



# **Sustainability** **Blue Book 2024**

Unilever Bangladesh







As one of the largest consumer goods companies, Unilever is globally known for its belief that doing business the right way drives superior performance. We have a strong legacy of purpose-led actions for over a century across the world and we have taken a structured approach to integrate sustainability at the core of our business since 2010. We have taken decisive actions to preserve the environment, enhance consumer wellbeing, and empower our value chain partners, including in Bangladesh. Our proactive approach has led us to identify areas for improvement, and we have developed a Growth Action Plan (GAP) to address these gaps in 2023. Our revised goals under the GAP are more ambitious, measurable, and actionable, and we are implementing this plan globally.

The Sustainability Blue Book 2024 offers a comprehensive overview of our purpose-driven actions, initiatives, and strides in Bangladesh, in line with our global priorities and commitments. This report serves as a testament to our accountability and transparency while igniting further action towards a sustainable future for Bangladesh as we believe that whatever is good for Bangladesh, is also good for Unilever.

# Unilever: A Global Leader in Sustainable Business

Established over 100 years ago, we are one of the world's largest consumer goods companies, known for our great brands and our belief that doing business the right way drives superior performance. When British soap-maker Lever Brothers and Dutch company Margarine Unie merged their operations to become Unilever, both companies brought a strong sense of social mission. We believe it is this commitment to making a positive impact that has driven our success since 1930 – and will continue to inspire us in the coming years. This is why we are committed to our purpose - to make sustainable living commonplace. We have been driving an ambitious sustainability agenda for over two decades, and are proud to have been recognised by many respected organisations for our work.



## Sustainability Leaders Survey

Sustainability Leader for 10+ Years  
and No. 2 in 2023



## Supply Chain Top 25

Masters Category for 6 Years



## Corporate Sustainability Assessment

Global Gold Class in 2022



## CDP 'A' List

'A' List for Actions to Protect Forests  
and Water Security 'A-' for Climate Change



Yet, in the face of ever-growing economic, environmental, and social challenges, we are evolving our approach. We now feel that ringing the alarm and setting long-term ambitions is not good enough anymore. It is the time to focus on delivering impact by making sustainability progress integral to business performance. We are determined to deliver consistent and competitive performance, while transforming the business to achieve our sustainability goals.

We are more certain than ever that now is the right time to focus on our GAP. This strategy addresses the environmental and social challenges head-on. In the coming years, our focus will be on four sustainability priorities where we can drive the greatest impact: Climate, Nature, Plastics and Livelihoods. These priorities are fully integrated into our business strategy, which we believe will enable us to advance our sustainability goals while simultaneously delivering better performance.



# Our Global Sustainability Goals

## Climate

**Net-Zero emissions across our value chain by 2039.**

- Reduce absolute operational Greenhouse Gases (GHG) emissions (Scope 1 and 2) by 100% by 2030 from a 2015 baseline.
- Reduce absolute Scope 3 energy and industrial GHG emissions by 42% by 2030 from a 2021 baseline.
- Reduce absolute Scope 3 Forest, Land and Agriculture (FLAG) GHG emissions by 30.3% by 2030 from a 2021 baseline.

## Plastics

**An end to plastic pollution through reduction, circulation and collaboration.**

- Reduce our virgin plastic footprint by 30% by 2026, and 40% by 2028.
- 100% of our plastic packaging to be reusable, recyclable or compostable by 2030 (for rigids) and 2035 (for flexibles).
- Use 25% recycled plastic in our packaging by 2025.
- Collect and process more plastic packaging than we sell by 2025.

## Nature

**Resilient and regenerative natural and agricultural ecosystems.**

- 95% volume of key crops to be verified as sustainably sourced by 2030.
- Implement regenerative agriculture practices on 1 million hectares of agricultural land by 2030.
- Help protect and restore 1 million hectares of natural ecosystems by 2030.
- Maintain no deforestation across our primary deforestation-linked commodities.
- Implement water stewardship programmes in 100 locations in water-stressed areas by 2030.

## Livelihoods

**A decent livelihood for people in our value chain, including by earning a living wage.**

- Help 250,000 smallholder farmers in our supply chain access livelihoods programmes by 2026.
- Suppliers representing 50% of our procurement spend to sign the Living Wage Promise by 2026.
- Help 2.5 million SMEs in our retail value chain grow their business by 2026.

# From Strategy to Action

Since the launch of the Unilever Sustainable Living Plan (USLP) in 2010, to our Compass Strategy, and most recently our Growth Action Plan (GAP), we have put sustainability firmly at the heart of our business strategy.

## 2010 - USLP



**We set out to grow our business in a way which helps improve people's health and wellbeing, reduces environmental impact and enhances livelihoods.**

## 2020 - Compass



**We developed the Unilever Compass based on the ten years of the USLP: the successes, the failures and the lessons learnt. It laid the pathway for us to lead the movement of sustainable business and to prove that it drives superior business performance.**

## 2023 - GAP



**We will demonstrate that our business model delivers consistent and competitive growth delivering top financial results by building a high growth portfolio, winning with our superior brands, accelerating growth, and leading in key channels.**

The most recent change was made as we felt that some of the issues of sustainability require more focus and accelerated delivery. That is why we have prioritised the four critical pillars—Climate, Nature, Plastics, and Livelihoods, in our new strategy.

Along with long-term objectives, we have also created clear roadmaps, goals, and accountability measures to maximise our impact. These priorities are universal, irrespective of our operating locations, including Bangladesh.



## Our Promise: Partnering Today for a Sustainable Future

Unilever has been part of the Bangladeshi household since the 19th century, consistently delivering hygiene, beauty, and convenience to households. We are a company with a legacy intrinsically built with the development of our nation and culture. Since the establishment of our first factory in 1962, we have been contributing to the wellbeing of our consumers with our purpose-led social initiatives; to preserving the environment with responsible actions; and to the growth of over a million retailers and partners.

Bangladesh today is one of the fastest growing economies of the world which is undergoing major economic and social transformation. As a company deeply rooted in Bangladesh, we remain a steadfast partner in its transformation with our legacy of purpose-led initiatives.

Our approach in Bangladesh is focused on the most pressing local issues as per our global priorities. To maximise our impact, we always work in a multi-stakeholder model where we work with partners who have deeper understanding and technical capability so that we could use our scale and reach effectively.

We are making sustainability a part of our every product, every conversation and every decision that we take, contributing to the journey towards achieving the Sustainable Development Goals (SDGs) and ensuring a sustainable future for all Bangladeshis.

# Awards and Recognitions

**Bangladesh Sustainability Excellence Award 2023**



**FICCI DEI Champion Award 2023**



**SDG Brand Champion Awards 2023 (Pureit)**



**SDG Brand Champion Awards 2023 (Lifebuoy)**





“

**Unilever has been a leader in sustainability for over two decades with a holistic and transparent approach. Although our journey has had challenges, we have made inspiring breakthroughs along the way. By working together with our consumers and partners, we have taken significant strides towards our global goals in Bangladesh.**

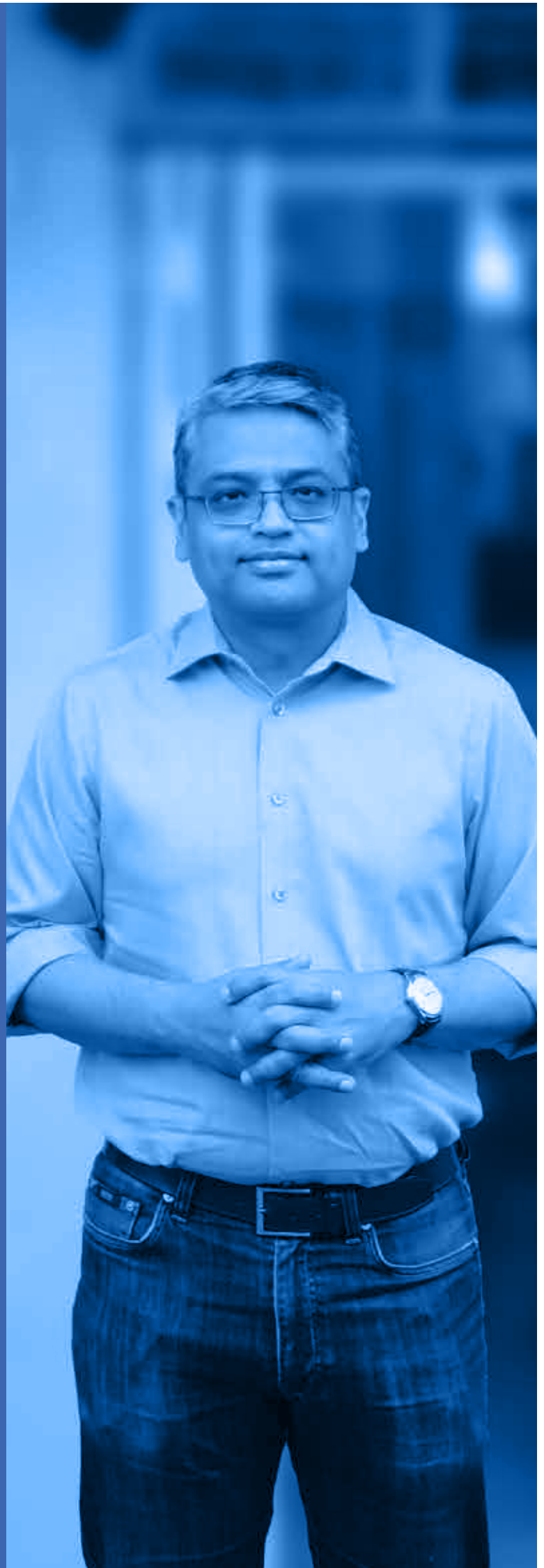
We want to lead the way in corporate sustainability by focusing on where we allocate our resources, taking clear and accountable actions, and collaborating effectively while advocating for assertive policies.

