

ANEXOS

ANEXO 1 - Sete Ferramentas Básicas da Qualidade

Fluxogramas e mapas de processos: são ferramentas que permitem ilustrar as várias etapas de um processo, ordenadas de um modo sequencial. Clarificam, definem, estruturam e documentam processos.

Formulários de Recolha de Dados: caracterizado um processo, importa definir e implementar uma estrutura adequada de recolha da informação sobre o mesmo. Os formulários de recolha de dados, ou folhas de verificação, permitem planear e conduzir a recolha e análise de dados de uma forma organizada. Servem para obter registos de informação relacionada com características de produtos ou serviços, parâmetros processuais, ocorrência de defeitos e reclamações, entre outras categorias possíveis.

Diagrama de Causa-Efeito: os diagramas de causa-efeito, também designados como diagramas de Ishikawa ou em espinha de peixe, visam ajudar a encontrar, de forma estruturada, as origens de um determinado problema ou fenómeno. Identificado o problema (efeito), listam-se as possíveis causas e depois estabelecem-se as relações de causalidade entre elas, obtendo como resultado final as causas directas do problema e as causas secundárias que estão na sua origem.

Diagrama de Pareto: o diagrama de Pareto visa estabelecer e ilustrar visualmente a separação entre os elementos vitais e as que são marginais. Consiste num gráfico de barras ordenadas (da mais frequente para a menos frequente), complementado por uma curva cumulativa que retrata a fracção de ocorrências associada às diversas categorias até aí consideradas. Tem por objectivo central estabelecer relação de proporcionalidade entre origem e resultado (por exemplo, 80% das reclamações são registadas em 20% dos pontos de venda, o que quer dizer que esses pontos de venda são responsáveis pela maioria da insatisfação gerada, constituindo locais prioritários de actuação).

Histogramas: os histogramas são a representação gráfica do comportamento de uma determinada variável, nomeadamente, em termos de tendência central, dispersão, simetria, etc. Entre as suas várias aplicações, salienta-se: a comprovação imediata do comportamento esperado dos processos, verificação de mudanças no processo (tempos, linhas de fabrico, etc.) e caracterização da distribuição de probabilidade a que obedecem determinados parâmetros.

Gráficos: representações visuais de dados que possibilitam uma interpretação rápida, ou mais aprofundada, do seu significado.

Cartas de Controlo: as cartas de controlo permitem distinguir aquilo que é a variabilidade e flutuação normal de um processo, de situações atípicas decorrentes de causas esporádicas de variação. Esta distinção é determinada por critérios de natureza estatística, incluindo a determinação de limites de controlo a partir de amostras recolhidas do processo. A ocorrência de valores situados para além dos limites de controlo corresponde à existência de causas esporádicas de variação, que importa investigar.

CABRAL, Ana Cristina ; COLAÇO, Ana Margarida ; GUERREIRO, Gabriela Guerreiro - **Qualidade: Tendências, Qualificações e Formação** [Em linha]. 1ª Ed. Lisboa : Instituto para a Inovação na Formação, 2001, actual. Maio 2002. [Consult. 10 Jun. 2013]. disponível em : http://www.crcvirtual.org/vfs/old_crcv/biblioteca/5_20_2002_10_53/. ISBN 972-8619-17-0.

ANEXO 2 - Ferramentas associadas à fase de Garantia da Qualidade

Círculos da Qualidade: trata-se de grupos de pessoas que, voluntariamente, se reúnem com vista à solução de um problema comum ou para a simples troca de ideias, visando a melhoria contínua, não só da qualidade dos produtos produzidos, mas aplicada a todas as áreas da empresa. O sucesso desta técnica encontra-se intimamente relacionado, com as condições existentes na empresa, fundamentalmente, ao nível dos seus recursos humanos. Assim, torna-se imprescindível que os responsáveis da empresa valorizem a participação dos colaboradores de diversas áreas e posições hierárquicas, para que o empenhamento e motivação na procura de soluções seja o melhor possível. Constitui, ainda, uma oportunidade de expressão de ideias, potenciando a comunicação, quer em termos horizontais (entre as diferentes áreas da empresa) quer em termos verticais (entre trabalhadores e chefias), uma vez que a tomada de decisão adquire um carácter participativo.

AMFE (Análise Modal de Falhas e Efeitos): é uma técnica de planeamento, concebida numa óptica preventiva, em particular, para um eficaz desenvolvimento de processos e produtos. Consiste numa metodologia analítica utilizada para garantir, na medida do possível, a identificação de todos os potenciais modos de falha e causas correspondentes associados ao projecto ou processo de fabrico de um determinado produto.

Auditoria: pode-se definir como um exame sistemático e independente para determinar se as actividades e os resultados relativos à qualidade satisfazem as disposições preestabelecidas, se estas estão, efectivamente, implementadas e se são adequadas para alcançar os objectivos pretendidos.

Normas da série ISO 9000: a sua primeira publicação data de 1987, estabelecendo um conjunto uniforme e consistente de procedimentos, elementos e requisitos de aplicação universal, oferecendo uma base para a concepção, implementação e avaliação, especificação e certificação de sistemas da qualidade e proporcionando uma linguagem comum nas relações comerciais.

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ANEXO 3 – Ferramentas e metodologias da Gestão pela Qualidade Total

Quality Function Deployment (QFD)

É uma ferramenta de planeamento focalizada no cliente, que tem por base uma análise extensa dos requisitos e desejos dos clientes, desenvolvendo-os, posteriormente, em todas as fases da cadeia produtiva — desde a investigação inicial e concepção do produto até à distribuição e assistência após-venda.

A principal vantagem do QFD é o apuramento e hierarquização das características desejadas que podem ser introduzidas num novo produto ou serviço e a sua tradução e consecução no produto ou serviço entregue ao cliente. É uma ferramenta que visa a diferenciação da oferta da empresa, incluindo características nos produtos que não são apenas adequadas à procura mas que são, sobretudo, atractivas.

O resultado final é um diagrama correntemente designado por "Casa da Qualidade".

Kaizen

Esta metodologia consiste, essencialmente, num processo contínuo de pequenas melhorias, assente na criação de hábitos de "procurar fazer melhor" por parte de todos os colaboradores da empresa. A função da direcção da empresa passa pela definição de objectivos, identificando processos a melhorar e distribuindo os recursos necessários para a realização das propostas. Como resultados possíveis, enumeram-se os seguintes: ganhos de produtividade, economia de espaço, redução de tempos de fabrico, redução de existências, resultados rápidos, redução de procedimentos defeituosos e motivação e responsabilidade dos trabalhadores.

Equivale a uma melhoria gradual e tem por base os 5 Ss (mais-valia trazida para a indústria pelas mulheres com base na organização doméstica — Organizar, Arrumar, Limpar, Assear, Disciplinar). Como valoriza pequenas melhorias, instaura a melhoria contínua. Os círculos da qualidade e os sistemas de sugestões têm origem no Kaizen.

Benchmarking

Esta metodologia permite identificar e compreender os factores críticos de sucesso, recorrendo à análise dos métodos mais eficazes utilizados por outras empresas, preferencialmente, do mesmo sector de actividade. Neste sentido, permite a análise dos

processos-chave de cada negócio e posterior implementação de métodos de eficácia comprovada, adaptados à realidade da empresa. Se for um processo formal, enquadra-se na definição de transferência de tecnologia.

Modelos de Excelência

São, essencialmente, modelos de auto-avaliação, que permitem às empresas determinar quais os seus pontos fortes e as áreas a melhorar, desenvolver e planear ações de melhoria, cuja implementação poderá e deverá resultar em ganhos de produtividade e de rentabilidade para a organização em causa.

Reengenharia

É um processo de reflexão fundamental e de redesenho radical dos processos de negócio, orientado para a obtenção de melhorias dramáticas em medidas críticas e contemporâneas de desempenho, como sejam: o custo, a qualidade, o serviço e o tempo (SARAIVA; D'OREY, 1999: 49)⁽⁵⁾. Em traços gerais, equivale à substituição de processos obsoletos, o que significa que a melhoria, a concretizar-se, representa uma ruptura com o passado (por oposição à continuidade de algumas das metodologias já referidas).

A sua implementação divide-se em duas vertentes complementares: uma vertente técnica e uma vertente comportamental.

A vertente técnica incide sobre a identificação dos processos de negócio da empresa, a distinção dos processos nucleares e o subsequente redesenho de um ou mais desses projetos. Por outro lado, a vertente comportamental compreende as alterações no modo de trabalhar das pessoas na organização, pelo que deve ser alicerçada num plano de gestão da mudança.

⁽⁵⁾ Definição atribuída a Hamer e Champy, desenvolvido na obra "Reengineering the corporation — a manifesto for business revolution" (1993)

Inquéritos a Clientes

É uma metodologia de cariz quantitativo que tem por objectivo, através da consulta directa aos clientes, obter uma medida, o mais exacta e completa possível da sua satisfação. Numa perspectiva de orientação sistemática para o cliente, já não basta tentar satisfazer os clientes de forma intuitiva, sendo necessário medir e acompanhar os graus dessa mesma

satisfação. É, também, uma ferramenta indispensável para o planeamento e implementação de formas de melhoria.

Inquéritos a colaboradores

A aplicação de questionários aos colaboradores da empresa, normalmente, de resposta anónima e voluntária, é uma ferramenta que tem, como principal objectivo, apurar o seu grau de satisfação em relação aos diferentes aspectos que caracterizam a sua relação com a organização. Esta ferramenta é particularmente importante pois, constata-se que o modo como as organizações se estruturam, gerem e recompensam os seus recursos humanos condiciona decisivamente quer a participação destes, quer o sucesso das estratégias da qualidade.

Autocontrolo

O autocontrolo consiste em criar as condições necessárias para que o trabalhador se responsabilize pelos resultados do processo no qual se encontra envolvido. As condições acima referidas remetem para práticas como: saber o que tem de fazer, como o está a fazer, recorrer aos meios mais eficazes para regular as suas actividades e proceder a ajustes no processo e no seu próprio comportamento. As suas principais vantagens são: acréscimo da motivação dos colaboradores, resultante do enriquecimento de tarefas; desenvolvimento da capacidade de análise e de resolução de problemas; incremento da responsabilidade colectiva, entre outras.

O processo sequencial de aplicação desta ferramenta, inclui as seguintes etapas fundamentais (SARAIVA; D'OREY, 1999): recolha das vozes dos clientes; transformação das vozes em requisitos, análise e estudo dos requisitos, definição do conceito de produto, conversão dos requisitos do cliente em especificações do produto, culminando na obtenção do conceito, especificações e características do produto.

