirements and are tracked and managed at site level in line with requirements; approximately 1/3 of	Discharge water quality parameters are reported & measured for 100% of manufacturing operations, where local regulations

			our factories have installed automated continuous monitoring systems for temperature.	require. As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations.
Water consumption – total volume	100%	Yearly	This is annually calculated field using the measured data from above (water consumption=water withdrawal by volume – water discharge by volume).	Water consumption has been calculated using the definition recommended by CDP using information available for 100% of manufacturing operations. As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations. As an internal metric Unilever measure and report water used as an ingredient, allowing us to differentiate process water

				and track and target process improvements.
Water recycled/reused	100%	Monthly	Although our onsite metering provides much more granular oversight of water use, this is not in place at all sites. In 2020, we introduced a monthly measurement requirement for all sites for recycled final treated wastewater. This does not capture the many short-loop recycling initiatives but will give oversight of & encourage greater use of treated wastewater for uses such as utilities.	We reuse & recycle water in our operations as a way to reduce abstraction. Initiatives include optimisation such as increasing cycles of concentration in cooling towers, small loop recycling & reuse of cleaning waters or reuse of treated wastewater for utilities. Reporting and data accuracy on water recycling is being developed. Volumetric data used within this report are calculated based on a water model which estimates the water recycled/reused volumes created by technologies & processes.
The provision of fully-functioning,	100%	Yearly	We measure this annually through an annual review	Within 100% of manufacturing operations, we

<p>safely managed WASH services to all workers</p>			<p>through the SHE Positive Assurance Review for 100% of manufacturing &amp; non-manufacturing sites, including a question relating to the WBCSD WASH in the Workplace Pledge. Based on responses, sites with significant improvement areas will be provided with action plans.</p>	<p>provide access to WASH services for workers and ensure that we are meeting good practices laid out in the WBCSD WASH in the Workplace Pledge. WASH services to all workers are also explored within the implementation of the Alliance for Water Stewardship standard being rolled out across water stressed sites. We engage in partnerships and external advocacy to create systems change on WASH issues. For example, we are signatories of the CEO Water Mandate, and have been steering group members of the WASH4WORK coalition since its inception, advocating for more businesses to commit to WASH in the workplace, as</p>
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				well as contributing to research with WaterAid on the ROI in WASH in the workplace. As stated in our Basis of Preparation, we do not include the water related data of warehouses, logistic centres, offices, research laboratories, marketing/sales organisations.
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## W1.2b

**(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?**

	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Please explain
Total withdrawals	28,582	Lower	Increase/decrease in business activity	Lower	Divestment from water intensive technology/processes	Total water abstraction has decreased by 5% vs. previous year. This is associated with less production activity in 2022, which decreased by the same amount compared to last year. In



						<p>addition, the roll out to the agility programme, which aims to reduce working stock levels and improve customer service are leading to increased cleaning demands and impacts on water use. To mitigate the impacts site teams are conducting cleaning matrix reviews and exploring opportunities for water reuse and recycling. Unilever had a 2008 to 2020 target to reduce water abstraction by 40% per tonne of production. By the end of 2018, we had achieved our 2020 target two years early, cutting</p>
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						<p>the amount of water abstracted by our factories, we continued to drive efficiencies and at the end of Q3 2022, we had achieved 48%.</p> <p>Future total withdrawal: Short term projections on water use are varied but overall expected to increase. For instance, the ongoing agility programme is anticipated to increase water use as sites changed over more. At the same time, continued focus on efficient cleaning, the ongoing Clean Tech programme and introduction of new</p>
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						internal targets on water efficiency are sought to counteract these. We are also implementing circular water programmes which are driving down water withdrawal, this is an ongoing strategy in Unilever. Longer term projections are that we will continue to drive water efficiency as part of an overall drive to improved sustainability and manufacturing excellence.
Total discharges	14,121	Lower	Increase/decrease in business activity	Lower	Divestment from water intensive technology/process	Total discharge data is from a combination of reported monthly data from central performance reporting system, and

						<p>a calculated model for data quality and improvements. Reported water discharge volumes have reduced, in part as a result of improved data reporting. Therefore comparison with previous year does not reflect the operational efficiencies and programmes underway. Future water discharge: In the medium to long term discharge volumes are expected to reduce significantly as sites increase the amount of wastewater recycling and reuse. Technology pricing is expected to</p>
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						reduce, know-how is expected to increase and regulation tightening as a result of public pressure and increasing national water security issues.
Total consumption	14,461	Lower	Increase/decrease in business activity	Lower	Divestment from water intensive technology/process	Calculated water consumption for 2022 has decreased by 6% vs previous year. This is associated with less production activity in 2022, which decreased by the same amount compared to last year. Future water consumption : Water consumption will be largely influenced by changes in the Homecare categories. In Homecare there are 2

						<p>key trends occurring 1) a move from powders to liquid laundry products in emerging markets, this will likely result in an increase in water consumption as the ingredient water will be higher than the slurry mix for powders and at the same time - 2) In more mature markets and where direct to consumer purchasing there is a move to concentrated laundry products will reduce the amount of water used as an ingredient.</p>
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## W1.2d

**(W1.2d) Indicate whether water is withdrawn from areas with water stress, provide the proportion, how it compares with the previous reporting year, and how it is forecasted to change.**

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Identification tool	Please explain
Row 1	Yes	26-50	About the same	Change in accounting methodology	Lower	Increase/decrease in efficiency	WRI Aqueduct	<p>Tool used: 100% Unilever manufacturing operations are allocated a water stress rating based on a combination of the WRI Aqueduct tool, discussions at site level and media reviews.</p> <p>Tool Applied: An internal water stress rating uses a 1-5 scale. Volumes withdrawn from sites which scored a water stress rating of 4 and 5 are</p>

								<p>considered water stressed. Water abstracted from these water stressed sites are reported in our EPR reporting system. The performance is tracked and communicated separately within the business on a quarterly basis, and more ambitious targets applied to water stressed sites. Water stress ratings are updated on an ongoing basis off the back of direct engagement with sites, local authorities and media reviews. In 2022 we</p>
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								<p>had more than 100 factories located in water stressed locations. Performance: In 2022, the number of water-stressed sites was reviewed using the latest WRI tool. As a result of this we now classify more of our sites as water-stressed, leading to an increase in the percentage of our water abstraction from sites in water stressed locations to 49% in 2022, compared to the previously reported 38% in 2021. In order to do a like for like comparison</p>
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								<p>of the year on year change in our performance we have also calculated our 2021 performance using this updated methodology, resulting in a 2021 performance of approximately 50%. We have therefore, reported our performance as 'about the same'.</p> <p>Forecast: The change expected in five-years is due to improvement on Unilever in water efficiency, implementing new technologies and overall water stewardship programme</p>
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			Extremely High) as well as our internal agricultural experts
Rice	Not applicable	Yes	Unilever does not produce any soy. For volumes that are sourced, we use the WRI Aqueduct 3.0 tool to determine water stress levels (Water Stress Baseline, 2030 Forecast or 2040 Forecast are High or Extremely High) as well as our internal agricultural experts
Tea	Yes	Yes	Unilever sold our tea estates in Kenya and Tanzania to CVC partners in 2021. For consistency with legal and reporting requirements the entire Ekaterra tea business perimeter is included within this disclosure; per this approach, Unilever both sources and produces tea. For volumes that are sourced, we use the WRI Aqueduct 3.0 tool to determine water stress levels (Water Stress Baseline, 2030 Forecast or 2040 Forecast are High or Extremely High) as well as our internal agricultural experts
Palm oil	Not applicable	Yes	Unilever does not produce any palm oil. For volumes that are sourced, we use the WRI Aqueduct 3.0 tool to determine water stress levels (Water Stress Baseline, 2030 Forecast or 2040 Forecast are High or Extremely High) as well as our internal agricultural experts

## W-FB1.2f/W-AC1.2f

**(W-FB1.2f/W-AC1.2f) What proportion of the produced agricultural commodities reported in W-FB1.1a/W-AC1.1a originate from areas with water stress?**

Agricultural commodities	% of total agricultural commodity produced in areas with water stress	Please explain
Tea	0%	How this metric is used within Unilever: The World Resources Institute Aqueduct 3.0 tool is used to determine the proportion of commodity volume sourced from water stressed countries. Countries classified with high or extreme water stress were counted. Of the agricultural commodities in scope, Unilever only produces tea in plantations in Kenya and Tanzania. Neither of these countries are classified as water stressed

		<p>which results in low sourcing risk to us when we assess the vulnerability of certain commodities/products in our portfolio. Note that Unilever sold our tea estates in Kenya and Tanzania to CVC partners in 2021. For consistency with legal and reporting requirements the entire Ekaterra tea business perimeter is included within this disclosure; per this approach.</p> <p>Anticipated future trends: Specifically related to tea sourcing from our previously owned estates in Kenya and Tanzania, we are not strategically reviewing future trends due to the change of ownership.</p>
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## W-FB1.2g/W-AC1.2g

**(W-FB1.2g/W-AC1.2g) What proportion of the sourced agricultural commodities reported in W-FB1.1a/W-AC1.1a originate from areas with water stress?**

Agricultural commodities	% of total agricultural commodity sourced from areas with water stress	Please explain
Dairy & egg products	11-25	<p>How metric is used within Unilever: The figure provided was obtained using Water Footprint Network data on crop water intensity and the latest available Unilever volume data for 2022. Our dairy is sourced approximately 33% from the United States of America, 33% from various European countries and 33% from other parts of the world. Our US footprint is primarily from the North-East part of the US, which is not highly water stressed. Similarly most of the European footprint is from North-West Europe which is not highly water stressed. About half of the rest of world sourcing footprint comes from India and Turkey which is classified as water stressed.</p> <p>Anticipated future trends: Up to 25% of our dairy sourcing footprint is from regions where water stress is a concern – these regions are forecasted to become more water stressed in the future. There is further pressure on the sourcing network due to anticipated future demand as well as upcoming and increased environmental legislation. At a global level, we expect water intensity to remain the same</p>
Soy	1-10	<p>How metric is used within Unilever: The figure provided was obtained using Water Footprint Network data on crop water intensity and the latest available Unilever volume data for 2022. We source most of our soy oil from the USA, which has a moderate water stress rating. States in the country with</p>

		<p>high water stress do not overlap with those in which our soybeans are produced. We therefore classify our exposure to water stress in the United States as low to medium-low. Water management is an important component of farm and crop management in this supply chain, a co-benefit of planting cover crops, which farmers are incentivised to do. The second country from which Unilever sources soybeans by order of volume is Brazil, which has a low risk to water stress.</p> <p>Anticipated future trends: It is expected we will continue sourcing from these countries to meet future volume demand; while we do not see specific water related risks for these crops, driving holistic resilience in our supply chain is key due to the importance of this commodity to our portfolio, particularly our North American mayonnaise business. We continue to drive water management as part of the production curriculum for soy farming, with risks addressed by standards RTRS, Proterra and the United States Sustainable Soy Assurance Program implemented by Unilever's suppliers and are scaling up our North American Soy Regenerative Agriculture program. However, at a global level we expect our water intensity to remain the same.</p>
Rice	51-75	<p>How metric is used within Unilever: The figure provided was obtained using Water Footprint Network data on crop water intensity and the latest available Unilever volume data for 2022. We source the majority of our rice from United States of America, Thailand, Italy and Spain. Out of these countries, Italy and Spain are considered high water stress; additionally the states in the USA that we source from are also high water stress.</p> <p>Anticipated future trends: We foresee no major changes in the countries from which we source rice. Overall demand for rice, both as an ingredient and a finished product, is increasing but land expansion in these areas will not be possible. Only yield increase could cope with rising demand but climate change is affecting negatively yield. At a global level, we expect water intensity to remain the same</p>
Tea	11-25	<p>How metric is used within Unilever: The figure was obtained using Water Footprint Network data on crop water intensity and the latest available Unilever volume data for 2022. We source the majority of our tea from India, Kenya, Turkey Argentina and Indonesia. From these countries, the sourcing footprint in India is in the North East (low water stress) and the South (few basis which are high water stress). For</p>

		<p>Turkey, the sourcing area is in the East which is a high water stress region. Whilst the latest IPCC Report shows a prediction of no to little change in precipitation levels in the countries against the 1.5°C and the 2°C scenarios where we produce tea, we source around 38% of our tea from other countries in Africa and Asia which are more vulnerable to the extreme weather events linked to climate change. Note that, despite the sale of a large part of Unilever’s tea business to CVC partners in 2021, for consistency with legal and reporting requirements the entire Ekaterra tea business perimeter is included within this disclosure</p> <p>Anticipated future trends: Looking forward, we will be sourcing Unilever tea mostly from India, Indonesia and Sri Lanka. It is expected we will continue sourcing from these countries to meet our requirements. Water management forms part of the production curriculum of tea plantations and estates, with risks addressed by standards like Rainforest Alliance and Trustea, against which our suppliers are certified. At a global level, we expect water intensity to remain the same</p>
Palm oil	1-10	<p>How metric is used within Unilever: The figure provided was obtained using Water Footprint Network data on crop water intensity and the latest available Unilever volume data for 2022. The majority of our palm oil supplies come from Indonesia and Malaysia which are not currently associated with water-stress.</p> <p>Anticipated future trends: It is expected we will continue sourcing from these countries to meet our current requirements. Water management forms part of the production curriculum of palm oil plantations, with risks addressed by the Roundtable for Sustainable Palm Oil (RSPO) standard, to which the majority of Unilever’s palm oil supply is certified. 2022 still majority of supply is RSPO Mass Balance certified. At a global level, we expect water intensity to remain the same</p>

## W1.2h

**(W1.2h) Provide total water withdrawal data by source.**

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain

<p>Fresh surface water, including rainwater, water from wetlands, rivers, and lakes</p>	<p>Relevant</p>	<p>1,823.5</p>	<p>Lower</p>	<p>Investment in water-smart technology/processes</p>	<p>Whilst surface water remains a relevant source of water, it only accounts for 6% of total water withdrawals. 56% of fresh surface water is used for non-contact cooling activities. Using water to transfer heat is cost effective &amp; minimises overall impact vs electrical cooling/refrigerants.                  Performance:                  Surface water has decreased (-11%). Use of rainwater increased by 81% vs 2021. There are 39 sites across our network collecting and reusing rainwater. Rainwater makes up a small percentage of total use (~0.5%) it is increasingly important, minimizing reliance on municipal supplies &amp; supporting downstream flood mitigation. We anticipate we will continue to drive reductions in</p>
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					surface water, focused in areas of water stress & continue to promote rainwater harvesting.
Brackish surface water/Seawater	Not relevant				Brackish surface water / Seawater is no longer used within our operations following the spreads divestment where it had been used as a form of non-contact cooling. In the future, Seawater could become a more important source of water e.g. for ground source heat pumps, cooling or direct water abstraction with desalination.
Groundwater – renewable	Relevant	7,955.9	Lower	Increase/decrease in efficiency	Ground water is used in manufacturing operations as both a process and as a raw ingredient. This makes up 28% of the Unilever's total water withdrawal. Performance: Compared to the previous year, use of renewable Groundwater has decreased by 4%. Factories that make use of

					<p>renewable groundwater have increased their efficiency by 3% per tonne of production, using less water to make the same volume of product.</p> <p>Future Trend: We expect that groundwater will continue to be a relevant source of water for Unilever. It is anticipated that Unilever will continue to drive reductions in ground water, therefore, we anticipate that future use will continue to decline.</p>
Groundwater – non-renewable	Not relevant				<p>Groundwater from non-renewable sources is not a water source that we withdraw from today. In the future, it is unlikely that this will become a source for abstraction given our increasing awareness of water resources, and the tightening regulatory environment.</p>
Produced/Entrained water	Not relevant				<p>Today, we do not use water from produced /</p>



					<p>entrained sources of water. The majority of our raw materials arrive to the site ready for production process e.g. dried vegetables for stock-cube production. In the future, as water becomes increasingly stressed, produced / entrained water may become more of an opportunity.</p>
Third party sources	Relevant	18,802.5	Lower	Increase/decrease in business activity	<p>Water provided by municipalities, water authorities, industrial parks or other represents 66% of Unilever's total water withdrawal. Performance: During 2022 municipal water use decreased by 5% compared to last year. Efficiency remained the same as last year but production decreased by 5%. Future trend: It is anticipated municipal water will continue to be a relevant source of water for Unilever. As part</p>

					<p>of our overall sustainability programme, we will continue to drive water efficiency and water recycling to reduce demand on 3rd Party sources. We expect treated wastewater from other organisations could offer opportunities to minimise demand from shared water resources &amp; minimise risks of over abstraction in the future. Likewise, finding secondary uses for our wastewater could represent a more significant opportunity going forward.</p>
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## W1.2i

**(W1.2i) Provide total water discharge data by destination.**

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water	Relevant	2,885	Higher	Other, please specify Improved reporting capabilities	Calculated discharge to surface water accounts for approximately 20% of Unilever's