”



**Md. Zaved Akhtar**

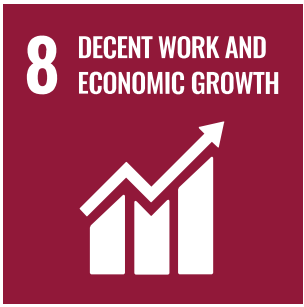
Chairman and Managing Director  
Unilever Bangladesh Limited





# Our Contribution towards SDGs in Bangladesh

Through our actions and initiatives, we are actively contributing and supporting to attain the following SDGs in Bangladesh.



## **In this report**

### **Implementing GAP in Bangladesh**

- 13 Climate
- 21 Nature
- 31 Plastic
- 47 Livelihood
- 57 Case Study: How Value Chain Intervention can help fight Plastic Waste

### **Legacy of Purpose**

- 65 Lifebuoy
- 71 Sunsilk
- 75 Horlicks
- 79 Pepsodent
- 85 Case Study: Making Handwashing Fun and Engaging for School Children of Bangladesh through Collaboration

### **Future-Fit Organisation**

- 95 Gearing Up for Future-Fit Growth
- 103 Case Study: Transforming the Retail Landscape of Bangladesh

### **Partnering for a Sustainable Future**



# Implementing GAP in Bangladesh

In Bangladesh, our priority is to form progressive partnership with our stakeholders to initiate, facilitate or support sustainable, smart transformation that would reshape the future of the country. We want to do that by creating opportunities through right allocation of resources, taking urgent actions, and delivering impacts.

As we are committed to the people of the country, we have localised our goals and strategies accordingly and aligned them with the Government of

Bangladesh's vision. From our consumer centricity, we believe that what is good for Bangladesh, is good for Unilever Bangladesh.

Our initiatives are not locked within our four walls. We are calling on the government, businesses, and partners to accelerate our actions.



# Climate

- Green Energy
- Zero-Waste
- Smart Logistics



# Nature

- Sustainable Sourcing
- Water Stewardship



# Plastic

- Reengineering our Packaging
- Circular Value Chain for Plastic Waste
- Retail Refill Technology



# Livelihood

- Better Opportunity for All
- Supporting Small Retailers Grow





Addressing  
**Climate Change**  
with Action



The world is currently grappling with a severe and urgent threat from climate change, a crisis that jeopardises lives, species, and ecosystems. Human activities have caused a 1.2°C increase in the planet's temperature since the pre-industrial era. To sustain our current way of life, we must limit this increase to 1.5°C. Overshooting this limit will result in rising sea levels, particularly endangering low-lying countries like Bangladesh. According to the World Bank's assessment, Bangladesh is highly susceptible to climate-related hazards such as cyclones and floods, with over 90 million people residing in areas exposed to multiple risks.

The international community has committed to reducing GHG emissions by signing the Paris Agreement to address climate change. This Agreement sets a global framework for tackling this threat and marks the beginning of a shift towards a world with Net-Zero emissions. Implementing the Agreement is crucial for achieving the Sustainable Development Goals (SDGs). Bangladesh is a signatory to this global commitment and is working to make its economy more resilient to climate change through progressive policies and roadmaps.



*Climate action has long been a part of how we do business. But the world must move faster to avoid the worst effects of climate change. Our ambition is to deliver Net-Zero emissions across our value chain.*



## Our Approach

At Unilever, we recognise that climate change poses a significant threat to people and our planet, and it is also a material risk to our business. We have transparently reported our operational environmental footprint since the late 1990s and set our first emissions reduction goal in 2010. In 2015, we advocated for the Paris Agreement on climate change and announced new science-based targets for our operations and value chain. Under our Climate Transition Action Plan (CTAP), we have set more ambitious climate targets and identified more precise actions to address this challenge. By 2030, we are committed to achieving a 100% reduction in operational emissions (Scope 1 and 2) from a 2015 baseline, a 42% reduction in Scope 3 energy and industrial emissions from a 2021 baseline, and a 30.3% reduction in Scope 3 Forest, Land, and Agriculture (FLAG) emissions from a 2021 baseline globally. We are proud to lead the charge towards a sustainable

future, setting ambitious goals and taking decisive actions to combat climate change in all our markets, including Bangladesh.

At Unilever Bangladesh Limited (UBL), sustainability is a part of who we are and how we do business. As one of the pioneers of responsible and sustainable manufacturing in Bangladesh, UBL leads environmental stewardship, setting practices that have become industry benchmarks. In our commitment to a Net-Zero Carbon Future, we are laser-focused on eliminating GHG emissions throughout our production and value chain. By meticulously assessing our GHG footprint, we have pinpointed areas for improvement as we march towards decarbonising our operations. We actively pursue initiatives centred around Green Energy adoption, Zero-Waste practices, and Smart Logistics.



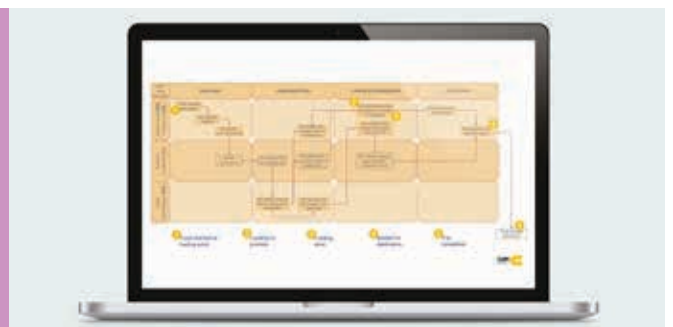
### Green Energy



### Zero-Waste



### Smart Logistics



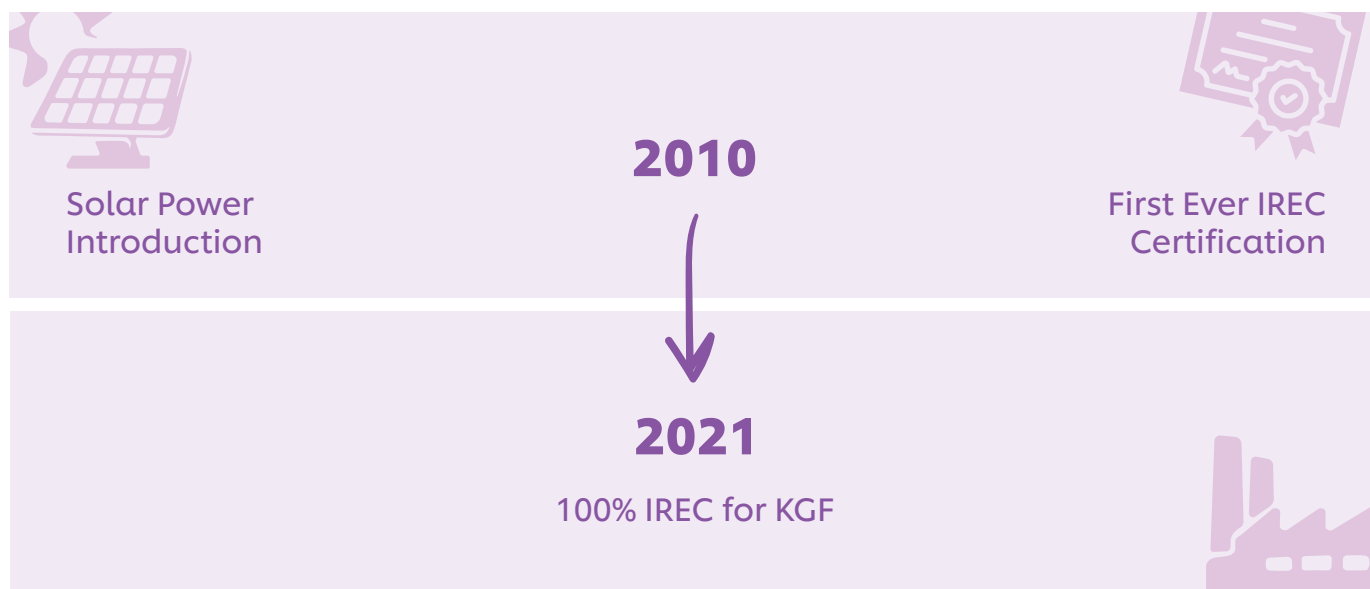


## Green Energy

According to our CTAP, we want to reduce absolute operational GHG emissions (Scope 1 and 2) by 100% before 2030 from a 2015 baseline globally. We are scaling up our global renewable energy capacity in our supply chain to achieve this. We are also investing in and upgrading our technology to conserve more energy in all our operations, including Bangladesh.

UBL is constantly working to decarbonise its business through green investments. We have made significant strides in energy conservation by investing in modern equipment and improving energy generation, consumption, and conservation efficiency.

Our energy conservation journey started in 2010 with installing the first-ever solar panel at our Kalurghat Factory (KGF). In 2010, we also started our Interstate Renewable Energy Council (IREC) certification process. IREC certification involves acquiring carbon credits to offset the carbon footprint generated by energy production. This certification ensures that our energy claims are reliable. We started this process because we depend on electricity supplied by the Bangladesh Power Development Board (BPDB), which is generated using fossil fuels. That is why we need to acquire carbon credits to offset the footprint generated by using electricity from this source.



In 2021, we achieved IREC certification for 100% of our energy sourced from BPDP at KGF. Since then, we have added an additional 25% new certification to cover additional requirements at KGF, our corporate sites (e.g., Corporate Office and Sales Offices), and warehouses. We have also conducted a benchmarking study to identify potential new investment areas. We are working to acquire certification for our collaborative manufacturing sites, which we plan to complete by 2025.

Furthermore, we are expanding KGF's solar energy capacity from 105 KWp to 890 KWp—an eightfold increase. This expansion project will ensure that more than 5% of KGF's total electrical energy consumption comes from solar power. In 2022, we also began installing solar panels at our warehouses. Currently, 1 out of our 4 regional warehouses has solar panels installed.

We have also made further investments to optimise our energy consumption. Since 2023, we have invested in 7 energy-saving initiatives, which have ensured savings of 14,355 GJ energy for KGF.