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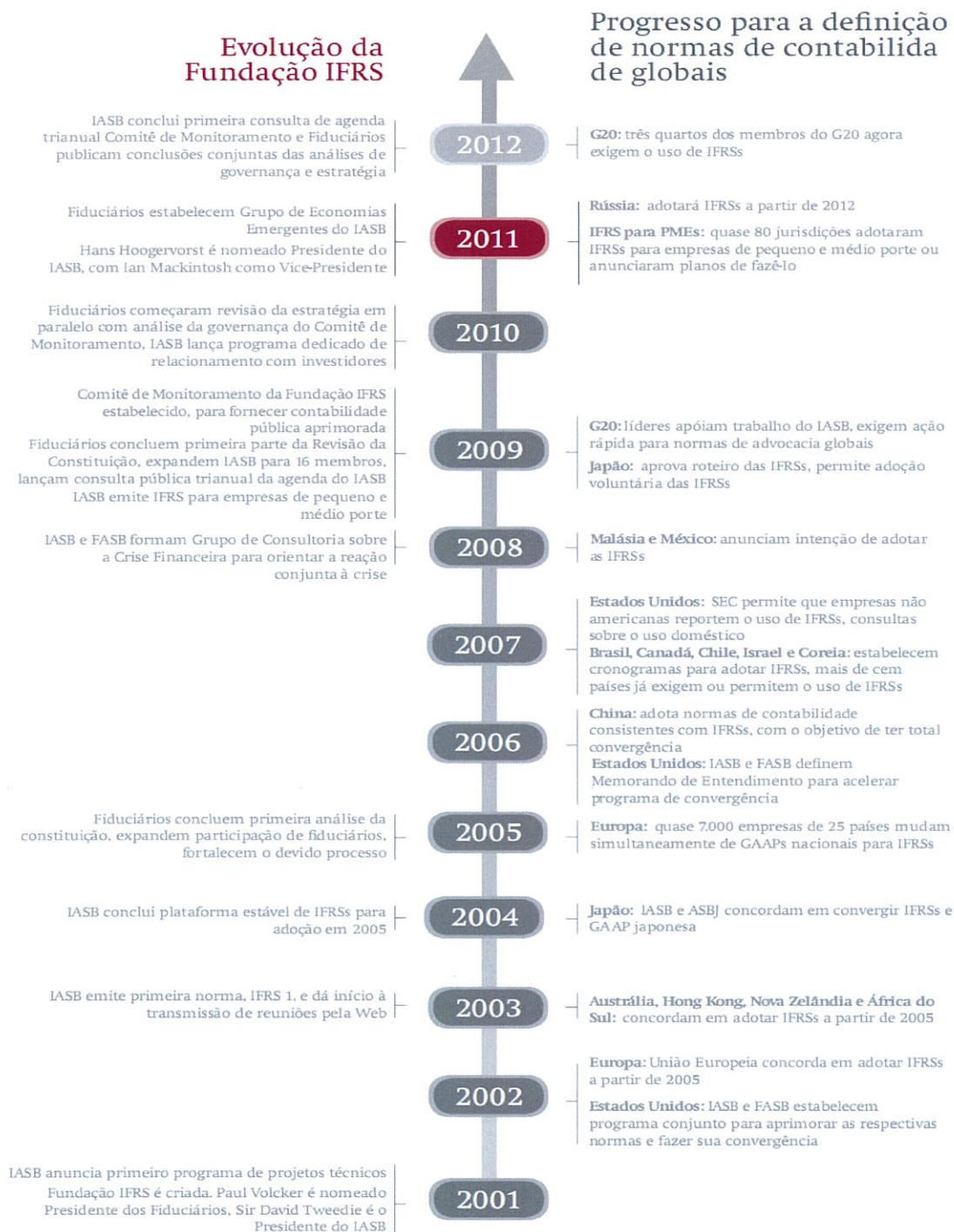
ANEXO 4 – Resumo da Evolução da Qualidade

	Início séc. XX - anos 30	Anos 30 - anos 50	Anos 60 - anos 80	Anos 80 - até aos dias de hoje
	Inspecção da Qualidade	Controlo da Qualidade	Garantia da Qualidade	Gestão pela Qualidade Total
Conceito	<ul style="list-style-type: none"> • Actividades de medição, comparação, verificação 	<ul style="list-style-type: none"> • Actividades planeadas e sistemáticas que, de uma forma integrada, podem garantir que a qualidade desejada está a ser alcançada 	<ul style="list-style-type: none"> • Actividades centradas na monitorização, nomeadamente, na análise dos desvios e reposição dos parâmetros dos processos nas condições desejadas 	<ul style="list-style-type: none"> • Cultura da empresa capaz de assegurar a satisfação dos clientes
Características	<ul style="list-style-type: none"> • Não participa na concepção 	<ul style="list-style-type: none"> • Melhorias nos processos introduzidas pela produção; 	<ul style="list-style-type: none"> • Integração de fornecedores 	<ul style="list-style-type: none"> • Orientação completa para o cliente e actividades sistemáticas orientadas para a cadeia de valor
	<ul style="list-style-type: none"> • Inspecção no final da linha 	<ul style="list-style-type: none"> • Ferramentas da qualidade orientadas para a produção; 	<ul style="list-style-type: none"> • Objectivos da qualidade atravessam todas as áreas das empresas 	<ul style="list-style-type: none"> • Participação activa da direcção da empresa
	<ul style="list-style-type: none"> • Pouca consciencialização para a qualidade e pouco know-how 	<ul style="list-style-type: none"> • Processos estáveis 	<ul style="list-style-type: none"> • Ferramentas da qualidade orientadas para a prevenção 	<ul style="list-style-type: none"> • Delegação e <i>empowerment</i>
			<ul style="list-style-type: none"> • Desenho adequado à elevada capacidade dos processos • Início do desenvolvimento dos colaboradores 	<ul style="list-style-type: none"> • Zero defeitos e difusão do conceito de cliente interno
			<ul style="list-style-type: none"> • Preocupações crescentes com a orientação para o cliente 	<ul style="list-style-type: none"> • Alinhamento cultural
Métodos e Ferramentas	<ul style="list-style-type: none"> • Uso insuficiente de ferramenta da qualidade 	<ul style="list-style-type: none"> - Fluxogramas e mapas de processos; formulários de recolha de dados; diagrama de causa-efeito; diagrama de Pareto; gráficos; cartas de controlo, historigramas 	<ul style="list-style-type: none"> - AMFE; auditoria; desenho e teste de protótipos; círculos da qualidade; normas da série ISO 9000 	<ul style="list-style-type: none"> - QFD; inquéritos a clientes; inquéritos a colaboradores; <i>benchmarking</i>, modelos de excelência; autocontrolo, <i>kaizen</i>, reengenharia
Funções/Elementos Envolvidos	<ul style="list-style-type: none"> - Produção 	<ul style="list-style-type: none"> - Produção; Controlo da Qualidade 	<ul style="list-style-type: none"> - Produção; Qualidade; I&D; Compras 	<ul style="list-style-type: none"> - Todas as funções, clientes e fornecedores

Fonte: CABRAL, Ana Cristina ; COLAÇO, Ana Margarida ; GUERREIRO, Gabriela Guerreiro - **Qualidade: Tendências, Qualificações e Formação** [Em linha]. 1ª Ed. Lisboa : Instituto para a Inovação na Formação, 2001, actual. Maio 2002. [Consult. 10 Jun. 2013]. disponível em: http://www.crcvirtual.org/vfs/old_crcv/biblioteca/5_20_2002_10_53/. ISBN 972-8619-17-0.

ANEXO 5 – Evolução histórica do IASB

Histórico



Fonte:

<http://www.ifrs.org/The-organisation/Members-of-the-IASB/IASB-speeches/Documents/2013/Hans-Hoogervorst-speech-June-2013.pdf>

ANEXO 6 - The Norwalk Agreement”

Memorandum of Understanding

“The Norwalk Agreement”

At their joint meeting in Norwalk, Connecticut, USA on September 18, 2002, the Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB) each acknowledged their commitment to the development of high-quality, compatible accounting standards that could be used for both domestic and cross-border financial reporting. At that meeting, both the FASB and IASB pledged to use their best efforts to (a) make their existing financial reporting standards fully compatible as soon as is practicable and (b) to coordinate their future work programs to ensure that once achieved, compatibility is maintained.

To achieve compatibility, the FASB and IASB (together, the “Boards”) agree, as a matter of high priority, to:

- a) undertake a short-term project aimed at removing a variety of individual differences between U.S. GAAP and International Financial Reporting Standards (IFRSs, which include International Accounting Standards, IASs);
- b) remove other differences between IFRSs and U.S. GAAP that will remain at January 1, 2005, through coordination of their future work programs; that is, through the mutual undertaking of discrete, substantial projects which both Boards would address concurrently;
- c) continue progress on the joint projects that they are currently undertaking; and,
- d) encourage their respective interpretative bodies to coordinate their activities.

The Boards agree to commit the necessary resources to complete such a major undertaking.

The Boards agree to quickly commence deliberating differences identified for resolution in the short-term project with the objective of achieving compatibility by identifying common, high-quality solutions. Both Boards also agree to use their best efforts to issue an exposure draft of proposed changes to U.S. GAAP or IFRSs that reflect common solutions to some, and perhaps all, of the differences identified for inclusion in the short-term project during 2003.

As part of the process, the IASB will actively consult with and seek the support of other national standard setters and will present proposals to standard setters with an official liaison relationship with the IASB, as soon as is practical.

The Boards note that the intended implementation of IASB's IFRSs in several jurisdictions on or before January 1, 2005 require that attention be paid to the timing of the effective dates of new or amended reporting requirements. The Boards' proposed strategies will be implemented with that timing in mind.

ANEXO 7 – O logótipo da Unilever

	<p>O Sol – O nosso recurso natural primário. Toda a vida começa com ele, símbolo principal da vitalidade.</p>		<p>DNA – A dupla hélice, é a impressão genética da vida e símbolo da biociência. É a chave para uma vida saudável. O Sol é o maior ingrediente para a vida e o DNA o menor.</p>
	<p>Abelha: representa a criação, polinização, trabalho árduo e bio-diversidade. As abelhas simbolizam tanto os desafios ambientais como as oportunidades.</p>		<p>A Mão – É um símbolo de sensibilidade, cuidado e necessidade. Representa o tacto e a pele. A Flor – Representa a fragrância. Em conjunto com a mão, representam A hidratação</p>
	<p>Os Cabelos – O símbolo da beleza e boa aparência. Colocado ao lado da flor, evoca o asseio e a fragrância. Quando colocado ao lado da mão, sugere a maciez.</p>		<p>A Palmeira – Uma fonte de nutrição. Dá origem ao óleo de palma e a frutos. Símbolo do paraíso.</p>
	<p>Os Molhos ou Margarinas – Representa a mistura de sabores e o acréscimo de gosto aos alimentos.</p>		<p>A Colher – O símbolo De nutrição, sabor e cozinha.</p>
	<p>O chá – A planta ou o seu extracto. Também um símbolo de cultivo e crescimento.</p>		<p>A Tigela –de alimentos deliciosos e aromáticos. Pode também representar refeições prontas, bebidas quentes ou sopas.</p>
	<p>As partículas – Referência à ciência, bolhas e efervescência.</p>		<p>Especiarias e Aromas – Representa a pimenta ou ingredientes frescos.</p>
	<p>O gelo – A planta simboliza a frescura e o floco de neve a congelação. Um símbolo de transformação.</p>		<p>O Peixe – Representa a vida e a água fresca.</p>
	<p>A Onda – Simboliza a limpeza, frescura e força.</p>		<p>O Brilho – Limpo, saudável e resplandecente de energia.</p>
	<p>O Gelado – Um mimo, prazer e diversão.</p>		<p>O Pássaro – O símbolo da liberdade. Sugere a libertação das tarefas diárias para tirar maior partido da vida.</p>



O Recipiente – Simboliza a embalagem ou um frasco de creme associado ao cuidado pessoal.