				<p>wastewater discharged. Where we are discharging directly to the environment after treating wastewater according to local regulations and requirements.</p> <p>Performance: Overall reported water discharges have increased by 13% vs previous year, this is largely a result of improved reporting capabilities, moving away from calculated wastewater volumes to report. We are adopting a Circular Water philosophy in many sites where wastewater is treated &amp; reused. Water discharge volumes are estimated using a category level mass balance.</p> <p>Future: We expect volume of water discharged to surface water to reduce as recycling activities &amp; Circular Water programmes increase and local regulation increases. Efficiencies in production and treatment can lead to reduction in abstraction &amp; sludge &amp; cost savings, forming part of our continuous</p>
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					improvement strategy.
Brackish surface water/seawater	Not relevant				<p>Water discharged to brackish surface water is not relevant for our operations any longer. Previous reporting periods had reported volumes of water discharged from non-contact cooling activities associated with our spreads business which was divested previously, as reported in 2020 CDP Water Disclosure.</p> <p>Future: It is unlikely that direct discharge of wastewater to oceans will increase into the future, as we seek to recover and reuse water within our operations. And whilst in the past non-Contact Cooling is a low cost, with (in most cases) low /negligible environmental impact we are increasingly using heat recovery systems which also support our decarbonisation and energy reduction agenda.</p>
Groundwater	Not relevant				Water discharged to groundwater is not relevant for our operations. We do not discharge

					<p>wastewater to groundwater. As regulated, and as part of our water stewardship agenda, we are recharging groundwater in some places either through direct recharge with collected rainwater or through nature based solutions in the wider community.</p> <p>Future: Ground source heat pumps represent a low carbon opportunity to provide space cooling that could gain increased traction in the future. With increasing water insecurity, groundwater recharge with rainwater may increase, subject to local requirements and regulation. However, unlikely that this will be done with treated production wastewater. We therefore do not foresee discharge of treated wastewater to groundwater increasing in the future.</p>
Third-party destinations	Relevant	11,237	Lower	Other, please specify	Many of our sites use municipal, public or private utilities for additional treatment

				Improved reporting capabilities	of wastewater. Due to improvements in reporting capabilities of wastewater volumes, 80% of Unilever's wastewater is sent offsite for further treatment prior to release back to the environment or for subsequent uses. Future: Short term projections on water discharges expected are varied. The agility programme is anticipated to drive an increase in change overs, resulting in greater wastewater volumes. Longer term however, active mitigation programmes to increase water recycling and support a Circular Water Programme, will create greater value from wastewater minimising discharges to municipal wastewater treatment plants.
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## W1.2j

**(W1.2j) Within your direct operations, indicate the highest level(s) to which you treat your discharge.**

	Relevance of treatment level	Volume (megaliters/year)	Comparison of treated volume	Primary reason for comparison	% of your sites/facilities/operations this volume applies to	Please explain
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	to discharge		with previous reporting year	on with previous reporting year		
Tertiary treatment	Relevant	4,607	About the same	Other, please specify No change	31-40	As part of our ongoing continuous improvement programme for water in our manufacturing sites we are increasing the amount of wastewater recycling for productive uses in our manufacturing sites. We are seeing an overall trend in regulation for water recycling on or off site; e.g. in Egypt, and a growing concern about water access in places like Chile or Mexico. We comply with these regulatory standards and they

						<p>are driving the business case for increasing reuse. We anticipate that wastewater treated using tertiary treatment will increase as regulations become more stringent across our Supply Chain network. We also anticipate that in the future water recycling markets create secondary use opportunities - requiring specific water qualities and tertiary treatment. Information comes from central technology inventory detailing treatment</p>
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						<p>methods and a combination of actual reported and calculated wastewater volume data based on a model. We aim to improve data quality on centrally reported wastewater volumes. Though the wastewater volumes stayed about the same, they still decreased by 0.3%. There weren't significant projects to expand the treatment capability and/or capacity of wastewater treatment plants.</p>
Secondary treatment	Relevant	4,225	About the same	Other, please specify No change	21-30	We have various types of secondary treatment of wastewater across our



						<p>manufacturing operations, based on age of facility and the category of wastewater e.g. ice cream vs. homecare. Secondary treatment as highest level of treatment is mainly for those sites which discharge municipal / industrial wastewater treatment. Overall we anticipate that municipalities will place increased requirements on industries to reduce the load prior to central treatment, based on a trend of increased flows into shared infrastructure and the increasing</p>
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						<p>attention on water authorities' performance. Information comes from central technology inventory detailing treatment methods and a combination of actual reported and calculated wastewater volume data based on a model. We aim to improve data quality on centrally reported wastewater volumes. Though the wastewater volumes stayed about the same, they still decreased by 3%. There weren't significant projects to expand the treatment capability</p>
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						and/or capacity of wastewater treatment plants.
Primary treatment only	Relevant	3,549	Lower	Facility closure	21-30	Primary treatment of wastewater is used to remove suspended solids and FOGs. Generally this consists of fat traps and dissolved air floatation. Primary treatment as highest level of treatment is mainly for those sites which discharge municipal / industrial wastewater treatment. Overall we anticipate that municipalities will place increased requirements on industries to reduce the load prior to central

						<p>treatment, based on a trend of increased flows into shared infrastructure. In addition, programmes and targets which incentivise water reuse and recycling would require more advanced treatment types. Information comes from central technology inventory detailing treatment methods and a combination of actual reported and calculated wastewater volume data based on a model. We aim to improve data quality on centrally reported</p>
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						wastewater volumes. Most of the sites that were divested or closed since last year used primary treatment on their wastewater treatment plants, which means less volume treated by this method in comparison .
Discharge to the natural environment without treatment	Not relevant					We do not discharge wastewater to the nature environment without treatment. If uncontrolled releases were to occur, we have robust protocols in place to stop, identify and fix emergency issues.
Discharge to a third party	Relevant	1,739	About the same	Other, please specify	11-20	There are 30 sites that discharge



without treatment				No change		wastewater to a third party without prior treatment. These sites are generally low flow and relatively low water users e.g. Tea, savoury, deodorants and where we have an agreement with an offsite third party or municipality to treat the wastewater before release. It is expected that the volumes discharged without treatment will reduce into the future as we place increasing focus on water reuse and recycling in our direct operations. We comply
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						<p>with local regulatory standards for these sites. Information comes from central technology inventory detailing treatment methods and a combination of actual reported and calculated wastewater volume data based on a model. We aim to improve data quality on centrally reported wastewater volumes. Though the wastewater volumes stayed about the same, they still increased by 1%. There weren't significant projects to expand the treatment capability</p>
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						and/or capacity of wastewater treatment plants.
Other	Not relevant					There are no other treatment types considered.

### W1.3

**(W1.3) Provide a figure for your organization's total water withdrawal efficiency.**

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1	60,073,000,000	28,582	2,101,777.34238332	Note that there is a difference between Unilever's externally reported Water withdrawal data and that disclosed in CDP Water. This is because Unilever's Water Abstraction metric excludes collected rainwater used for production related activities. It is excluded to incentivise rainwater collection which generally has longer paybacks. This is outlined in Unilever Basis of Preparation.

### W-FB1.3/W-AC1.3

**(W-FB1.3/W-AC1.3) Do you collect/calculate water intensity for each commodity reported in question W-FB1.1a/W-AC1.1a?**

Agricultural commodities	Water intensity information for this produced commodity is collected/calculated	Water intensity information for this sourced commodity is collected/calculated	Please explain
Dairy & egg products	Not applicable	Yes	We do not collect actual water intensity data, but the 'theoretical' total water consumed has been calculated by dividing the volumes purchased by the global average footprint

			(m3/ton) for water provided by the Water Footprint Network.
Rice	Not applicable	Yes	We do not collect actual water intensity data, but the 'theoretical' total water consumed has been calculated by dividing the volumes purchased by the global average footprint (m3/ton) for water provided by the Water Footprint Network.
Soy	Not applicable	Yes	We do not collect actual water intensity data, but the 'theoretical' total water consumed has been calculated by dividing the volumes purchased by the global average footprint (m3/ton) for water provided by the Water Footprint Network.
Tea	Yes	Yes	We do not collect actual water intensity data, but the 'theoretical' total water consumed has been calculated by dividing the volumes purchased by the global average footprint (m3/ton) for water provided by the Water Footprint Network.
Palm oil	Not applicable	Yes	We do not collect actual water intensity data, but the 'theoretical' total water consumed has been calculated by dividing the volumes purchased by the global average footprint (m3/ton) for water provided by the Water Footprint Network.

## W-FB1.3a/W-AC1.3a

**(W-FB1.3a/W-AC1.3a) Provide water intensity information for each of the agricultural commodities identified in W-FB1.3/W-AC1.3 that you produce.**

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### Agricultural commodity

Tea

### Water intensity value (m3/denominator)

50

### Numerator: water aspect

Total water consumption

### Denominator

Tons

### Comparison with previous reporting year

About the same

### Please explain

Change from previous year: No significant change as the underlying used dataset for water intensity (Water Footprint Network / Water Footprint Assessment Tool) is not updated annually so impact of our interventions is not captured.

How metric is used internally: Water consumed (blue, green, grey) has been calculated using the WFN modelled data against volume produced. Understanding water intensity of crop production helps identify sourcing regions facing water stress & climate-related risk. We produce tea in Kenya & Tanzania, neither of which are currently are high water risk. Influencing water intensity however would be challenging, given 82% of consumption is via green water sources.

Future trends: Specifically related to tea produced from our previously owned estates in Kenya and Tanzania, we are not strategically reviewing future trends due to the change of ownership.

Strategy to reduce intensity: Specifically related to tea sourcing from our previously owned estates in Kenya and Tanzania, we are not working with ekaterra/CVC partners to reduce intensity due to the change of ownership.

## W-FB1.3b/W-AC1.3b

**(W-FB1.3b/W-AC1.3b) Provide water intensity information for each of the agricultural commodities identified in W-FB1.3/W-AC1.3 that you source.**

**Agricultural commodities**

Dairy &amp; egg products

**Water intensity value (m3/denominator)**

890

**Numerator: Water aspect**

Total water consumption

**Denominator**

Tons

**Comparison with previous reporting year**

About the same

**Please explain**

Change from previous year: No significant change as the underlying used dataset for water intensity (Water Footprint Network / Water Footprint Assessment Tool) is not updated annually so impact of our interventions is not captured.

How metric is used internally: This is the first year we are reporting on Dairy. Water consumed (blue, green, grey) has been calculated using the WFN modelled data against volume produced. Understanding water intensity of crop production helps identify sourcing regions facing water stress & climate-related risk. Our dairy is sourced roughly 33% from the United States of America, 33% from various European countries and 33% from other parts of the world. Our US footprint is primarily from the North-East part of the US, which is not highly water stressed. Similarly most of the European footprint is from North-West Europe which is not highly water stressed. About half of the rest of world sourcing footprint comes from India and Turkey which is classified as water stressed.

Future trends: Up to 25% of our dairy sourcing footprint is from regions where water stress is a concern –these regions are forecasted to become more water stressed in the future. There is further pressure on the sourcing network due to anticipated future demand as well as upcoming and increased environmental legislation. At a global level, we expect water intensity to remain the same

Strategy to reduce intensity: Globally, less than 10% of dairy water requirements come from blue water but in developing markets like India and Turkey this can be above 10%. We are doing a dairy sourcing assessment to rebalance sourcing from more rain fed countries. We also have an ongoing sustainable dairy program in Europe and the United States that we are expanding to India – improving yields, manure management and fertilizer management are all aspects of this plan that will support reduction of water intensity.

**Agricultural commodities**

Soy

**Water intensity value (m3/denominator)**

70

**Numerator: Water aspect**

Total water consumption

**Denominator**

Tons

**Comparison with previous reporting year**

About the same

**Please explain**

Change from previous year: No significant change as the underlying used dataset for water intensity (Water Footprint Network / Water Footprint Assessment Tool) is not updated annually so impact of our interventions is not captured.

How metric is used internally: Water consumed (blue, green, grey) has been calculated using the WFN modelled data against volume produced. Understanding water intensity of crop production helps identify sourcing regions facing water stress & climate-related risk. We source most of our soy oil from the USA, which has a moderate water stress rating. States in the country with high water stress do not overlap with those in which our soybeans are produced. We therefore classify our exposure to water stress in the United States as low to medium-low. Water management is an important component of farm and crop management in this supply chain, a co-benefit of planting cover crops, which farmers are incentivised to do. The second country from which Unilever sources soybeans by order of volume is Brazil, which has a low risk to water stress.

Future trends: It is expected we will continue sourcing from current sourcing footprint to meet future volume demand; while we do not see specific water related risks for these crops, driving holistic resilience in our supply chain is key due to the importance of this commodity to our portfolio, particularly our North American mayonnaise business. At a global level, we expect water intensity to remain the same

Strategy to reduce intensity: We continue to drive water management as part of the production curriculum for soy farming, with risks addressed by standards RTRS, Proterra and the United States Sustainable Soy Assurance Program implemented by Unilever's suppliers and are scaling up our North American Soy Regenerative Agriculture program.

**Agricultural commodities**

Rice

**Water intensity value (m3/denominator)**

1,160

**Numerator: Water aspect**

Total water consumption

**Denominator**

Tons

**Comparison with previous reporting year**

About the same

**Please explain**

Change from previous year: No significant change as the underlying used dataset for water intensity (Water Footprint Network / Water Footprint Assessment Tool) is not updated annually so impact of our interventions is not captured

How metric is used internally: Water consumed (blue, green, grey) has been calculated using the WFN modelled data against volume produced. Understanding water intensity of crop production helps identify sourcing regions facing water stress & climate-related risk. We source the majority of our rice from United States of America, Thailand, Italy and Spain. Out of these countries, Italy and Spain are considered high water stress; additionally the states in the USA that we source from are also high water stress.

Future trends: We foresee no major changes in the countries from which we source rice. Overall demand for rice, both as an ingredient and a finished product, is increasing but land expansion in these areas will not be possible. Only yield increase could cope with rising demand but climate change is affecting negatively yield. At a global level, we expect no significant changes

Strategy to reduce intensity: Roughly 20% of water requirements for rice come from blue water so there are opportunities to reduce intensity. We are investing in regenerative agriculture practices to holistically improve the rice value chain; specifically related to water intensity we are exploring alternate irrigation techniques (such as Alternate Wetting and Drying) and dry seeding.

**Agricultural commodities**

Palm oil

**Water intensity value (m3/denominator)**

180

**Numerator: Water aspect**

Total water consumption

**Denominator**

Tons

**Comparison with previous reporting year**

About the same

### Please explain

Change from previous year: No significant change as the underlying used dataset for water intensity (Water Footprint Network / Water Footprint Assessment Tool) is not updated annually so impact of our interventions is not captured.

How metric is used internally: Water consumed (blue, green, grey) has been calculated using the WFN modelled data against volume produced. Understanding water intensity of crop production helps identify sourcing regions facing water stress & climate-related risk. The majority of our palm oil supplies come from Indonesia and Malaysia which are not currently associated with water-stress.

Future trends: It is expected we will continue sourcing from the current footprint of countries to meet our future requirements. Water management forms part of the production curriculum of palm oil plantations, with risks addressed by the Roundtable for Sustainable Palm Oil (RSPO) standard, to which the majority of Unilever's palm oil supply is certified. In 2022, we sourced palm oil from 26 countries of origin, and 94% of our core volume was sustainably sourced via a combination of RSPO Mass Balance, RSPO Segregated and RSPO Independent Smallholder certificates. At a global level, we expect water intensity to remain the same

Strategy to reduce intensity: More than 95% of the water requirement for palm oil in Indonesia and Malaysia comes from Green water. Given this dependence on rainfall, there is no opportunity to influence the water use intensity of the crop and we therefore do not currently have strategies to apply this knowledge to decision-making in palm oil sourcing.

### Agricultural commodities

Tea

### Water intensity value (m3/denominator)

50

### Numerator: Water aspect

Total water consumption

### Denominator

Tons

### Comparison with previous reporting year

About the same

### Please explain

Change from previous year: No significant change as the underlying used dataset for water intensity (Water Footprint Network / Water Footprint Assessment Tool) is not updated annually so impact of our interventions is not captured.

How metric is used internally: Water consumed (blue, green, grey) has been calculated

using the WFN modelled data against volume produced. Understanding water intensity of crop production helps identify sourcing regions facing water stress & climate-related risk. We source the majority of our tea from India, Kenya, Turkey Argentina and Indonesia. From these countries, the sourcing footprint in India is in the North East (low water stress) and the South (few basis which are high water stress). For Turkey, the sourcing area is in the East which is a high water stress region.

Future trends: Looking forward, we will be sourcing Unilever tea mostly from India, Indonesia and Sri Lanka. It is expected we will continue sourcing from these countries to meet our requirements. Globally we expect water intensity to remain the same

Strategy to reduce intensity: We do not currently have strategies to reduce the water intensity of tea, as majority of the water in tea growing regions is green water. Nevertheless, we have a commitment to source all of our tea sustainably, by buying volume certified against standards like Rainforest Alliance and Trustea. These standards contain requirements for water conservation and management, which ensures certified farmers implement strategies to manage water-related risks. We are also implementing regenerative agriculture practices in our tea value chain, where water management activities are a part of the curriculum. These regenerative agriculture programs are currently live in India and we plan to expand to Indonesia and Sri Lanka.

