

# Responsible Partner Policy Audit Update

2023 data



Unilever

# Introduction

We are committed to respecting and advancing human rights, in line with the [UN Guiding Principles on Business and Human Rights](#) (UNGPs). We take steps to actively embed this commitment into policies and processes across our business and we strive to tackle the root causes of issues through collaboration. Details of this work can be found on our [Unilever.com](#) human rights pages.

The data presented in this report shows gaps in meeting the mandatory requirements and management systems of the Responsible Partner Policy (RPP) identified during independent audits carried out at business partners' factories in 2023.

We analyse these findings to evaluate the effectiveness of measures that are put in place to address the issues identified and continuously improve our approach to human rights due diligence.

In 2024, we revised the classification of RPP issues and amended a number of them to better reflect the nature of the issue identified. An example of this is transferring findings relating to 'Workers being monitored when they take toilet/rest breaks' from the 'Work is Freely Chosen' fundamental principle to the 'Free from Harassment' fundamental principle. Our rationale is that this issue is better linked to harassment.

Going forward, we will work with our third-party audit providers to look at how we can improve the granularity of observations and how they can be more accurately recorded.

# 2,013

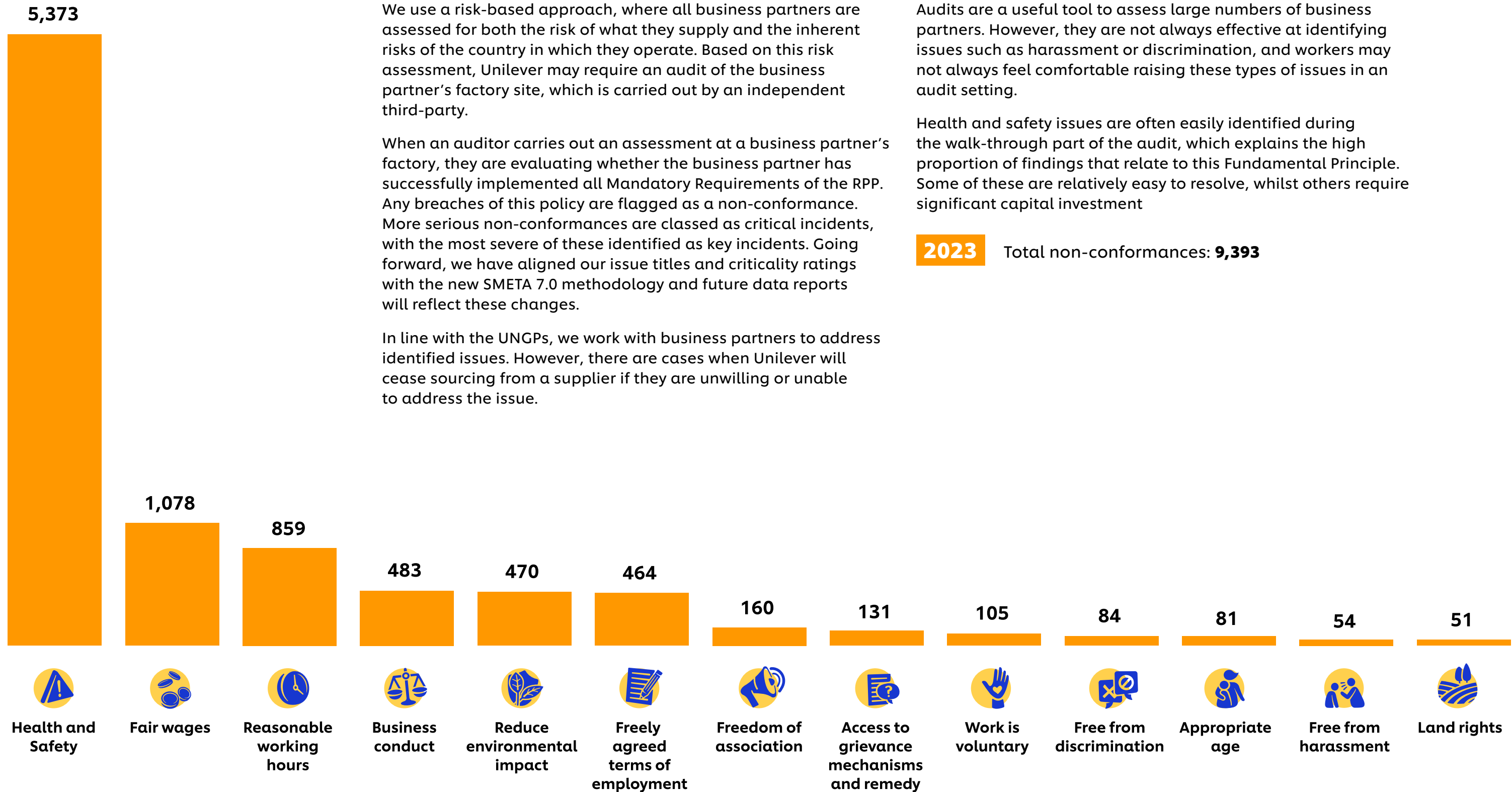


Number of audits carried out in 2023



Responsible Partner Policy  
2022

# Total non-conformances by fundamental principle



We use a risk-based approach, where all business partners are assessed for both the risk of what they supply and the inherent risks of the country in which they operate. Based on this risk assessment, Unilever may require an audit of the business partner's factory site, which is carried out by an independent third-party.

When an auditor carries out an assessment at a business partner's factory, they are evaluating whether the business partner has successfully implemented all Mandatory Requirements of the RPP. Any breaches of this policy are flagged as a non-conformance. More serious non-conformances are classed as critical incidents, with the most severe of these identified as key incidents. Going forward, we have aligned our issue titles and criticality ratings with the new SMETA 7.0 methodology and future data reports will reflect these changes.