Our continuous and long-term efforts have yielded significant results, with a 24% reduction in energy consumption and a 21% decrease in CO<sub>2</sub> emissions compared to a 2010 baseline. These actions have saved approximately 1.4 million GJ of energy, equivalent to planting 3.5 million mature trees. We have reduced our carbon emissions by 1.1 million kg since 2022 and 7.6 million kg since 2010. These achievements are a testament to the positive impact of our sustainability initiatives, instilling hope and optimism for a greener future.

**1,369 GJ**

Replacement of  
**Carmex Venturi** with  
a **Vacuum Pump**



**242 GJ**  
**Energy-Efficient**  
**Borewell**  
Installation



**3,024 GJ**  
**HVAC Chiller**  
Running Strategy  
Optimisation

**4,656 GJ**  
**Boiler, VAM Chiller and**  
**Distilled Water Plant**  
De-Escalation

**3,250 GJ**

**Soap Salt**  
**Centrifuge**  
Installation



**389 GJ**

Duct Installation for  
**Compressed Air**  
**Inlet Exhaust Line**

**1,425 GJ**

**GG Jacket Water**  
Usage at HVAC  
VAM Chiller

**Total Energy Saved**  
**14,355 GJ**





## Zero-Waste

We are proactively working globally to reduce and efficiently recycle our manufacturing waste. UBL proudly stands as one of the pioneering companies in Bangladesh that ensures Zero Landfill from its manufacturing sites. Since 2014, we have consistently upheld the standard of sending Zero-Waste to landfill from our factories. Our continuous pursuit helps us to reduce waste and optimise the value derived from our manufacturing waste streams. Every waste generated during our production processes has a purpose – whether for reuse, recycling, or co-processing – rather than ending up in a landfill.

Our Zero-Waste mindset means we look at waste materials as resources. When reduction or refusal is not feasible, we turn to recycling or energy recovery. By finding the best routes for material flows, we strive to strengthen our circular economy approach – improving factory operations and reducing our environmental impact. Since 2018, we have recycled 1,477 tonnes of plastic from our manufacturing sites.

Notably, we are one of the few organisations in Bangladesh that actively send industrial waste, including plastics, from our manufacturing operations for co-processing at a partner's site.



**Zero Landfill**  
Since 2014



**1,477 Tonnes**  
of Plastic Recycled

### Our Waste Hierarchy



**Refuse**



**Reduce**



**Reuse**



**Recycle**



**Recover**



## Smart Logistics

Unilever believes in innovation to positively impact the planet and the people we serve. While vital for delivering essential products, we understand that our global logistics network contributes to GHG emissions through traditional fossil fuel use. We are focusing on making our transportation network more efficient to address this challenge. Optimising our transportation is particularly important for countries like Bangladesh, where we have a broad and nationwide distribution channel, serving over a million retail outlets across Bangladesh everyday. As the retail network in Bangladesh is complex, we need more fossil fuels to transport our products to the retailers. Identifying this challenge, we have started using Data Analytics and Artificial Intelligence (AI) to optimise our supply chain network.

In 2018, we initiated a project called Nakshatra and started optimising our logistics network to ensure the least fuel consumption per tonne of product carried. This model considered route optimisation by utilising new national infrastructure like the Padma Bridge. We constantly use data-driven models to analyse and update our logistics infrastructure. This model has helped us reduce 29.5% mileage and 17.7% of our CO<sub>2</sub> footprint.

Over the next few years, we are committed to further reducing CO<sub>2</sub> emissions through route optimisation. This ambitious goal will be achieved by optimising transportation routes to minimise travel distances and fuel consumption, increasing the use of intermodal transport, and achieving various operational efficiencies.

**17.7%**  
CO<sub>2</sub> Reduced

### Logistics Optimisation

**29.5%**  
Mileage Reduced



We are firmly committed to upholding our position as a trailblazing organisation in Bangladesh through our proactive climate initiatives. We are steadfast in our commitment to investing in green technology to enhance environmental sustainability and to accomplish our target of attaining Net-Zero emissions throughout our supply chain and beyond.



**Ruhul Quddus Khan**  
Supply Chain Director



Preserving  
**Nature**  
to Protect Our Future



The degradation of our natural ecosystems is not just a concern but a crisis causing environmental diseases across the planet. According to the Food and Agriculture Organisation (FAO), the world has lost a staggering 178 million hectares of forest since 1990, an area roughly 1.2 times the size of Bangladesh. This rapid deforestation and other environmental disasters are leading to natural imbalance, affecting almost 2 billion hectares of land yearly, home to 1.5 billion people. Our water resources are also in peril, with over 3.2 billion people living in agricultural areas with high water shortages. If we do not act now, the consequences could be dire. These alarming facts underscore the urgent need to protect and preserve

our natural world, compelling us to take immediate action. The time to act is now.

The global community has already begun responding to this crisis, with countries worldwide making pledges and setting progressive conservation goals. Bangladesh has also made commitments by announcing a National Conservation Strategy and a 15-year roadmap to achieve national conservation goals and targets related to SDGs. This collective effort gives us hope. However, the responsibility for conservation is not just on governments. We all need to focus on ensuring the sustainable use of land, as we may face a critical shortage of arable soil within the next 50 years.



*The world – and our business – needs resilient natural and agricultural ecosystems to thrive. We are committed to contributing to the protection and regeneration of nature, within and beyond our value chain. Our ambition is to deliver resilient and regenerative natural and agricultural ecosystems.*





## Our Approach

At Unilever, we recognise the vital importance of nurturing and preserving resilient natural and agricultural ecosystems for the wellbeing of our planet and the growth of our business. Globally, we are committed to contributing to the protection and regeneration of nature within and beyond our value chain.

Understanding that protecting and regenerating nature requires a multi-pronged approach, we invest in infrastructure and technology to address our primary deforestation-linked commodities. We also work to reduce emissions and enhance nature

preservation in collaboration with our stakeholders and suppliers, knowing that joint efforts yield a more profound impact.

As a global business, we operate within a global framework yet tailor our strategies to meet the localised needs of our operations. In Bangladesh, we focus on contributing to environmental preservation through meticulous, responsible sourcing of raw materials and engaging in water stewardship to protect this precious natural resource.

**Sustainable  
Sourcing**



**Water  
Stewardship**

## Sustainable Sourcing

As a global Fast Moving Consumer Goods (FMCG) manufacturer, our products are our direct connection with our consumers. We want to ensure our products do not harm the planet or its natural balance. Our internal research revealed that the agriculture-based raw materials we use for soap production are responsible for over half (53%) of our carbon emissions. For example, in Bangladesh, where bar soap is popular, we need raw materials to manufacture brands like Lux and Lifebuoy. One key ingredient we use is palm oil. It is a versatile crop with many uses and is very efficient in terms of the land it needs. For these reasons, palm oil is currently the most commonly produced vegetable oil globally. In 2023 alone, we used over 44,000 tonnes of palm oil in our products in Bangladesh, the cultivation of which would ideally require 86,324 hectares of land. However, the high global demand for palm oil has led to deforestation in some areas, causing damage to the environment. We have committed ourselves to fixing this issue.



**44,000 Tonnes**  
Palm Oil Sustainably Sourced



Equivalent to restoring  
**86,324 Hectares**  
14.4% Area of Sundarban



### Our Goal

**Protect and Regenerate** Nature

To address this, in 2020, we committed to achieving a deforestation and conversion-free supply chain for palm oil, paper, board, tea, soy, and cocoa, globally. These five commodities contribute to more than 65% of Unilever's total impact on land and are often linked to deforestation and the conversion of natural ecosystems to farmland. We are working closely with suppliers to increase traceability and transparency in our supply chain.

In Bangladesh, we have made progress in sourcing our key raw materials, such as palm oil, from certified, sustainable sources despite the additional cost. Since 2021, we have improved transparency and traceability for our raw materials and increased the volume of sustainably sourced palm oil by 9%. We take pride in being one of the first Unilever businesses to source 100% palm oil from No Deforestation, No Peat Conversion, No Exploitation (NDPE) certified sources.

In addition to sustainably sourced palm oil, we also use Forest Stewardship Council (FSC)-certified paper

for our packaging needs, ranging from product wrappers to transport boxes. Our procurement strategy prioritises certified recycled and virgin materials, ensuring sustainability and quality. By tracing our purchases from the packaging supplier to the paper mill, we assess and mitigate any potential risks of future deforestation. 100% of the 9,479 tonnes

of paper we used for packaging in 2023 was FSC-certified, equivalent to planting 237,000 trees.

At UBL, we continuously work with our suppliers to advance our certifications and enhance traceability within our supply chain, reflecting our dedication to reforestation and ecological regeneration.



**Sustainable and  
Deforestation-Free**  
Sourcing of

**Cocoa | Soya | Paper | Palm Oil**



**100% FSC**  
Certified Paper Used



**9,479 Tonnes**  
of FSC Certified Paper Used in 2023



Sourcing palm oil exclusively from suppliers who adhere to our sustainability standards often requires more resources. However, aligned with our fundamental principle of investing in a sustainable future, we are committed to protect the environment. By collaborating closely with suppliers and enhancing traceability, we are transforming our supply chain into a catalyst for environmental regeneration.



**Dilruba Ahmed Choudhury**  
Country Procurement Lead



# Water Stewardship

Bangladeshis rely on water for farming, food, health, income, and protection from floods. Water is also essential for addressing climate change. However, a recent study in Bangladesh by the Joint Monitoring Group found ongoing problems with water quality, safety and risks from overusing groundwater and mishandling industrial wastewater. However, for us, the story is different.

At UBL, we are committed to preserving water for future generations. Globally, we are continuing to optimise our operations to do 'more with less' by working with our manufacturing excellence network, industry groups, and supplier expertise. We are stepping up our efforts to mitigate water risks. We aim to implement water stewardship programmes in the most water-stressed areas by 2030, including a few in Bangladesh.