## W1.4

**(W1.4) Do any of your products contain substances classified as hazardous by a regulatory authority?**

	Products contain hazardous substances
Row 1	Yes

## W1.4a

**(W1.4a) What percentage of your company's revenue is associated with products containing substances classified as hazardous by a regulatory authority?**

Regulatory classification of hazardous substances	% of revenue associated with products containing substances in this list	Please explain
Annex XVII of EU REACH Regulation	Less than 10%	Unilever use of substances and uses restricted by Annex XVII are very limited (<1% of sale revenue). All uses will be supported by a safety assessment and meet all regulatory requirements.
Candidate List of Substances of Very High Concern for Authorisation above 0.1% by weight (EU Regulation)	Less than 10%	Revenues largely relate to one substance, which we have extensively researched the safety of and shown to be safe as used while meeting all regulatory requirements



EU Persistent Organic Pollutants (POPs) Regulation	Less than 10%	Unilever does not use any substance listed on the EU POPs regulation.
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## W1.5

### (W1.5) Do you engage with your value chain on water-related issues?

	Engagement	Primary reason for no engagement	Please explain
Suppliers	Yes		
Other value chain partners (e.g., customers)	No	Other, please specify  Investor engagement conducted but not measured	We engage with investors and shareholders on water (among all our other key sustainability measures) during as a part of our ongoing investor relations processes. However, in 2022 our investor queries have focused on other topics such as Climate, plastic, social issues etc. and we do not have a central metric for measure of engagement on water related queries

## W1.5a

### (W1.5a) Do you assess your suppliers according to their impact on water security?

#### Row 1

#### Assessment of supplier impact

Yes, we assess the impact of our suppliers

#### Considered in assessment

Basin status (e.g., water stress or access to WASH services)  
 Supplier dependence on water  
 Supplier impacts on water availability  
 Supplier impacts on water quality

#### Number of suppliers identified as having a substantive impact

1,600

#### % of total suppliers identified as having a substantive impact

1-25

#### Please explain

Unilever spends around €34bn on goods & services annually from around 52,000 suppliers giving us scale & impact to influence those we work with. Our water risk is primarily linked to our roughly 2800 agricultural suppliers.  
 Approach Water information is collected from agricultural suppliers through our Sustainable Agriculture Code (SAC) or equivalent. Suppliers are chosen because they are key suppliers of the commodities we use, representing the most of our agricultural volume. Our SAC sets out expectations, including water management practices which

are mandatory, expected & leading. The figures above relate to our agricultural supplier footprint. The SAC has mandatory requirements for WASH as well as water quantity & quality. Our threshold for substantive impact is the suppliers of our 12 key agricultural commodities that represent ~ 80% of volume (59% of suppliers, roughly 1600 suppliers); this is aligned with our strategy to sustainably source 100% of our key agricultural crops.

## W1.5b

**(W1.5b) Do your suppliers have to meet water-related requirements as part of your organization's purchasing process?**

Suppliers have to meet specific water-related requirements	
Row 1	Yes, suppliers have to meet water-related requirements, but they are not included in our supplier contracts

## W1.5c

**(W1.5c) Provide details of the water-related requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.**

### Water-related requirement

Complying with going beyond water-related regulatory requirements

### % of suppliers with a substantive impact required to comply with this water-related requirement

100%

### % of suppliers with a substantive impact in compliance with this water-related requirement

51-75

### Mechanisms for monitoring compliance with this water-related requirement

Certification

Off-site third-party audit

On-site third-party audit

### Response to supplier non-compliance with this water-related requirement

Retain and engage

### Comment

~60% of our suppliers (representing 81% of volume) are classified as sustainably sourced in 2022. The Sustainable Agriculture Code (SAC) is made up of Mandatory, Leading & Expected requirements. To be compliant with the SAC, 100% of mandatory requirements & 70% of expected requirements must be achieved. Compliance with the SAC will be audited by a third-party Certification Body (CB). A certificate will be issued every 3 yrs based on initial & re-evaluations on compliance with SAC requirements.

Continuous compliance will be evaluated annually through surveillance audits. Unilever maintains a list of SAC-equivalent certifications that can substitute for a SAC-compliance audit. Where non-conformance with a mandatory requirement is identified, evidence of the corrective action needs to be passed to the CB within 42 days of the audited organisation being notified, this is 6 months for non-conformance with the overall expected level. A certificate can still be awarded if a plan is in place.

### **Water-related requirement**

Providing fully-functioning, safely managed WASH services to all workers

#### **% of suppliers with a substantive impact required to comply with this water-related requirement**

100%

#### **% of suppliers with a substantive impact in compliance with this water-related requirement**

51-75

### **Mechanisms for monitoring compliance with this water-related requirement**

Certification

Off-site third-party audit

On-site third-party audit

### **Response to supplier non-compliance with this water-related requirement**

Retain and engage

### **Comment**

~60% of our suppliers (representing 81% of volume) are classified as sustainably sourced in 2022. The Sustainable Agriculture Code (SAC) is made up of Mandatory, Leading & Expected requirements. To be compliant with the SAC, 100% of mandatory requirements & 70% of expected requirements must be achieved. Compliance with the SAC will be audited by a third-party Certification Body (CB). A certificate will be issued every 3 yrs based on initial & re-evaluations on compliance with SAC requirements. Continuous compliance will be evaluated annually through surveillance audits. Unilever maintains a list of SAC-equivalent certifications that can substitute for a SAC-compliance audit. Where non-conformance with a mandatory requirement is identified, evidence of the corrective action needs to be passed to the CB within 42 days of the audited organisation being notified, this is 6 months for non-conformance with the overall expected level. A certificate can still be awarded if a plan is in place.

### **Water-related requirement**

Reducing total water withdrawal volumes

#### **% of suppliers with a substantive impact required to comply with this water-related requirement**

100%

### **% of suppliers with a substantive impact in compliance with this water-related requirement**

51-75

### **Mechanisms for monitoring compliance with this water-related requirement**

Certification

Off-site third-party audit

On-site third-party audit

### **Response to supplier non-compliance with this water-related requirement**

Retain and engage

### **Comment**

~60% of our suppliers (representing 81% of volume) are classified as sustainably sourced in 2022. The Sustainable Agriculture Code (SAC) is made up of Mandatory, Leading & Expected requirements. To be compliant with the SAC, 100% of mandatory requirements & 70% of expected requirements must be achieved. Compliance with the SAC will be audited by a third-party Certification Body (CB). A certificate will be issued every 3 yrs based on initial & re-evaluations on compliance with SAC requirements. Continuous compliance will be evaluated annually through surveillance audits. Unilever maintains a list of SAC-equivalent certifications that can substitute for a SAC-compliance audit. Where non-conformance with a mandatory requirement is identified, evidence of the corrective action needs to be passed to the CB within 42 days of the audited organisation being notified, this is 6 months for non-conformance with the overall expected level. A certificate can still be awarded if a plan is in place.

## **W1.5d**

### **(W1.5d) Provide details of any other water-related supplier engagement activity.**

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#### **Type of engagement**

Innovation & collaboration

#### **Details of engagement**

Encourage/incentivize innovation to reduce water impacts in products and services

#### **% of suppliers by number**

Less than 1%

#### **% of suppliers with a substantive impact**

Less than 1%

#### **Rationale for your engagement**

Coverage:

We are scaling our Regenerative Agriculture program under the auspices of the Climate and Nature Fund. As one of the key elements of the CNF is for brands to commercialize our investments in sustainability, at this time we are prioritizing materials and suppliers that are linked to our biggest brands to maximise impact

### Impact of the engagement and measures of success

Beneficial outcomes:

Our Regenerative Agriculture Principles, launched in 2021, aim to improve 6 key indicators including water. This includes principles like protecting water ways from erosion & runoff and metrics like the water footprint of irrigated crops. We continue to scale our regenerative agriculture program; by the end of 2022 we worked with more than 1000 farmers around the world in the critical crops of soy, rice and vegetables like tomatoes. The program expanded to around 50k hectares by the end of last year with a further acceleration of impact planned for 2023 and beyond.

How success is measured: The threshold of success is scaling of our interventions. By the end of 2022 we had more than 150 farmers implanting new water management techniques across ~6000 hectares, far more than double 2021 performance. These practices have already demonstrated positive results. For example, our engagement with Parboriz, one of our key rice suppliers in Italy, demonstrated a 60%-80% reduction in pesticide, herbicide and fungicide residue in discharged water. In another example, infall in the tomato crop region of Badajoz, Spain, has decreased over the years which has an impact on the water directly absorbed by the crop and available from the underground water regions. We have developed a project with our tomato paste supplier, Agraz, to help the tomato farmers in the region to overcome this climate risk by using precision irrigation, cover cropping, and organic fertilizer, leading (indicatively) to an increase of almost 30% in soil organic matter and a reduction of 20% of nitrogen fertilizers.

### Comment

Unilever will continue to scale up our regenerative agriculture program as a part of our compass commitment to help protect and regenerative 1.5m hectares of land forest and ocean; our Climate & Nature Fund will continue to support this critical agenda as a part of our commitment to invest €1b by 2030 to achieve our Climate Action and Nature Protection and Regeneration commitments

## W2. Business impacts

### W2.1

**(W2.1) Has your organization experienced any detrimental water-related impacts?**

Yes

### W2.1a

**(W2.1a) Describe the water-related detrimental impacts experienced by your organization, your response, and the total financial impact.**

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**Country/Area & River basin**

India

Other, please specify

Ganges – Brahmaputra, Tapti, Godavari, Indus, Pennar, Kaveri, Periyar

### **Type of impact driver & Primary impact driver**

Regulatory

Tighter regulatory standards

### **Primary impact**

Increased production costs

### **Description of impact**

Context: In over-exploited ground water zones, The Central Ground Water Authority, Government of India has revised guidelines for groundwater use as part of ensuring sustainable groundwater management. This requires that existing industry in these areas recharge groundwater at 200% of groundwater abstraction. There is also an additional requirement for all industries located in these zones to fully recycle and reuse the wastewater.

Impact on Unilever: This new requirement affects 16 Unilever sites situated in Critical and Over-exploited zones within India. Failure to meet these regulatory requirements on an ongoing basis affects our license to operate and therefore have a detrimental impact on the business. To meet the additional regulatory standards we are required to invest additional capital into advanced wastewater recycling, rainwater harvesting onsite, and pond building and restoration offsite.

Length of time: While the new requirement only affects 16 Unilever sites in over-exploited groundwater zones at present, it is likely that further sites may be impacted considering the anticipated increase of water stress in India.

Quantification: The associated capex expense (thus far) is €3.2m, detailed below.

### **Primary response**

Adopt water efficiency, water reuse, recycling and conservation practices

### **Total financial impact**

3,200,000

### **Description of response**

In response to these new requirements, in 2022, Unilever installed water efficiency initiatives concentrating on reducing freshwater abstraction (e.g., expansion of rainwater harvesting, optimization of RO plants, ETP improvement projects, Online Meter & Monitoring devices, etc) at an estimated cost of 200€K. Expansion plans for advanced wastewater treatment investment are in development at 3 sites, this is estimated to cost over €1 million per site (total €3m). These interventions have a total financial impact of €3.2m

## W2.2

**(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?**

	Water-related regulatory violations	Comment
Row 1	No	

## W3. Procedures

### W3.1

**(W3.1) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?**

	Identification and classification of potential water pollutants	How potential water pollutants are identified and classified
Row 1	Yes, we identify and classify our potential water pollutants	<p>Our corporate Responsible Innovation code policy ensures every product Unilever sells is assessed as safe for people &amp; environment. Only when adequate safety margins are assured will an ingredient be used. Our Safety &amp; Environmental Assurance Centre is a leading centre of excellence on safety &amp; sustainability and we are world leaders in the safe &amp; sustainable design of ingredients &amp; products without animal testing. Compliance with legal requirements &amp; regulation associated with discharge of water pollutants is part of our licence to operate &amp; required for 100% sites. We comply with local regulatory standards &amp; legislation.</p> <p>Environmental aspects are managed under the Unilever Environmental Care Framework: our environmental management system (aligned to ISO 14001). Chemical Oxygen Demands (COD) data are entered on our monitoring system monthly, all other data are recorded at site level. This is measured using the assumptions detailed in our Basis of Preparation 2022 (independently assured: ISAE 3000).</p> <p>COD load is often calculated using COD concentration data using a sampling technique &amp; testing or using real-time TOC sensors. Exceedances of legal requirements or environmental incidents are reported &amp; monitored via our centralised reporting and management platform. For ingredient sourcing, risks are addressed through certification schemes e.g. Unilever Sustainable Agriculture Code. We</p>

		have developed Global Guidelines on the Use of Pesticides in Sustainable Tea Sourcing.
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## W3.1a

**(W3.1a) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.**

### Water pollutant category

Other synthetic organic compounds

### Description of water pollutant and potential impacts

As Unilever's Home Care, Personal Care and Beauty products are likely to be disposed of down the drain after use, all ingredients, including synthetic organic compounds could be considered potential water pollutants with potential impacts to aquatic biodiversity if their use cannot be demonstrated as being safe.

### Value chain stage

Product use phase

### Actions and procedures to minimize adverse impacts

Beyond compliance with regulatory requirements

### Please explain

We assess the environmental safety of Unilever's ingredients through 'Total Tonnage' assessments that takes all uses of each ingredient across all products and apply safety risk assessment approaches to ensure all uses can be demonstrated as safe. This is above and beyond any regulatory requirement.

In addition, in order to help protect water resources, Unilever has a corporate commitment for all ingredients to meet a high standard of biodegradability by 2030. We are currently developing the systems and processes that are required to measure progress towards this goal. However, practically this means that our products must break down completely to their component parts – carbon dioxide, water and mineral salts – and then return to the earth's natural cycles within hours, days or, at most, weeks.

## W3.3

**(W3.3) Does your organization undertake a water-related risk assessment?**

Yes, water-related risks are assessed

## W3.3a

**(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.**



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**Value chain stage**

Direct operations

**Coverage**

Full

**Risk assessment procedure**

Water risks are assessed as part of an established enterprise risk management framework

**Frequency of assessment**

More than once a year

**How far into the future are risks considered?**

More than 6 years

**Type of tools and methods used**

Tools on the market  
Enterprise risk management

**Tools and methods used**

WRI Aqueduct  
Other, please specify  
ISO 14001, Unilever Environmental care Framework Standard, Interviews, Media Reviews, Employee Engagement

**Contextual issues considered**

Impact on human health  
Water regulatory frameworks  
Status of ecosystems and habitats  
Access to fully-functioning, safely managed WASH services for all employees

**Stakeholders considered**

Customers  
Employees  
Investors  
Local communities

**Comment**

Water stress assessments for our manufacturing operations we use the WRI Aqueduct 3.0 tool; in particular we look at both the current baseline water stress level of the associated water basins as well as the forecasted water stress in 2030 and 2040. Water stressed status of manufacturing operations is reviewed on an ongoing basis in light of significant changes e.g. acquisitions or information from the factory network on emerging water insecurity; we also review our assessment protocols on an ongoing basis.. Ratings and media reviews are discussed with factory teams. At a site level we use Unilever's Environmental Care Framework Standard which takes into consideration local water conditions and the local environment, helping us prioritise according to the

local risk and establish controls to mitigate risk them. Environmental Audits are conducted against the Unilever's Environmental Care Framework Standard and / or ISO14001, as well as the audits conducted through Unilever Manufacturing System Environment Pillar and wherever it's a requirement of local compliance.

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**Value chain stage**

Supply chain

**Coverage**

Full

**Risk assessment procedure**

Water risks are assessed as part of an established enterprise risk management framework

**Frequency of assessment**

Annually

**How far into the future are risks considered?**

More than 6 years

**Type of tools and methods used**

Tools on the market  
Enterprise risk management

**Tools and methods used**

Water Footprint Network Assessment tool  
Other, please specify  
Internal company methods

**Contextual issues considered**

Implications of water on your key commodities/raw materials  
Water regulatory frameworks  
Status of ecosystems and habitats  
Access to fully-functioning, safely managed WASH services for all employees

**Stakeholders considered**

Suppliers

**Comment**

Unilever adopts a risk management process that is aligned to our Vision to our ambition to be a leader as a sustainable business. Our approach to risk management is designed to provide reasonable, but not absolute, assurance that our assets are safeguarded, the risks facing the business are being assessed and mitigated and all information that may be required to be disclosed is reported to Unilever's senior management. Using resources from Water Footprint Network & the Life Cycle Analysis community, we are able map the water supplies used to produce our agricultural & non-renewable materials, so understand key materials & locations of greatest risk and deploy

interventions (such as our Regenerative Agriculture programs) considering water insensivity as a prioritisation lever.