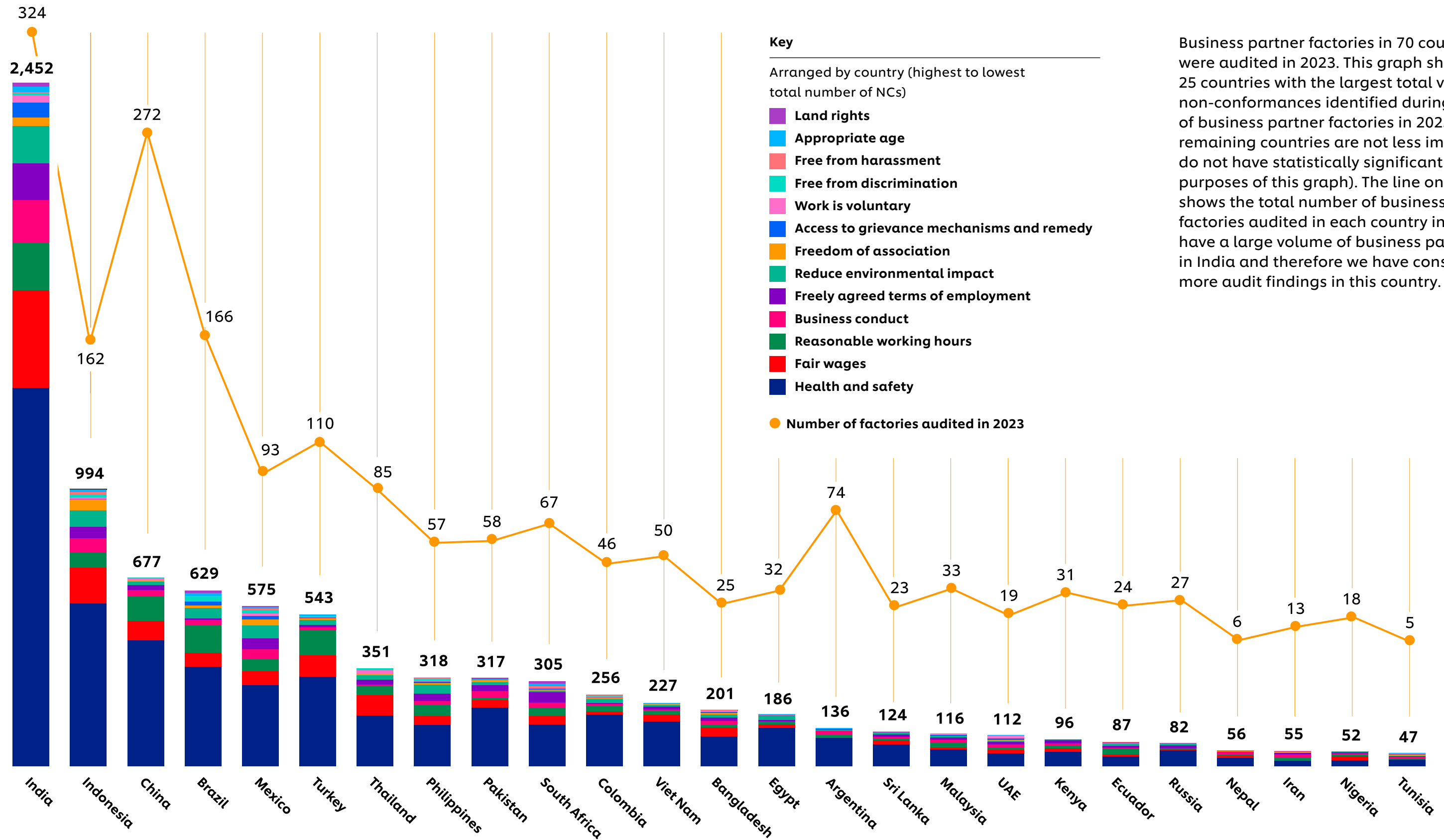
In line with the UNGPs, we work with business partners to address identified issues. However, there are cases when Unilever will cease sourcing from a supplier if they are unwilling or unable to address the issue.

Audits are a useful tool to assess large numbers of business partners. However, they are not always effective at identifying issues such as harassment or discrimination, and workers may not always feel comfortable raising these types of issues in an audit setting.

Health and safety issues are often easily identified during the walk-through part of the audit, which explains the high proportion of findings that relate to this Fundamental Principle. Some of these are relatively easy to resolve, whilst others require significant capital investment

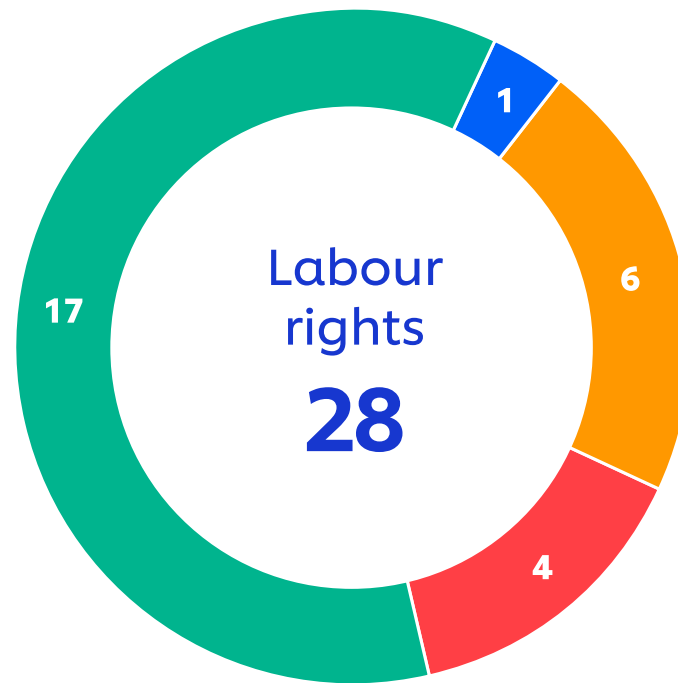
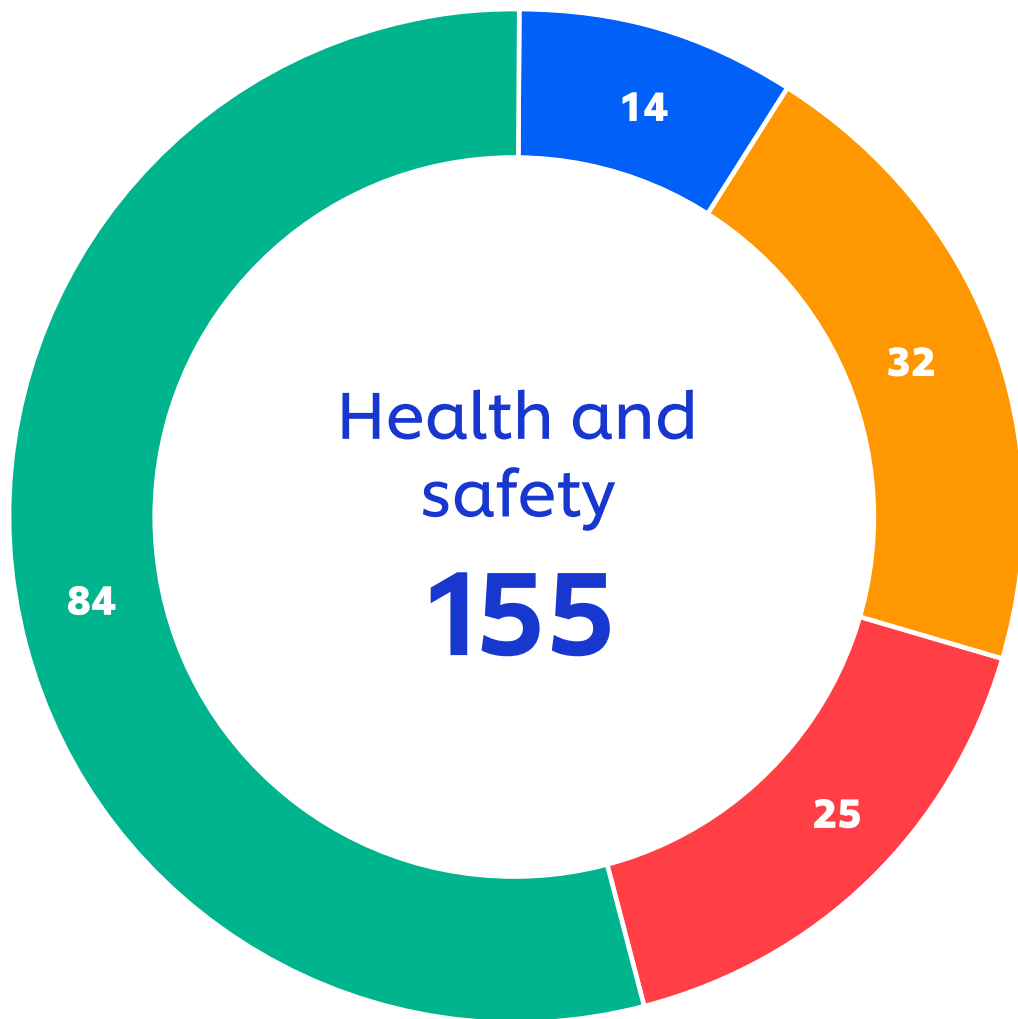
**2023** Total non-conformances: **9,393**