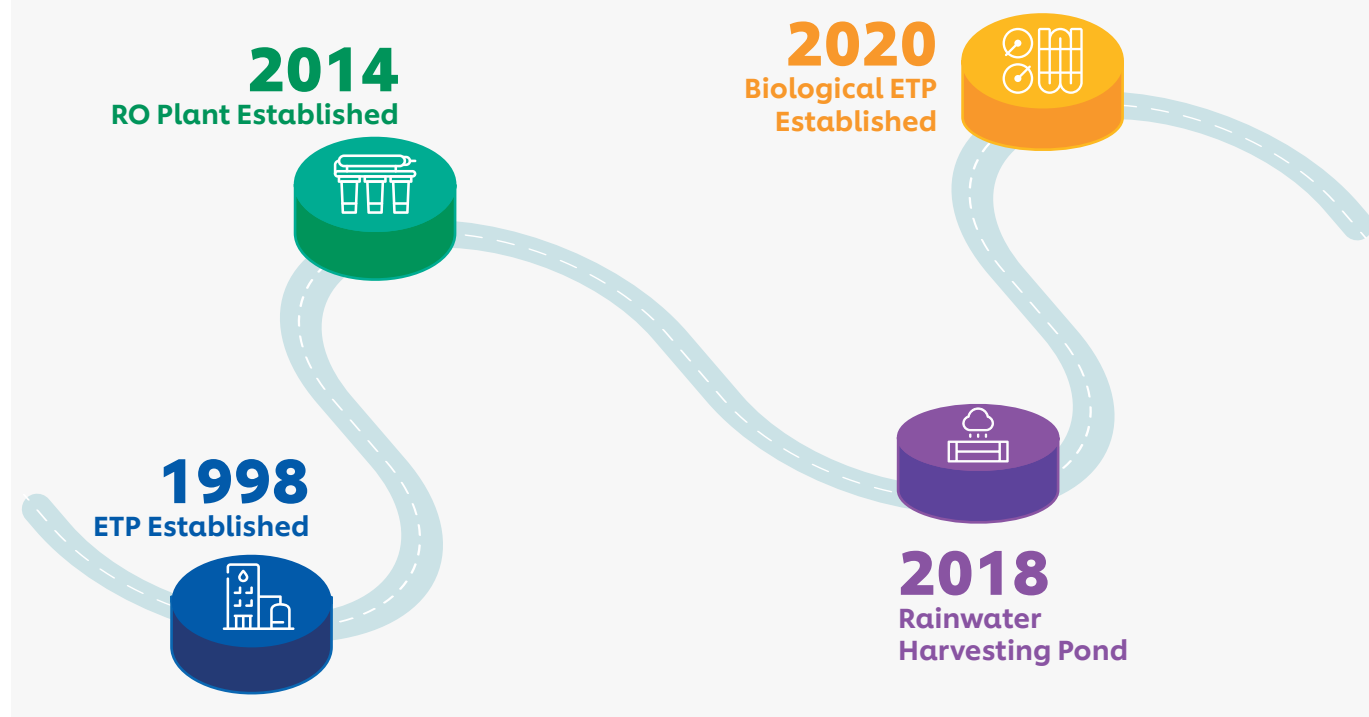
However, as the first step, we are working to reduce our water consumption during production. Products like soap, shampoo or toothpaste require significant water for production. For example, water is used as



boiler feed to generate steam during soap production. It is also used as a solvent and for washing our products. On average, around 4,000-5,000 litres of water are required to produce a tonne of consumer goods like soap or shampoo. In Bangladesh, we utilise groundwater in our production process through four pumps. To conserve water, we aim to optimise our products and processes to maintain the same quality of consumer goods while using less water.

We began our water stewardship journey in Bangladesh in 1998 by installing our first wastewater treatment plant in KGF. This plant was the first of its kind in the existing industrial chain. Later, we improved our capability by introducing biological treatment in 2020. The treatment plant can recycle water through a Reverse Osmosis plant, which was established in 2014.

## Our Water Stewardship Journey at Kalurghat Factory (KGF)

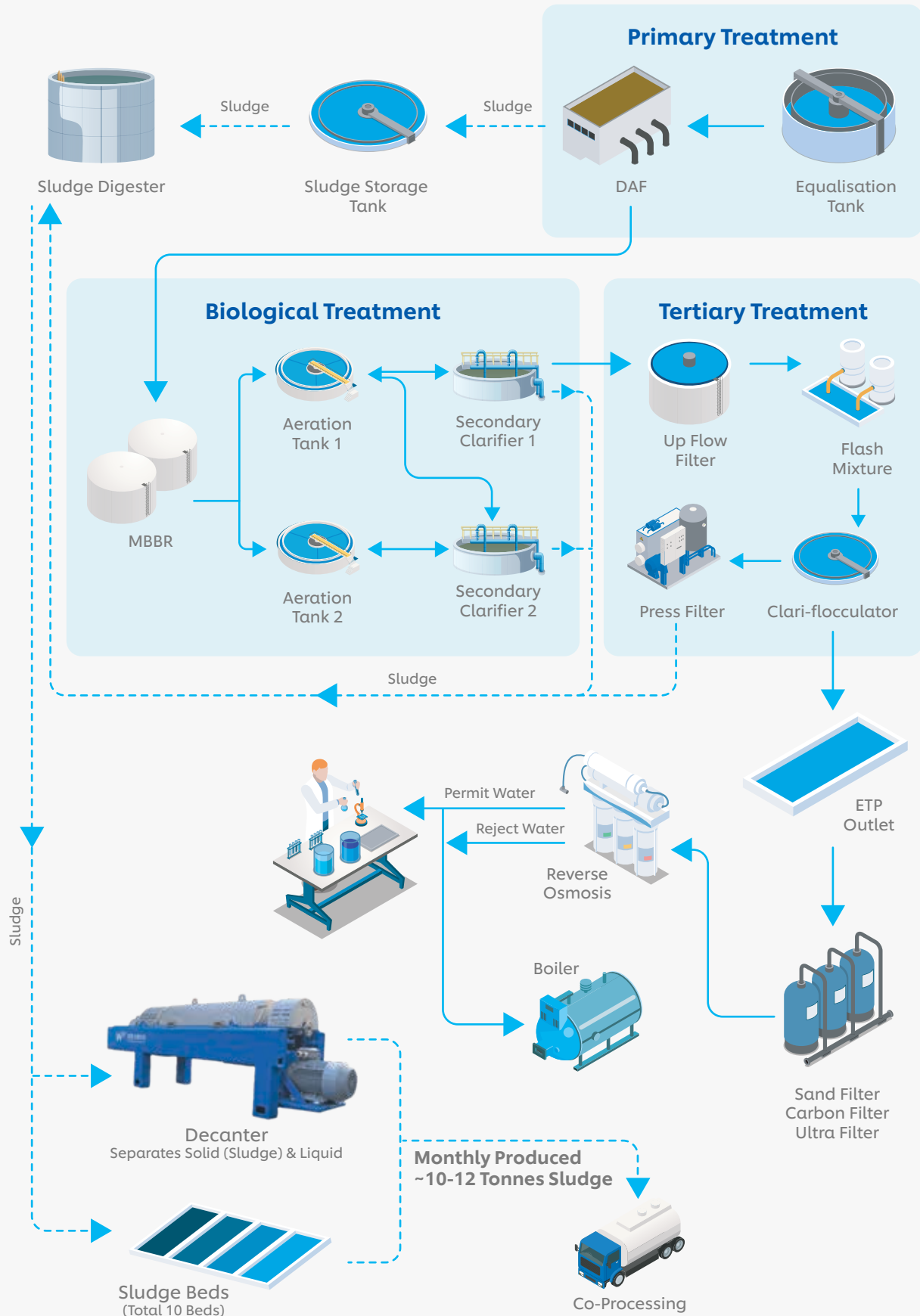


UBL is one of the pioneers of using RO Technology to recycle and reuse wastewater in production. We process our wastewater using ETP, and after biological and chemical treatments, we are able to successfully reuse 72% of it using RO technology for our boiler steam feed.

## Water Consumption Reduction and Reverse Osmosis (RO)

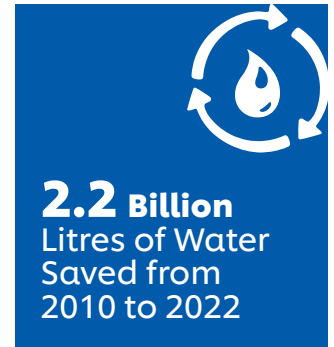
Daily Water Recycled Through RO	<b>13%</b>
Boiler Water from RO Production	<b>72%</b>
Water Consumption Reduction at KGF in 2023	<b>14% Decrease</b>
Water Consumption Reduction (Tonnes)	<b>52,016</b>
Water Recycled from Production (Liters)	<b>1,056 Million</b>

## ETP Process Flow Diagram





Our process reengineering and production efficiency initiatives have significantly increased our water savings. Since 2008, we have reduced the volume of water used per tonne in our manufacturing sites globally by around 50%. In Bangladesh, we have focused on systematically redesigning our products, packaging, and production processes to reduce water consumption. In 2008, we used 5,400 litres of water per tonne of production, which we have brought down to 3,800 litres per tonne by 2022 through operational optimisation. As a result, we have saved 2.2 billion litres of water from 2010 to 2022, which could meet the drinking water needs of 62,000 households (the number of households in the greater Kalurghat area) for ten years.



*However, since 2022, we have made further investments in improving our water conservation and water usage optimisation.*



We have installed water flow metres to ensure and monitor the water intake of all 7 of our production zones. These flow metres provide real-time data on water consumption, significantly enhancing our capabilities to detect and address water wastage in our production system effectively.

We have commissioned another 8,000 square metres of rainwater harvesting, increasing our total harvesting area by 20%. We have also included a 10-tonne water storage tank for using our harvested rainwater and advanced filtration systems. This value addition has enabled us to use over 30,000 litres of rainwater annually in our production, around 12% of our total consumption.

We have also upgraded the vacuum pump for our glycerin plant, which helped us save 15 tonnes of water daily. We also increased our Condensate Recovery tank capacity by 200%, enabling us to condense more steam to reuse as cooling water. This increase has resulted in condensing and reusing 75% of the water required for cooling through recycling.