### W3.3b

**(W3.3b) Describe your organization’s process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.**

	Rationale for approach to risk assessment	Explanation of contextual issues considered	Explanation of stakeholders considered	Decision-making process for risk response
Row 1	Direct Operations: For all manufacturing operations, for ISO14001 or Unilever’s Environmental Care Framework Standard we conduct aspects & impacts registers & site-based risk assessments which include various water issues specific to the site. Risks are prioritized by site, with management plans to reduce risks. At corporate level we use WRI Aqueduct 3.0 to update the top-down assessment of water related risks in 100% of our manufacturing sites. For new acquisitions, we follow this with discussions with sites and a media review. We use social media reviews & news sites (e.g. SIGWATCH) on an ongoing basis to identify emerging issues, changes in regulation & societal	Direct Operations: Within our risk assessment we consider water regulatory frameworks as it’s important for us to be aligned to frameworks that vary across regions or are emerging to manage our water resources. We also consider the status of ecosystems and habitats in areas that we operate as this will have an impact on our supply chains and ability to resource raw materials for our products. Furthermore, we review the implications of water linked to our key products as this has the ability to impact consumer decision making. E.g. consumers in water-stressed locations require more of our water-smart products, needing	Direct Operations: Our employees are central to our business and so we consider them in ensuring that any water related risks are mitigated. To keep our organisation future-fit and satisfy the needs of our consumers we need to understand the shifting nature of their decision making linked to water risks and the impact that this will have on purchasing our products and ultimately our revenue. Being a purpose led organisation we consider the impact that our operations have on local communities and the water risks associated. We also consider our investors in reviewing risks, in particular legal and	Direct Operations: Output from these assessments are used in various ways e.g. risk scores for individual manufacturing sites are used within our Unilever Manufacturing System to stratify activities & establish priorities. This is revised on an annual basis, or where there is change at the facility. It also helps us to understand manufacturing sites that are located in areas classified as water-stressed and prioritise for action. These risk assessments have also informed our decision to implement water stewardship programmes in 100 of our most water stressed areas by 2030. In 2022 we used these assessments to commence new water stewardship programmes in China (Meishan), Philippines (Pasig), Chile (Panamericana) and India (Sonepat and Chindwara).

<p>sentiment. Contact with our site teams identify emerging indicators of water stress e.g, abstraction restrictions. National legal teams connect with regulators &amp; use regional government databases to keep up to date with any changes &amp; engage with the business directly where necessary. Our latest group-level materiality assessment highlighted new &amp; emerging issues, &amp; checked whether we are disclosing/being transparent in the right areas.</p> <p>Supply Chain: Within our agricultural supply chain, we have contributed to the WFN's Water Footprint Assessment Tool &amp; conducted a risk assessment of our agricultural supply chain at a crop-country level, based on scores assigned by Unilever's sustainable sourcing &amp; procurement colleagues.</p>	<p>less water to be used. It's important that all our employees have access to safely managed WASH services and so we consider this when reviewing manufacturing sites.</p> <p>Supply Chain: In addition to the factors considered above, overall resilience of the agricultural value chain is a key contextual consideration when choosing where to deploy our interventions. Risk of supply shortage, especially for single-source materials, as well as the associated impact on farmer livelihoods, are important factors in our Regenerative Agriculture program</p>	<p>regulatory frameworks as it's important that we are transparent and they are well informed.</p> <p>Supply chain: In addition to the above and as mentioned above, the impact of both a 'do nothing' scenario as well our interventions on our supply partners, particularly our farmer and smallholder partners, is a key part of our stakeholder engagement approach</p>	<p>Supply Chain: Output from these assessments have been used to inform discussions on where to prioritise initiatives with suppliers/partners. Risk assessment forms the basis of SAC 2017 and the equivalent certification schemes all of which address issues relating to water. In 2021, we introduced the Unilever Regenerative Agriculture Principles (RAPS) which addresses water principle. Through the certification process, risks are evaluated, and any major non-compliances are remediated before certificates are issued.</p>
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## W4. Risks and opportunities

### W4.1

**(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?**

Yes, both in direct operations and the rest of our value chain

## W4.1a

### (W4.1a) How does your organization define substantive financial or strategic impact on your business?

Unilever's principal risks (which are considered to be risks with substantive financial or strategic impact) are those that could impact our business in the short term (i.e. the next two years), medium term (i.e. the next three to ten years) or over the longer term (i.e. beyond ten years). These apply to the Unilever Group (including our direct operations & supply chain). In 2022, there were 14 principal risks (which are considered to be risks with substantive financial or strategic impact) identified – these are included in pages 67-75 of our Annual Report and Accounts 2022. While these 14 were the same as the previous year, 3 of these risks have been assessed as having a higher risk level compared to the prior year, one of which is the impact of droughts and flooding related to climate change. Alongside the risk identification, Unilever conducts a viability assessment against these risks (among other factors) as well as multi-risk scenarios.

Threshold: In assessing viability, 'severe but plausible' scenarios based on our principal risks are considered and the threshold we work with is a €40b cashflow impact; any impact above this cashflow threshold is considered to be substantive.

Parts of the business affected: Specific water-related scenarios evaluated were climate-change related flooding driving a 6-month closure of a key sourcing unit in the USA and significant water shortages in key markets like India and Brazil.

## W4.1b

### (W4.1b) What is the total number of facilities exposed to water risks with the potential to have a substantive financial or strategic impact on your business, and what proportion of your company-wide facilities does this represent?

	Total number of facilities exposed to water risk	% company-wide facilities this represents	Comment
Row 1	8	1-25	The facilities included here and in further detail in Section 5 are those which pose a potential substantive financial or strategic impact from water related stress based on the above definition of substantive. A threshold of 1% of global production has been used as a proxy for revenue, assuming a full year of lost production. There are limitations for this approach e.g. not all tonnage is valued the same, and this does not take into account the supply chain network flexibility that we have built into the system. For this reporting, a facility is equivalent to Unilever's definition of a site, for which there may be multiple factories located and making different types of products.

			8 facilities which have production volumes >1% of global production volume have been included in the analysis below. Where multiple smaller sites exist within the same basin, these have been included in the narrative below.
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## W4.1c

**(W4.1c) By river basin, what is the number and proportion of facilities exposed to water risks that could have a substantive financial or strategic impact on your business, and what is the potential business impact associated with those facilities?**

---

### Country/Area & River basin

Brazil  
Parana

### Number of facilities exposed to water risk

2

### % company-wide facilities this represents

Less than 1%

### % company's total global revenue that could be affected

1-10

### Comment

Although Global tools do not place the Parana basin as areas of water stress, consultation and experience from our sites teams in the area recognise that the depleting surface and groundwater levels and threats of regulatory responses and tariff changes could justify elevating the water stress rating for four of the factories in the basin. The Parana River basin includes the greater part of South Eastern Brazil, Paraguay, South Eastern Bolivia, and northern Argentina.

In July 2021, internal reviews found that the country was experiencing the worst water crisis in the last 91 years, which has impacts on hydro-energy generation and on other sectors that depend on water use. Reservoirs in the South East & Mid West subsystem were at ~28% of their capacity, much lower than previous year due to poor rainfalls and an increase in energy demand (electricity consumption in Brazil, which grew 7.6% in the first half compared to 2020).

Groundwater abstraction capacity constraints will place restrictions on site growth. Water crisis was covered widely by media agencies with some citing the risks associated with energy blackouts in 2022 and impact to the country's economic recovery.

Production tonnage has been used as a proxy for turnover, a loss in volume due to

water stress will result in a drop in turnover. For short term issues Unilever has business continuity plans in place at a regional level to avoid drops in service by managing through the factory network and the site continue to drive continuous improvements in water efficiency and water recycling.

### Country/Area & River basin

India  
Penner River

### Number of facilities exposed to water risk

1

### % company-wide facilities this represents

Less than 1%

### % company's total global revenue that could be affected

1-10

### Comment

Through our company-wide risk assessment, the Penner River basin is identified as water stressed, though as a result of different drivers. This is confirmed at the local level with site engagement. The production is dependent on continued access to water. Within the reporting year our operations were not directly affected by water security issues but it remains an area of potential risk to the business. As part of the business' continuous improvement programme the site is taking action to minimise water use. The Prabhat Water Stewardship programme is taking action to address water insecurity in the surrounding communities by taking action on pond renovations, rice intensification and micro-irrigation, as well as establishment of community water governance and local cadre. Production tonnage has been used as a proxy for turnover, a loss in volume due to water stress will result in a drop in turnover. For short term issues Unilever has business continuity plans in place at a regional level to avoid drops in service by managing through the factory network.

### Country/Area & River basin

India  
Other, please specify  
Gulf of Kutch

### Number of facilities exposed to water risk

1

### % company-wide facilities this represents

Less than 1%

### % company's total global revenue that could be affected

1-10

### Comment

Through our company-wide risk assessment, the Gulf of Kutch is identified as water stressed. The production is dependent on continued access to water. Within the reporting year our operations were not directly affected by water security issues but it remains an area of potential risk to the business. As part of the business' continuous improvement programme the site is taking action to minimise water use.

Production tonnage has been used as a proxy for turnover, a loss in volume due to water stress will result in a drop in turnover. For short term issues Unilever has business continuity plans in place at a regional level to avoid drops in service by managing through the factory network.

### Country/Area & River basin

Brazil  
Paraiba Do Sul

### Number of facilities exposed to water risk

1

### % company-wide facilities this represents

Less than 1%

### % company's total global revenue that could be affected

1-10

### Comment

This site is located in a water stressed area. The production is dependent on continued access to water. As part of the business' continuous improvement programme the site is taking action to minimise water use, and already operates at best-in-class efficiency levels of 0.15m<sup>3</sup> per tonne of production. Within the reporting year our operations were not directly affected by water security issues but it remains an area of potential risk to the business.

Production tonnage has been used as a proxy for turnover, a loss in volume due to water stress will result in a drop in turnover. For short term issues Unilever has business continuity plans in place at a regional level to avoid drops in service by managing through the factory network.

### Country/Area & River basin

Indonesia  
Other, please specify  
Citarum

### Number of facilities exposed to water risk

1

### % company-wide facilities this represents



1-25

**% company's total global revenue that could be affected**

1-10

**Comment**

Through our company-wide risk assessment and engagement with the site and other stakeholders, the Citarum river basin has been identified as an area exposed to water stress. The production is dependent on continued access to water at good quality. Within the reporting year our operations were not directly affected by water security issues, but it remains an area of potential risk to the business. As part of the business' continuous improvement programme the site is taking action to minimise water use and in 2020 started their water stewardship journey to address shared water risks. Key shared water risks in the catchment are due to poor water quality and deteriorating water supply infrastructure in the Jatiluhur reservoir and west Tarum canal, reduced flows in the Citarum river due to changes in land use pattern.

In January 2021, Unilever accompanied by Yayasan Konservasi Alam Nusantara , Yayasan Aliansi Wali Sumber Daya Air Indonesia, PT Coca-Cola Indonesia, Global Water Partnership Southeast Asia, PT L'Oréal Indonesia, PT Multi Bintang Indonesia, PT Nestlé Indonesia, PT. Tirta Investama (Danone Indonesia), and PT Unilever Indonesia joined the Indonesia Water Coalition, a multi stakeholder partnership of leading public, private and other actors with the common objective to actively support the civil society and government in achieving water security and sustainability of the water resources.

Production tonnage has been used as a proxy for turnover, a loss in volume due to water stress will result in a drop in turnover. For short term issues Unilever has business continuity plans in place at a regional level to avoid drops in service by managing through the factory network.

**Country/Area & River basin**

Turkey

Other, please specify

Konya Closed Basin

**Number of facilities exposed to water risk**

1

**% company-wide facilities this represents**

1-25

**% company's total global revenue that could be affected**

1-10

**Comment**

This site is located in a water stressed area and dominated by the baseline water stress with 2030 projections worsening as a result of increased demand, reducing supply and underlying seasons variability. Significant growth in agriculture and industrial activity in the area is impacting on declining groundwater levels. As part of the business' continuous improvement programme the site is taking action to minimise water use and in 2020 started their water stewardship journey to address shared water risks.

Key shared water risks identified are associated with 1) water availability and continued access to water supply and indirect impacts on raw material sourcing of dairy and sugar from suppliers located in the same basin. Groundwater wells are over-extracted (90% of groundwater is used for agricultural irrigation purposes). Unilever sites may experience water cuts or slower production due to groundwater unavailability. And 2) Climate related impacts, as increasing temperatures and changing hydro-metrological conditions represent increased risks associated with droughts and water shortages.

Within the reporting year our operations were not directly affected by water security issues but it remains an area of potential risk to the business. Production tonnage has been used as a proxy for turnover, a loss in volume due to water stress will result in a drop in turnover.

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#### **Country/Area & River basin**

China  
Yongding He

#### **Number of facilities exposed to water risk**

1

#### **% company-wide facilities this represents**

1-25

#### **% company's total global revenue that could be affected**

1-10

#### **Comment**

This site is located in a water stressed area and dominated by the baseline water stress and seasonal variability. This is projected to remain constant into the longer term future. As part of the business' continuous improvement programme the site is taking action to minimise water use, and already operates at best-in-class efficiency levels of 0.87m<sup>3</sup> per tonne of production. Within the reporting year our operations were not directly affected by water security issues but it remains an area of potential risk to the business.

## **W4.2**

**(W4.2) Provide details of identified risks in your direct operations with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.**

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**Country/Area & River basin**

Brazil  
Parana

**Type of risk & Primary risk driver**

Chronic physical  
Water stress

**Primary potential impact**

Increased operating costs

**Company-specific description**

Macro context: The level of water stress in the São Paulo State and the Cantareira reservoir system has the potential to significantly impact our factories in the area. These impacts include access to both water and energy as our factories are reliant on energy from the grid, where hydropower makes up 70-75% of national grid electricity.

Impact to Unilever: During the 2015 drought, our factories tankered water from other river basins to substitute the restricted water, leading to increased water costs being incurred by Unilever. As well as the impact of increased operating costs, consumers in major cities used less Unilever products as access to water was restricted for basic services like laundry and washing. This challenge reoccurred when, in July 2021, Brazil experienced the worst water crisis in the last 91 years. Reservoirs in the South East & Mid West subsystem were at ~28% of their capacity, much lower than previous years and an increase in energy demand (electricity consumption in Brazil, which grew 7.6% in the first half compared to 2020).

Future risk: Our operations in the Parana Basin account for over 1% of global production (this is significant as production is used as a proxy for revenue to represent substantive impact). We will be required to reduce load, self-generate or face brown/black-outs. Due to there being two occasions where our operations have been impacted (2015 and 2021), we anticipate future risks on our business.

Quantification of impact: During these 2 drought scenarios, our factories tankered water in from other river basins to substitute the restricted water, leading to increased water costs being incurred by Unilever. The unit costs for tanker water were ~ 600x higher than the abstraction costs of groundwater, with an annualized impact of ~€1.5m.

**Timeframe**

Current up to one year

**Magnitude of potential impact**

High

**Likelihood**

Likely

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

1,500,000

**Potential financial impact figure - minimum (currency)**

**Potential financial impact figure - maximum (currency)**

**Explanation of financial impact**

The potential financial impact of €1.5m assumes 4 of the sites in the Parana basin having to source 100% of their water supply for a 3-month period from another catchment. This cost is based on the costs incurred to deliver tankered water during Unilever's experience in 2021.

**Primary response to risk**

Other, please specify

Multiple activities, as described in our response

**Description of response**

The business is adopting a multi-pronged approach to address the water related risks in the region.

Investment: In 2021, we invested €9.2m into the sites located in the Parana Basin which include advanced tertiary treatment for water recycling, saving an expected 80,000m<sup>3</sup> per year.

Water stewardship: Additionally, Unilever commenced a water stewardship programme around two sites to protect and preserve water resources. Key shared risks identified were included depleting groundwater levels, declining water quality from groundwater and municipal sources and increasing regulatory requirements to manage discharges.

Business Continuity Plan: Contingency plans were put in place for both water and energy as energy is derived largely from hydropower. The sites have accelerated their sustainability roadmaps and increased investment in new technology (as shared above).

Improved alignment of our public policy influencing activity with our water stewardship commitments: Unilever became a member of the 2030 Water Resources Group, engaging in key strategic markets to address water insecurity. Brazil is one of our priority markets.

**Cost of response**

9,200,000

**Explanation of cost of response**

Infrastructure investment: In 2021, we invested €9.2m into the sites located in the Parana Basin which include advanced tertiary treatment for water recycling, saving an expected 80,000m<sup>3</sup> per year.

## W4.2a

**(W4.2a) Provide details of risks identified within your value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.**

---

### Country/Area & River basin

India  
Tapti River

### Stage of value chain

Use phase

### Type of risk & Primary risk driver

Reputation & markets  
Inadequate access to water, sanitation, and hygiene services

### Primary potential impact

Constraint to growth

### Company-specific description

Situation: Rapid urbanisation means many low-income people in India live without easy access to clean water, a flushing toilet & other basic services. More than half of Mumbai's 12.5 million inhabitants don't have their own toilet. The urban poor may pay up to 50x more for a litre of water than their richer neighbours, as they often have to buy water from private vendors. The Tapti basin extends over states of Madhya Pradesh, Maharashtra & Gujarat, & includes rural & urban areas of water scarcity.