# 2023 non-conformances by country



Business partner factories in 70 countries were audited in 2023. This graph shows the 25 countries with the largest total volume of non-conformances identified during audits of business partner factories in 2023 (the remaining countries are not less important but do not have statistically significant data for the purposes of this graph). The line on this graph shows the total number of business partner factories audited in each country in 2023. We have a large volume of business partners based in India and therefore we have considerably more audit findings in this country.

# Key incident data 2023



■ Closed ■ Delisted ■ Open ■ Open with CAP

**Health and safety**  
Issues that represent a threat to life or imminent risk of injury.

**Labour rights**  
Includes issues relating to excessive working hours, contravention of minimum wages, indicators of forced labour and indicators of lapses in processes to verify age.

**Business conduct**  
Issues relating to conducting business with integrity and in accordance with relevant legal requirements.

Unilever currently defines the most severe non-conformances as 'key incidents', which are those that represent a significant contravention of human rights. We have aligned our issue titles and criticality ratings with the new SMETA 7.0 methodology and future data reports will reflect these changes.

Key incidents are escalated by the auditors within 24 hours to Unilever. We then require the business partner to provide a Corrective Action Plan (CAP) addressing the issues within seven days. As with all non-conformances, a follow-up audit is required within 90 days to confirm that the actions taken have been sufficient to remediate the identified issues.

In some cases, the nature of the key incident means that it is not possible to close within the 90 day period. Where this is the case, the supplier will develop an interim plan to reduce the risk until a permanent solution is put in place. The majority of key incidents identified are health and safety-related. In many instances, capital investment in equipment and systems (for example, fire detection, emergency lighting and sprinklers) with lengthy planning, installation, testing and approval processes may be required to resolve these issues. Working hours key incidents often relate to ineffective or poor record keeping or scheduling, requiring the entire facility's operating processes to be reviewed. Where workers are exceeding overtime or total weekly working

hours requirements, expert advisors are often required to support the factory to review capacity and develop incentives to drive efficiencies so that workers do not see their pay reduce as a result of reduced hours. The process for successfully resolving these key incidents involves training of management teams and employees and embedding new ways of working before these can be reviewed and closed. Consequently, in the majority of cases, the key incidents are not closed by the auditor in the same year in which they were identified. Key incidents continue to be recorded as 'open' until fully remediated.

# 2023 business partner audit data

## Health and safety: 5,373 non conformances

### Non-conformances versus mandatory requirement

Facility has general Health & Safety and occupational Health & Safety policies and procedures that are fit for purpose and are communicated to workers:	<b>41</b>
All workers and other people who enter business premises are properly informed about the inherent dangers of the workplace and are provided with adequate knowledge and personal protective equipment to avoid such dangers:	<b>54</b>
All personnel who enter the premises or deal with products are properly informed about the appropriate actions to take should a Health & Safety incident occur:	<b>19</b>
Emergency procedures are in place and directions for safe evacuation are available in all necessary languages for workers:	<b>145</b>
Evacuation procedure is tested through regular drills (as advised by local fire regulations or a minimum every 6 months) across all operating shifts (e.g. day, night and weekend shifts):	<b>267</b>
Records are available to demonstrate drills have been conducted and new workers have been given instruction on safe evacuation:	<b>62</b>
Evacuation assembly points are identified, and able to be recognised by all – including visitors:	<b>57</b>
Facility complies with local legal requirements for electrical and equipment testing and safety inspections:	<b>189</b>
Emergency lighting is adequate, fit for purpose, functioning correctly and maintained:	<b>183</b>

Records are available to demonstrate that emergency lighting is maintained:	<b>30</b>
Emergency procedures extend to the specific requirements of any disabled or hearing impaired workers (as determined by risk assessment of impacted worker's activities):	<b>21</b>
Electrical wiring is adequately encased and secured:	<b>134</b>
Where appropriate, procedures and equipment to prevent explosions are maintained:	<b>10</b>
Facility lighting levels are adequate in all areas:	<b>91</b>
Heating, Ventilation and Air Conditioning (HVAC) systems are maintained, fit for purpose, and are operating effectively:	<b>60</b>
Workers have free access to potable drinking water:	<b>9</b>
Suitable and maintained Personal Protective Equipment is issued to workers (free of charge):	<b>55</b>
Workers are trained on the purpose of Personal Protective Equipment and are required to use correct Personal Protective Equipment:	<b>82</b>
Safe operating procedures are known for hazardous tasks and operators are trained:	<b>29</b>
Machinery and equipment is fit for purpose and appropriately maintained, on a regular basis, to ensure worker Health & Safety:	<b>213</b>
Workers who use machinery and equipment are trained on the risks and safe operating procedures:	<b>60</b>
No unsafe practices which constitute a threat to life were seen during site tour:	<b>17</b>