A Reciclagem – Parte do nosso compromisso de sustentabilidade.



O Vestuário – Representa a roupa lavada e a boa aparência.



Os lábios – Representam beleza, boa aparência e paladar.



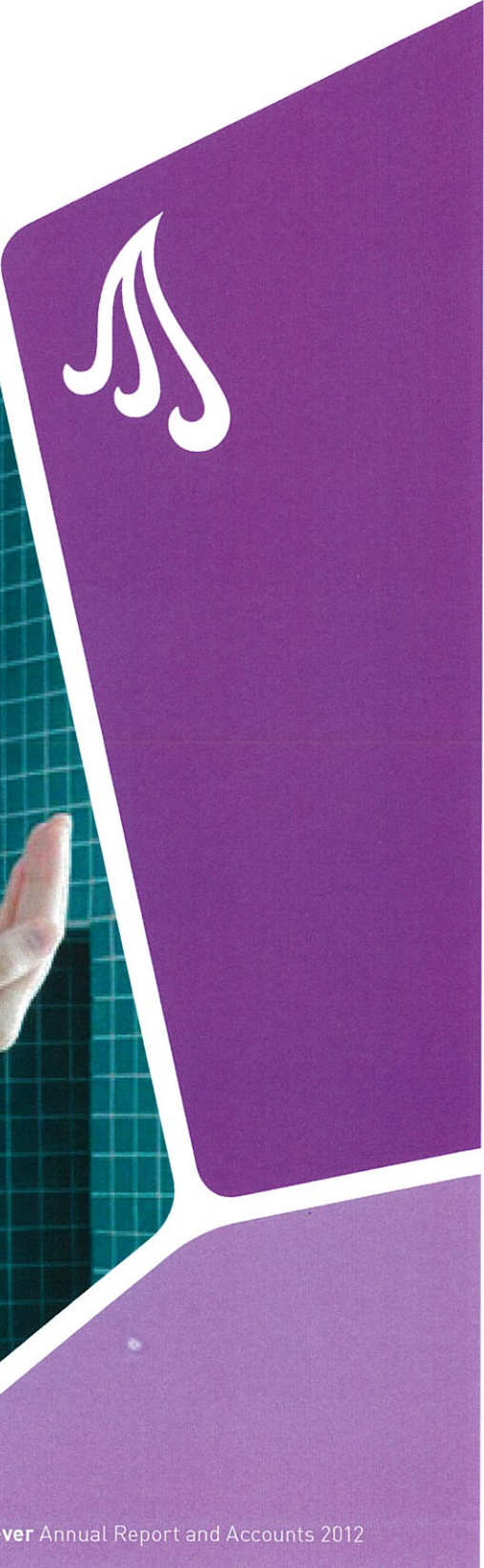
O Coração – Símbolo de amor, cuidado e saúde.

Fonte: <http://www.unilever-jm.com/aboutus/introductiontounilever/nosso-logo.aspx>

ANEXO 8 – Pilares *Winning With* da Unilever



WINNING WITH BRANDS AND INNOVATION



Strong brands and innovation will play central roles in our ambition to double the size of our business. We are investing heavily in the equity of our brands, seeking to find the connections between consumers and the products they buy, and so to strengthen them. Where we have strong brand equity, we are leveraging it – creating efficiencies by focusing on fewer, bigger projects that enhance margins. And we are improving our brands, developing superior products which consumers will prefer, driving profitable growth.

Building brand equities

The strength of our business lies in brands that consumers love to buy and use. As we invest greater and greater effort in understanding consumers' relationships with our products, we increasingly find they are looking for brands that make a difference in their lives and to their world. So to make our brands stronger, we want to draw out the ways in which our products resonate with consumers – and create brands with purpose.

Brands with purpose

Few issues could give more purpose to our work than sanitation: over 2,000 children die every day from diarrhoea, which is linked to, among other things, a lack of clean toilets for more than 2 billion people worldwide. Our Domestos brand works with local entrepreneurs in countries where access to sanitation is limited, helping them set up small businesses which source, sell and maintain hygienic toilet facilities. It is one of the many ways in which our Domestos brand is supporting a campaign to improve sanitation for millions of people. In keeping with Unilever tradition, it is doing well by doing good. Overall, Domestos sales grew by more than 9% in 2012.

49 million

people reached by our Brush Day and Night oral care campaign over 2010-2012



DOMESTOS IS SUPPORTING A CAMPAIGN TO IMPROVE SANITATION FOR MILLIONS OF PEOPLE



Similarly, our Brush Day and Night campaign, which encourages parents and children to adopt good brushing habits, connects our family health oral care brands, led by Signal, to the dental health of millions. Brush Day and Night reached 49 million people over 2010-2012 and has helped our Signal brand grow by 22% since 2008.

Sustainable marketing

Understanding the role of brands in people's lives also helps us target marketing efforts where they are most meaningful. For example, in South Africa we have offered free Wonderbags to customers of Shoprite stores when they buy three 200g packs of Unilever's Rajah curry powder. The Wonderbag is a remarkable advance in sustainable cooking – an inexpensive heat retention cooker that reduces fuel consumption by half, reduces smoke from cooking fires and helps food retain its taste, nutrition and texture. Run in partnership with Shoprite and Natural Balance (the manufacturers of the Wonderbag), this innovative scheme has helped 400,000 consumers to save significantly on their fuel bills.



WINNING IN BRAZIL

Brazilian consumers care about their hair and, inspired by the salons and hair professionals that are a part of national life, are prepared to 'trade up' for a new product they believe in.

We saw a great opportunity in the market for the TRESemmé brand and, in November 2011, we made one of our most successful product launches ever, backed by a campaign that communicated with consumers across every major medium and channel, with a particular emphasis on the internet. From being unknown in Brazil, TRESemmé is now one of the country's leading hair brands in hypermarkets and drugstore chains.



THE FRUITS OF GROWTH

Parents buy Kissan ketchups and jams because they are made from fresh fruit and vegetables – and children eat them because they taste great. By emphasising the natural ingredients of its products and improving taste and texture, Kissan has established a strong market share position in India.



WORLD TOILET DAY

More than 2 billion people worldwide lack access to clean toilets – a public health risk which we are campaigning to solve. In November 2012, our Domestos brand and our partner, the World Toilet Organization, opened the world's first 'toilet academies' in Vietnam, the first stage in a global programme to train local entrepreneurs to set up hygienic toilet businesses.



OUR BRANDS IN ACTION TO FIND OUT MORE GO TO WWW.UNILEVER.COM/BRANDS-IN-ACTION.



Consumers as brand ambassadors

Word of mouth has always played an important role in communicating the benefits of our products. Parent to child, sibling to sibling, neighbour to neighbour – a good word from a trusted source is a high endorsement for any product. Now, in the digital age, millions of consumers from nearly every geography and demographic are connected in a giant conversation in which the brands they love play an important part. By creating brands that have meaning and purpose for consumers, we are harnessing that connectivity – and enabling consumers to become our brands' ambassadors.

Part of the success of our Dove Self Esteem Project, which encourages women and girls to develop a positive relationship with beauty, has been an increased willingness among consumers to spread the brand's affirmative message. Research by Millward Brown shows that among women in the US who are aware of the Dove Self Esteem Project, 62% would recommend the Dove brand to others – that's 16% more than among those who are not aware of the project.

Leverage bigger brands

Once we have identified brands with a clear purpose in consumers' lives, we can have the greatest impact by concentrating our efforts on a selected number of key brands and leveraging the benefits of scale. We're making greater investments in fewer, bigger projects and focusing on margin growth.

Making a mark with consumers

Bigger marketing campaigns which can operate through multiple media are achieving what we call 'media cut-through': when a campaign remains memorable despite the many competing claims on consumers' attention. Our 'Dirt is Good' (DiG) brands, which include Omo and Persil, re-launched in multiple markets in 2012 with a powerful mix of traditional and digital advertising, reassuring parents that their children can learn through healthy, messy play because of our products' tough stain-removing performance. Five key markets have already grown market share as a result and more DiG re-launches are planned for 2013.

Driving down costs

Negotiating larger advertising and promotion deals also allows for greater economies of scale, especially where campaigns can be adapted for different regions and countries. Margins can be further increased when bigger projects allow other savings – for example, in waste.



LOWER CALORIE ICE CREAM FOR KIDS



As part of the Unilever Sustainable Living Plan, we set ourselves the target of ensuring that our children's ice creams would contain 110 kilocalories or fewer per serving by the end of 2014. We are introducing the Specially for Kids logo on Max and Paddlepop branded ice creams to reflect our commitment to products which combine fun tastes, textures, shapes and colours, and comply with this target so children can enjoy them as part of a balanced diet and active lifestyle. By the end of 2012, more than 80% of our children's ice creams had met our target.

More at: www.unilever.com/heartbrand

Innovating with ambition

In 2012 we took important steps to align R&D within our category organisation. This allows for an integrated product innovation funnel from idea through to market, informed at every step by consumer benefit and value. Our six major laboratories across the world are complemented by a network of regional centres that give us the strength to deliver innovations globally and apply regional variants that consumers value.

At the same time as strengthening R&D within our categories, we continue to look to the future through a core group of scientific experts. These are charged with uncovering breakthrough scientific developments and providing thought leadership and connections with the external world to fuel our future category R&D programmes further.



Focusing innovation on fewer, bigger projects in the future will allow R&D breakthroughs to be translated into many markets in a short timeframe. For example, an innovative method of 'cool blending' spreads is set to transform our spreads brands (such as Becel) by reducing total fat and saturated fats by around 25%, which differentiates their nutritional profile even more from butter while still delivering great taste.

And this year we made great advances among consumers in the perceived quality of Lipton Yellow Label tea, by introducing a new process of cold-pressing some of the freshest tea leaves and adding the essence back into conventional dried leaves. Already launched through a celebrity-backed campaign in Russia, which saw retail sales grow by 26% in 12 months, this new technology will be rolled out in another 18 countries in 2013.

Winning market share

Big, fast, ambitious projects can have significant results, provided they are attuned to consumer needs. When we launched the TRESemmé brand into one of the world's largest hair markets, Brazil, it became one of the leading hair brands in both supermarkets and drugstore chains within five months. TRESemmé is available in a number of other countries and also

includes a range of salon-quality dry shampoos designed to rejuvenate hair without a single drop of water – good for the environment as well as helping grow our business. Alongside TRESemmé's rapid launch, we introduced more than 80 new or renewed products in Brazil, including two new Dove variants and re-launches of the Seda and Clear ranges, resulting in substantial gains in a vital market.

Win consumer preference

By making superior products with benefits people appreciate, we increasingly win consumer preference for premium brands where added value is greatest. Premiumisation, innovation and differentiation will be essential if we are to grow faster than our markets.