Task: Unilever studies observing & interviewing consumers in their homes showed that when water is scarce, or supplies are unreliable, people limit how frequently they wash or do the laundry. As many of our products e.g. some of our detergents brands, are aimed towards mass consumers who are more likely to be impacted by water insecurity, lack of water security may result in our consumers limiting how frequently they wash or do laundry. This reduces the demand for our products such as those in our Beauty & Wellbeing (shampoo), Personal Care (hand soap) or Home Care (laundry detergent), impacting sales and ultimately restricting business growth. India is a key growth market for our business as part of our Compass Strategy and water insecurity can restrict growth, as well as represent an opportunity to address tackle water scarcity, improve people's lives, build our brands & contribute towards SDG Goal 6.

Action: We are investing in new projects & business models that increase access to water, including the creation of community hygiene & water centres. By doing so, we are

providing entire communities with infrastructure that enables them to use our products locally, delivering social benefits whilst increasing growth.

### Timeframe

Current up to one year

### Magnitude of potential impact

Medium-high

### Likelihood

Very likely

### Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

### Potential financial impact figure (currency)

225,000,000

### Potential financial impact figure - minimum (currency)

### Potential financial impact figure - maximum (currency)

### Explanation of financial impact

Based on detailed business case studies estimating the potential financial opportunities of innovative new products using future water-smart technologies to address demand in areas of water scarcity. This work predominantly focused on portfolio shifts towards low-water or waterless formats in our Home Care and Beauty & Personal Care categories, using 2015 information on incremental turnover, net product value and projected growth.

Unilever estimated that designing products that can work well with less water or low-quality water could represent an equivalent of net present value opportunity of €225m over the next 5 years. This would apply to the consumers like to have water access constrained over the next years. The original work was based on a 10-year period so we have annualised this to reflect the figures as at YE 2021.

### Primary response to risk

Downstream  
Increase/review infrastructure investment

### Description of response

Action: Unilever are investing in new projects and business models that can increase access to water, including the creation of community hygiene and water centres. By doing so, we are providing entire communities with the infrastructure that enables them to use our products locally, delivering social benefits whilst increasing growth.

Result: In partnership with HSBC India, the Brihanmumbai Municipal Corporation and NGO and technical partners, Hindustan Unilever (HUL) has inaugurated 12 Suvidha centres in Mumbai since 2016.

Suvidha centres are first of its kind and provide purified drinking water, sanitation,

handwashing, shower facilities and laundry services at an affordable cost to people living in informal urban settlements. Inclusive design and safety of women and children, and people with disabilities is considered to leave no one behind.

They provide access to safe sanitation services to over 300,000 people per year, and 90% of users believe that using the centres have improved their self-esteem as per the impact study conducted by RTI, Kantar and Ipsos, 2021 and 2023.

Additionally, to ensure maximum impact, behaviour change programmes on water, sanitation, hygiene and nutrition, are implemented in the communities around the centres. Keeping sustainability at its core, centres are powered by solar panels and treat and reuse greywater from handwashing and laundry facilities for flushing of toilets, cumulatively saving 50 million litres of water per year.

### **Cost of response**

785,000

### **Explanation of cost of response**

7 crore INR (~€785,000) invested in the 2022 FY for construction costs, resulting in inauguration of 5 new centres in 2022 FY, and for operations & maintenance support of Suvidha centres.

## **W4.3**

### **(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes, we have identified opportunities, and some/all are being realized

## **W4.3a**

### **(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.**

---

#### **Type of opportunity**

Products and services

#### **Primary water-related opportunity**

Sales of new products/services

#### **Company-specific description & strategy to realize opportunity**

Description of opportunity:

UNICEF estimates that, worldwide, 844 million people lack access to clean drinking water. In China, rapid economic growth, an increasing population and urban migration have all contributed to a water crisis with water shortages and pollution affecting millions of people, with access to clean, safe water seen by many as an expensive luxury. As a global consumer goods company with 3.4bn people using a Unilever product every day, our scale and reach gives us the opportunity to provide solutions for consumers struggling to access clean drinking water while simultaneously helping to grow our business.

Strategy to realise opportunity:

Recognizing this, Unilever has been in the water purification sector for more than 15 years through our Pureit brand in India and the Truliva brand in China. These brands provide, as part of the portfolio, in-home water purifiers to support healthy households. These water purifiers are priced to appeal to the mass market, and can be used again and again to supply reliably clean drinking water. We see the opportunity for growth in this sector of approximately €60m to €80m in the short term (3 years) based on market growth of 3.2% and our business plans to grow ahead of market; there will be longer term opportunities as water scarcity becomes a consumer pain point in more markets.

#### **Estimated timeframe for realization**

1 to 3 years

#### **Magnitude of potential financial impact**

Medium-high

#### **Are you able to provide a potential financial impact figure?**

Yes, an estimated range

#### **Potential financial impact figure (currency)**

#### **Potential financial impact figure – minimum (currency)**

60,000,000

#### **Potential financial impact figure – maximum (currency)**

80,000,000

#### **Explanation of financial impact**

The financial impact provided is based on the China market alone. Based on value market share data from Growth for Knowledge (GfK), the current size of the water purification market in China in 2023 is estimated to be above €4.2bn and is projected to grow by 3.2% to €4.6bn in 2026. Unilever currently has a €320m value position in the Chinese market and we expect to grow ahead of the market (between 5%-9%). Considering the midpoint of this range, this represents a financial impact of €80m (with a conservative lower bound of €60m) for Unilever over the next 3 years in this market while delivering affordable solutions and reducing the pollution created by bottled water and helping. This is on top of the forecasted growth in India as well as the opportunity from expanding to further markets, up to doubling our current market value.

## **W5. Facility-level water accounting**

### **W5.1**

**(W5.1) For each facility referenced in W4.1c, provide coordinates, water accounting data, and a comparison with the previous reporting year.**



**Facility reference number**

Facility 1

**Facility name (optional)**

**Country/Area & River basin**

Brazil  
Parana

**Latitude**

-23.08

**Longitude**

-47.22

**Located in area with water stress**

Yes

**Total water withdrawals at this facility (megaliters/year)**

180.5

**Comparison of total withdrawals with previous reporting year**

About the same

**Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes**

167.3

**Withdrawals from brackish surface water/seawater**

0

**Withdrawals from groundwater - renewable**

13.2

**Withdrawals from groundwater - non-renewable**

0

**Withdrawals from produced/entrained water**

0

**Withdrawals from third party sources**

0

**Total water discharges at this facility (megaliters/year)**

0

**Comparison of total discharges with previous reporting year**

About the same

**Discharges to fresh surface water**

0

**Discharges to brackish surface water/seawater**

0

**Discharges to groundwater**

0

**Discharges to third party destinations**

0

**Total water consumption at this facility (megaliters/year)**

180.5

**Comparison of total consumption with previous reporting year**

About the same

**Please explain**

This is a zero liquid discharge factory, with all wastewater treated and reused on site. Small volume reduction shave reduced water abstraction by 1% vs previous year, although having 9% less production volume. The site continues to recycle 100% of wash water back into production and as part of the continuous improvement programme remain vigilant to opportunities to drive further savings. In 2022, this site focussed on efforts on their decarbonisation agenda, a significant project to transition the spray drying towers away from natural gas. Water intake is metered on site (freshwater is extracted from Jundiaí river).

---

**Facility reference number**

Facility 2

**Facility name (optional)****Country/Area & River basin**

Brazil

Parana

**Latitude**

-23.25

**Longitude**

46.97

**Located in area with water stress**

Yes

**Total water withdrawals at this facility (megaliters/year)**

451.8

**Comparison of total withdrawals with previous reporting year**

About the same

**Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes**

0

**Withdrawals from brackish surface water/seawater**

0

**Withdrawals from groundwater - renewable**

338.8

**Withdrawals from groundwater - non-renewable**

0

**Withdrawals from produced/entrained water**

0

**Withdrawals from third party sources**

113

**Total water discharges at this facility (megaliters/year)**

0

**Comparison of total discharges with previous reporting year**

About the same

**Discharges to fresh surface water**

0

**Discharges to brackish surface water/seawater**

0

**Discharges to groundwater**

0

**Discharges to third party destinations**

0

**Total water consumption at this facility (megaliters/year)**

451.8

**Comparison of total consumption with previous reporting year**

About the same

**Please explain**

This is a zero liquid discharge factory, with all wastewater treated and reused on site. Water efficiency improved by 2% against last year performance. Driven by water scarcity and increasing regulation on wastewater discharge the site have been progressing on their Circular Water programme, recycling, and reusing back into production. In 2021, Unilever invested €734K into advanced tertiary treatment for water recycling, saving an expected 80,000m<sup>3</sup> per year. Water intake is metered on site (third party water intake comes from municipal supplier).

---

**Facility reference number**

Facility 3

**Facility name (optional)**

**Country/Area & River basin**

India

Penner River

**Latitude**

11.92

**Longitude**

79.83

**Located in area with water stress**

Yes

**Total water withdrawals at this facility (megaliters/year)**

199.5

**Comparison of total withdrawals with previous reporting year**

About the same

**Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes**

0

**Withdrawals from brackish surface water/seawater**

0

**Withdrawals from groundwater - renewable**

199.5

**Withdrawals from groundwater - non-renewable**

0

**Withdrawals from produced/entrained water**

0

**Withdrawals from third party sources**

0

**Total water discharges at this facility (megaliters/year)**

0

**Comparison of total discharges with previous reporting year**

About the same

**Discharges to fresh surface water**

0

**Discharges to brackish surface water/seawater**

0

**Discharges to groundwater**

0

**Discharges to third party destinations**

0

**Total water consumption at this facility (megaliters/year)**

199.5

**Comparison of total consumption with previous reporting year**

About the same

**Please explain**

This is a zero liquid discharge factory, with all wastewater treated and reused on site. Production at the site has increased by 3%, with a proportionate increase in water abstraction. and 0.5% improvement on water intensity. Discharge data is managed on site & used for compliance, managing costs & targeting efficiencies. In partnership with MYRADA, the Prabhat Water Stewardship programme continues to take action to address water insecurity in the surrounding communities by taking action on pond renovations, rice intensification and micro-irrigation, as well as establishment of community water governance and local cadre. Our water stewardship partnership with MYRADA in the Penner River and India East Coast basin in 2021-2022 resulted in 23.01 billion litres in water savings, 125 days of employment (direct & indirect) and an increase in agricultural yield of 7,658 tonnes. Water intake is metered.

**Facility reference number**

Facility 4

**Facility name (optional)****Country/Area & River basin**

India

Other, please specify

Gulf of Kutch

**Latitude**

23.25

**Longitude**

69.67

**Located in area with water stress**

Yes

**Total water withdrawals at this facility (megaliters/year)**

129.1

**Comparison of total withdrawals with previous reporting year**

About the same

**Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes**

0

**Withdrawals from brackish surface water/seawater**

0

**Withdrawals from groundwater - renewable**

0

**Withdrawals from groundwater - non-renewable**

0

**Withdrawals from produced/entrained water**

0

**Withdrawals from third party sources**

129.1

**Total water discharges at this facility (megaliters/year)**

0

**Comparison of total discharges with previous reporting year**

About the same

**Discharges to fresh surface water**

0

**Discharges to brackish surface water/seawater**

0

**Discharges to groundwater**

0

**Discharges to third party destinations**

0

**Total water consumption at this facility (megaliters/year)**

129.1

**Comparison of total consumption with previous reporting year**

About the same

**Please explain**

This is a zero liquid discharge factory, with all wastewater treated and reused on site. Production volume has increased by 2% while total water abstraction has decreased relatively by 4% decreasing intensity by 7% (measured as m3 per tonne of production). Wastewater data is managed on site & used for compliance, managing costs & targeting efficiencies. As part of the continuous improvement programme the factory continued to drive action on water efficiency and have benefited from a series of water efficiency projects implemented in 2020. In addition, the Unilever Prabhat Water Stewardship programme working with the NGOs BAIF and VIKSAT to address water insecurity in the surrounding communities by taking action on check dams, farm ponds, farm bunding as well as establishment of community water users association and local cadre. 2021-2022 actions resulted in 9.33 billion litres in water savings, 98,095 days of employment (direct & indirect) and an increase in agricultural yield of 2,007 tonnes. Water intake is metered on site (third party water intake comes from municipal supplier).

---

**Facility reference number**

Facility 5

**Facility name (optional)****Country/Area & River basin**

Brazil

Paraiba Do Sul

**Latitude**

-23.18

**Longitude**

-51.83

**Located in area with water stress**

Yes

**Total water withdrawals at this facility (megaliters/year)**

32.9

**Comparison of total withdrawals with previous reporting year**

About the same

**Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes**

0

**Withdrawals from brackish surface water/seawater**

0

**Withdrawals from groundwater - renewable**

32.7

**Withdrawals from groundwater - non-renewable**

0

**Withdrawals from produced/entrained water**

0

**Withdrawals from third party sources**

0.2

**Total water discharges at this facility (megaliters/year)**

0

**Comparison of total discharges with previous reporting year**

About the same

**Discharges to fresh surface water**

0

**Discharges to brackish surface water/seawater**

0

**Discharges to groundwater**

0

**Discharges to third party destinations**

0

**Total water consumption at this facility (megaliters/year)**

32.9

**Comparison of total consumption with previous reporting year**

About the same

**Please explain**

The site is a zero liquid discharge site with water recycled into the utilities and processing. The site is a laundry site, using spray dry towers to manufacture homecare laundry powders. Wastewater (from sanitation) is treated onsite using primary and secondary treatment before being discharged via infiltration trenches and excluded from this data. During 2021, Unilever invested a €28k a HVAC related water reclamation and recovery system expected to save 4,000m<sup>3</sup> per year. Water intake is metered on site (third party water intake comes from municipal supplier).

---

**Facility reference number**

Facility 6

**Facility name (optional)**

**Country/Area & River basin**

Indonesia



Other, please specify  
Citarum

**Latitude**

-6.25

**Longitude**

107.15

**Located in area with water stress**

Yes

**Total water withdrawals at this facility (megaliters/year)**

1,162.6

**Comparison of total withdrawals with previous reporting year**

About the same

**Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes**

1.6

**Withdrawals from brackish surface water/seawater**

0

**Withdrawals from groundwater - renewable**

0

**Withdrawals from groundwater - non-renewable**

0

**Withdrawals from produced/entrained water**

0

**Withdrawals from third party sources**

1,161

**Total water discharges at this facility (megaliters/year)**

595.6

**Comparison of total discharges with previous reporting year**

About the same

**Discharges to fresh surface water**

0

**Discharges to brackish surface water/seawater**

0

**Discharges to groundwater**

0

**Discharges to third party destinations**

595.6

**Total water consumption at this facility (megaliters/year)**

567.1

**Comparison of total consumption with previous reporting year**

About the same

**Please explain**

Absolute water abstraction is similar to the previous year but present a 3% decrease. Water intensity increased by 6%. This was due to production changes: reduction in beverage production which has a low water intensity, and an increase in volumes of ice cream which has a relatively larger water intensity. Total discharge is based on assumptions from a site water model where improvements in data collection on wastewater are incorporated in global monthly reporting systems. Wastewater is treated onsite using primary, secondary and tertiary treatment before being discharged to the industrial park treatment facility for further treatment. In January 2021, Unilever joined the Indonesia Water Coalition (accompanied by several businesses from the same sector, including Coca-Cola, L'Oréal, Nestlé, etc.) with the common objective to support the civil society and the government in achieving water security and sustainability of the water resources. Key improvements to the site factory hub in 2021: closed loop cooling tower improvements, rainwater harvesting, condensate recovery and CIP optimisation. In 2021, the site factory hub invested nearly €317k to deliver 5 water-efficiency initiatives which are expected to reduce annual water abstraction by over 80,000m<sup>3</sup>. Water intake is metered on site (freshwater is extracted from precipitations and third-party water intake comes from municipal supplier).

---

**Facility reference number**

Facility 7

**Facility name (optional)****Country/Area & River basin**

Turkey

Other, please specify

Konya Closed Basin

**Latitude**

37.89

**Longitude**

32.48

**Located in area with water stress**

Yes

**Total water withdrawals at this facility (megaliters/year)**

663.3

**Comparison of total withdrawals with previous reporting year**

About the same

**Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes**

0

**Withdrawals from brackish surface water/seawater**

0

**Withdrawals from groundwater - renewable**

0

**Withdrawals from groundwater - non-renewable**

0

**Withdrawals from produced/entrained water**

0

**Withdrawals from third party sources**

663.3

**Total water discharges at this facility (megaliters/year)**

214.7

**Comparison of total discharges with previous reporting year**

Higher

**Discharges to fresh surface water**

0

**Discharges to brackish surface water/seawater**

0

**Discharges to groundwater**

0

**Discharges to third party destinations**

214.7

**Total water consumption at this facility (megaliters/year)**

448.6

**Comparison of total consumption with previous reporting year**

Higher

**Please explain**

Production at site has increased by 18% and total water abstraction has increased by 12% vs the previous year. This is a homecare and personal care site, producing laundry

liquids, detergents and shampoos, conditioners and body & handwash. In 2020-21 Unilever started the Water Stewardship programme in this site and neighbouring site to address shared water risks. The site identified several improvement projects and received €200k funding through the centrally managed Clean Technology Fund to support expected water savings of 35,000m<sup>3</sup>. Key shared water risks identified are associated with: water availability and continued access to water supply and indirect impacts on raw material sourcing of dairy and sugar from suppliers located in the same basin (groundwater wells are over-extracted (90% of groundwater is used for agricultural irrigation purposes), thus Unilever sites may experience water cuts or slower production due to groundwater unavailability) and climate related impacts (as increasing temperatures and changing hydro-metrological conditions represent increased risks associated with droughts and water shortages). Water intake (third party water intake comes from municipal supplier) and wastewater discharged is metered on site.

