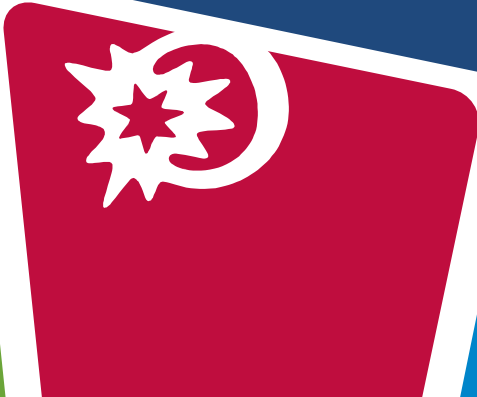




The Life of a Social Intrapreneur



UNILEVER
**SUSTAINABLE
LIVING PLAN**
SCALING FOR IMPACT

UNILEVER IS A GLOBAL COMPANY

THE AMERICAS

- €15.5 BILLION TURNOVER
- 0.7% UNDERLYING VOLUME GROWTH
- 32% OF GROUP TURNOVER

EUROPE

- €13.2 BILLION TURNOVER
- 0.2% UNDERLYING VOLUME GROWTH
- 27% OF GROUP TURNOVER

ASIA, AFRICA, CENTRAL & EASTERN EUROPE

- €19.7 BILLION TURNOVER
- 2.0% UNDERLYING VOLUME GROWTH
- 41% OF GROUP TURNOVER

2014 TURNOVER = €48.4
BN

WE MAKE MANY OF THE WORLD'S FAVOURITE BRANDS



THE WORLD FACES NEW AND BIGGER CHALLENGES



An aerial photograph of the Earth's ocean surface, showing deep blue water with white-capped waves and swirling eddies. The text is centered over the image.

**MAKE
SUSTAINABLE
LIVING
COMMONPLAC
E**

A NEW WAY OF DOING BUSINESS



**SUSTAINABLY SOURCED
RAW MATERIALS**



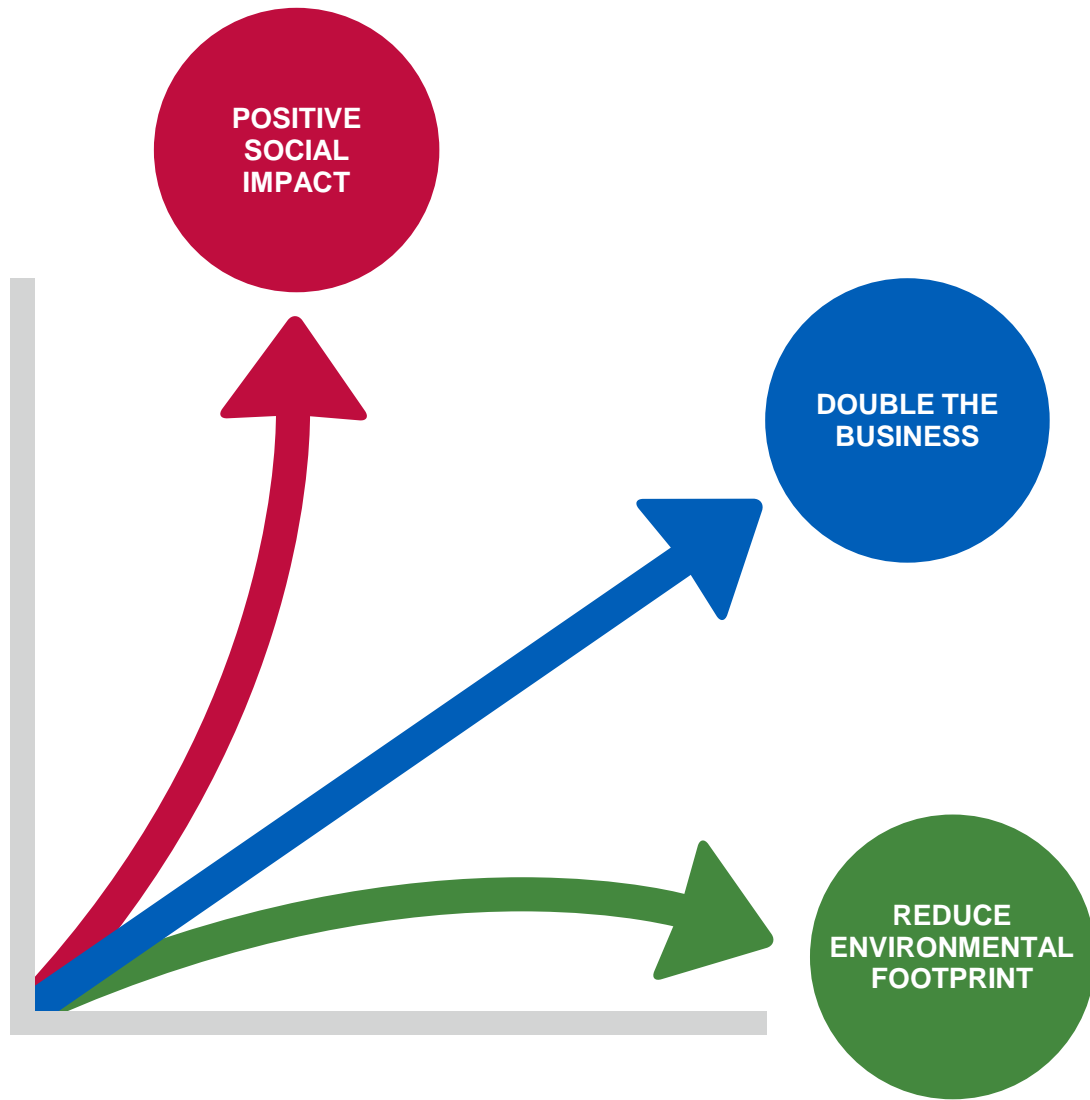
**EQUAL OPPORTUNITY
& SUSTAINABLE
LIVELIHOODS**