Superiority you can feel

The team behind every product in every category of our business is set a clear target for improvement: we want all our brands to be superior to the competition. At present, our global 'Product Benchmarking Programme' shows that 96% of our products in scope are considered equal to, or better than, our key competitors'. And where we have

made advances in product performance, we are increasingly able to tell consumers how they will benefit.

When we improved the Sunlight hand dishwash brand, for instance, we had thought carefully about the billions of hours spent every day across the world washing dishes, and the benefits that could come from a dishwasher that degreases dishes faster and more easily. We made sure our marketing communicated these improvements, with the result that we converted millions of households to Sunlight, doubling turnover for the dishwasher brand in six years.

Quality worth paying for

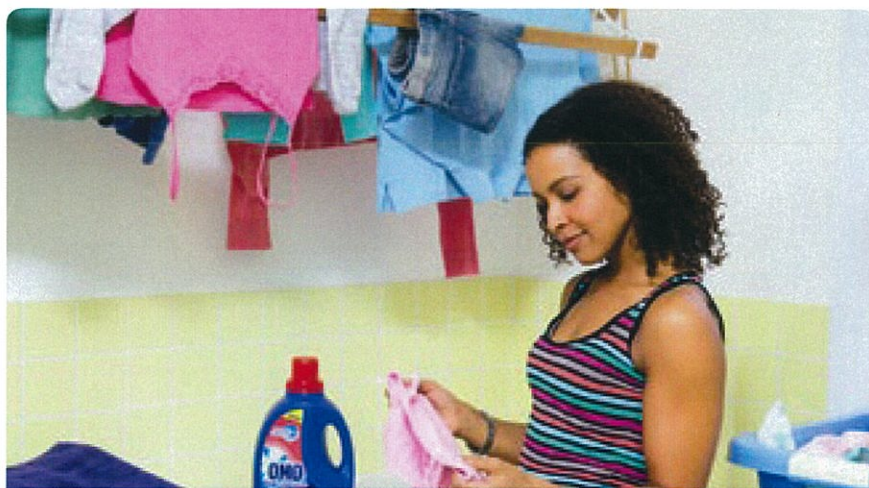
As well as driving volume growth, superior products can command premium prices, ensuring that growth is profitable. All around the world, we are offering products for which consumers are willing to trade up, with a corresponding rise in added value. In Russia, for example, we launched the Carte d'Or ice cream range in December 2011. The Carte d'Or products were made to premium recipes and marketed accordingly – creating additional value per serving. In just over six months, Carte d'Or sales grew profitably to represent some 25% of the premium segment.

Some **25%**

of premium segment in Russia achieved by Carte d'Or in just over six months from launch



IN 2012 WE WERE MARKET LEADER IN LIQUID LAUNDRY DETERGENT SALES IN EMERGING MARKETS, WITH MARKET SHARE OF OVER 25%



LAUNDRY LIQUIDS – BETTER FOR CONSUMERS, CUSTOMERS, BUSINESS AND ENVIRONMENT



In 2012 we were market leader in liquid laundry detergent sales in emerging markets, increasing our market share by over 10 percentage points since 2010. Consumers are increasingly convinced of the benefits of liquids like Omo and Surf – which not only offer a better wash experience but, especially when concentrated, create lower greenhouse gas emissions in their

manufacture and distribution than powders. And liquids are good for our business – great performance combined with premium prices and lower material and transport costs, especially for concentrates, mean higher gross margins.

More at: www.unilever.com/omo



WINNING IN THE MARKET PLACE



There are 2 billion consumers who use our products on any given day and we want to reach many more. We do this by addressing different consumer needs with relevant innovations at different price points, rolling them out fast across all markets, and increasing the availability and visibility of our products through our growing 'Perfect Stores' programme. At the heart of our 'winning in the market place' strategy is a desire to achieve growth in the most cost-effective and sustainable way.

Reaching more consumers

Market development is a key driver of our growth and built around the following approach:

- reaching up (encouraging more affluent consumers to use our premium brands);
- reaching down (offering value products for consumers on lower incomes in emerging and developed markets); and
- reaching wide (being first and fast to take our brands into what we call 'white spaces', namely new geographies like Central Africa and Myanmar, emerging consumer segments like male grooming, and new channels like e-commerce).

Premiumisation

By 2020, 1.8 billion more consumers, mainly from emerging markets, will move up the ladder and become more affluent. Reaching up is therefore a critical growth opportunity for us.

During 2012, we continued to focus on building our premium portfolio across categories to deliver growth and better margins. For example, in January 2012, we launched the Dove hair range in the Philippines, and it became the market's number three brand in just six months. Similarly, in May we launched the Clear brand into the US, the largest haircare market in the world, proof that we can grow through premium brands in developed markets too.

It's not just in Personal Care that we are driving premiumisation. Magnum, our premium ice cream brand, is growing faster than the category average and became a €1 billion brand in 2012. You can now buy Magnum in more than 40 countries, including the Philippines, Pakistan and Thailand, following the 2012 roll-out of the brand in these countries.

Offering affordable brands

There remain many less affluent consumers in emerging markets who can benefit from our affordable brands. However, reaching down is not simply about expanding into these markets; it is also about offering affordable products to shoppers struggling in tough economic conditions across Europe and the US. This year, for example, 46 million people in the US used food stamps.

5 million

'Perfect Stores' across 75 markets

119 million

people reached with Lifebuoy handwashing programmes since 2010



A PERFECT WAY TO SHOP

Making our products easy for shoppers to find and buy is at the heart of our 'Perfect Stores' programme which went from strength to strength in 2012. How do we do it? By translating the marketing knowledge and expertise we've gained from building our brands into improving the experience for shoppers in-store. A better shopping experience leads to improved sales growth, as shoppers purchase our products more frequently. The programme has led us to develop our understanding of what works in different channels and store formats, and also encouraged us to develop a range of new IT systems to facilitate measurement of key parameters, that's improving the way we do business and helping us stand out from the competition.

DOVE FLIES INTO THE PHILIPPINES

In 2012, the Dove hair range was introduced into the Philippines as a premium haircare brand. Its launch included post-wash products like conditioners and treatments. Within six months, the Dove hair range had become the number three brand in the market and we achieved our highest share of the haircare market for a decade.

WASH THOSE GERMS RIGHT OUT OF MY HANDS

On 15 October 2012, people in 42 countries took part in Lifebuoy's fifth Global Handwashing Day. Each year, over 200 million people hear about it through the media. We aim to change the behaviour of 1 billion people across Asia, Africa and Latin America by 2015 and reduce diarrhoea and respiratory disease.



OUR CUSTOMERS TO FIND OUT HOW WE WORK WITH CUSTOMERS SO OUR PRODUCTS REACH SHOPPERS GO TO WWW.UNILEVER.COM/SUSTAINABLE-LIVING/CUSTOMERS-SUPPLIERS.



WINNING IN THE MARKET PLACE *continued*

'Local jewels' are offering good value to consumers and our business. Responding swiftly to the economic crisis in Greece, in less than six months from development we launched Elais, a new value-for-money food brand, which offers consumers a high quality product range positioned for lower incomes.

And it's not just new or local brands. In 1894, William Lever launched an affordable soap called Lifebuoy. Today, building on its legacy, the global soap brand is helping to raise hygiene standards in emerging markets through the Unilever Sustainable Living Plan (USLP). Lifebuoy has reached 119 million people with handwashing programmes since 2010, while helping the brand experience double digit growth in the last three years.

Growing in white spaces

We are continuing to fill white spaces, taking our brands into new markets and expanding into emerging consumer segments, to create new growth opportunities. Today, people can buy Dove and Axe products in more than 70 countries; Cif in more than 60, following its expansion into China and Mexico in 2012; Knorr Jelly Bouillon in almost 40; and Clear in more than 40, after its successful 2012 launch in the US, Australia and Canada.

In 2012, we successfully integrated two acquisitions, Kalina, the Russian personal care company, and Alberto Culver, the global hair and skincare company, and both are now experiencing double digit growth.

In November 2011, the TRESemmé brand was launched into Brazil just six months after the Alberto Culver acquisition was completed. We have since launched the brand in Indonesia, India, Thailand and the Philippines, proving our organisational capability to roll out a brand with speed and agility. Moreover, it demonstrates our ability to transform an acquisition into a growth opportunity by swiftly launching its brands into new territories.

We are also looking to reach wide by accelerating our presence through three important channels which have all demonstrated high growth for us in 2012: drug stores; e-commerce; and 'out of home' (selling for consumers' consumption away from home). In drug stores, for example, we recorded our highest underlying sales growth of 11% in 2012 in this channel.

Leveraging entire value chain

Reaching more consumers is also about partnering with our retailers to encourage shoppers to buy our brands so that we can grow sustainably together across the value chain. We estimate that 68% of our greenhouse gas impact comes from consumers using our products, so we help customers engage with shoppers and consumers to adopt more sustainable lifestyles.



THE NEW ECONOMY



The economic crisis in Greece has led consumers to switch to cheaper, local brands. Using our trusted brand, Elais (named after the goddess of olive oil), we created a range of value-for-money food products to tap into consumer needs. Our supply chain, customer, finance, sales and marketing teams collaborated swiftly to develop and launch – within six months – eight new economy products from olive oil to mayonnaise. At launch, the range was stocked in promotional displays to boost awareness and encourage people to buy. The new Elais range is one of the fastest growing recent launches in Greece.

More at: www.unilever.gr/elais



For the last three years, we have worked on 'A Better Future Begins at Home', a joint shopper programme with retailer Tesco, to encourage sustainable behaviour. It combines advice with promotions around our brands, all carrying a strong sustainability message. By rewarding shoppers for making more sustainable choices, it is educating them in how small actions can make a big difference both to the environment and to their wallet. So far the programme has been implemented in nine markets from the UK to China. As well as growing our sales, it has delivered benefits ranging from consumers recycling more to people planting trees in the local community.

Taking care of our customers

We believe that customer satisfaction is the single most important measure of success for us in this area. And customers are more satisfied with us than ever. In 2012, Unilever was named supplier of the year in the drug store channel, in Boots and Superdrug (UK), Rite Aid (US), Shoppers DrugMart (Canada) and Farmacias Benavides (Mexico). Meanwhile, in emerging markets in Asia, Africa and the Middle East, we were rated the number one supplier in seven markets. In Brazil and Argentina, our most important markets in Latin America, we are frequently evaluated in the top three, while in the UK Unilever was named supplier of the year by almost all our customers.

11%

growth through drug stores

Rated

No. 1

supplier across seven markets in Asia, Africa and the Middle East

Fast, flawless execution

As well as working with our customers on joint initiatives, we are also working with them to help drive sales of our products through our 'Perfect Stores' programme. This is a repeatable model which ensures the right products are available in stores and are marketed clearly to shoppers. Pilot studies in India and Argentina show that outlets enrolled for the 'Perfect Stores' programme grow on average 4% more than other outlets.