We increased our RO productivity by replacing all the Ultrafiltration (UF) membranes of our RO plant. We also adjusted the new route for RO products to boiler feed water so that water can pass through the sand filter and softener plant to ensure that the boiler can continue to receive treated water from the RO system without interruption. Additionally, we sealed the drain lines leading to the ETP pond to increase the efficiency of the system. Due to this modification, the RO system can now directly take water input from the ETP pond as an alternative source.

In 2023, we started recycling water generated from Personal Product (PP) Homogeniser seal cooling. Approximately 10 tonnes of water is used for seal cooling daily, which is now recycled. This has enabled us to reduce 3,000 tonnes of groundwater usage per year.

These initiatives in 2023 alone helped us ensure a further 11% water savings per tonne of production. We saved a total of 153,000 tonnes of water in 2023. The total water savings from 2010 to 2023 is now 2.45 billion litres, equivalent to ten years of drinking water consumption for 67,000 households.

### Installation of **Water Flow Meter**



**Real-time Data** on Water Consumption



Increase in **Rainwater Harvesting** Area by **20%**



**10 Tonne** Water Storage Tank Added



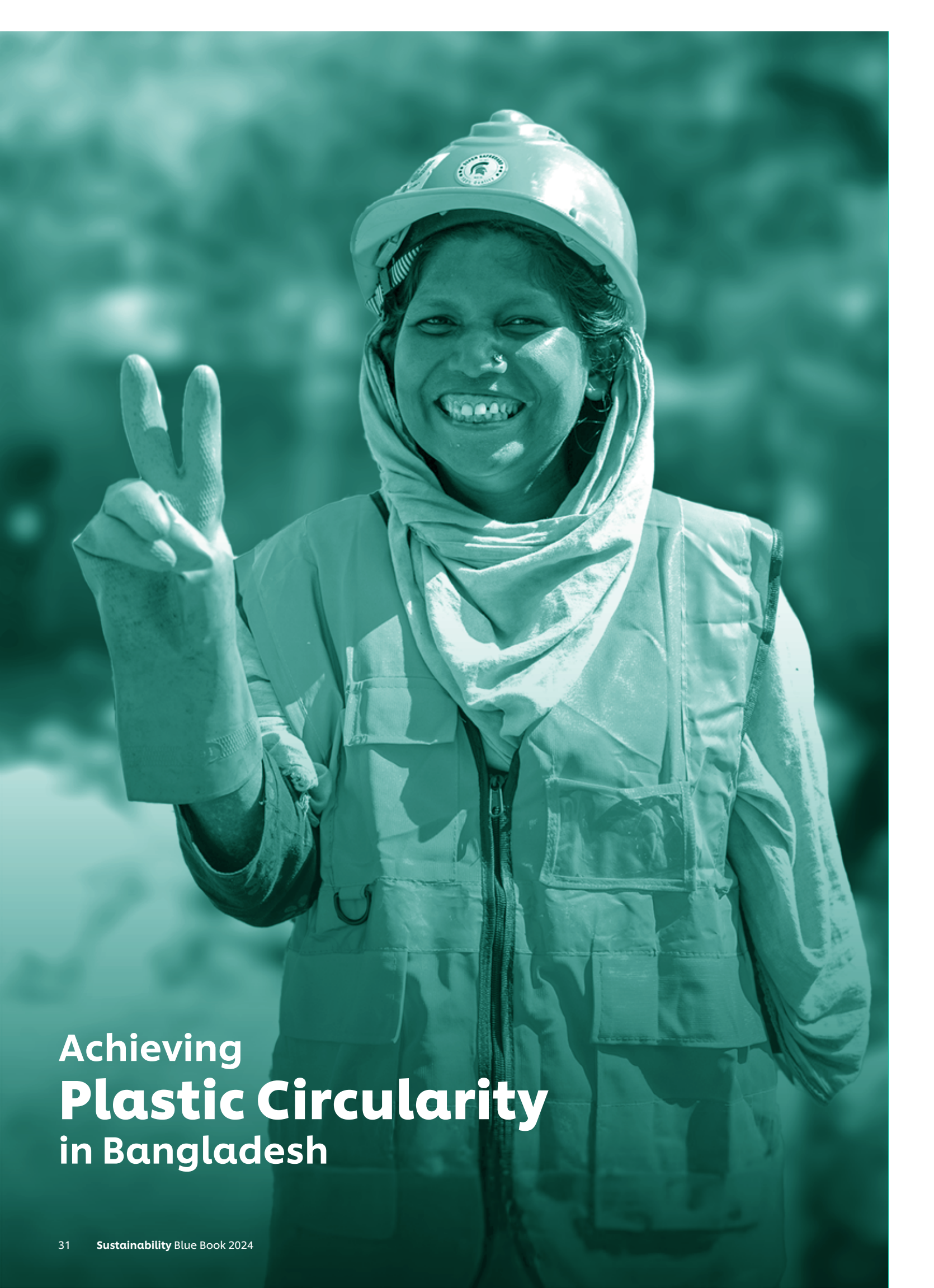
Condensate Recovery Tank Capacity Increased by **200%**



Reduction of **3,000 Tonnes** of Groundwater Usage Annually



Result: **11% Savings**  
Per Tonne of Production



# Achieving **Plastic Circularity** in Bangladesh



The world is facing an urgent and staggering 5 billion tonnes of plastic waste, which is increasing exponentially every day. The United Nations Environment Programme (UNEP) estimates that we have generated half of this plastic waste after 2004. Shockingly, out of the 7 billion tonnes of plastic waste globally, less than 10% has been recycled. This poses a significant environmental threat and results in an annual loss for the global economy due to sorting and processing plastic waste alone, estimated at USD 80-120 billion. The urgency of this global plastic pollution challenge cannot be overstated, and it demands immediate interventions at every stage of the value chain, from new technology and manufacturing innovation to better recycling and collection infrastructure.



*We have been working hard to create a circular economy for plastic packaging for a number of years. We have learnt that transformation takes time. Given the size of this challenge, we are using our innovation capabilities to find new, scalable solutions. Our ambition is an end to plastic pollution through reduction, circulation and collaboration.*



To tackle the challenge globally, businesses, governments, and other stakeholders should work together across national boundaries to create a coordinated response that deals with the problem both at source and scale. That is why the leaders of the United Nations (UN) member countries approved a significant resolution at the UN Environment Assembly (UNEA) in March 2022, where 175 countries agreed to begin negotiations on a UN treaty on plastic pollution that aims to establish a legally binding international agreement by 2024. Bangladesh is also one of the participating countries in the global plastic treaty, highlighting the crucial role of stakeholders in this global initiative.

Bangladesh, like many other nations, is grappling with the challenge of plastic waste, particularly in its growing urban centres. A country assessment conducted by the World Bank Group revealed a three-fold surge in annual per capita plastic usage in urban areas, escalating from 3.0 kg in 2005 to 9.0 kg in 2020. In the capital city of Dhaka, this figure soars to a staggering 22 kg. Hard-to-recycle packaging materials, such as plastic bags, have also witnessed a five-fold increase in 2020 compared to 2005. Unfortunately, a significant portion of this plastic waste remains uncollected, and even when it is, it often ends up in urban landfills. For instance, out of the total plastic consumption of 977,000 tonnes in 2020, only 31% was recycled.

Plastic waste management, especially urban plastic waste management in Bangladesh, has yet to reach a uniform standard and offers many intervention scopes. The government is targeting to transform the waste

management of urban centres. In pursuit of this, they have formulated a few progressive policies and guidelines, such as the Solid Waste Management Rules 2021, under which a robust 3R strategy (Reduce, Reuse, Recycle) is provided to the municipalities. The 3R strategy encourages reducing the use of plastic, reusing plastic items, and recycling plastic waste. The government has also formulated the National Action Plan for Sustainable Plastic Management, which has set a target of recycling 50% of plastics by 2025. These initiatives are expected to improve urban plastic waste management by systematically transforming the value chain, changing social behaviour, and developing the institutional capacity of Local Government Institutions (LGI).

## Our Approach

Plastic is advantageous for delivering our products to consumers safely and efficiently. Compared to other materials, plastic often has the lowest carbon footprint. However, plastic is ending in our environment, and we must stop it.

Recognising the enormity of this challenge, we are leveraging our innovation capabilities to develop new, scalable solutions. As a trusted and responsible business, we understand the need to transform how we source and how our consumers use and dispose of plastic packaging. Our commitment to sustainability ensures that our plastic does not end up in the environment in all our markets, including Bangladesh. This is not just a goal but a responsibility we take seriously; our actions reflect this commitment.

At UBL, our plastic goals focus on the areas where we can have the most impact. Following our global mantra of 'Less Plastic, Better Plastic, No Plastic', we are working to reduce our virgin plastic, using design innovations to optimise our overall plastic usage and introducing innovative refill technology to revolutionise how our consumers buy our products.

We spearhead a systematic change to transform the plastic waste value chain by facilitating value creation and increasing the pull of recyclable plastic waste in the recycling loop. Since 2020, we have been working in Bangladesh to establish an innovative, scalable plastic waste circularity model. Based on collaboration, value chain enhancement, awareness creation, and institutional capability development, this model aims to create a closed-loop system for plastic waste, where waste is collected, recycled, and reused, thereby reducing the amount of plastic in the environment.

Our approach in Bangladesh can be segmented into three pillars.



### Reduction

Reengineer our Products to be Future-Fit and Sustainable



### Circulation

Empower Consumers Through Effective and Market-Fit Innovations and Breakthroughs



### Collaboration

Establish a Sustainable, Circular Plastic Waste Value Chain



## Reengineering Our Packaging

We are completely rethinking our approach to using less, better, or no plastic in our packaging.

We use various types of plastic packaging for our products. Our total plastic packaging footprint in Bangladesh—including virgin and recycled plastic—comprises 38% rigid packaging materials, with bottles, such as the ones used in shampoos and body wash, being the largest contributor. Flexible packaging makes up 62% of our footprint, with sealed flexible packs and pouches, such as laundry detergent packs and sachets.

Sometimes, the best way to reduce plastic is to rethink how we design and package products completely. Due to our scale, reducing the amount of material in a product by just a few grams can make a huge difference across an entire product range.