**THE PLANET PROTECTED
FOR FUTURE GENERATIONS**



**ACCESS TO WATER
SANITATION &
HYGIENE FOR ALL**



OUR VISION

TO DOUBLE THE SIZE
OF OUR BUSINESS,
WHILST REDUCING
OUR ENVIRONMENTAL
FOOTPRINT AND
INCREASING OUR POSITIVE
SOCIAL IMPACT



3 BIG GOALS BY 2020

- **HELP MORE THAN 1 BILLION PEOPLE IMPROVE THEIR HEALTH & WELL-BEING**
- **HALVE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS**
- **ENHANCE THE LIVELIHOODS OF MILLIONS OF PEOPLE**



DRIVING
SUSTAINABLE
INNOVATION



**SUSTAINABLE LIVING
BRANDS HELP
GROW OUR
BUSINESS**

2x
THE RATE OF
GROWTH

50%
OF UNILEVER'S
GROWTH

**BRANDS
WITH A POWERFUL
PURPOSE ENJOY
SUSTAINABLE
GROWTH**

**MOR
E**

PROFITABLE

**SUSTAINABLE LIVING
PURPOSE**

**SUSTAINABLE LIVING
PRODUCT
S**

**SUSTAINABLE
LIVING
BRANDS =**

+



- **INSPIRES PEOPLE**
- **COST BENEFITS**
- **MARKET DEVELOPMENT**
- **WIN WITH CUSTOMERS**
- **CONSUMER PREFERENCE**
- **INNOVATION**

SUSTAINABLE INNOVATIONS

Compressed deo



Concentrated laundry liquids



Kids ice cream portfolio



Our kids ice-creams combine fun, tastes, textures, shapes and colours that kids can enjoy as part of a balanced diet and active lifestyle.

For information on Wall's commitment to nutrition see www.Sharehappy.com



Iron-Fortified bouillon cubes



ME AND MY JOURNEY



ME AND MY JOURNEY

Life is short.
Build stuff
that matters.



WHAT DO I ACTUALLY DO?



KEY ATTRIBUTES NEEDED



UNILEVER IS SERIOUS ABOUT NEW WAYS OF WORKING



New Business Unit



Social Business
Innovation Team

CHALLENGES



174k people



10 people

CHALLENGES



174k people

- Speed of execution
- Don't fit the current processes
- Not done before – who advises??
- Fear



10 people

TALENT

- WHO IS IT?
- HOW DO YOU FIND IT?
- HOW DO YOU INCENTIVISE IT?

ADVICE

- SENIOR ENGAGEMENT CRUCIAL
- PROTECTION AND TIMING ESSENTIAL
- KNOW WHAT YOU ARE TRYING TO DO AND ENSURE ALIGNMENT
- PUSH THE BOUNDARIES – TEAM AND CULTURE
- THICK SKIN
- BALANCE OF PATIENCE AND FEROCITY
- BE YOURSELF



THANK YOU