In 2012, we supported the development of another 2 million 'Perfect Stores' and extended our programme to more than 30 new markets. This means that at the end of 2012 we had 5 million 'Perfect Stores' in 75 markets – and we aim to have 20 million. Next, we will roll out

the next generation of the programme, 'Perfect Store 2.0', aimed at improving the way we market our brands to shoppers, improving shelf stand-out and ensuring we give shoppers more reasons to choose our brands in-store.

Improving the retail experience

Meanwhile, we're helping our customers improve the retail experience in 'Perfect Stores' using hand-held technology and the power of analytics, suggesting salesmen for store-specific orders and promotions, plus tips on displays. We also empowered thousands of our Shakti entrepreneurs with mobile phones to book sales orders. We will continue to innovate and grow sustainably with our customers, whether they're a small-scale distributor in rural India or a global retailer.



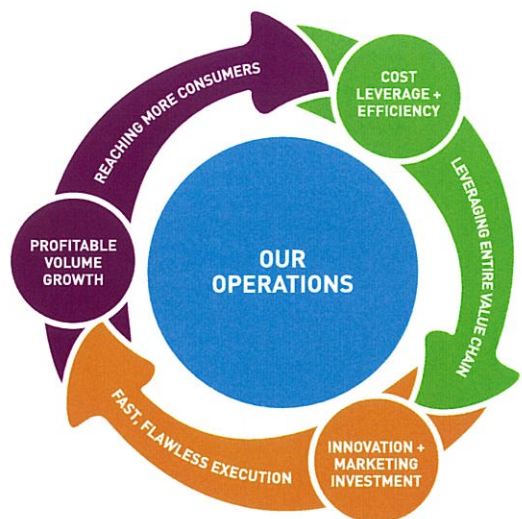
RINGING THE SALES IN INDIA



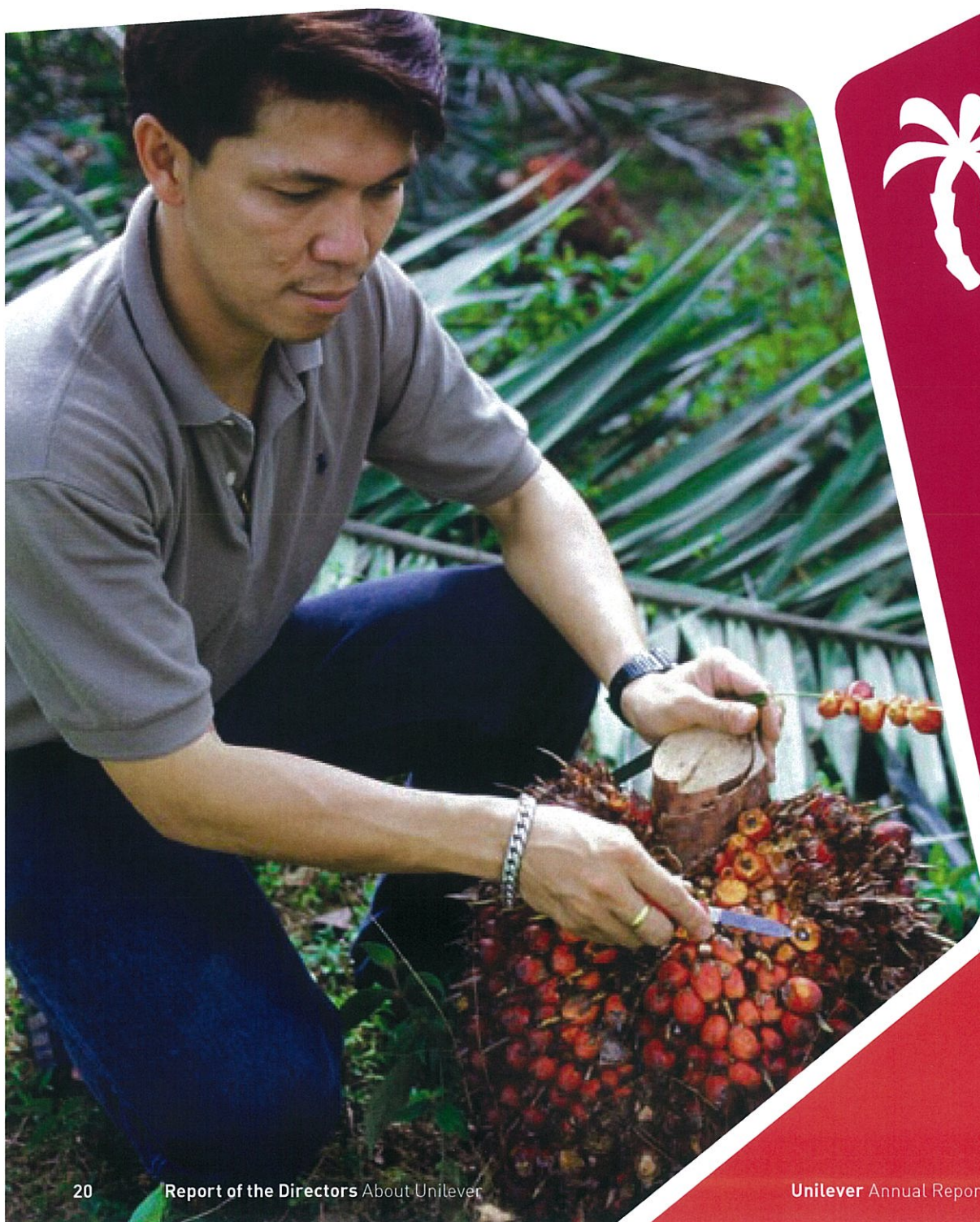
Almost 80,000 entrepreneurs, including 48,000 women, in over 135,000 villages across India have now joined our rural selling operation, Shakti. We improved the programme in 2012 by part funding mobile phones for a number of these sales people, equipping them with a simple application to drive sales. This low cost but very effective mobile technology helps them sell the

right products, saving time during sales calls while increasing sales and earnings. Shakti is just one example of the progress we are making towards our USLP goal of improving the livelihoods of people across our value chain.

More at: www.unilever.com/sustainable-living



WINNING THROUGH CONTINUOUS IMPROVEMENT



Our continuous improvement programme aims to deliver sustainable, profitable growth by seeking to add value at every step in the value chain by enhancing product quality and customer service, and rolling out innovations faster. This approach, combined with our global scale, generates significant savings that we invest back into our brands and factories to fuel growth and fulfil our ambition to reach more consumers. It's also helping us create new ways to source, manufacture and deliver our products more sustainably.

Leveraging entire value chain

By working across the entire value chain – from sourcing, manufacturing and logistics through to innovation, advertising and promotions, and pricing – we can use our global scale to add value, reach new markets and meet our sustainability targets.

Working with global scale and local agility

Our procurement organisation now buys the majority of all materials and services centrally – some €35 billion in 2012. This scale improves our buying efficiency and has made a considerable contribution towards our €1.4 billion supply chain savings, double what we saved in 2007.

When it comes to production, our philosophy of 'design once, deploy everywhere', enables us to maximise our global scale. This ensures our world-class manufacturing network of over 250 factories delivers higher quality products and faster global innovation roll-outs. In 2012, we also increased cross-border sourcing by investing in large regional or global manufacturing bases, making better use of our capital.

Our global logistics network transports our finished goods over 1.5 billion kilometres each year. This scale enables us to have global and regional distribution hubs, improving operational efficiency

significantly and reducing vehicle kilometres by 175 million over the next three years in Europe alone – cutting costs and emissions while improving service.

Driving return on marketing and capital investment

Completing the value chain picture, we focused on getting the best return on marketing investment for every brand in every category, spending €6.8 billion on advertising and promotion in 2012. We reviewed our approach to marketing through our 'Crafting Brands for Life' programme, placing an emphasis on learning through continuous improvement. By focusing on creating fewer but better advertisements, and using them in more places, we drove down advertising production and fees globally, reducing our overall spend by over €41 million. Our return on marketing investment delivered over €175 million in savings in 2012, vital to fund our marketing programmes.

€1.4 billion
in supply chain savings in 2012

39%
of all tea sourced comes from farms certified by the Rainforest Alliance



TAKING PALM OIL IN HAND

In 2012, three years ahead of schedule, we succeeded in sourcing 100% of our palm oil sustainably. We're one of the largest buyers in the world, purchasing some 3% of the total volume produced.

Importantly, this is just the beginning. We also want to know exactly where it comes from, so we're now aiming to purchase entirely from traceable certified sources by 2020, which means we'll be able to track every tonne back to the certified plantation where it was grown. We'll be helped in this by our €69 million investment in a new palm kernel oil processing plant in Indonesia, which will bring us closer to the source. We are also actively considering similar joint venture investments in processing crude palm oil derivatives in South East Asia, India and West Africa.



TIME FOR TEA

As part of our plan to source tea sustainably, for the last six years we've worked with the Kenya Tea Development Agency to educate its smallholder farmers about sustainable cultivation and Rainforest Alliance certification. And it's working – many certified tea farmers are now achieving higher yields. Globally our programmes have contributed to training 450,000 smallholder farmers.



SUPPLIER OF THE YEAR

In the UK, our supply chain dramatically improved customer service through closer customer collaboration, a new planning process and a more responsive sourcing network. We were named the top multi-category supplier in the Advantage Group Survey and supplier of the year by the major retailers including Asda, Sainsbury's and Boots.



OUR SUPPLIERS TO FIND OUT HOW WE PARTNER WITH SUPPLIERS TO MEET CONSUMERS' AND CUSTOMERS' NEEDS GO TO WWW.UNILEVER.COM/ABOUTUS/SUPPLIER.



WINNING THROUGH CONTINUOUS IMPROVEMENT *continued*

Local relevance with low-cost business models

One of Unilever's particular strengths is our ability to combine global scale with locally tailored solutions. We have identified several levers to improve our gross margin over the long term, one of which is the application of 'low-cost business models' to parts of the business such as laundry. We expect a significant profitability uplift once these measures are implemented, enabling us to invest back into the business, maintaining and accelerating the momentum of the virtuous circle of growth.

Working in partnership with our suppliers

Our scale also helps us to meet our ambitious targets for sustainable sourcing. In 2012, we sourced around one third of all agricultural raw materials sustainably, including 100% of our palm oil, our largest agricultural raw material, three years ahead of schedule. Elsewhere, 39% of all the tea we source comes from farms certified by the Rainforest Alliance. Sourcing sustainably means that farmers can improve their living conditions and earn an income they can live on. It also helps maintain and improve soil fertility, enhance water quality and availability, and protect biodiversity.

However, we cannot achieve our sustainable growth agenda alone. We work in partnership with our suppliers to support the growth and innovation we need. Through our 'Partner to Win' programme, we work with more than 150 strategic suppliers by sharing strategies and growth plans. This enables us to build capacity and create new technologies. Our suppliers are also key to generating new ideas and are partnering with us on over 65% of the deliverables in our medium and long-term innovation projects.

Improving eco-efficiency

We are also focusing on improving sustainability in our manufacturing network. Thanks to programmes to reduce, reuse, recycle and recover, over half our manufacturing sites now send zero non-hazardous waste to landfill. We sourced 26% of our energy used in manufacturing from renewables, and reduced our CO₂ emissions from energy by 838,000 tonnes in the period 2008 to 2012. These efforts have contributed towards the recognition by the Dow Jones Sustainability Indexes, which named Unilever a global super-sector leader in 2012.