We are constantly redesigning our product packaging to ensure plastic reduction in our production process.

By taking these redesigning initiatives, we have reduced around 150 tonnes of plastic from our operations since 2022.

Along with design innovation, we are also working to make our consumers aware and empower them to select more refill packs, which are not only cost-effective but also require less plastic. For example, handwash liquid refill pouches use 72% less plastic than pump packs. We started this initiative in the 2000s when we launched the Lifebuoy Handwash Refill pack, followed by the Vim Dishwashing Liquid Smart Pack. Following the success, we launched the Sunsilk refill pack in 2023. Promoting refill packs has enabled us to achieve an average of 60% less carbon footprint per pack.



Reduced Around **200 Tonnes** of Plastic from Our Operations Since 2022 through Package Redesigning



### Key Redesigning Initiatives

**33% Less Plastic**

1 Litre Bottle of Vim and Lifebuoy



**18% Less Plastic**

200ml Bottle of Lifebuoy Handwash

**8% Less Plastic**

Recyclable Glow & Lovely Tube and Pepsodent Toothpowder Bottle



**5% Less Plastic**

Vaseline Lotion Bottle



Refill Pack		Equivalent of Saving CO <sub>2</sub> Emissions Per 1 MT Product	
 <b>Sunsilk 75ml</b>		<b>387 kg</b>	
 <b>Vim 250ml</b>		<b>154 kg</b>	
 <b>Lifebuoy 170ml</b>		<b>353 kg</b>	

Moreover, whenever we use plastic in our packaging, we choose better options—recyclable plastic. 53% of our packaging material is recyclable, reusable, or compostable globally. We have been following this practice in Bangladesh since 2019, and by 2020, we had ensured that 47% of the plastic used in our packaging was recyclable. Since 2021, we have transformed an additional 13% of our total plastic footprint into recyclable material in Bangladesh, making 60% of our total plastic footprint market ready

for recycling. We have developed an internal capability to convert 30% more of our footprint into recyclable structures which will soon be market-ready, leading to a total 90% of our footprint being recyclable.

We are the first South Asian country to have successfully converted all Skin Care tubes under Glow & Lovely and Pond's into 100% recycle-ready packs in 2023.





**60%** Market Ready Capability

We have also started using Post-Consumer Recycled (PCR) plastic in our packaging in Bangladesh, incorporating the best quality PCR plastic. We are using 25% PCR in our Lux Body Wash. As Bangladesh's local regulations do not support importing recycled plastic resin - the raw material for packaging production, we are working with local suppliers to develop a local supply chain for PCR plastic.

Through these design innovations and packaging reengineering initiatives, we have successfully reduced 1700 tonnes of virgin plastic from our production since 2019 and 660 tonnes since 2022. These savings have also reduced 5,950 tonnes of CO<sub>2</sub> emissions since 2019 and 2,310 tonnes since 2022.



**Plastic  
Reduction  
Since 2022**

**660  
Tonnes**



**CO<sub>2</sub>  
Saved  
Since 2022**

**2,310  
Tonnes**

**Total  
18% Plastic  
Reduction  
Since 2019**



**10%  
Reduction  
From 2019 - 2022**

**8%  
Reduction  
From 2022 - YTD**



# Establishing Circular Value Chain for Plastic Waste

More than 2 out of every 5 Bangladeshis now live in cities, and it is projected that 4 out of 5 Bangladeshis will live in urban areas by 2041. To accommodate this population, along with new urban centres, existing mega-cities like Dhaka or Chattogram will expand and develop further. The Government of Bangladesh is focusing on making these cities safe, resilient and healthy for the residents by providing them with better air quality, pure water and greener public spaces, which would require investment.

Waste management, including air, water, and public spaces, is integral to modern cities. However, Bangladesh's urban waste management needs a uniform structure. Most LGIs manage their waste locally without any uniform collection mechanism. Managing waste in larger cities, like Dhaka, Narayanganj, Gazipur, or Chattogram, is even more challenging due to population density and scale. For example, only 37% of urban waste in Dhaka is collected through formal channels. A significant portion of uncollected waste, like hard-to-recycle plastic, ends up in drainage systems and water bodies, clogging water flow in drains and polluting surface and groundwater, soil and air.

As the waste management infrastructure is not uniform and segregation of organic, inorganic, or hazardous waste is not practised, therefore the recyclable portion of the solid waste collected by LGIs is losing its recycling value during collection. As a result, even recyclable waste is difficult to process and, therefore, is being landfilled by the LGIs.

Our government is trying to increase the national recycling rate and reduce dependency on landfilling in cities. It supports the LGIs in improving their waste management infrastructures, like segregation, and encourages recycling to establish circularity.

Like waste collection, waste recycling in Bangladesh needs to be better structured. Yet, there is an informal

system consisting of Bhangariwalas (waste traders) and Feriwalas (waste hawkers). This informal sector plays a vital role by recycling a certain quantity of inorganic waste, such as plastic. According to the Bangladesh Plastic Goods Manufacturer and Exporters Association (BPGMEA), around 14% to 35% of the generated plastic waste is recycled by the informal sector. BPGMEA estimates that BDT 10 billion to 12 billion is saved annually through plastic recycling in the country. Plastic collection and recycling are also part of the livelihood system, as many marginalised city communities depend on this informal sector. In Dhaka alone, approximately 120,000 urban poor are involved in the waste recycling value chain. Waste collectors frequently collect plastic under unhygienic and dangerous conditions without safety gear, not earning adequate wages or receiving social recognition or appreciation. These poor urban waste workers (Waste Pickers) earn their livelihoods (BDT 4,000 - 7,000) by selling waste to Bhangariwalas. Along with their communities, these individuals are integral to the plastic waste management system because the system will not run without them.

If we want to develop a sustainable solution for plastic waste, we also need to consider the solution's impact on people's livelihoods. That is why we at UBL prioritise systematic change of the value chain and empowerment of all value chain actors while designing and implementing our intervention model.

We commenced our plastic circularity initiative in Bangladesh to institutionalise the plastic waste value chain and increase the overall recycling rate. We needed more knowledge and understanding of the infrastructure when we started our work. However, with experimentation and on-ground execution experience, we learnt that we can improve plastic waste management efficiently, only if we help improve the existing infrastructure through value chain intervention.







Since 2020, we have been working with a localised approach to establish a circular economy for plastic waste. We collaborate with municipalities and NGOs so that our intervention adds value systematically to develop institutional capacity and a market system for waste management.

Despite their intent, our LGIs need more resources to ensure the collection of hard-to-recycle plastic, mobilise the community, and follow reporting standards mandated by the Solid Waste Management Rules 2021. Collaborating with them and developing their institutional capacity would help us achieve our plastic circularity goals.

Our journey to establish a circular plastic waste value chain in Bangladesh started with insight gathering and concept field testing. After successful field testing of 4 different intervention models in collaboration with Narayanganj City Corporation (NCC) and the United Nations Development Programme (UNDP), we became inspired and confident to redesign and scale up our initiative.

In 2022, we partnered with Chattogram City Corporation (CCC) and Young Power in Social Action (YPSA), an NGO based in Chattogram, to scale up city-wide. A tri-party Memorandum of Understanding (MoU) was signed to implement systematic change, develop institutional capacity, empower the value chain actors, and mobilise the community to establish circularity.



Out of around 2,250 tonnes of waste collected in Chattogram daily, only 240 tonnes reached the waste trading or recycling value chain, and we wanted to increase this volume as an outcome of our initiative.

Local businesses support Chattogram's waste management and waste recycling industry. These businesses are called Cleaning Service Organisations (CSOs) and Bhangariwalas (waste traders). It is estimated that around 1,000 waste traders operate in Chattogram. Under our initiative, we are enhancing the capacity of these waste traders through business

## Market System Development



## Institutional Capacity Development



## Public Awareness and Engagement



formalisation and process improvement. We have provided comprehensive process improvement support to 163 CSOs since 2023, covering strategic planning, financial management, business development and operational process development. We have mentored them by conducting multiple workshops and providing technical assistance such as obtaining a trade licence, opening a bank account and bookkeeping. This support has improved their capability, awareness and business volume. We have also organised four business networking meetings among waste traders and downstream recycling companies to facilitate collaboration and increase their business volume.

With this support, we successfully bridged the gap between the downstream recyclers and the waste traders while creating an organic marketplace. As there was a demand for more plastic waste for recycling, the CSOs and waste traders started buying more plastic waste from waste workers, including hard-to-recycle plastic.

Like other cities in Bangladesh, waste workers in Chattogram also work under unhygienic and risky conditions without safety equipment. They often become sick or injured, which impacts their income. These waste workers also need to be properly aware of the value and potential of plastic waste. Before our initiative, they neglected lightweight plastic waste as it was not trade-worthy.

Prioritising safety, we initiated training for waste workers on safety gear usage and equipped the most



at-risk individuals with the necessary safety equipment. Our intervention also organised waste segregation training for the waste workers. We provided almost 3,000 of them with safety and plastic waste segregation training, featuring easy and fast ways to segregate hard-to-recycle plastic waste from general waste and how they can sell the lightweight waste to traders. We successfully convinced them that plastic waste collection will eventually increase their income.

We identified waste workers (waste pickers) and traders (Bhangariwalas) as the key stakeholders of this entire value chain. We designed our intervention to strengthen the value chain, supporting these individuals and uplifting their condition.

We organised various activities to uphold their social recognition and dignity as part of the initiative. One such initiative was the introduction of a Quarterly Award. In collaboration with CCC, we introduced the







Quarterly Award for Best Entrepreneur and Waste Worker. This inspired the value chain actors and gave them a sense of dignity and social recognition. We also took various initiatives to enhance their livelihood.

Along with providing the most vulnerable waste workers with safety equipment, we also started to provide support in case of injury. Additionally, we took the initiative to appreciate education milestones such as their children's Secondary School Graduation (SSC exam success) by providing education stipends for further studies. Based on the knowledge and skills acquired from our training programme, some waste workers successfully started their own waste trading businesses.