Facility provides lifting equipment and training to ensure safe handling of loads – as appropriate and determined by risk assessment of the jobs:	<b>51</b>
Training is given to all workers on general Health & Safety to ensure Safe Working Practices:	<b>55</b>
Hazardous chemicals/materials are controlled, stored, used and disposed of according to local legal requirements e.g. secondary containment and special storing arrangements for flammable materials are in place where required. All are correctly labelled in all necessary languages for workers:	<b>309</b>
Hazardous chemicals/materials risks are assessed and appropriate training is given to workers on their treatment and safe use/handling:	<b>84</b>
Where Hazardous chemicals/materials are handled there are appropriate spillage/cleaning kits and they are in date and in good order to be used:	<b>42</b>
Body and eyewash facilities are provided in hazardous environments and they are in date and in good order to be used:	<b>127</b>
Material Safety Data Sheets are maintained, and readily available in all languages for those who need to use them:	<b>156</b>
Fire service inspection certificates are available and are valid and in date:	<b>189</b>
Fire alarm system is installed, and functioning correctly:	<b>87</b>
Fire alarm noise and visual alerts are distinctive, and can be heard/seen in all areas and recognised by all workers and visitors:	<b>68</b>

Fire alarm system is regularly tested (as advised by local fire regulations or ideally weekly):	<b>28</b>
Fire exits are sufficient in number to allow all workers to exit quickly in an emergency:	<b>31</b>
Fire exits are not restricted and can be opened immediately in an emergency:	<b>13</b>
Fire escape routes and exit doors are clearly and adequately marked and signposted for all to see easily and understand:	<b>234</b>
Fire exits open in the direction of egress and are maintained appropriately. Exits are push bar or other quick release mechanism and no padlocked doors:	<b>113</b>
Aisles and exits are not blocked allowing easy egress of workers:	<b>83</b>
Fire fighting equipment is in place across the site, sufficient in type and quantity, accessible and fit for purpose:	<b>159</b>
Fire fighting equipment is in date and serviced, at least annually or more often if recommended by the manufacturers or if the storage conditions may cause deterioration:	<b>49</b>
Fire extinguishers are installed at correct heights for ease of access and safe collection for use:	<b>68</b>
Facility premises are structurally safe and building certificates are available, valid and in date:	<b>156</b>
Facility premises are maintained and in fair condition.	<b>69</b>
Work stations and work areas are well organized and safely maintained:	<b>67</b>

# 2023 business partner audit data

## Health and safety continued

Work surfaces and floors are not slippery and are appropriately surfaced and maintained:	<b>20</b>
Records of workers Health & Safety training are maintained and are available for inspection:	<b>36</b>
Workers' conditions are assessed on a regular basis to understand conditions that may require PPE (e.g. ear protection due to noise levels):	<b>73</b>
Facility has a complete set of required certificates and permits that relate to the site's operational safety and worker Health & Safety (e.g. Building approval, Business registration, Environmental protection licence, etc.):	<b>243</b>
Facility has appointed a senior member of management to be responsible for all Health & Safety management:	<b>28</b>
Water supply for the site is tested for safety on a regular basis and records are maintained:	<b>76</b>
There are sufficient working, safe and sanitary toilets and wash areas, and are separated by gender as defined by local law:	<b>65</b>
Adequate hand washing facilities with soap and running water are provided in all toilets:	<b>10</b>
Appropriate medical examinations are provided for workers (e.g. for testing of hearing loss in high noise level working environments):	<b>204</b>
There is a doctor or nurse on site or there is easy access to trained medical aid:	<b>34</b>
First Aid kits are available in sufficient quantity, are appropriately stocked and maintained, and contain materials that are not out of date:	<b>108</b>

There are appropriate number of First Aid trained workers and these are known to the workers:	<b>139</b>
Machine Inspection records and/or certificates are available where required, and are in date:	<b>112</b>
If provided – child care/crèche is a safe environment and does not give access to areas of the workplace:	<b>18</b>
Staff canteen or provision is made for hygienic storage, preparation and consumption of food:	<b>39</b>
Certificate of foods sanitation and hygiene of food supplier/caterer is available – as per local law:	<b>59</b>
Where facility provides worker transport – it is fit for purpose, safe and maintained and operated by competent persons:	<b>3</b>
Accommodation facilities are not located in the production area:	<b>4</b>
Appliances provided for workers are fit for purpose and appropriately maintained, on a regular basis, to ensure safe use:	<b>6</b>
Those living in accommodation have easy access to potable drinking water:	<b>1</b>
No storage of hazardous substances in accommodation:	<b>1</b>
Worker personal living space meets legal requirements and industry acceptable standards:	<b>9</b>
Each worker has their own bed or sleeping facility:	<b>1</b>
Facility has a policy and procedure to ensure the safety and appropriate needs of pregnant and lactating female workers:	<b>18</b>

### Non-conformances by business area

Packaging:	<b>1,113</b>
Collaborative manufacturing:	<b>490</b>
Chemicals:	<b>708</b>
MBS:	<b>191</b>
Ingredients:	<b>381</b>
Logistics:	<b>271</b>
Commodities:	<b>374</b>
Capex and MRO:	<b>53</b>
Other:	<b>1,792</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>253</b>
Europe:	<b>13</b>
North America:	<b>5</b>
North Asia:	<b>477</b>
SEAA:	<b>1,149</b>
South Asia:	<b>1,780</b>
LATAM:	<b>1,041</b>
NAMET and RUB:	<b>655</b>

# 2023 business partner audit data

## Fair wages: 1,078 non conformances

### Non-conformances versus mandatory requirement

Facility has a policy and procedures to ensure that workers are paid for their work and are paid in compliance with local legal requirements e.g. minimum wage, frequency of payment etc, and this is communicated to workers:	<b>75</b>
Records are maintained that demonstrate that workers are paid accurately for standard and overtime hours worked, based on an appropriate hours and wages system:	<b>159</b>
Payroll records are available for inspection, by authorised parties, to use to verify standard and overtime hours of work and wages:	<b>75</b>
Workers are paid wages on time, as defined in the policy:	<b>51</b>
Workers receive a pay slip/pay information and the payroll calculation and information is in the local language and is understood by them:	<b>97</b>
Compensation terms established by legally binding collective bargaining agreements are implemented by the facility:	<b>15</b>
Legally required social security payments are made correctly:	<b>122</b>
Legally required allowances, bonuses or benefits are correctly paid:	<b>122</b>