Reaching more consumers

To meet our growth ambition we need to reach more consumers. We continue to work hard to ensure our products are always available wherever the consumer is shopping.

To reach different kinds of consumers we have developed segmented supply chains across categories, portfolios, geographies and channels to deliver the right service at the right cost. For example, in Indonesia, Pond's is a premium brand that's often sold by small specialist retailers with little space to showcase the entire range and as a result they have a tendency to run out of stock. Following a successful trial, we now offer a daily delivery service, extending the roll-out to Greater Jakarta – experiencing sales growth of more than 80%.

We have been increasing on-shelf availability (OSA), getting more products more quickly on to shelves. In 2012, stores in our OSA programme reduced empty shelves by 13%.

In 2012, our customers rated us higher than ever before. According to the global Advantage Group Survey, we improved in 70% of our key markets and are in the top third in ten out of 14 of our key markets.

We are also working hard to increase product quality – reducing both complaints

and incidents. Consumer complaints were down by 29% in 2012 versus 2009, while product incidents were down by 75%. In addition, we are making and designing better products. In 2012, 57% of our products scored higher than our competitors' in blind tests, compared to just 21% in 2009.

Fast, flawless execution

Our ability to deliver quality products, innovate, and make better decisions quickly is critical to our sustainable growth agenda. For example, we have almost halved the time it takes to launch key innovations into the market place. New capabilities and centralised processes are making it possible to almost halve the time it takes to build new factories. Unilever's Global Engineering Services uses 'cookie cutter' templates for factories, design and suppliers, helping us to deliver consistent high quality products wherever in the world they are made, as well as improving our speed to market.

We are also investing for growth and are building world-class factories, enabling us to cater to the substantial volume growth so far. As well as increasing capacity and flexibility, our new plants create competitiveness through manufacturing excellence and by using sustainable technologies.



ZERO WASTE TO LANDFILL



Over half of our 252 manufacturing sites across the world, from Costa Rica to Japan, send no non-hazardous waste to landfill, up from 74 at the start of the year. 100% of our sites send zero waste to landfill in 18 countries, the equivalent of removing over 1 million household bins of waste every year. This has been achieved by eliminating

waste in the factories. We also reduced, reused, recycled and recovered waste. For example, in Russia, Unilever recycles tea bags to make animal bedding or wallpaper.

More at: www.unilever.com/sustainable-living

Operational excellence

Enterprise Support, Unilever's global shared services, is transforming our internal operations. By simplifying our internal processes, it is helping us both reduce costs and, by enabling us to act faster and with greater agility, improve our service to customers.

In Finance Services, for example, we have simplified our reporting processes, systems and tools, reducing our reporting time from 25 working days in 2010 to 19 today. We aim to reduce this still further.

In IT we are leveraging technology across Unilever which is helping us manage our growing business more efficiently. We have simplified 200 local IT transaction systems by replacing them with four global systems, managed as one for speed and resilience. This is delivering many benefits, for example helping us integrate acquisitions swiftly – both Alberto Culver and the Sara Lee personal care brands were integrated in just over six months.

We are also using technology to improve our service to customers. More than 50,000 of our representatives in areas

such as sales, merchandising and store auditing are connected to Unilever's information systems. They use mobile devices to help them carry out sales transactions and record and upload up-to-date market data. This lets us monitor how our products are being presented to shoppers in over 4 million stores in our 'Perfect Stores' programme (see page 17).

It's not just customers who are benefiting – we are talking directly to consumers too through our digital hub which is connecting them securely with our brands across multiple digital channels. For example, we launched our Dove digital presence in 30 countries in just 30 days – just one of 650 brand activations across 50 countries.

Bringing it all together, in May 2012 we opened a global operations centre in Bangalore, tapping into the talent and mindset of emerging markets. This is the heart of our global shared services operations, and will support our end-to-end IT, Finance and Information Management across the whole of Unilever.



MAKING WHEEL SPIN



As part of our low-cost business model strategy, we analysed every link in the value chain for Wheel, our value washing powder in India. As a result of technology and productivity improvements in manufacturing as well as distributing the product from our factory direct to the customer, we delivered savings right across the value chain, ensuring our products are affordable to people on low incomes and reducing our carbon footprint.

More at: www.hul.co.in/wheel

Product incidents down

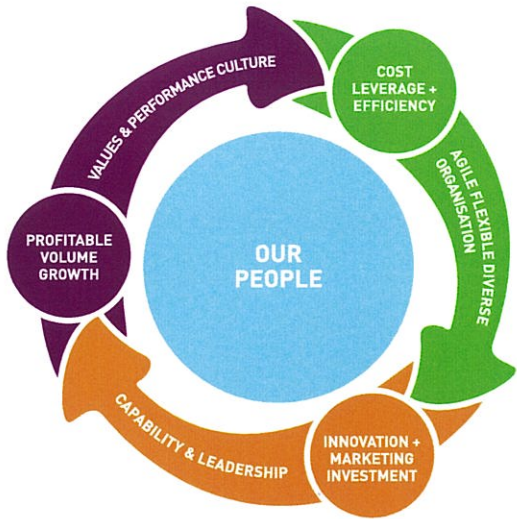
75%

in 2012 versus 2009

Reduced CO₂ emissions from energy from factory operations between 2008 and 2012 by

838,000 tonnes





WINNING WITH PEOPLE



I AM EXCITED TO SEE THE TEA PICKERS USING MY DESIGN IN THE FIELD



Samwel Nyagucha, tea picker, Kenya

Sustainable, profitable growth can only be achieved if the right people are working in an organisation that is fit to win, underpinned by a culture in which performance is always aligned with values. We are increasingly an agile, flexible and diverse business with people who are motivated by doing good while doing well. We are building capability and leadership among our people – and we are attracting some of the best talent in the market place.

Capability and leadership

To double the size of our business, we need to support the talented people we already employ so they can be the best they can be. We also need to attract the best people in the market place.

Employer of choice

This year, we were voted the number one FMCG (fast-moving consumer goods) employer of choice among graduates in 20 countries. Potential employees in markets as diverse as Russia and Vietnam, Brazil and Bangladesh, or Indonesia and the UK think that we are the most attractive employer in our sector.

We achieved this top ranking in several countries for the very first time, including Mexico, Germany and Spain – while in India we were employer of choice, not just in our sector, but across the entire employment market.

We are leveraging our partnership with One Young World, an annual global summit where young ambassadors collaborate on projects to change the world for the better. This year it allowed us to introduce Unilever and its commitment to making sustainability commonplace to 1,200 delegates from 183 countries.

Employer brand

We have focused on ensuring that our standing as an employer – what we call our ‘employer brand’ – has our commitment to sustainability at the core. We have built an employer brand development tool which leverages best practice, and adapted our recruitment models to reach the best people wherever they are in the world.

Our digital presence is a vital factor in this. Sustained investment and innovation in our social media interactions have seen us become the highest ranked FMCG company on LinkedIn’s global InDemand index. Our Facebook global careers page has attracted more than 110,000 ‘likes’, with the highest numbers in India, Brazil, Egypt and Indonesia of any global careers page. It is the second largest Facebook page dedicated to careers.

No. 1

FMCG employer of choice among graduates in

20

countries



BASKETS OF INGENUITY

Each year, we recognise a number of employees as ‘Unilever heroes’ for work that brings our values to life (see page 26). Samwel Nyagucha was picking tea on our Kaptien estate in Kenya when he saw a way to make pickers’ work more efficient. Inspired by baskets he’d seen on other estates, he designed a new picking basket which keeps the tea fresh and is light and easy to carry, allowing the picker to work more efficiently.

In 2012, 6,500 baskets made to Samwel’s design were distributed across our tea plantations in Kenya and they were introduced in Unilever Tea Tanzania.

REACHING TOMORROW’S LEADERS – DIGITALLY

We went from 40,000 followers on LinkedIn to 235,000 in ten months – and we are still exploring the potential of social networks as a way to engage with future employees. Recruits can now reach us through Twitter and Facebook as well as LinkedIn – and we have seen an increase in career page visits.

DIVERSITY RECOGNISED

We are proud winners of the prestigious 2013 Catalyst Award, honouring exceptional business initiatives for women in the workplace. We were recognised for accelerating the advancement of high-potential women, and leveraging cultural diversity and multinational expertise to promote a culture of inclusion.



OUR PEOPLE IN ACTION TO FIND OUT MORE ABOUT WHAT WE DO AND MEET SOME OF THE PEOPLE WHO BRING OUR PRODUCTS TO LIFE GO TO WWW.UNILEVER.COM/CAREERS.



Leadership for the future

We are committed to the growth of our people throughout their careers, and to ensuring that leadership skills in particular are developed at every level of management. Our new Four Acres Learning and Leadership Centre in Singapore, scheduled to open in mid-2013, is physical proof of this commitment. Like our long-standing Four Acres Centre in Kingston, UK, the facility will run a global curriculum to drive excellence and commitment to leadership development and sustainability.

We now have programmes for existing and future leaders at all levels. These are designed in a blended approach of leaders teaching leaders, senior executive sponsorship, academic rigour and application through job experience, mentors and coaches.

A diverse business for a diverse world

Two billion people use our products every day and, if we are to meet their needs, we need to reflect their diversity in our own workplaces. Through better recruitment,

family-friendly working conditions, a culture of accountability, and initiatives like employee networks and mentoring, our business is becoming increasingly gender-balanced. By the end of 2012, 41% of our management headcount were women, compared to 39% at the end of 2011. After a decade of steady improvement, achieving an increase of more than 1% in a single year shows progress – but we recognise there is still a long way to go.

We are working hard to improve further and it is encouraging that we have received external recognition for our efforts. For example, we were: awarded the prestigious 2013 Catalyst Award; awarded Company of the Year in the Vodafone European Diversity Awards 2012; named Top Employer by workingmums.co.uk; winners of Japanese magazine Toyo Keizai's Female Management Appointment Award for 2012; named among the 2012 Working Mother 100 Best Companies in the US; and our US business was given a 100% rating in the Human Rights Campaign's Corporate Equality Index.

Values and performance culture

Ours has always been a business based on values. We aim to ensure that integrity, responsibility, respect and pioneering spirit underpin our activities. In the last two years we have found new ways to express those values through the Unilever Sustainable Living Plan (USLP).

Engaged employees

We have been encouraged by what our people are telling us about our culture. Our Global People Survey (GPS) measures the level of engagement of all employees. Over 114,000 eligible employees participated in the 2012 survey, representing an 87% response rate. Our engagement score of 75%, up from 73% in the 2010 GPS, is now in line with the scores of high-performing employers in our class.

Other key aspects of the survey also showed good progress: scores rose by 5% for people management, and by 4% for performance culture, bias for action and diversity. We believe that the USLP and our values are significant factors in keeping employees fully engaged in our business – and therefore driving performance.