We further worked with CCC to improve their institutional capacity through consultation and process improvement. One of our critical successes under this was activating the local waste management committees. As per the Solid Waste Management Guideline 2021 provided by the Government of Bangladesh, forming a local participatory committee is mandatory. However, due to resource constraints and knowledge gaps, the CCC did not facilitate the formation and regular functioning of these committees. The local ward councillors were also not aware of this participation and engagement. We identified this gap and supported CCC in activating waste management committees in all 41 wards. These committees were headed by local ward councillors and had individuals from diverse professions as members. These

committees were formed to oversee local waste management activities, drive development initiatives in their respective areas, and ensure proper periodic reporting to the City Corporation regarding waste management, including plastic waste, in their respective wards. These committees ensured accountability and process transparency required by Solid Waste Management Rules 2021 while providing these reports, which were later consolidated and validated by the Chief Conservancy Officer of CCC and acknowledged by UBL. That is how the plastic collection data was validated, and transparency was ensured throughout the process.

These committees provided periodic reports and helped us increase public awareness and engagement. We also engaged and interacted with the residents of Chattogram to make them aware of source segregation. Source segregation is one of the most critical stages in ensuring waste's recyclability, which requires changing mass consumer behaviour and embedding the right culture.

We have taken different approaches to increase awareness. We conducted door-to-door awareness campaigns, working with youth volunteers to make home visits. We also engaged the waste workers to create household awareness. These home visits included distributing and explaining Information, Education, and Communication (IEC) materials that covered the importance and easy ways of source segregation. Under our door-to-door campaign, we have reached over 30,000 people by visiting over 6,000 households.



We also utilised social opinion leaders, especially religious leaders, to leverage their community influence. Around 500 social gatherings or group meetings were organised in 2023, fostering behavioural change for future sustainability.

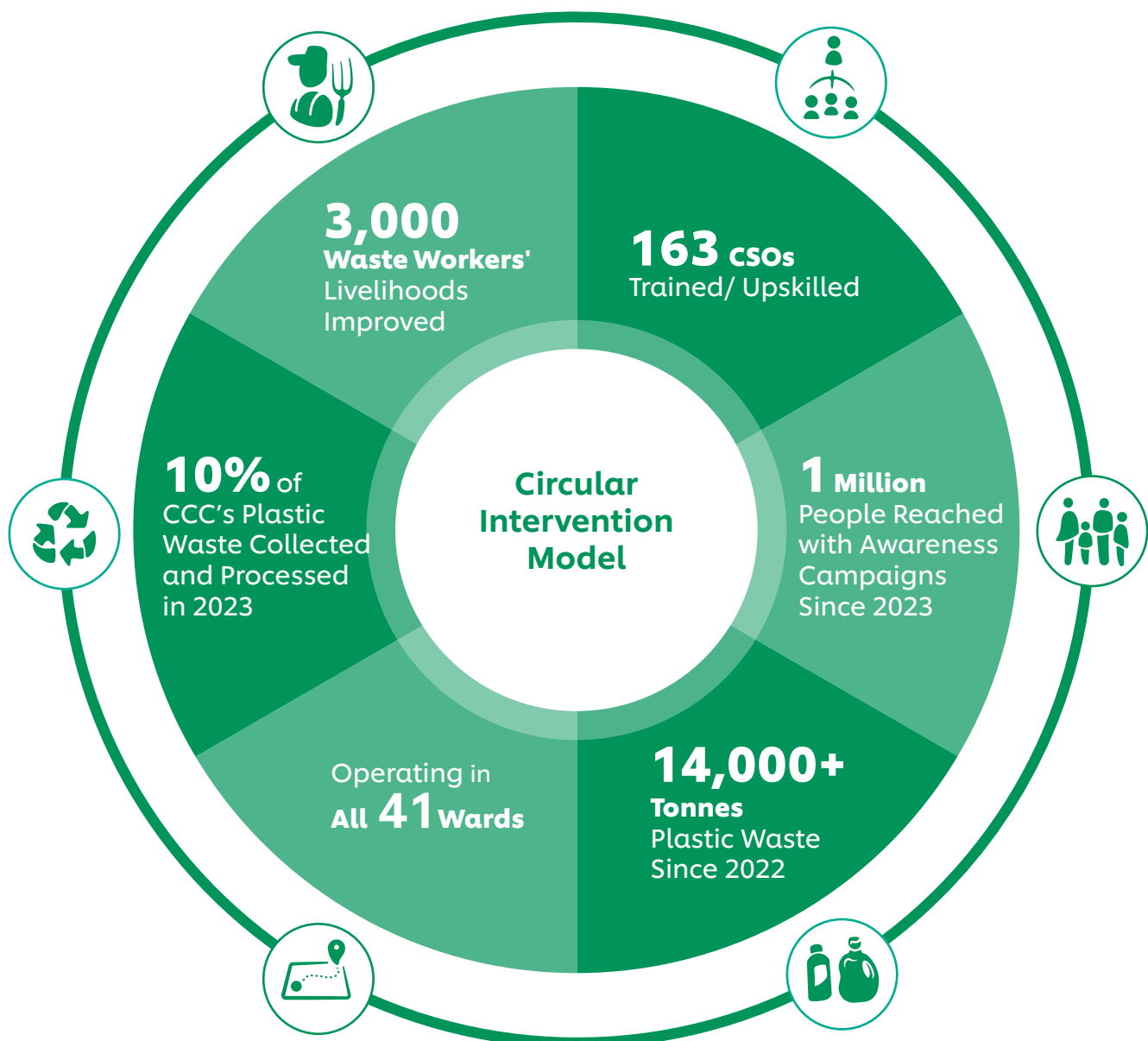
Furthermore, we are extending our awareness campaign to the city's schools and colleges to instil a culture of responsible plastic waste management among students. We are also working with youth volunteers and journalists to engage more youth for change and raise their voices for a plastic waste-free

city. Through these activities, over 500,000 residents of the city were engaged.

Our interventions focused on ensuring circularity at each stage of the value chain.

Starting from raising household awareness about waste segregation, we have also improved the livelihoods of waste workers by facilitating the sale of collected waste to traders, providing them with financial incentives using formal channels efficiently and hassle-free.

*Our value chain intervention focused on ensuring circularity at each stage of the value chain.*



Through these initiatives, UBL is managing 10% of Chattogram City Corporation's plastic waste, which is the second-largest city in the country. In 2023, we successfully collected and facilitated the recycling of 10,028.171 tonnes of plastic waste, more than the amount of plastic we used in packaging in the entire country.

We are proactively working to improve Bangladesh's plastic waste management system through

infrastructure and capability development, innovative business models, and fostering a circular economy. We aim to create a sustainable, efficient, circular value chain for plastic waste. We strive to improve the livelihoods of informal waste workers and drive innovations to enhance the capabilities of recyclers within this ecosystem.





# Breakthrough Innovation with Retail Refill Technology

To make sustainable living commonplace, we need to focus on recycling or less material use and foster innovations and long-term interventions that will systematically eliminate inefficiencies from the existing make-use-dispose or linear resource model. We want to help bring about a reuse-refill revolution. That is why we are working hard to find new ways for our consumers to shop and use our products differently – for example, by buying one container and refilling it repeatedly. In many cases, this is related to sustainability, affordability, and convenience.

Just as we are bold with our approach to innovation, we must also be bold with how we take consumers on this journey. That is why we are working to establish a scalable, innovative, and reusable packaging system for Bangladeshi consumers.

One such initiative is to introduce retail refill technology in Bangladesh. Our first refill initiative was piloted in 2022 in Dhaka in collaboration with a few hypermarket chains.

*We want to help bring about a reuse-refill revolution.*



**Piloted in 2022**



**Technology Suitable for Small Retail Shops**



We have been collecting and processing more plastic than we sell in Bangladesh since 2022. Our plastic waste management initiative demonstrate that sustainable change and value creation are achievable. In the future, we will concentrate on enhancing recycling infrastructure, promoting innovation, and encouraging collective action for lasting change.



**Shamima Akhter**

Director – Corporate Affairs, Partnerships & Communications

The main challenge for Bangladesh is to come up with a refill technology that is suitable for small retail shops. The retail culture of Bangladesh is widespread, and over 95% of the consumer products are sold in over 2 million small retail outlets. Micro and small



retailers run these outlets, cumulatively serving a large consumer base with limited affordability. These customers buy small quantities to meet their financial capabilities from these local retailers, which is also convenient for them. To cater to them, we must develop an innovative and scalable solution that can function in minimal retail space and empower our consumers. Since 2023, we have been working with BopInc, a global social impact consulting organisation, to experiment with retail refill technology. We are driving behaviour change through such innovations and inspiring our partners (retailers) and consumers to become part of our fight for a waste-free future for Bangladesh.

Our pilot initiative has yielded inspiring results, with 93% of survey respondents finding our refill initiative, URefill, highly appealing. Approximately 43% of consumers are returning customers. URefill has proven to be an attractive option for bottle and sachet users, with affordability and experience being the primary motivators. Following a successful technical pilot, we plan to expand our deployment of URefill machines in 2024 to evaluate the business model further.

## Partnerships and Collaborations

At Unilever, we recognise that plastic waste pollution is too big for us to solve alone. That is why we have also collaborated with BPGMEA. We organised consultations and policy dialogues with them involving plastic ecosystem stakeholders and policymakers.

In 2023, we organised a national conference on plastic circularity involving international experts in collaboration with BPGMEA. This event brought together key stakeholders, industry leaders, and experts to discuss and showcase innovative solutions in plastic packaging innovation and a transition plan



towards plastic circularity. The seminar served as an opportunity to demonstrate the positive impact of international best practices and foster collaboration among like-minded organisations.

We are also working closely with Bangladesh's leading universities, Bangladesh University of Engineering and Technology (BUET) and the Institute of Business Administration (IBA), University of Dhaka, to create localised knowledge for achieving circularity in Bangladesh.



## Way Forward

We are proactively working to improve Bangladesh's plastic waste management system, including infrastructure and capability development, new business models, and creating a circular economy for plastic waste.