Annual leave entitlement for all workers is paid according to local legal requirements:	<b>90</b>
The organisation does not make deductions from wages for disciplinary purposes even though permitted by national law or collective bargaining agreement. Exception to this rule applies only when both of the following conditions exist: a) Deductions from wages for disciplinary purposes are permitted by national law; and b) A freely negotiated collective bargaining agreement is in force that permits this practice:	<b>24</b>
There is no evidence of unreasonable, unexplained, unauthorised deductions from workers wages:	<b>50</b>
There is no evidence of inconsistencies between payroll records, payslips or other records and through worker interviews:	<b>41</b>
Workers are paid a premium rate for overtime work, as defined by local legal requirements:	<b>144</b>
Migrant workers' remittances are authorised in writing by the worker and evidence of transaction is supplied by the facility to the worker:	<b>2</b>
There is no evidence of falsification of hours and wage records:	<b>8</b>
Facility does not fine workers for lateness or absence from work:	<b>3</b>

### Non-conformances by business area

Packaging:	<b>171</b>
Collaborative manufacturing:	<b>77</b>
Chemicals:	<b>175</b>
MBS:	<b>43</b>
Ingredients:	<b>75</b>
Logistics:	<b>58</b>
Commodities:	<b>82</b>
Capex and MRO:	<b>15</b>
Other:	<b>382</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>73</b>
Europe:	<b>2</b>
North America:	<b>0</b>
North Asia:	<b>73</b>
SEAA:	<b>265</b>
South Asia:	<b>432</b>
LATAM:	<b>122</b>
NAMET and RUB:	<b>111</b>



# 2023 business partner audit data

## Reasonable working hours: 859 non conformances

### Non-conformances versus mandatory requirement

Facility complies with local legal requirements for working hours and overtime arrangements: **159**

Facility has a policy and procedures on working and overtime hours and workers understand policy and their contracts with respect to wages and working hours: **26**

If the employment contract allows for contractual overtime, workers expressly agree to it. All overtime work by workers is on a voluntary basis: **16**

Workers are entitled to at least 24 consecutive hours of rest in every seven day period. If workers are required to work on a rest day due to a genuine need for continuity of production or service, workers must receive an equivalent period of compensatory rest immediately following: **285**

Workers are not required to work more than the regular and overtime hours allowed by the law of the country where the workers are employed. In the absence of law, the requirements set out in the International Labour Organization Convention on hours of work and overtime must be followed, so that the regular working week does not exceed 48 hours and other than in exceptional circumstances, the sum of regular and overtime hours in a week does not exceed 60 hours: **324**

Workers receive rest breaks for which they are entitled to by local legal requirements: **49**

### Non-conformances by business area

Packaging: **181**

Collaborative manufacturing: **66**

Chemicals: **137**

MBS: **28**

Ingredients: **42**

Logistics: **61**

Commodities: **60**

Capex and MRO: **8**

Other: **276**

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa: **58**

Europe: **1**

North America: **1**

North Asia: **91**

SEAA: **162**

South Asia: **200**

LATAM: **211**

NAMET and RUB: **135**

# 2023 business partner audit data

## Business conduct: 483 non conformances

### Non-conformances versus mandatory requirement

Company has a policy and procedures for workers to report misconduct, policy breaches(whistle blowing) which includes protection for workers from retaliation:	<b>37</b>
Company has policies and procedures that specify how to handle confidential information so that it is stored with limited access rights on a need to know basis:	<b>11</b>
Company has a code or policy of business principles which includes applicable business integrity controls e.g. anti-bribery, export controls, sanctions, antitrust, data privacy, money laundering, gifts & hospitality, conflicts of interest, product quality and safety and reporting of concerns:	<b>47</b>
Policies and Procedures are communicated to workers through methods and languages they can understand:	<b>36</b>
Company has policies and procedures specifying compliance with all laws and regulations to which the facility is subject:	<b>78</b>
Company has a process to address incidents of misconduct or policy breach including remediation. (For issues raised by workers or suppliers):	<b>20</b>
Company trains workers on applicable elements of the facility code or policy of business principles:	<b>148</b>
Company has policies and procedures in place that specify actions to be taken to uncover and avoid money laundering:	<b>13</b>

Company has policies and procedures in place specific to the proper handling and recording of financial transactions, including management of any fraudulent records found:	<b>9</b>
Company validates worker’s understanding of the compliance requirements, applicable to them:	<b>19</b>
Company has policies and procedures that specify when they must notify their customers if quality, safety, code breaches or misconduct occur either in its own business or those of its suppliers could have an adverse impact:	<b>14</b>
Company has policies and procedures in place which state required worker conduct regarding anti-bribery, gifts and hospitality:	<b>14</b>
Company has a process that ensures that employees and supply chain partners (managers, supervisors, workers, suppliers etc.) found in breach of policy or guilty of misconduct are subject to reprimand and sanction commiserate with the offense:	<b>8</b>
Company provides convenient channels/mechanisms for workers to report misconduct/policy breaches:	<b>28</b>
There is no evidence of fraudulent behaviour to gain business advantages e.g. bribes, inducements or tax evasion, falsified records:	<b>1</b>

### Non-conformances by business area

Packaging:	<b>71</b>
Collaborative manufacturing:	<b>34</b>
Chemicals:	<b>67</b>
MBS:	<b>25</b>
Ingredients:	<b>22</b>
Logistics:	<b>33</b>
Commodities:	<b>28</b>
Capex and MRO:	<b>15</b>
Other:	<b>188</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>33</b>
Europe:	<b>2</b>
North America:	<b>0</b>
North Asia:	<b>30</b>
SEAA:	<b>85</b>
South Asia:	<b>203</b>
LATAM:	<b>81</b>
NAMET and RUB:	<b>49</b>

# 2023 business partner audit data

## Freely agreed terms of employment: 464 non conformances

### Non-conformances versus mandatory requirement

Company procedure includes a check that agencies supplying workers provide a contract for all the workers, and that contracts meet local legal labour requirements and specify terms and conditions of employment in the language workers understand: **159**