Everyday heroes

Our values are exemplified every day by thousands of employees, without whom our business could not meet its ambitions for sustainable growth. But even amidst all this good work, some actions stand out. This year we honoured six employees nominated by their colleagues as 'Unilever heroes' – one of the ways in which we recognise significant contributions to society and our business.



FOUR ACRES SINGAPORE

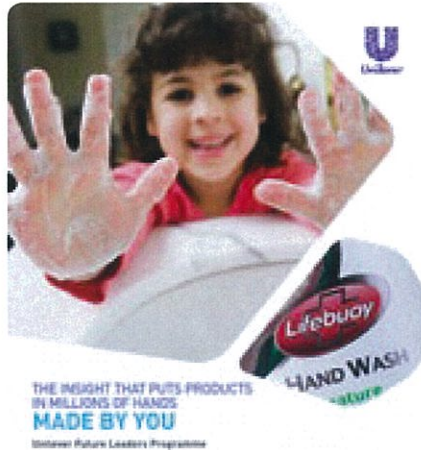


In 2011, we began work on the Unilever Four Acres Learning and Leadership Centre in Singapore. The facility is on course to open in mid-2013, and will provide learning and capability development from our new global curriculum, designed to ensure that our people have the skills to meet our growth ambitions.

Four Acres Singapore has accommodation for 55 students and includes two flexible training rooms, a teaching amphitheatre and a multi-purpose hall for up to 200 people.

More at: www.unilever.com/developing-and-engaging-our-people

Our 2012 heroes include people such as Samwel Nyagucha (pictured on page 24), a tea picker on the Kaptien estate in Kenya, whose initiative has transformed the working life of colleagues on his plantation; Koray Kezer, a customer development manager in Turkey, who spent nights sleeping in his car while he helped customers and colleagues affected by a 7.2 magnitude earthquake in the Van region last year; and Abdullah Toseef, who used scrap materials to implement a water conservation project which is saving 28 million litres of fresh water each year at the Rahim Yar Khan factory in Pakistan, where Abdullah is assistant manager.



75%

Our employee engagement score, now in line with high-performing employers in our class

110,000

'likes' of our Facebook global careers page within six months of launch

Agile flexible diverse organisation

We have substantially improved the structure of our business over several years, aiming to create an agile, flexible and diverse organisation that can meet the needs of consumers all over the world.

Dynamic structure for dynamic markets

We are already seeing results from changing our approach to the global market place. Where we formerly dealt with 22 geographical sub-entities, we now divide our business between eight markets, six of which are primarily made up of developing economies. This streamlined structure has allowed us to focus sharply on growth, particularly in emerging markets. We can now re-allocate resources quickly between markets, share best practice more easily and concentrate our efforts on a larger number of bigger projects.

EMPLOYER OF CHOICE: CAREERS WITH PURPOSE

We enhanced our standing as an employer by developing the Employer Brand Development Wheel, putting potential employees at the heart of our thinking. This repeatable model, used in every market, is designed to exceed expectations – and beat the competition. For example, our Future Leaders Programme allows young graduates to take on real challenges like shaping the messaging behind Lifebuoy's handwashing campaign, bringing hygiene benefits to millions of people and contributing to the brand's consistent sales growth over the past five years.

More at: www.unilever.com/careers

Safety – a core value

Ensuring the safety and well-being of our people – and of contractors, suppliers and visitors – is integral to our business. Our ambition is to record zero accidents. We focus continuously on improving safety through the positive behaviour of our people, the design of our plants, facilities and products, and by implementing safe systems and procedures throughout Unilever.

A key measure of our progress, set out in the USLP, is the total recordable accident frequency rate, which counts all employee workplace accidents except those requiring only simple first aid treatment. This year our total recordable accident frequency rate was down by 9%[†] compared with 2011.

[†] 2012 data is preliminary. Some of our KPIs will be independently assured in 2013. See our online Unilever Sustainable Living Report for 2012 at www.unilever.com/sustainable-living, to be published in April 2013.

**ANEXO 9 – Plano de sustentabilidade da Unilever - Relatório Anual
2012**



UNILEVER SUSTAINABLE LIVING PLAN

IMPROVING HEALTH AND WELL-BEING



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

REDUCING ENVIRONMENTAL IMPACT

By 2020 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.[^]

1 HEALTH AND HYGIENE



By 2020 we will help more than a billion people to improve their hygiene habits and we will bring safe drinking water to 500 million people. This will help reduce the incidence of life-threatening diseases like diarrhoea.

AROUND 220 MILLION PEOPLE REACHED BY END 2012 THROUGH OUR PROGRAMMES ON HANDWASHING, SAFE DRINKING WATER, ORAL HEALTH AND SELF-ESTEEM[†]

2 NUTRITION



We will continually work to improve the taste and nutritional quality of all our products. By 2020 we will double the proportion of our portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.

18% OF OUR PORTFOLIO BY VOLUME MET THE CRITERIA IN 2012^{†*}

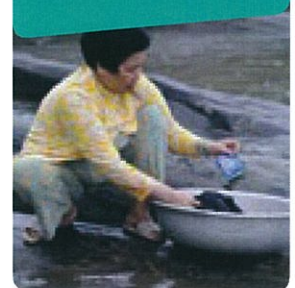
3 GREENHOUSE GASES



Our commitment is to halve the greenhouse gas impact of our products across the lifecycle by 2020.[^]

OUR GREENHOUSE GAS IMPACT HAS REDUCED BY AROUND 6% SINCE 2010^{}**

4 WATER



Our commitment is to halve the water associated with the consumer use of our products by 2020.^{^^}

OUR WATER IMPACT HAS REMAINED BROADLY UNCHANGED SINCE 2010^{}**



OUR UNILEVER SUSTAINABLE LIVING PLAN IN ACTION PROGRESS AGAINST OUR PLAN IS DETAILED IN THE SUSTAINABLE LIVING SECTION OF WWW.UNILEVER.COM/SUSTAINABLE-LIVING AND IN OUR UNILEVER SUSTAINABLE LIVING PLAN: PROGRESS REPORT 2012, TO BE PUBLISHED IN APRIL 2013.

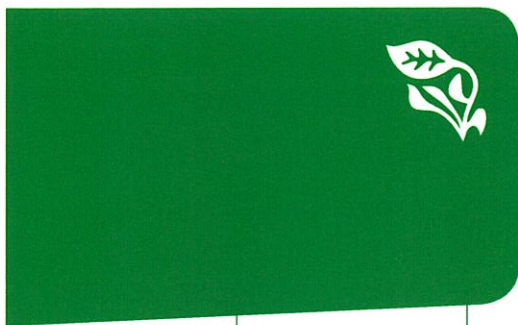
With 7 billion people on our planet, the earth's resources can be strained. This means sustainable, equitable growth is the only acceptable model of growth for our business. We believe growth and sustainability are not in conflict. In fact, in our experience, sustainability drives growth. By focusing on sustainable living needs, we can build brands with a significant purpose. By reducing waste, we create efficiencies and reduce costs, which helps to improve our margins. And we have found that once we start looking at product development, sourcing and manufacturing through a sustainability lens, it opens up great opportunities for innovation.

Our Unilever Sustainable Living Plan (USLP) sets out to decouple our growth from our environmental impact, while at the same time increasing our positive social impact. Our USLP has three big goals that by 2020 will enable us to:

- Help more than a billion people to improve their health and well-being.
- Halve the environmental footprint of our products.
- Source 100% of our agricultural raw materials sustainably and enhance the livelihoods of people across our value chain.

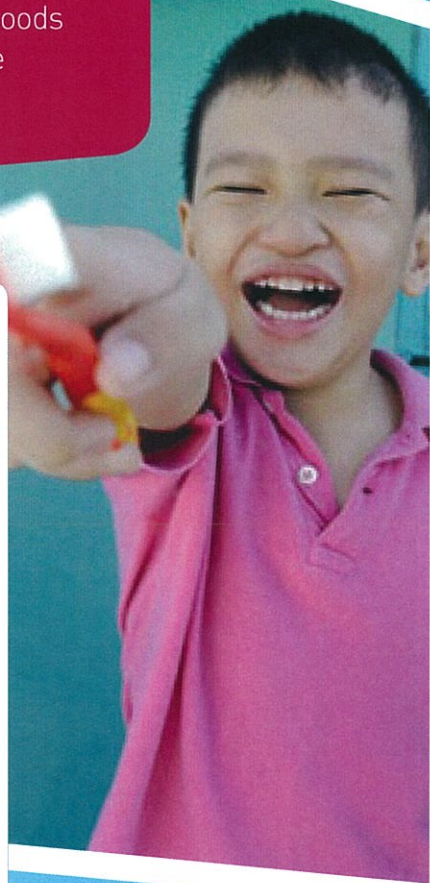
Underpinning these goals are seven commitments supported by around 50 targets spanning our social, environmental and economic performance across the value chain – from the sourcing of raw materials all the way through to the use of our products in the home.

In the second year of our USLP, we made steady progress across our commitments. Our USLP is ambitious and we have much more to do. We continue to strive to deliver our stretching goals.

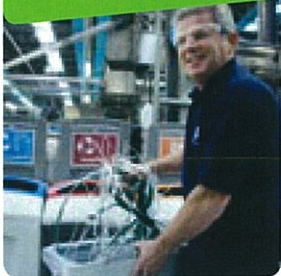


ENHANCING LIVELIHOODS

By 2020 we will enhance the livelihoods of hundreds of thousands of people as we grow our business.



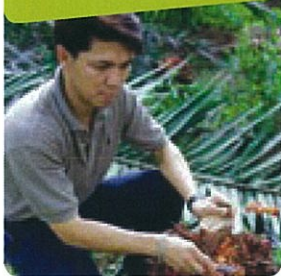
5 WASTE



Our commitment is to halve the waste associated with the disposal of our products by 2020.[^]

OUR WASTE IMPACT HAS REDUCED BY AROUND 7% SINCE 2010[†]

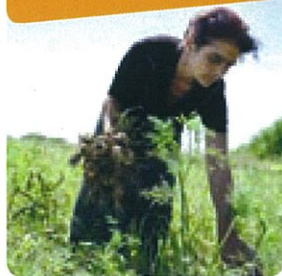
6 SUSTAINABLE SOURCING



By 2020 we will source 100% of our agricultural raw materials sustainably.

AROUND ONE THIRD SUSTAINABLY SOURCED BY END 2012[†]

7 BETTER LIVELIHOODS



By 2020 we will engage with at least 500,000 smallholder farmers and 75,000 small-scale distributors in our supply network.

48,000 SHAKTI SMALL-SCALE DISTRIBUTORS BY END 2012[†]

[^] Our environmental targets are expressed on a 'per consumer use' basis, using a lifecycle approach. This means a single use, portion or serving of a product.

[†] 2012 figures are preliminary. They will be finalised in the Unilever Sustainable Living Plan: Progress Report 2012, to be published in April 2013.

[°] Measured January-September 2012. In 2012 we moved to full volume-based (tonnes sold) reporting for this commitment. This number is not comparable to previously reported numbers measured by product (stock keeping unit).

[‡] Measured July 2011- June 2012, compared to January-December 2010.