---

**Facility reference number**

Facility 8

**Facility name (optional)****Country/Area & River basin**

China

Yongding He

**Latitude**

39.13

**Longitude**

117.2

**Located in area with water stress**

Yes

**Total water withdrawals at this facility (megaliters/year)**

199.3

**Comparison of total withdrawals with previous reporting year**

Higher

**Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes**

0

**Withdrawals from brackish surface water/seawater**

0

**Withdrawals from groundwater - renewable**

0

**Withdrawals from groundwater - non-renewable**

0

**Withdrawals from produced/entrained water**

0

**Withdrawals from third party sources**

199.3

**Total water discharges at this facility (megaliters/year)**

68.2

**Comparison of total discharges with previous reporting year**

Higher

**Discharges to fresh surface water**

0

**Discharges to brackish surface water/seawater**

0

**Discharges to groundwater**

0

**Discharges to third party destinations**

68.2

**Total water consumption at this facility (megaliters/year)**

131.1

**Comparison of total consumption with previous reporting year**

About the same

**Please explain**

Production at the site has remained stable against previous year, but total water abstraction increased by 8%. This is a dual site making laundry and savoury products, but has increased the production share of Laundry products, which are more water intensive. During 2021, the site secured funding through the centrally managed Clean Technology Fund for improvements to sludge management, cooling water recirculation and CIP spray ball upgrades steam and chiller systems, expected to deliver over 6,000 m3. Water intake (third party water intake comes from municipal supplier) and wastewater discharged is metered on site.

**W5.1a**

**(W5.1a) For the facilities referenced in W5.1, what proportion of water accounting data has been third party verified?**

**Water withdrawals – total volumes**

**% verified**

76-100

**Verification standard used**

PricewaterhouseCoopers (PwC) has been providing independent limited assurance on selected Unilever Sustainable Living Plan performance indicators for 10 years and water for nine years. Prior to this Deloitte carried out independent assurance on our environmental manufacturing performance indicators, including water. PwC's assurance engagement is in accordance with ISAE 3000 & they apply the Institute of Chartered Accountants in England & Wales (ICAEW) Code of Ethics. PwC limited assurance report is attached. 2022 Limited Assurance report is publicly available here: <https://www.unilever.com/files/4297959e-b794-48f2-b3cb-9cda81d27eb5/pwc-independent-limited-assurance-report-2022.pdf>

**Water withdrawals – volume by source**

---

**% verified**

Not verified

**Please explain**

We do not verify the metrics that fall outside of Unilever's Basis of Preparation. In the next years, as reporting granularity is increasingly being requested from external entities to address more specific environmental impacts, we will verify the metrics required to reach the level requested by these reports such as ESRS.

**Water withdrawals – quality by standard water quality parameters**

---

**% verified**

Not verified

**Please explain**

We do not verify the metrics that fall outside of Unilever's Basis of Preparation. In the next years, as reporting granularity is increasingly being requested from external entities to address more specific environmental impacts, we will verify the metrics required to reach the level requested by these reports such as ESRS.

**Water discharges – total volumes**

---

**% verified**

Not verified

**Please explain**

We do not verify the metrics that fall outside of Unilever's Basis of Preparation. In the next years, as reporting granularity is increasingly being requested from external entities to address more specific environmental impacts, we will verify the metrics required to reach the level requested by these reports such as ESRS.

**Water discharges – volume by destination**

---

**% verified**

Not verified

**Please explain**

We do not verify the metrics that fall outside of Unilever's Basis of Preparation. In the next years, as reporting granularity is increasingly being requested from external entities to address more specific environmental impacts, we will verify the metrics required to reach the level requested by these reports such as ESRS.

**Water discharges – volume by final treatment level**

---

**% verified**

Not verified

**Please explain**

We do not verify the metrics that fall outside of Unilever's Basis of Preparation. In the next years, as reporting granularity is increasingly being requested from external entities to address more specific environmental impacts, we will verify the metrics required to reach the level requested by these reports such as ESRS.

**Water discharges – quality by standard water quality parameters**

---

**% verified**

76-100

**Verification standard used**

Our discharge water quality parameters are reported & monitored using our global EPR system, where we track discharge of COD centrally as a measure of water quality. PwC has been providing independent limited assurance on selected Compass performance measures in accordance with ISAE 3000 for 11 years and Chemical Oxygen Demand for 10 years. PwC Limited Assurance report is publicly available here: <https://www.unilever.com/files/4297959e-b794-48f2-b3cb-9cda81d27eb5/pwc-independent-limited-assurance-report-2022.pdf>

**Water consumption – total volume**

---

**% verified**

Not verified

**Please explain**

We do not verify the metrics that fall outside of Unilever's Basis of Preparation. In the next years, as reporting granularity is increasingly being requested from external entities to address more specific environmental impacts, we will verify the metrics required to reach the level requested by these reports such as ESRS.

## W6. Governance

### W6.1

#### (W6.1) Does your organization have a water policy?

Yes, we have a documented water policy that is publicly available

### W6.1a

#### (W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	<p>Description of business dependency on water</p> <p>Description of business impact on water</p> <p>Commitment to align with international frameworks, standards, and widely-recognized water initiatives</p> <p>Commitment to prevent, minimize, and control pollution</p> <p>Commitment to reduce or phase-out hazardous substances</p> <p>Commitment to safely managed Water, Sanitation and Hygiene (WASH) in the workplace</p> <p>Commitment to stakeholder education and capacity building on water security</p> <p>Commitment to water stewardship and/or collective action</p> <p>Commitments beyond regulatory compliance</p> <p>Reference to company water-related targets</p> <p>Acknowledgement of the human right to water and sanitation</p>	<p>Our water policy is embedded in our Unilever Compass Strategy, e.g. our goals to 'Implement water stewardship programmes in 100 locations in water-stressed areas by 2030' &amp; '100% of our ingredients will be biodegradable by 2030'. We take a holistic approach to water as it's essential for our business – from growing crops to manufacturing, to how people use our products. Our water goals extend across our value chain, including in the sustainable sourcing of our agricultural commodities, manufacturing and product innovation.</p> <p>We use our annual water footprint assessment to understand our business impacts &amp; dependencies on water &amp; help guide our commitments &amp; strategy. We also consider how these might change due to the impacts of climate change.</p> <p>Our strategy is supported by:</p> <ol style="list-style-type: none"> <li>1) Group Environmental Policy which embeds performance standards for factories.</li> <li>2) The Unilever Sustainable Agriculture Code &amp; the Unilever Regenerative Agriculture Principles (RAPs) launched in 2022, &amp; provide the basis for our sustainable sourcing, including requirements for water management. These policies apply to all suppliers &amp; include mandatory &amp; best practices. We use our RAPs to set up best practice pilots with suppliers.</li> <li>3) Our Unilever Environmental Care Framework,</li> </ol>



		<p>Recognition of environmental linkages, for example, due to climate change</p>	<p>(based on the requirements of ISO 140001). All environmental aspects, including water are included in this management framework.</p> <p>4) Product innovation strategies, innovating for people &amp; planet; for our consumers, for superior performance, for value for money and for sustainability. For instance the Unilever Compass strategy includes commitments to transition all formulations to be 100% biodegradable by 2030, minimizing pollutants on the aquatic environment; this builds on our 2014 achievement of phasing out plastic scrub beads from our product formulations.</p> <p>We communicate progress on water-related performance on company-wide targets in our Annual Report and Accounts (ARA). In our 2022 ARA, climate was included a key business risks (including water related risks that may disrupt our production and/or reduce consumer demand for our products).</p> <p>We recognize the human right to water, &amp; through our brands, operations &amp; supply chain, we're committed to respecting people's rights to water, &amp; to acting as water stewards. We have signed the Glasgow Declaration for Fair Water Footprints to transform how the global economy interacts with the water environment.</p>
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## W6.2

**(W6.2) Is there board level oversight of water-related issues within your organization?**

Yes

## W6.2a

**(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.**

Position of individual or committee	Responsibilities for water-related issues
Chief Executive Officer (CEO)	The Unilever Board delegates the running of Unilever Group to the CEO, with the exception of some strategic matters (i.e. approval of dividends). Whilst the Board takes accountability, the CEO is ultimately responsible for the oversight of our environmental agenda, including management of water related risks and opportunities, including our commitments to tackle water security.

	<p>The CEO can delegate responsibilities to the Unilever Leadership Executive (ULE). The ULE is comprised of the CEO, CFO and other senior executives. All ULE members report to the CEO but are not part of the Board's decision-making process, which is reserved for the CEO and CFO as the only two executive Board members. Operationally, additional ULE subcommittees are in place to support our sustainability agenda (including water) and ULE decision-making. These subcommittees include our Business Operations Sustainability Steering Committee which is chaired by our Chief Business Operations Officer and attended together with our Chief Sustainability Officer (CSO) and Chief Procurement Officer (CPO); and our Climate and Nature Investment Committee, chaired by our Chief Business Operations officer together with our CSO, Chief R&amp;D Officer, Head of Sustainable Business and Reporting and our five Business Group Presidents.</p> <p>In 2020 (within the last two years of the reporting period), our CEO approved Unilever's new set of sustainability commitments under the Unilever Compass, which succeeded the Unilever Sustainable Living plan. These included commitments to achieve net zero emissions across our value chain by 2039, to implement water stewardship programmes in 100 locations in water-stressed areas by 2030, and that 100% of our ingredients will be biodegradable by 2030. In 2022, our CEO and ULE continued to monitor progress towards the Unilever Compass commitments.</p>
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## W6.2b

### (W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Monitoring progress towards corporate targets Overseeing acquisitions, mergers, and divestitures Overseeing major capital expenditures Providing employee incentives	<p>Unilever's Board has ultimate responsibility for reviewing, monitoring and guiding the strategy for the Unilever Group, as well as its conduct. The Board has overall accountability for the management and guidance of risks and opportunities, including those associated with climate change, water security and water stewardship.</p> <p>The Unilever Leadership Executive (ULE) and the Board delegated Corporate Responsibility Committee (CRC) support the Board's management of water-related issues.</p> <p>The Board's delegated CRC oversees Unilever's conduct as a responsible global business. Core to</p>

		<p>Reviewing and guiding business plans</p> <p>Reviewing and guiding corporate responsibility strategy</p> <p>Reviewing and guiding major plans of action</p> <p>Reviewing and guiding risk management policies</p> <p>Reviewing and guiding strategy</p> <p>Reviewing innovation/R&amp;D priorities</p> <p>Setting performance objectives</p>	<p>this remit is its governance of progress on Unilever's sustainability agenda, as set out in the company's integrated business strategy, the Unilever Compass, and reviewing sustainability-related risks, developments and opportunities.</p> <p>Within the Unilever Compass, there are water-related targets including those for manufacturing, agriculture and consumer use, which the CRC oversees. The CRC report their findings to the Board regularly so that they can fulfil their oversight responsibilities.</p> <p>The CRC's responsibilities are complemented by those of the Audit Committee. During 2022 the Audit Committee continued to review the sustainability assurance provided by PwC (including Environmental &amp; Occupational Safety which includes metrics such as water use in manufacturing) and plan for the assurance on non-financial Compass metrics going forward.</p> <p>For the fifth year, we applied the recommendations of the TCFD, including in our Annual Report and Accounts (ARA), which in 2022 included disclosures on water related risks to our business. Unilever has adopted TCFD recommendations since their establishment. In Unilever's 2022 ARA, climate change was included as one of our principle business risks (including water related risks that may disrupt our production and/or reduce consumer demand for our products). As part of the Board sign-off process, the Board and the Audit Committee are required to approve the ARA, which includes our TCFD statement. These risks are reviewed by the Board on an annual basis.</p>
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## W6.2d

**(W6.2d) Does your organization have at least one board member with competence on water-related issues?**

Board member(s) have competence on water-related issues	Criteria used to assess competence of board member(s) on water-related issues
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Row 1	Yes	<p>Our Board-delegated Corporate Responsibility Committee meet every quarter to oversee Unilever's conduct as a responsible global business. Core to this remit is its governance of progress on our Protect and regenerate nature commitments which are a key part of Unilever's strategy, the Compass. Within our Protect and regenerate nature commitments is our regenerative agriculture commitment focused on water and soil health, our water stewardship commitment and our biodegradability commitment.</p> <p>It's comprised of three non-executive Board directors, each with broad sustainability experience, based on their external appointments (i.e. Global Center of Adaptation) and previous industry/cross-industry experience.</p>
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### W6.3

**(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).**

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**Name of the position(s) and/or committee(s)**

Chief Executive Officer (CEO)

**Water-related responsibilities of this position**

Assessing water-related risks and opportunities  
 Managing water-related risks and opportunities  
 Monitoring progress against water-related corporate targets

**Frequency of reporting to the board on water-related issues**

Quarterly

**Please explain**

Our CEO is one of two Executive Directors on our Board & is a member of the Unilever Leadership Executive (ULE). The Board delegate responsibility for the day-to-day leadership of the business including strategy, monitoring of performance & policy, to the CEO. The Unilever Compass is on the ULE agenda, this includes monitoring progress towards our targets to 'implement water stewardship programmes in 100 locations in water-stressed areas by 2030' & '100% of ingredients biodegradable by 2030'. The ULE meet quarterly to discuss progress, including risks & opportunities relating to water, e.g. the physical environmental risks associated with climate change (one of our principal risks), such as the impact of water scarcity on our operations. The CEO is responsible for reporting back to the Board. He is also responsible for external engagements & was part of the Sanitation & Water for All Global Leadership Council, a group of leaders advocating for universal water, sanitation & hygiene.

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**Name of the position(s) and/or committee(s)**

Other C-Suite Officer, please specify  
Chief Business Operations Officer

### Water-related responsibilities of this position

Assessing water-related risks and opportunities  
Managing value chain engagement on water-related issues  
Integrating water-related issues into business strategy

### Frequency of reporting to the board on water-related issues

Quarterly

### Please explain

The Chief Business Operations Officer (CBOO) is a member of the Unilever Leadership Executive (ULE) and leads on key water-related matters so the CEO and Board can fulfil their oversight responsibilities e.g. driving reduction in absolute water abstraction and water intensity metrics for manufacturing, and the sustainable sourcing of agricultural ingredients. The ULE is the highest operational leadership group. The CBOO reports directly to the CEO. We have a dedicated internal water steering group, led by the operational lead for our water targets and reporting into the CBOO. The Business Operations Sustainability Steering Committee: Provides strategic guidance on implementation of our Climate, Nature and Social Compass commitments within our extended supply chain. Chaired by our Chief Business Operations Officer, attended together with our Chief Sustainability Officer (CSO), Chief Procurement Officer and Head of Sustainable Business and Reporting.

## W6.4

**(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?**

	Provide incentives for management of water-related issues	Comment
Row 1	Yes	Outlined in 6.4a.