Company has a policy and procedures to ensure that all workers receive a contract that meets local legal labour requirements and specifies terms and conditions of employment in the local language that they understand: **148**

Company does not impose additional terms or requirements on workers after employment contract signed: **7**

The workers at the company are employed under a documented contract that is signed by the employer and worker: **75**

Changes to employment contracts are agreed in writing by both employer and worker: **28**

Workers are not repeatedly hired on temporary contracts as a means for the employer to avoid paying same terms and benefits as for permanent workers: **25**

The probationary period for workers does not exceed term permitted by local legal requirements: **21**

Workers are not dismissed and re-hired as a means for the employer to avoid paying same terms and benefits as for permanent workers: **1**

### Non-conformances by business area

Packaging:	<b>56</b>
Collaborative manufacturing:	<b>42</b>
Chemicals:	<b>64</b>
MBS:	<b>27</b>
Ingredients:	<b>23</b>
Logistics:	<b>26</b>
Commodities:	<b>39</b>
Capex and MRO:	<b>3</b>
Other:	<b>184</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>65</b>
Europe:	<b>2</b>
North America:	<b>0</b>
North Asia:	<b>18</b>
SEAA:	<b>102</b>
South Asia:	<b>177</b>
LATAM:	<b>59</b>
NAMET and RUB:	<b>41</b>

# 2023 business partner audit data



## Reduce environmental impact: 470 non conformances

### Non-conformances versus mandatory requirement

Facility demonstrates compliance to local legal environment standards and requirements:	<b>88</b>
Facility holds relevant permits, licences and related records for use and disposal of water and waste and other relevant commodities and utilities:	<b>135</b>
Training is provided to all relevant personnel to ensure knowledge of and compliance with all necessary legal permits:	<b>18</b>
Facility has systems in place for monitoring water and air discharges in respect of quality and local impact:	<b>87</b>
Facility has systems in place for managing hazardous waste and appropriate records are kept and permits maintained:	<b>118</b>
Facility has no breaches of environmental regulations pending or recent fines or prosecutions, i.e. within the last 5 years:	<b>4</b>
Facility has checked that any Sub-Contracting agencies or business partners operating on the premises have appropriate permits and licences and are conducting business in line with environmental expectations of the facility:	<b>20</b>

### Non-conformances by business area

Packaging:	<b>102</b>
Collaborative manufacturing:	<b>40</b>
Chemicals:	<b>51</b>
MBS:	<b>14</b>
Ingredients:	<b>32</b>
Logistics:	<b>31</b>
Commodities:	<b>29</b>
Capex and MRO:	<b>5</b>
Other:	<b>166</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>7</b>
Europe:	<b>0</b>
North America:	<b>0</b>
North Asia:	<b>13</b>
SEAA:	<b>118</b>
South Asia:	<b>164</b>
LATAM:	<b>115</b>
NAMET and RUB:	<b>53</b>

# 2023 business partner audit data

## Freedom of association: 160 non conformances

### Non-conformances versus mandatory requirement

Workers who wish to join a union or worker committee are able to do so and there is no breach of local regulations:	<b>15</b>
Managers, supervisors and guards are trained to respect each workers' right to associate freely:	<b>20</b>
Workers are not penalised (or discriminated) for seeking to join or create; being a member of; or being involved with a union or worker committee:	<b>2</b>
Facility does not refuse trade unions, unless refusal is allowable by law:	<b>1</b>
Workers know and understand their rights, feel confident to exercise them and that no other worker or manager will impede them in the enjoyment of that right:	<b>6</b>
Collective agreements comply with local legal requirements:	<b>37</b>

Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and bargaining:	<b>14</b>
If there is worker representation, there is a free and fair electoral process with no influence from company's management:	<b>55</b>
Workers are not forced to talk to facility management about personal or sensitive matters:	<b>2</b>
Facility does not interfere with union decision making the election/appointment of worker representatives:	<b>6</b>
Facility does not obstruct recruitment activities or does not restrict reasonable access to unions for member recruitment:	<b>2</b>

### Non-conformances by business area

Packaging:	<b>30</b>
Collaborative manufacturing:	<b>15</b>
Chemicals:	<b>16</b>
MBS:	<b>7</b>
Ingredients:	<b>8</b>
Logistics:	<b>10</b>
Commodities:	<b>18</b>
Capex and MRO:	<b>1</b>
Other:	<b>55</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>4</b>
Europe:	<b>1</b>
North America:	<b>0</b>
North Asia:	<b>3</b>
SEAA:	<b>52</b>
South Asia:	<b>43</b>
LATAM:	<b>41</b>
NAMET and RUB:	<b>16</b>

# 2023 business partner audit data

## Access to grievance mechanisms and remedy: 131 non conformances

### Non-conformances versus mandatory requirement

Facility has policies and procedures that support a mechanism for workers to complain, make suggestions and lodge grievances or any dissatisfaction that they have with their working terms and conditions etc.:	<b>42</b>
Facility has a process to investigate and apply swift, unbiased and fair resolution to complaints, grievances, or statements of dissatisfaction lodged by workers:	<b>29</b>
Workers can lodge complaints and grievances and dissatisfaction in confidence with no fear of victimisation:	<b>22</b>
Workers and managers understand the disciplinary and grievance procedure:	<b>30</b>
Disciplinary investigations and cases are documented and transparent:	<b>8</b>

### Non-conformances by business area

Packaging:	<b>29</b>
Collaborative manufacturing:	<b>15</b>
Chemicals:	<b>15</b>
MBS:	<b>5</b>
Ingredients:	<b>8</b>
Logistics:	<b>8</b>
Commodities:	<b>5</b>
Capex and MRO:	<b>0</b>
Other:	<b>46</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>8</b>
Europe:	<b>1</b>
North America:	<b>0</b>
North Asia:	<b>0</b>
SEAA:	<b>11</b>
South Asia:	<b>59</b>
LATAM:	<b>35</b>
NAMET and RUB:	<b>17</b>

# 2023 business partner audit data



## Free from harassment: 54 non conformances

### Non-conformances versus mandatory requirement

All workers and their managers are trained to recognise and prevent harassment, abuse and other forms of intimidation:	<b>36</b>
There is no evidence of verbal abuse in the workplace:	<b>6</b>
Managers or supervisors who abuse workers are disciplined:	<b>7</b>
Workers are not monitored when they take toilet/rest breaks:	<b>5</b>