^{*} In seven water-scarce countries representing around half the world's population.

SEE OUR UNILEVER SUSTAINABLE LIVING PLAN: PROGRESS REPORT 2012, TO BE PUBLISHED IN APRIL 2013, FOR FURTHER DETAIL.

ANEXO 10 – Controlos do processo *General Accounting and Reporting*

Controlos efetuados pela IBM

Control Ref.	Frequency	Control Description 2012
IBM-K12	X	All Unilever initiated Journals are explained by way of supporting documentation. The journals are reviewed for validity and approved by UL as per Schedule of Authority. IBM GL clerk checks and confirms that the requester is authorized according to authority schedule. (Supporting documents are kept in IBM)
IBM-K9	M	Reconciliation of suspense accounts is performed by IBM GL Accountant but it is finally reviewed by IBM GL Supervisor. All differences are being investigated and resolved.
IBM-K10	Q	Reconciliation of BCS to SAP is performed. IBM Chief Accountant / IBM GL Team Lead reconciles 'balance sheet net equity' and 'P&L net result' between BCS and SAP.
IBM-K11	Q	Part(a) Reconciliation of intercompany balances is performed. Ensure amounts in SAP GL are equal to amounts reported in UBAS, differences if any are actioned Part(b) Intercompany balances are reported in BCS, all differences exceeding Euro 50K are investigated and resolved Note:- To confirm with IBM prior to deletion
IBM-K13	W	All "Rule based" journal entries posted by IBM to the ledger are based on instructions from Unilever. Supporting documentation for such entries are retained at IBM. All such entries are reviewed for correctness by IBM GL Supervisor and signed-off as evidence of review
IBM-NK7	Y	IBM Supervisor checks the carry-forward balances by comparing the closing Balance Sheet with the opening Balance Sheet for the new year
IBM-K8	M	Reconciliations of sub-ledgers with general ledger are performed by comparing specific standard SAP reports. Reconciliation is performed by IBM GL Accountant and reviewed by IBM GL Supervisor. All differences are being investigated and resolved.
IBM-NK3	M	For re-opening a closed period, authorization is required according to authorization matrix. Period may be opened by IBM GL Chief Accountant or Team Leader. After the month end, both IBM Chief Accountant and Team Leader review instances of re-opening of closed periods and counter sign the report as proof of review.
IBM-NK4	Q	After completion of each quarter end activity, GL Team member signs and dates relevant activity on the check list. Check list is then reviewed by GL Supervisor to ensure completeness and timelines of performed actions
IBM-NK5	M	On a monthly/Quartely (where applicable) basis reconciliation of all BS accounts under IBM responsibility are being performed by IBM GL Accountants and approved by IBM GL Supervisor
IBM-NK6	M	VAT calculation is done by IBM and checked/signed off for accuracy by IBM GL supervisor.

Controlos Automáticos feitos pela ULJM

Control Ref. 2012	Frequency	Control Description 2012
UL-AC35	X	SAP prevents direct posting to any reconciliation account to ensure integrity between GL and AP/AR sub-ledger. <INHERENT>
UL-AC36	X	FI-AP, FI-AR and FI-GL is fully integrated with SAP and posting to the correct reconciliation account in GL is done on a real time basis. Test needs to confirm appropriateness of reconciliation account used.
UL-AC37	X	Document change rules are configured in such a way that no changes can be made except reversal to a posted accounting document.
UL-AC38	X	SAP performs on-line edit and validation checks (including checking that mandated fields are populated) against data entered; all errors that block continuation of transaction are immediately prompted to the user through the error message on the screen and must be corrected and resubmitted prior to further processing. Mandated fields are: Cost Centre, GL Account, Posting Key, Posting Date <INHERENT>
UL-AC39	X	Postings in foreign currencies are automatically translated into local currency.
UL-AC40	Q	On a periodic basis Vendor and Customer balances held in foreign currency are revalued, specifically at month end. This revaluation results in automatic posting of gains/losses in the correct accounts.
UL-AC41	Q	The systems posts gain/loss entries to assigned accounts for currency translation differences on open items, based upon an automatic calculation done by SAP when an item is cleared (for example, payment against receivable). Account assignment in the SAP system is configured with the appropriate G/L accounts when realised gains or losses resulting from differences in currency translation will be posted.
UL-AC42	M	The Consolidation System performs internal checks over the numbers entered therein to validate the consistency of such numbers and flags error messages in case of discrepancies. Numbers checked are: -TO -TR -TWC
UL-AC43	Q	The Consolidation System reconciles quarterly financial reporting figures to the accumulated monthly management reporting figures for the given quarter. Values checked are: TO, TR and TWC
UL-AC44	X	Only appropriate posting periods are open for posting
UL-AC45	X	Additional Access control covered by countries: For GAR they need to cover transactions to be restricted to appropriate personnel only: Post manual journal entries Posting period table maintenance Maintain GAR master data

Controlos Chave feitos pela ULJM

Control Ref. 2012	Frequency	Control Description 2012
UL-K16	M	An Unilever authorised personnel reviews and analyses the significant differences identified by IBM on bank reconciliations and suspense account reconciliations. An appropriate corrective action is performed for the differences identified on a timely basis. The thresholds are: All non-bank reconciliations: Euro 75,000 and/or non reconciling items over 30 days. Bank reconciliations: Differences over Euro 10,000 and/or older than 30 days
UL-K17	M	VAT Return is reviewed and signed off by country Financial Controller/ VAT Financial Accountant to confirm its completeness and accuracy
UL-K18	Q	NFD reviews and signs off the declaration forms which are consolidated prior to submission to the Group Controllers Accounting Department (GCAD) -London. (This control will be tested at GCAD centrally)
UL-K19	M	On a monthly basis all individual line items in excess of Euro 200 K at SU's and 500K at MSO in the accruals and prepayment account schedules/sub ledger are reviewed by an authorised personnel to confirm correctness.
UL-K15	E	As and when an updated version of the Table of Authorities (ToA) is issued by the Region, countries ensure that their local table of authorities are aligned to the updated version of the ToA

Controlos Manuais feitos pela ULJM

Control Ref. 2012	Frequency	Control Description 2012
UL-M16	M	<p>Post month end close the MSO conducts a variance analysis of the Balance Sheet actuals against forecast & prior period. All variances equal to or greater than 1,000,000 Euro are investigated in consultation with the concerned units.</p> <p>The review also covers identification and investigation of any unusual balances.</p> <p>Key accounts covered include: Provisions, GRNI, Trade Accruals, Suspense Accounts, Debtors and Creditors.</p> <p>Reasons for movements and variances are also explained in the CAP Report submitted to the Region and GCAD</p>
UL-M17	Q	<p>Provisions are reviewed quarterly for accuracy and completeness by controller/NFD taking in consideration exceptional provisions, not planned by including latest legal/HR/Operational decisions taken in country/region</p>
UL-M2	M	<p>Prior to month end book close the MSO conducts a variance analysis of the P&L actuals against prior period. All variances equal to or greater than 1,000,000 Euro or 10% against prior period or plan are investigated in consultation with the concerned units.</p> <p>After month end close, a further detailed variance analysis of the P&L is performed with a EUR 500,000 threshold. As a result of this review any errors identified are reported to the Region and corrected by the country in the subsequent month</p> <p>Post month end close the Monthly Results booklet is prepared which has a detailed analysis of current month and YTD actuals against prior period and forecast including a commentary. This is reviewed during the day 4 meeting chaired by the NFD along with the MCO Finance Team and Finance Business partners and thereafter submitted to the Region for review and challenge.</p> <p>For information only</p> <p>The booklet is circulated to all LT members in the MCO and discussed during the monthly LT meetings</p> <p>Movements and variances are explained and documented in the CAP report submitted quarterly to the Region and GCAD.</p> <p>Main reporting lines which are covered as part of the review include: TO: Turnover GP: Gross Profit A&P: Advertising and Promotions Indirects</p> <p>(Note: The thresholds have been determined considering the underlying monitoring controls on a process level)</p>
UL-M6	M	<p>The Sourcing Unit (SU) performs a variance analysis of the P&L (with specific reference to salary, indirects and total P&L result lines only). Resulting from the analysis any variance +/- 100k or 1% between actual prior period and forecast/budget are investigated and corrective action initiated as required.</p>
UL-M6	M	<p>The Sourcing Unit (SU) performs a variance analysis of the P&L (with specific reference to salary, indirects and total P&L result lines only). Resulting from the analysis any variance +/- 100k or 1% between actual prior period and forecast/budget are investigated and corrective action initiated as required.</p>

ANEXO 11 – Índice do *Management Report* de Setembro 2013

Key Financial Indicators	2		
Monthly Commentaries			
Country (w/o FS) - Monthly Reporting Letter	3		
Country (w/o FS) - Monthly Supporting Analysis	5		
FoodSolutions - Monthly Reporting Letter	6		
Global Portfolio			
Sales Volume	7		
GSV	8		
Turnover	9		
TMI's	10		
Turnover Variance Analysis (UPG/UVG)	20		
Gross Profit	21		
Gross Margin	22		
A&P	23		
A&P %Turnover	24		
Advertising	25		
Promotion	26		
PBD	27		
PBD %Turnover	28		
PBD Variance Analysis	29		
Overheads Before Rest %TO	30		
Core Operating Profit excl Rest	31		
Core Operating Profit excl Rest %TO	32		
P&L Sourcing Units	33		
Market Shares	34		
Forecast			
Comments Retail	42		
Comments FoodSolutions	43		
NFD	44		
Category Profit & Loss			
ULJM	48		
ULJM w/o FoodSolutions	49		
Foods	50		
SCC	51		
Savoury	52		
Dressings	53		
Refreshments	54		
RTD	55		
Leaf Tea	56		
ICE CREAM	57		
Turnover Foods (Graph)	58		
Gross Profit Foods (Graph)	59		
		Home Care	60
		Laundry	61
		Household Care	62
		Personal Care	63
		Skin Cleansing & Care	64
		Hair	65
		Deos	66
		Other PC	67
		Johnson Diversey	68
		Turnover HPC (Graph)	69
		Gross Profit HPC (Graph)	70
		FoodSolutions	71
		Channel Profit & Loss	
		In-Home Profit & Loss	72
		Turnover Variance Analysis IH (UPG/UVG)	73
		Out-of-Home Profit & Loss	74
		Out-of-Home exc. FS Profit & Loss	75
		Concessionaires IC	76
		FoodSolutions	77
		RTD OOH	78
		Other Channels	79
		Brands Profit & Loss	
		Foods (excl. IC) - Month	80
		Foods (excl. IC) - Cumulative	81
		Heart Brand - Month	82
		Heart Brand - Cumulative	83
		HPC - Month	84
		HPC - Cumulative	85
		Customer Profitability	86
		Balance Sheet & Cash Generation	
		Working Capital	108
		Free Cash Flow	109
		Free Cash Flow Month	110
		Capex	111
		Staff Analysis	
		Headcount Evolution	112
		Indirects	
		by function	113
		by cost nature	114
		Supply MSO	115

Fonte: Management Report ULJM – Setembro 2013