## W6.4a

**(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?**

	Role(s) entitled to incentive	Performance indicator	Contribution of incentives to the achievement of your organization's water commitments	Please explain
Monetary reward	Chief Executive Officer (CEO) Chief Financial Officer (CFO)	Reduction of water withdrawal and/or consumption volumes – supply chain	Remuneration for management employees – up to & including the Unilever Leadership Executive – is formally linked to performance against	The SPI index is taken as an average of performance against the selected sustainability targets across a

	<p>Other C-suite Officer</p> <p>All Unilever Leadership Executive (ULE)</p>	<p>Improvements in wastewater quality – supply chain</p> <p>Increased access to workplace WASH – supply chain</p>	<p>sustainability goals. Their reward packages include fixed pay, a bonus as a percentage of fixed pay &amp; eligibility to participate in a long-term Performance Share Plan (PSP). The PSP is linked to financial &amp; sustainability performance, guided by our Sustainability Progress Index (SPI), accounting for 25% of the total PSP award. The SPI is determined by considering performance against several sustainability targets. From 2022 the SPI indicators are based on the Unilever Compass, as 2021 was the final year of reporting against the Unilever Sustainable Living Plan.</p> <p>In 2021 one SPI was delivery against our commitment to sustainable sourcing. Our sustainable sourcing policies include our Sustainable Agriculture Code (SAC) and equivalent benchmarks. Included in our SAC is criteria related to improvements in wastewater quality, reduction of water withdrawal &amp; increased access to WASH. Performance against this SPI is included in the four-year average.</p> <p>In 2022 the SPI selected from the nature pillar of the Compass was our deforestation-free commitment.</p> <p>All Unilever full time employees are also entitled to an annual bonus based on personal &amp; business performance, . Individual targets may be water related. For example,</p>	<p>four-year period using a simple average, covering global operations. The indicators are monitored continuously, and performance is reviewed annually.</p>
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			supply chain employees may be rewarded for their contribution to water efficiency .	
Non-monetary reward	Other, please specify Employees	<p>Improvements in water efficiency – direct operations</p> <p>Improvements in water efficiency – supply chain</p> <p>Improvements in water efficiency – product use</p> <p>Increased access to workplace WASH – supply chain</p> <p>Implementation of employee awareness campaign or training program on water-related issues</p>	<p>Unilever Compass Awards are an internal recognition program aimed at recognizing teams/individuals who are pioneering new ways of doing business. Every team (functional or project team) can apply and winners will be selected by the Board Panel.</p> <p>Projects must align with one of the three pillars of the Unilever Compass – Improve the health of the planet; Improve people’s health, confidence and wellbeing; Contribute to fairer, more socially inclusive world. Unilever sees giving recognition for great work as an important way of motivating employees to feel empowered, help them collaborate and use an owner’s mindset for planning. It also helps share best practice across the business and drive efficiencies.</p> <p>Measures of success: Winners are chosen based on their alignment with the Unilever Compass goals – one of which relates to climate and environmental targets and includes water targets. For example, in 2022, Dirt Is Good was recognized for the 'Tougher on Stains, Kinder to our Planet' proposition. Through various sustainable innovations including lower temperature washing and concentrated detergents (with lower water</p>	N/A

			intensity) Dirt Is Good has unlocked huge value growth by contributing to significantly higher than average turnover growth over the last 3 years (including €4b+ in 2022), significant Brand Power and Sustainable Living Purpose (SLP) gains in all key markets, while achieving record shares in India, China and France from 2019.	
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## W6.5

### (W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

- Yes, direct engagement with policy makers
- Yes, trade associations
- Yes, funding research organizations
- Yes, other

## W6.5a

### (W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?

Our process: Unilever's model of action on any topic means having a relevant and transparent plan of action in place within our own operations, influencing our value chain, and leveraging our purpose-led brands, before advocating for changes in the external environment.


We advocate for changes at global and market levels which will advance our Unilever Compass agenda – that includes commitments on water stewardship, and sanitation and hygiene. Our Compass commitments are far reaching, and we cannot achieve them alone. We therefore advocate for wider systems change to improve the operating environment. As one of the largest FMCGs we reach diverse audiences and operate on a large scale, allowing us to contribute a powerful voice to certain causes. We do this by working with partners such as policy makers, trade associations & funding organisations to influence decisions e.g. policies, processes, business practices or standards, on topics that are important to both our short- and long-term business goals. For example, we're active members of the WASH4WORK coalition, the Toilet Board Coalition, the 2030 Water Resources Group, World Business Council for Sustainable Development (WBCSD) and the Sanitation and Water for All private sector constituency. We require that all trade associations which engage with policy makers on our behalf are aligned with Unilever's public policy positions. In 2022, water was an issue area that contributed significantly to our trade association spend.



## W6.6

### (W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

Yes (you may attach the report - this is optional)

 Unilever Annual Report and Accounts 2022.pdf

## W7. Business strategy

### W7.1

#### (W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	11-15	<p>We manage water as a business risk over a long term (11+ year) horizon. To assess long-term viability of our company and objectives, our Directors annually carry out an assessment of principal risks/issues, including those that threaten the business model, future performance, solvency or liquidity.</p> <p>Within our Principal Risk of Climate, water insecurity has been identified as a key component with potential impacts on production, supply of raw material and reduced demand for water-related products over the long term. These risk and opportunity assessments form a key integrated part of our senior management, board and board engagements. As we assess risks we will continue to integrate outcomes with long-term business planning. In response to the water-security related risks identified as part of our principal risk of climate change we are investing in water stewardship programs in 100 of our waters stressed locations. As of 2022 we have implemented 8 water stewardship programs.</p>
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	11-15	<p>Water related long term business risks are being addressed through a portfolio of long term solutions (11+ years) (i.e. external advocacy such as Unilever's engagement with the Water Resources Group), medium term solutions (developing product innovations fit for a water-scarce world such as Robijn Dry Wash in the Netherlands and our Water Purification business in India</p>

			<p>&amp; China) and short term solutions (continuous reduction in water efficiency in our manufacturing sites against out 25% reduction target by 2025).</p> <p>Action plans include innovations in key portfolio segments &amp; more R&amp;D &amp; consumer research. Our water-smart products include: SmartFoam Rin laundry detergent bar which cuts rinsing by half; &amp; our Love Beauty &amp; Planet hair care range uses fast-rinse technology in its conditioners. Home Care's Clean Future strategy is creating a new generation of cleaning &amp; laundry products to achieve our 100% biodegradability by 2030 target eg Seventh Generation 100% biodegradable liquid laundry formulas &amp; Sunlight (Quix) dishwashing liquid now contains rhamnolipids, a renewable &amp; biodegradable surfactant.</p> <p>Our Sustainable Agriculture Code &amp; new Unilever Regenerative Agriculture Principles provide guidance on improving water quality and climate resilience. We're building on what we've learnt from our Prabhat programme in India, which works with communities to tackle water quality &amp; supply risks, adopting the Alliance for Water Stewardship Standard, &amp; sharing best practice with peers.</p>
Financial planning	Yes, water-related issues are integrated	11-15	<p>Our scenario analysis quantified how increased water-stressed areas/prolonged droughts could reduce crop outputs and increase raw material prices in 2030, 2039 + 2050. Previous analyses estimated how turnover could be at risk in the shorter-term due to water scarcity affecting frequency of use of products if we did not reshape our product innovation strategy + portfolio.</p> <p>Financial planning to mitigate these risks include investing in new products/formulations that work with less, poor quality or no water. We're also expanding our water stewardship programme to 100 locations in water-stressed areas. To ensure that the scale of action is appropriate for the opportunity/risk, we set internal business targets on water. These measure business contribution (sales + profits) of 'water-smart' products - for use in water-stressed situations. Targets range in time horizon (up to and including 11+ years) however, as they're internal targets relating to sales/profits, we do not share externally.</p>

			To report on the long-term viability of our company and objectives, our Directors annually review the overall funding capacity and headroom to withstand severe events and carry out a robust assessment of principal risks (issues), including those that would threaten its business model, future performance, solvency or liquidity. This is aligned with the time horizons underpinning e.g. principal risk reporting.
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## W7.2

**(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?**

### Row 1

#### Water-related CAPEX (+/- % change)

60

#### Anticipated forward trend for CAPEX (+/- % change)

40

#### Water-related OPEX (+/- % change)

22

#### Anticipated forward trend for OPEX (+/- % change)

9

#### Please explain

Decrease in CAPEX: CAPEX spend is calculated using Clean Technology Fund data in 2022. During 2022 approximately €8m was spent on to water related savings projects with an estimated combined payback of 2.6 years including rainwater harvesting projects in Philippines + Indonesia which save 32,400m<sup>3</sup> + 30,500m<sup>3</sup> per annum respectively as well as CIP optimisation solutions also implemented in Indonesia . The CAPEX change is mainly due to reduced new projects in the Water Stewardship programme, which require high level of investment for their solutions . CAPEX spends included projects such as water recycling and reuse, steam recovery and improved metering.

Decrease in OPEX: OPEX spend is calculated using reported raw water costs by site. Reductions have been driven by unit price reductions in South East Asia countering increases seen in Africa. Water is generally undervalued, however we anticipate in the future water costs will increase above inflation

## W7.3

**(W7.3) Does your organization use scenario analysis to inform its business strategy?**

	Use of scenario analysis	Comment
Row 1	Yes	<p>We have conducted several high-level scenario analyses on the potential impacts of climate change to help us consider and adapt our strategies and financial planning. Previously, analyses considered business impacts in 2030 of 2°C and 4°C temperature rises above pre-industrial levels by 2100. This analysis led us to understand that limiting warming to 2°C would primarily expose us to economic and regulatory transition risks, whereas a 4°C warming level would expose us to unprecedented physical risks.</p> <p>In 2021, as new scientific evidence was released by the UN's Intergovernmental Panel on Climate Change (IPCC) and the global consensus around the need for governments to commit to a 1.5°C world strengthened, we extended our scenario analyses to assess the impacts of a 1.5°C temperature increase above preindustrial levels by 2100 on our business in 2030, 2039 and 2050.</p>

## W7.3a

**(W7.3a) Provide details of the scenario analysis, what water-related outcomes were identified, and how they have influenced your organization's business strategy.**

	Type of scenario analysis used	Parameters, assumptions, analytical choices	Description of possible water-related outcomes	Influence on business strategy
Row 1	Climate-related	<p>Parameters:</p> <p>Assumptions: In assessing material risks/opportunities in a world focused on achieving 1.5°C we reviewed in detail 'proactive' and 'reactive' pathways (assessed as more likely than other more extreme pathways). Proactive: ▪ Aggressive and persistent regulation from today ▪ Dramatic changes to lifestyle from today, towards minimising climate impact and social inequality ▪ Reliance on available and proven technologies ▪ Lower reliance on carbon removal technologies Reactive: ▪</p>	<p>Potential company-specific water-related risks assessed in the 1.5°C scenario analysis included:</p> <p>Water scarcity would lead to increased droughts while limited resources to irrigate soils could reduce crop outputs of some commodities used in Unilever's products in all Business Groups. This could increase raw material prices, e.g. palm could increase by 10-14% by 2050 due to water scarcity. Impacts on crop yields could negatively impact profits by €1.2-€1.7</p>	<p>We are taking action to address our water-related climate change risks in line with the output from the scenario analysis. All scenarios highlighted risks in our supply chain. We're mitigating physical environment risks by investing in new products and formulations that work with less water, poor quality water or no water. For example, many of our hair care products now have fast-rinse technology as standard, using less water. We're expanding our water</p>

		<p>Gradual regulation by 2030, very aggressive post-2030 ▪ Continuation of historical societal trends until 2030, then rapid pivot ▪ Major reliance on technologies that are not yet proven to scale ▪ Higher reliance on carbon removal technologies</p> <p>Analytical choices:</p> <p>Models used: IEA WEO 2016 &amp; 2020; RCP 1.9. For the two transition pathways, we used S1 &amp; S2 (based on Shared Socio Economic Pathways - SSPs), from IPCC reports.</p> <p>Data Sources: internal environmental, operational, and financial data and external science-based data and assumptions from reputable and broadly used sources such as the IPCC or the International Energy Agency.</p> <p>Time Horizons: impact on the business in 2030, 2039 and 2050 of limiting global warming to 1.5°C.</p>	<p>bn by 2050. Water shortages could also impact several our manufacturing sites &amp; our ability to supply products. Our consumers could face water shortages in their everyday activities in certain regions, restricting their showering &amp; laundry habits &amp; creating a need for water-smart or waterless products e.g., those in our 'the good stuff' brand.</p> <p>Extreme weather events could significantly disrupt our entire value chain. Sustained high temperatures could lead to reduced crop outputs due to reduction in soil productivity which could translate into higher raw material prices. Prices of commodities &amp; food ingredients could increase by 14-21% by 2050. By 2050, impacts of extreme weather on crop yields could reduce Unilever's profits by €1.9–€2.8 Bn. Weather events such as hurricanes or floods, which would become increasingly common &amp; intense, could cause plant outages or disrupt our distribution infrastructure. Macroeconomic negative shocks among affected communities could reduce or destroy consumer demand &amp; purchasing power.</p>	<p>stewardship programme to 100 locations in water-stressed areas by 2030.</p> <p>In terms of timescales, our larger goals such as our water stewardship programmes in 100 water-stressed areas and 100% of ingredients to be biodegradable are over a 10-year period (2020-2030).</p> <p>We monitor changing weather patterns on a short-term basis and integrate weather system modelling into our forecasting process. To mitigate negative effects from extreme weather we have contingency plans to secure alternative key material supplies at short notice or transfer or share production between manufacturing sites. We manage commodity price risks through forward-buying of traded commodities and other hedging mechanisms. Our Regenerative Agriculture Principles and Sustainable Agriculture Code encourage our agricultural raw material suppliers to adopt practices which increase their productivity and resilience to extreme weather.</p>
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## W7.4

### (W7.4) Does your company use an internal price on water?

#### Row 1

#### Does your company use an internal price on water?

No, but we are currently exploring water valuation practices

#### Please explain

The low purchase price of water and the perception of low purchase price continues to represent a challenge to driving water efficiency whilst meeting internal investment criteria. Much of the water we use on site is treated, heated, cooled &/or has chemicals added to it, the cost of this can be up to 40x more expensive than the per m3 unit price. In January 2022, we launched an internal calculator for supporting sites in articulating the True Cost of Water, suitable for use in financial business cases and to drive operational efficiency. We continue to support sites with access to funding through the centrally managed Clean Technology Fund, and support with calculating the True Cost of Water. On top of this Unilever's Clean Technology Fund allows for extended payback periods of up to 5 years for water stressed site investments. We continue to explore water valuation processes that address future water risks & means of embedding into business cases & operational decision making.

## W7.5

### (W7.5) Do you classify any of your current products and/or services as low water impact?

	Products and/or services classified as low water impact	Definition used to classify low water impact	Please explain
Row 1	Yes	<p>We define low water impact products as those that have lower detrimental impact on water resources, water quality and ecosystems than the market average.</p> <p>We evaluate this on a brand and product division level.</p>	<p>We are creating many water-smart products to make it easier for consumers to use less water in their homes.</p> <p>Example of some low water impact products: Our Rin detergent bar uses up to half the water needed for rinsing, making the washing process easier for consumers in water-scarce regions.</p> <p>We're also developing products that use no water at all, such as our hair care brand, 'the good stuff', which includes eight no-rinse conditioners and our roll out of</p>

			antibacterial Sunlight washing-up liquid that can be used without water and rinsing.
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## W8. Targets

### W8.1

**(W8.1) Do you have any water-related targets?**

Yes

### W8.1a

**(W8.1a) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.**

	Target set in this category
Water pollution	Yes
Water withdrawals	Yes
Water, Sanitation, and Hygiene (WASH) services	Yes
Other	

### W8.1b

**(W8.1b) Provide details of your water-related targets and the progress made.**

#### Target reference number

Target 1

#### Category of target

Water, Sanitation and Hygiene (WASH) services

#### Target coverage

Other, please specify

Handwashing and behaviour change in communities

#### Quantitative metric

Other, please specify

Number of people reached through brand communications and initiatives improving health and wellbeing and advance equity and inclusion, including hand hygiene and sanitation, per year

#### Year target was set

2020

#### Base year

2020

**Base year figure**

0

**Target year**

2030

**Target year figure**

1,000,000,000

**Reporting year figure**

667,000,000

**% of target achieved relative to base year**

66.7

**Target status in reporting year**

Underway

**Please explain**

As part of Unilever's compass goals, we have committed to take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030. A large majority of this target will be through sanitation and hand hygiene programmes, contributing to the achievement and realisation of SDG6.2 (while the target also includes body confidence, oral health and skin health). We're harnessing the power of our brands to make a lasting impact in the communities we serve – because brands with purpose grow. In 2022, we reached 667 million people through our brand purpose health and wellbeing programmes.

Lifebuoy is one of several brands which has a long track record of improving health and wellbeing through large-scale targeted interventions. In 2022, it reached 647 million people through powerful TV commercials that are proven to help improve hand hygiene behaviour. These complement Lifebuoy's longstanding behaviour-change programmes that are reaching children and mothers at scale in around 30 countries. Lifebuoy now also gives consumers in Asia access to free consultations with doctors and health advice via digital telehealth apps on their smartphones.

Domestos has been campaigning for cleaner, safer toilets for a number of years and continues to proudly communicate this on-pack and through its marketing. Its Cleaner Toilets Brighter Future programme is helping schools to maintain their facilities, so they are safe and accessible, while also providing materials that teach children correct toilet behaviour for better hygiene. Its partnership with UNICEF in India tackles access to safe toilets across 15 states.

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**Target reference number**

Target 2

**Category of target**

Water withdrawals



**Target coverage**

Business division

**Quantitative metric**

Reduction in withdrawals per unit of production

**Year target was set**

2021

**Base year**

2021

**Base year figure**

1.56

**Target year**

2022

**Target year figure**

1.55

**Reporting year figure**

1.54

**% of target achieved relative to base year**

200

**Target status in reporting year**

Achieved

**Please explain**

This target applies to Unilever's manufacturing sites only. Our Unilever Sustainable Living Plan manufacturing targets are based on water withdrawn (without considering water harvested from precipitations). Water used in manufacturing is central to achieving this target and we therefore set annual targets each year to drive reductions. In 2022, we set a target of 1% reduction of water used in manufacturing per tonne of production (targeting 1.55 m3 water abstracted per ton of production vs. previous year figure of 1.56). We overachieved this target, delivering a 1.5% reduction (1.54) in this intensity measure relative to the previous year. Compared to our baseline year of 2008, water use per tonne of production in 2022 was 48% lower.