### Non-conformances by business area

Packaging:	<b>9</b>
Collaborative manufacturing:	<b>14</b>
Chemicals:	<b>5</b>
MBS:	<b>4</b>
Ingredients:	<b>2</b>
Logistics:	<b>2</b>
Commodities:	<b>3</b>
Capex and MRO:	<b>0</b>
Other:	<b>15</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>13</b>
Europe:	<b>2</b>
North America:	<b>0</b>
North Asia:	<b>1</b>
SEAA:	<b>10</b>
South Asia:	<b>8</b>
LATAM:	<b>16</b>
NAMET and RUB:	<b>4</b>

# 2023 business partner audit data

## Free from discrimination: 84 non conformances

### Non-conformances versus mandatory requirement

Facility has a policy and procedures on discrimination which covers non-discrimination based on caste, national origin, ethnicity, religion, age, disability, gender, material status, sexual orientation, union membership, political affiliation, health, disability or pregnancy and this is communicated to workers: **23**

There is no evidence of discrimination in the recruitment, compensation, access to training, promotion, dismissal or retirement processes based on the discrimination aspects of caste, national origin, ethnicity, religion, age, disability, gender, material status, sexual orientation, union membership, political affiliation, health, disability or pregnancy: **42**

There is no evidence of pregnancy testing being used in the recruitment process to discrimination against the candidate: **1**

Staff members responsible for hiring, paying, training, promoting, disciplining and dismissing workers are trained to avoid discrimination in the exercise of their duties: **11**

There is no evidence of discrimination based on caste, national origin, ethnicity, religion, age, disability, gender, material status, sexual orientation, union membership, political affiliation, health, disability or pregnancy: **7**

### Non-conformances by business area

Packaging:	<b>18</b>
Collaborative manufacturing:	<b>3</b>
Chemicals:	<b>18</b>
MBS:	<b>3</b>
Ingredients:	<b>3</b>
Logistics:	<b>6</b>
Commodities:	<b>6</b>
Capex and MRO:	<b>0</b>
Other:	<b>27</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>2</b>
Europe:	<b>0</b>
North America:	<b>0</b>
North Asia:	<b>2</b>
SEAA:	<b>26</b>
South Asia:	<b>9</b>
LATAM:	<b>40</b>
NAMET and RUB:	<b>5</b>



# 2023 business partner audit data



## Work is voluntary: 105 non conformances

### Non-conformances versus mandatory requirement

Facility has a policy and procedures to ensure that all workers enter employment freely and equally and that they are not prevented from resigning and leaving if they so wish, and this is communicated to workers: **20**

Migrant workers receive an employment contract in a language they understand in their own country before they leave to come and work at the facility: **3**

There is no retention by employer or employment agency of original identification papers and/or passports unless required by law. Where the retention of identification papers is legally required, there is a process to ensure that workers can access their identification papers, are not prevented from leaving the workplace and that their papers are returned immediately upon cessation of employment: **6**

Where workers can only be hired through recruitment agencies, the facility has a procedure to check that the recruitment agency has hiring policies and procedures to combat trafficking and forced labour: **12**

There is no evidence of involuntary labour- prisoners or others: **2**

Workers do not pay deposits when they commence employment at the facility: **5**

Only workers who have the legal right to work at the facility are employed and documents demonstrate that there is a verification procedure: **5**

There are no unreasonable notice requirements, or financial penalties, beyond legally allowed limits for workers when they leave the employment of the facility: **5**

Payments are made promptly, without unreasonable delay, to workers when they leave the employment of the facility: **17**

Workers who refuse overtime are not penalised (for example there are no threats of pay cuts, dismissal, demotion etc.): **11**

There is no evidence of enforcement of unreasonable control of workers by security guards: **1**

If there are monetary deposits required for work tools, PPE, or training, the facility has a process to manage the issue of items and the refund of monies: **4**

Migrant workers do not pay fees or employment costs to agents in their own or host country for the opportunity to be employed by the company: **14**

### Non-conformances by business area

Packaging:	<b>22</b>
Collaborative manufacturing:	<b>11</b>
Chemicals:	<b>14</b>
MBS:	<b>9</b>
Ingredients:	<b>4</b>
Logistics:	<b>3</b>
Commodities:	<b>4</b>
Capex and MRO:	<b>1</b>
Other:	<b>37</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>3</b>
Europe:	<b>1</b>
North America:	<b>0</b>
North Asia:	<b>8</b>
SEAA:	<b>27</b>
South Asia:	<b>30</b>
LATAM:	<b>19</b>
NAMET and RUB:	<b>17</b>

# 2023 business partner audit data



## Appropriate age: 81 non conformances

### Non-conformances versus mandatory requirement

Facility has an employment policy and procedures to ensure that it complies with local regulations on minimum age of all workers including indirectly supplied workers, piece-workers, part time workers, home workers, young workers, interns/students:	<b>11</b>
The policy specifies the minimum age for employment and the means for age verification to implement the policy:	<b>2</b>
The policy specifies remediation measures if there is an incident of child labour, which include care of the child and security of the same income to the family:	<b>38</b>
Facility does not permit young persons (under the age of 18) to work at night or in hazardous conditions:	<b>1</b>
Risk assessments, are conducted for jobs assigned to young workers, including implementation of controls to reduce identified risk:	<b>14</b>
Records of age verification (e.g. photocopies of appropriate ID) are maintained in connection with worker records and are accurate and true:	<b>12</b>
There is no evidence of children in the working areas of the facility premises, either working or playing or with parents on the job:	<b>1</b>
Contracts for young workers are signed by legal parent or guardian:	<b>2</b>

### Non-conformances by business area

Packaging:	<b>13</b>
Collaborative manufacturing:	<b>7</b>
Chemicals:	<b>8</b>
MBS:	<b>7</b>
Ingredients:	<b>4</b>
Logistics:	<b>6</b>
Commodities:	<b>6</b>
Capex and MRO:	<b>1</b>
Other:	<b>29</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>12</b>
Europe:	<b>0</b>
North America:	<b>0</b>
North Asia:	<b>1</b>
SEAA:	<b>15</b>
South Asia:	<b>22</b>
LATAM:	<b>21</b>
NAMET and RUB:	<b>10</b>

# 2023 business partner audit data



## Land rights: 51 non conformances

### Non-conformances versus mandatory requirement

Facility has a policy and procedures which articulates the due diligence the company will undertake to obtain free, prior and informed consent, (FPIC) even if national/local law does not require it: **23**

Facility has an individual or team trained to deal with local communities and indigenous peoples on the principles of free, prior and informed consent, (FPIC) or there are individuals who are knowledgeable enough to seek outside consultation to ensure rights are acknowledged and protected and sufficient due diligence is carried out: **6**

Facility has a specific article in their code of conduct which covers free, prior and informed consent, (FPIC) and no land grabbing: **19**

Where applicable, due diligence is undertaken to uphold individual or indigenous peoples' established rights to property and land: **1**

There is no evidence of illegal appropriation of land: **2**

### Non-conformances by business area

Packaging:	<b>10</b>
Collaborative manufacturing:	<b>5</b>
Chemicals:	<b>6</b>
MBS:	<b>1</b>
Ingredients:	<b>0</b>
Logistics:	<b>3</b>
Commodities:	<b>3</b>
Capex and MRO:	<b>1</b>
Other:	<b>22</b>

Other – includes business partners that supply multiple Unilever business groups or product categories (for example, fruits and nuts, sugar, cocoa and chocolate, dairy and tea) and also suppliers that are non-centralised.

Capex and MRO – maintenance, repair and operations.

MBS – Marketing and business services.

See network clusters and countries, on [page 20](#), for a list of countries in each region, as classified by Unilever.

### Location of non-conformances

Central and South Africa:	<b>12</b>
Europe:	<b>0</b>
North America:	<b>0</b>
North Asia:	<b>0</b>
SEAA:	<b>2</b>
South Asia:	<b>23</b>
LATAM:	<b>14</b>
NAMET and RUB:	<b>0</b>

# Network clusters and countries

## North America

Canada  
 \_\_\_\_\_  
 USA

## Latin America

Brazil  
 \_\_\_\_\_  
 Cuba  
 Mexico  
 \_\_\_\_\_  
 Dominican Republic  
 Haiti  
 Puerto Rico  
 Trinidad and Tobago  
 \_\_\_\_\_  
 Belize  
 Colombia  
 Costa Rica  
 Ecuador  
 El Salvador  
 French Guiana  
 Guatemala  
 Guyana  
 Honduras  
 Nicaragua  
 Panama  
 Suriname  
 Venezuela  
 \_\_\_\_\_  
 Argentina  
 Bolivia  
 Chile  
 Paraguay  
 Peru  
 Uruguay

## Europe

Belgium  
 Luxembourg  
 Netherlands  
 \_\_\_\_\_  
 Austria  
 Germany  
 Switzerland  
 \_\_\_\_\_  
 France  
 \_\_\_\_\_  
 Greece  
 \_\_\_\_\_  
 Italy  
 \_\_\_\_\_  
 Denmark  
 Finland  
 Norway  
 Sweden  
 \_\_\_\_\_  
 Portugal  
 \_\_\_\_\_  
 Spain

Ireland  
 United Kingdom  
 \_\_\_\_\_  
 Bosnia & Herzegovina  
 Croatia  
 Czech Republic  
 Hungary  
 Slovakia  
 Slovenia  
 \_\_\_\_\_  
 Estonia  
 Latvia  
 Lithuania  
 Poland  
 \_\_\_\_\_  
 Albania  
 Bulgaria  
 Kosovo  
 Macedonia  
 Moldova  
 Montenegro  
 Romania  
 Serbia

## Central and South Africa

Benin  
 Burkina Faso  
 Côte d'Ivoire  
 Guinea  
 Mali  
 Mauritania  
 Niger  
 Senegal  
 Togo  
 \_\_\_\_\_  
 Gambia  
 Ghana  
 Guinea-Bissau  
 Liberia  
 Sierra Leone  
 \_\_\_\_\_  
 Burundi  
 Djibouti  
 Eritrea  
 Ethiopia  
 Madagascar  
 Rwanda  
 Somalia  
 \_\_\_\_\_  
 Kenya  
 \_\_\_\_\_  
 Malawi  
 \_\_\_\_\_  
 Mozambique  
 \_\_\_\_\_  
 Tanzania  
 \_\_\_\_\_  
 Uganda  
 \_\_\_\_\_  
 Zambia  
 \_\_\_\_\_  
 Zimbabwe  
 \_\_\_\_\_  
 Angola  
 Botswana  
 Cameroon  
 Central African  
 Republic  
 Chad  
 Congo  
 Democratic Republic  
 of Congo  
 Equatorial Guinea  
 Gabon  
 Namibia  
 \_\_\_\_\_  
 Lesotho  
 South Africa  
 Swaziland  
 \_\_\_\_\_  
 Nigeria

## NAMET (North Africa Middle East and Turkey) and RUB (Russia, Ukraine and Belarus)

Bahrain  
 Kuwait  
 Oman  
 Qatar  
 UAE  
 \_\_\_\_\_  
 Saudi Arabia  
 Yemen  
 \_\_\_\_\_  
 Algeria  
 Libya  
 Morocco  
 Tunisia  
 Western Sahara  
 \_\_\_\_\_  
 Egypt  
 Iraq  
 Jordan  
 Lebanon  
 Palestine  
 South Sudan  
 Sudan  
 Syria  
 \_\_\_\_\_  
 Belarus  
 Russian Federation  
 Ukraine  
 \_\_\_\_\_  
 Armenia  
 Georgia  
 Iran  
 Israel  
 Turkey  
 \_\_\_\_\_  
 Azerbaijan  
 Kazakhstan  
 Kyrgyzstan  
 Tajikistan  
 Turkmenistan  
 Uzbekistan

## North Asia

China  
 \_\_\_\_\_  
 Hong Kong  
 \_\_\_\_\_  
 Japan  
 \_\_\_\_\_  
 North Korea  
 \_\_\_\_\_  
 South Korea  
 \_\_\_\_\_  
 Taiwan

## South Asia

Bangladesh  
 \_\_\_\_\_  
 Bhutan  
 \_\_\_\_\_  
 India  
 \_\_\_\_\_  
 Nepal  
 \_\_\_\_\_  
 Pakistan  
 \_\_\_\_\_  
 Sri Lanka

## SEAA (South East Asia and Australasia)

Australia  
 New Zealand  
 Papua New Guinea  
 \_\_\_\_\_  
 Cambodia  
 \_\_\_\_\_  
 Indonesia  
 \_\_\_\_\_  
 Laos  
 \_\_\_\_\_  
 Malaysia  
 \_\_\_\_\_  
 Myanmar  
 \_\_\_\_\_  
 Philippines  
 \_\_\_\_\_  
 Singapore  
 \_\_\_\_\_  
 Thailand  
 \_\_\_\_\_  
 Vietnam