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**Target reference number**

Target 3

**Category of target**

Water pollution

**Target coverage**

Product level

**Quantitative metric**

Reduction in concentration of pollutants

**Year target was set**

2020

**Base year**

2020

**Base year figure**

0

**Target year**

2030

**Target year figure**

100

**Reporting year figure**

0

**% of target achieved relative to base year**

0

**Target status in reporting year**

Underway

**Please explain**

Why the goal is important: today, most of our ingredients in our Home Care, Beauty & Wellbeing and Personal Care portfolios are biodegradable. We're focusing on the ingredients that aren't yet biodegradable & looking for alternatives that break down easily & quickly after use without compromising performance. We're aiming to make our formulations biodegradable by 2030, to protect water resources. We're focusing on products that are generally washed off after use. These include laundry, household cleaning, skin cleansing, oral care & hair care products. Company-wide implementation: the goal is part of our Compass strategy, governed by our board. Our Clean Future strategy is creating new cleaning & laundry products that biodegrade & are derived from renewable & recycled carbon. We're innovating with new types of polymers & other slowly degradable ingredients that leave no trace. I.e. Seventh Generation has pioneered 100% biodegradable liquid laundry formulas across its range which are better for aquatic systems as the product rapidly & safely degrades. Some ingredients that we currently use have no viable biodegradable alternatives. Our scientists are collaborating with suppliers, partners and academia to find solutions.

Indicators that are used to assess progress: Our brands have extended biodegradable formulas for new body washes & deodorants. In many cases, we'll replace our non-biodegradable ingredients with biodegradable alternatives. Some ingredients that we currently use have no viable biodegradable alternatives, an indicator to progress against

this goal is when alternatives become available through research, collaboration and innovation. Ultimately, our progress against this goal will be assessed against our target of 100% ingredients biodegradable by 2030. The threshold and how we have progressed: Whilst we have made progress against this target, we have put 0% against the baseline year and % of target achieved as we have not yet reported on progress made.

## W9. Verification

### W9.1

**(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?**

Yes

### W9.1a

**(W9.1a) Which data points within your CDP disclosure have been verified, and which standards were used?**

Disclosure module	Data verified	Verification standard	Please explain
W8 Targets	<ul style="list-style-type: none"> <li>Water abstracted in m3 per tonne of production in 2022</li> <li>Change in the volume of water in m3 abstracted in 2022 (covers period 1 October 2021 to 30 September 2022) compared to 2008 (1 January 2008 to 31 December 2008)</li> <li>Percentage change in the water abstracted per tonne of production in 2022 (1 October 2021 to 30 September 2022) compared to 2008 (1 January 2008 to 31 December 2008)</li> <li>Emissions of chemical oxygen</li> </ul>	ISAE 3000	<p>In 2022, PricewaterhouseCoopers LLP (PwC) assured our water abstraction metric. PwC's assurance engagement is in accordance with ISAE 3000 and they apply the Institute of Chartered Accountants in England &amp; Wales (ICAEW) Code of Ethics. The Unilever Board's Audit Committee oversees the Compass assurance programme. External independent assurance supports our internal controls. Risk management is integrated into every stage of our activities, processes and systems to ensure we mitigate accuracy and reliability risks. Our Corporate Audit function provides us with an objective and independent review of the effectiveness of risk management and internal control systems throughout Unilever. The Reporting Criteria "Unilever's Basis of Preparation 2022" <a href="https://www.unilever.com/files/6e3fff46-24b4-4367-a8f1-2743f32d9bd7/global-unilever-basis-of-preparation-twenty-two.pdf">https://www.unilever.com/files/6e3fff46-24b4-4367-a8f1-2743f32d9bd7/global-unilever-basis-of-preparation-twenty-two.pdf</a> has been used to prepare and report the Selected Information and Selected Statements.</p> <p>PwC Assurance statement available:</p>

	demand (COD) in kg per tonne of production in 2022 (covers period 1 October 2021 to 30 September 2022)		<a href="https://www.unilever.com/files/4297959e-b794-48f2-b3cb-9cda81d27eb5/pwc-independent-limited-assurance-report-2022.pdf">https://www.unilever.com/files/4297959e-b794-48f2-b3cb-9cda81d27eb5/pwc-independent-limited-assurance-report-2022.pdf</a>
W8 Targets	Metric: The number of people reached on a cumulative basis by an intervention through our programmes on handwashing, selfesteem, sanitation, oral health, skin healing and safe drinking water by the end of 2022.	ISAE 3000	<p>PricewaterhouseCoopers LLP (PwC) assure our sanitation metric every other year. They independently assured our Health and Hygiene pillar commitments in 2022. The Unilever Board's Audit Committee oversees the Compass assurance programme. External independent assurance supports our internal controls. Risk management is integrated into every stage of our activities, processes and systems to ensure we mitigate accuracy and reliability risks. Our Corporate Audit function provides us with an objective and independent review of the effectiveness of risk management and internal control systems throughout Unilever. The Reporting Criteria "Unilever's Basis of Preparation 2022" <a href="https://www.unilever.com/files/6e3fff46-24b4-4367-a8f1-2743f32d9bd7/global-unilever-basis-of-preparation-twenty-two.pdf">https://www.unilever.com/files/6e3fff46-24b4-4367-a8f1-2743f32d9bd7/global-unilever-basis-of-preparation-twenty-two.pdf</a> has been used to prepare and report the Selected Information and Selected Statements.</p> <p>PwC Assurance statement available <a href="https://www.unilever.com/files/4297959e-b794-48f2-b3cb-9cda81d27eb5/pwc-independent-limited-assurance-report-2022.pdf">https://www.unilever.com/files/4297959e-b794-48f2-b3cb-9cda81d27eb5/pwc-independent-limited-assurance-report-2022.pdf</a></p>

## W10. Plastics

### W10.1

**(W10.1) Have you mapped where in your value chain plastics are used and/or produced?**

	Plastics mapping	Value chain stage	Please explain

Row 1	Yes	Product use phase	<p>Unilever measures plastic packaging used to get our products to market. Our total plastic packaging footprint - including virgin and recycled plastic - is made up of 67% rigid packaging materials, with bottles (such as those used for fabric cleaning liquid, shampoo, and body wash) being the biggest contributor. Flexible packaging makes up 30% of our footprint, with sealed flexible packs and pouches (such as laundry detergent bags) contributing the most. The remaining 3% is made up of tubes - for example, those used for toothpaste [percentages calculated from our plastic packaging (tonnes) during the reporting period (1 July 2020 to 30 June 2021)].</p> <p>We're making progress across all our ambitious plastics goals. By 2025, we committed to:</p> <ul style="list-style-type: none"> <li>- Halve the amount of virgin plastic we use in our packaging and achieve an absolute reduction of more than 100,000 tonnes</li> <li>- Collect and process more plastic packaging than we sell</li> <li>- Ensure that 100% of our plastic packaging to be fully reusable, recyclable or compostable</li> <li>- Use 25% recycled plastic in our packaging</li> </ul> <p>*Across our packaging commitments, our reporting covers our primary and secondary plastic packaging in our 27 biggest markets, representing approximately 83% of our turnover.</p>
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## W10.2

**(W10.2) Across your value chain, have you assessed the potential environmental and human health impacts of your use and/or production of plastics?**

	Impact assessment	Value chain stage	Please explain
Row 1	Yes	Product use phase	<p>Plastic is a valuable material, but it needs to be kept in the circular economy, and out of the environment to avoid any unintended consequences.</p> <p>The environmental impacts of the production, use, and disposal of plastics is routinely assessed using the life-cycle assessment (LCA) methodology, both at a product and packaging material level. LCA covers a range of environmental impacts relating to air, water, and solid waste emissions. Unilever also conducts specific studies to understand waste management practices and the end-of-life of plastic packaging.</p> <p>The safety of our products and packaging is our top priority. That's why our use of plastic (including recycled plastic) is underpinned by</p>

			<p>a robust global safety standard and evaluation, in line with global regulations. We repeat our analysis annually to confirm standards are maintained.</p> <p>Regarding the migration of chemicals in plastic packaging, we follow strict regulation which originates from established expert bodies. Specifically for food-grade materials, post-consumer recycled plastic is only used for products where FDA or EFSA-approved processes exist, and include migration challenge testing.</p> <p>Regarding microplastics, in line with guidance from various expert organisations (for example, UNEP and the European Commission), we consider microplastics to be solid, water insoluble and non-biodegradable plastic particles up to five millimetres in diameter. In our beauty and personal care products, we have replaced all plastic scrub beads with alternative exfoliating ingredients such as apricot kernels, cornmeal, ground pumice, silica, and walnut shells. In our home, beauty, and personal care products, we are also removing other intentionally added solid polymers which are slow to biodegrade and replacing them with natural or biodegradable alternatives.</p> <p>We continue to monitor and review all new technical information on the topic of plastics and potential human health impacts as soon as it becomes available.</p>
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### W10.3

**(W10.3) Across your value chain, are you exposed to plastics-related risks with the potential to have a substantive financial or strategic impact on your business? If so, provide details.**

	Risk exposure	Value chain stage	Type of risk	Please explain
Row 1	Yes	Direct operations Supply chain Product use phase	Regulatory Reputational Other, please specify Sourcing risks	<p>We use a significant amount of plastic to package our products. A reduction in the amount of virgin plastic we use, increasing the use of recycled plastic, and increasing the recyclability of our packaging are critical to our reputation, our license to operate, and our sustainable business growth.</p> <p>Regulatory and reputational: Both consumer and customer responses to the environmental impact of plastic waste and emerging regulations by governments to tax or ban the use of certain plastics requires us to find solutions to reduce</p>

				<p>the amount of plastic we use, increase recycling post-consumer use and source recycled plastic for use in our packaging. We are also dependent on the work of our industry partners to create and improve recycling infrastructure throughout the world.</p> <p>Other – sourcing: There is a risk around finding appropriate replacement materials, but also due to high demand, the cost of recycled plastic or other alternative packaging materials could significantly increase in the foreseeable future and this could impact our business performance. We could also be exposed to higher costs as a result of taxes or fines if we are unable to comply with plastic regulations, which would again impact our profitability and reputation.</p>
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## W10.4

### (W10.4) Do you have plastics-related targets, and if so what type?

	Targets in place	Target type	Target metric	Please explain
Row 1	Yes	Plastic packaging Waste management	<p>Reduce the total weight of virgin content in plastic packaging</p> <p>Increase the proportion of post-consumer recycled content in plastic packaging</p> <p>Increase the proportion of plastic packaging that is recyclable in practice and at scale</p> <p>Increase the proportion of recyclable plastic waste that is collected, sorted, and recycled in the community</p>	<p>Reduce the total weight of virgin content in plastic packaging: (Target: 50% virgin plastic reduction by 2025)</p> <p>Comments: The reduction of our virgin plastic footprint is driven through the increased use of recycled plastic, combined with innovations that use less plastic. In 2022, we delivered a reduction of -5% to give a cumulative reduction of -13% (measured for the 12-month period ended 30 June, versus our 2019 plastic footprint baseline).</p> <p>Increase the proportion of post-consumer recycled content in plastic packaging: (Target: Use 25% recycled plastic in our packaging by 2025)</p> <p>Comments: In 2022 we increased our use of recycled plastic to 21% of our total packaging footprint – an increase of 3% on last year (measured for the 12-month period ended 30 June).</p>

				<p>Increase the proportion of plastic that is collected, sorted, and recycled per tonnes of plastic sold: (Target: Collect and process more plastic than we sell by 2025)</p> <p>Comment: Achieving our target to collect and process more plastic than we sell will help us to tackle plastic pollution and increase the availability of high-quality recycled plastic in the market. We made good progress in 2022 helping to collect and process approximately 58% of our 2022 global plastic packaging footprint (measured for the 12-month period ended 30 June).</p> <p>Increasing proportion of goods that are recyclable in practice and at scale: (Target: 100% reusable, recyclable or compostable plastic packaging by 2025)</p> <p>Comments: In 2022, 55% of our plastic packaging portfolio was reusable, recyclable, or compostable (measured for the 12-month period ended 30 June). This is our actual recyclability rate, based on the Ellen MacArthur Foundation's global definition of 'recyclable'. This remains considerably lower than the percentage of our packaging that is 'technically recyclable' with existing technology, which has increased to 71% in 2022.</p>
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## W10.5

(W10.5) Indicate whether your organization engages in the following activities.

	Activity applies	Comment
Production of plastic polymers	No	
Production of durable plastic components	No	
Production / commercialization of durable plastic goods (including mixed materials)	No	
Production / commercialization of plastic packaging	No	



Production of goods packaged in plastics	Yes	Unilever is one of the world's largest consumer goods companies. We have over 400 brands in Beauty & Wellbeing, Personal Care, Home Care, Nutrition and Ice Cream. Our brands are available in over 190 countries and our products are used by 3.4 billion people every day.
Provision / commercialization of services or goods that use plastic packaging (e.g., retail and food services)	Yes	Unilever is one of the world's largest consumer goods companies. We have over 400 brands in Beauty & Wellbeing, Personal Care, Home Care, Nutrition and Ice Cream. Our brands are available in over 190 countries and our products are used by 3.4 billion people every day.

## W10.8

**(W10.8) Provide the total weight of plastic packaging sold and/or used, and indicate the raw material content.**

	Total weight of plastic packaging sold / used during the reporting year (Metric tonnes)	Raw material content percentages available to report	% virgin fossil-based content	% post-consumer recycled content	Please explain
Plastic packaging used	698,000	% virgin fossil-based content % post-consumer recycled content	79	21	<p>The basis of preparation for our packaging commitments is to report primary and secondary plastic packaging of our purchases in 27 markets. The performance measure covers approximately 83% of Unilever turnover. We do not report tertiary plastic packaging, sales outside of key markets, or sales by acquired companies yet to be integrated into Unilever's systems.</p> <p>All numbers reported are for the 12-month period Q3 2021 to Q2 2022.</p>

## W10.8a

**(W10.8a) Indicate the circularity potential of the plastic packaging you sold and/or used.**

	Percentages available to report for circularity potential	% of plastic packaging that is reusable	% of plastic packaging that is technically recyclable	% of plastic packaging that is recyclable in practice at scale	Please explain
Plastic packaging used	% reusable % technically recyclable % recyclable in practice and at scale	0.2	71	55	<p>Percentage available to report: The basis of preparation for our packaging commitments is to report primary and secondary plastic packaging of our purchases in 27 markets. The performance measure covers approximately 83% of Unilever turnover. We do not report tertiary plastic packaging, sales outside of key markets, or sales by acquired companies yet to be integrated into Unilever's systems.</p> <p>% technically recyclable &amp; % recyclable practice at scale: Our actual recyclability rate and technical recyclability rate is based on the Ellen MacArthur Foundation's global definitions. All numbers reported are for the 12-month period Q3 2021 to Q2 2022.</p>

## W11. Sign off

### W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

### W11.1

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Chief Business Operations Officer	Chief Operating Officer (COO)

## SW. Supply chain module

### SW0.1

(SW0.1) What is your organization's annual revenue for the reporting period?

	Annual revenue
Row 1	60,073,000,000

### SW1.1

(SW1.1) Could any of your facilities reported in W5.1 have an impact on a requesting CDP supply chain member?

This is confidential

### SW1.2

(SW1.2) Are you able to provide geolocation data for your facilities?

	Are you able to provide geolocation data for your facilities?	Comment
Row 1	No, this is confidential data	We are willing to provide this information to our partners where we see potential for valuable engagements.

### SW2.1

(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

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### Requesting member

#### Category of project

Promote river basin collective action

#### Type of project

Other, please specify

Invite partners to collaborate with us in river basins to reduce our collective impact.

#### Motivation

Unilever has committed to implementing 100 water stewardship programs in water stressed areas. Collective action is crucial to leverage community engagement, co-financing and project management efficiently at the river basin level.

#### Estimated timeframe for achieving project

Other, please specify

Our goal is to deliver this by 2030

#### Details of project

We are continuously reviewing the basins we operate in to identify co-located partners who are committed to being good water stewards. Details of the type of engagement differ by basin and local context but the approach is broadly in line with the Alliance for Water Stewardship 2.0 protocols.

#### Projected outcome

Per Alliance for Water Stewardship principles, good water stewardship programs must deliver on 5 key areas: good water governance, sustainable water balance, good water quality status, important water-related areas and safe water, sanitation and hygiene for all (WASH). Accordingly, the Unilever water stewardship programs strive for positive outcomes along the same 5 pillars.

## SW2.2

**(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?**

No

## SW3.1

**(SW3.1) Provide any available water intensity values for your organization's products or services.**

## Submit your response

**In which language are you submitting your response?**

**Please confirm how your response should be handled by CDP**

	<b>I understand that my response will be shared with all requesting stakeholders</b>	<b>Response permission</b>
Please select your submission options		Public

**Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.**

**Please confirm below**