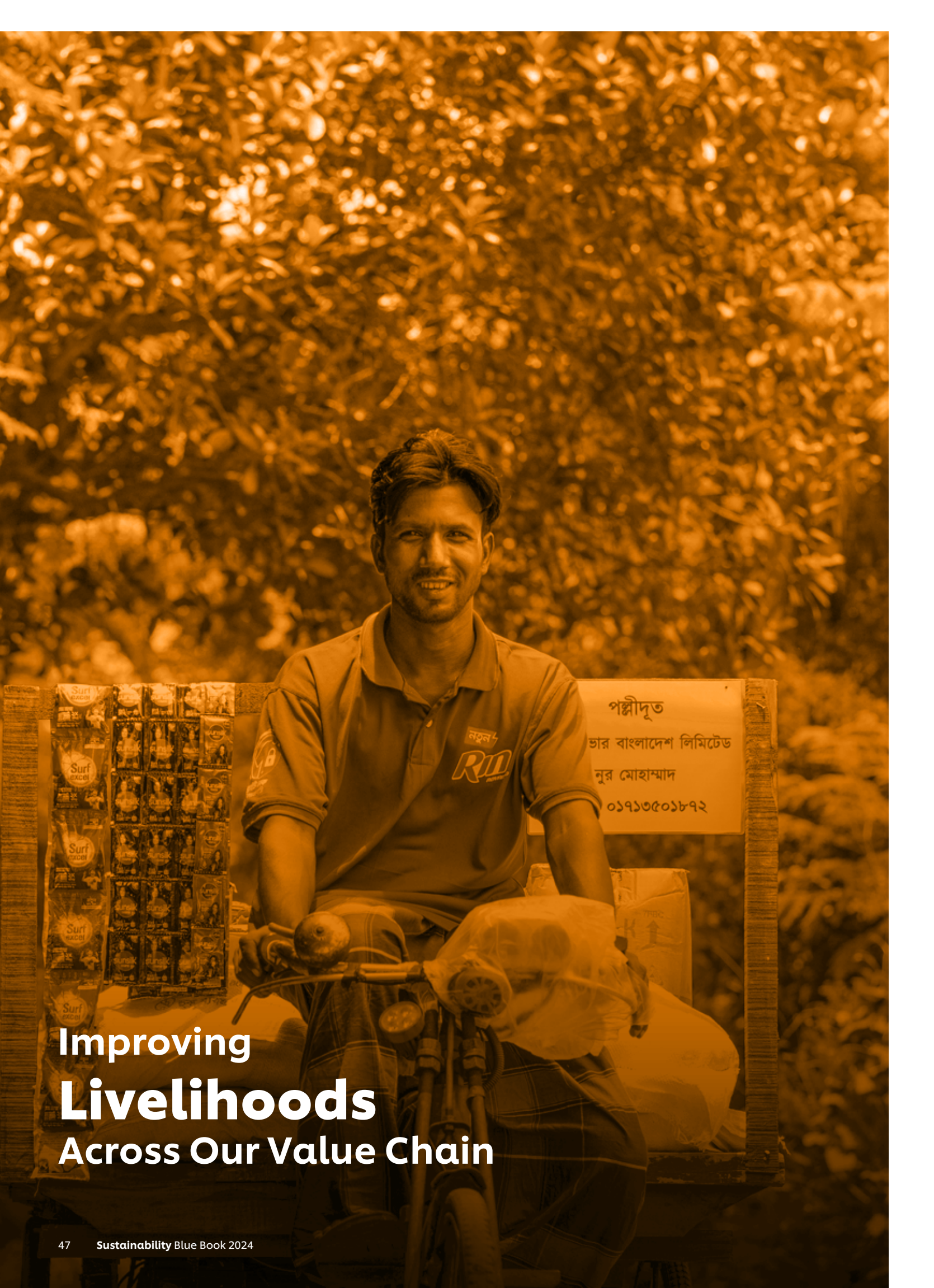
As pioneers of plastic waste value chain intervention in the country, we have learnt that transformation and systemic change are possible, but it takes time. Given the size of this challenge, we need help to do it. That is

why we are working with multiple stakeholders using a multi-stakeholder model. We use our innovation capabilities, scale and reach to find new, scalable solutions for the problem and inspire collaboration throughout the value chain.

We need to work together as a community to design intelligent and scalable systems and interventions that keep plastic in the loop so that its use is not harmful to the environment.



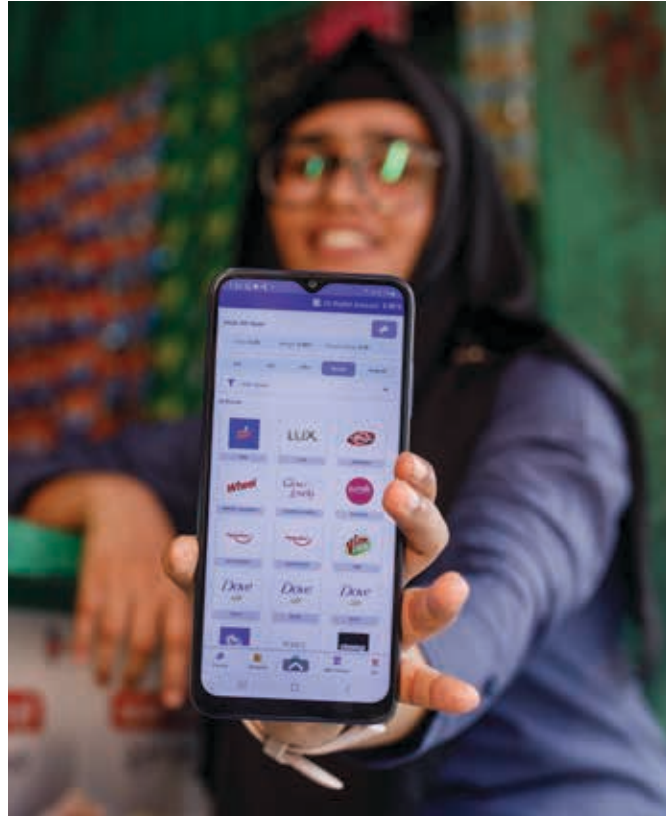




# Improving Livelihoods Across Our Value Chain

According to the World Bank, the cumulative Global GDP per capita has increased 2.3 times since 2000. At the same time, around a billion people have come out of extreme poverty. However, it is crucial to recognise that despite these positive economic signs of progress, inequalities based on income, sex, age, disability, race, class, ethnicity, religion, and lack of decent livelihood opportunities continue to persist across the world. This persistence of inequality is a pressing issue that threatens long-term social and economic development, harms poverty reduction and destroys people's sense of fulfilment and self-worth. These issues, in turn, can breed crime, disease and environmental degradation.

However, the creation of quality jobs remains a significant challenge for almost all economies, and that is why reducing inequality, upskilling people and decent work opportunities are included as SDGs by the UN. Most nations worldwide, including Bangladesh, are working to ensure better opportunities to improve livelihood for the people facing inequality. In their 2023 analysis to track SDG progress, the United Nations Development Programme (UNDP) has identified and recommended extreme poverty eradication, sustainable economic growth, employment and decent work with equal pay



and income inequality reduction as priority improvement areas for Bangladesh. The Government of Bangladesh also considers decent work and income inequality reduction to be crucial areas that are essential to improving people's livelihoods.

*The impacts of inequality go far beyond income – to health, human rights and economic growth. So we are working to improve the livelihoods of people in our global value chain. Our ambition is to improve the livelihoods of people throughout our global value chain.*



## Our Approach

At Unilever, we understand the far-reaching impacts of inequality- from income to health, human rights, and economic growth. It can also impact the resilience of corporate value chains, especially for companies with an extensive global network and supply chain like ours. As a global consumer goods company, we rely on a vast distribution network of millions of retailers and partners. Consumers buy our products daily from independent stores, outlets and kiosks. Most of these stores or sellers are small retailers, making our global value chain dependent on them. The success of these small retailers in our retail value chain is directly linked to our success. Helping them grow can create a positive social impact beyond our value chain, making communities fairer, more prosperous, and more resilient. We are taking global initiatives to enhance people's livelihoods and economic resilience in our value chain, strengthening our business.

Improving the livelihood of small retailers and value chain partners is not just a business strategy for UBL; it is our commitment to their integral role in our nationwide, extensive network. These retailers and partners are not just part of our operations but the backbone of our success. By enhancing their capacity and capability, we aim to improve our business performance in Bangladesh and strengthen our relationship with them, making our operations more sustainable and mutually beneficial.

We have been working around a comprehensive strategy that leverages our business size and influence to make a meaningful difference in our value chain and the communities in which we operate. To achieve this, we have identified priorities to ensure consistent quality of life throughout our operations.



**Better  
Opportunity for All**



**Supporting  
Small Retailers Grow**



## Better Opportunity for All

We want to help the people who make and sell our products have a decent livelihood, earn enough to afford daily essentials, and have secure, dignified, and fair work. We have been working in Bangladesh with an inclusive business model for over six decades, striving to elevate livelihoods and foster prosperity within the value chain. Our commitment is clear: by 2030, we aim to ensure that every person in our value chain earns at least a decent wage.

Over 20,000 people work in UBL's extended value chain, which we refer to as our outer core. These outer core members work in our collaborative manufacturing sites or as our Distributor Field Force (DFF). Their contribution and efforts are crucial for the growth of our business in Bangladesh, and that is why we are prioritising their career and skill development for a better future. DFFs play a significant role in our value chain. They connect UBL with around 1.3 million retailers selling Unilever products in Bangladesh. These DFFs take orders from the retailers, inform the retailers about new products, variants, and features, and also provide them with necessary customer service. DFFs represent UBL to the retailers, and they have been playing this vital role in our value chain since the 1990s when we started to expand our direct distribution coverage.

Along with the economic transition of the country and the ever expanding role of the DFFs in our value chain, we started to standardise their roles and responsibilities and invest behind their training and skill development. As our distribution coverage and network saw rapid expansion in the 2000s, we started to integrate DFFs in our operations. To use their full potential and ensure motivation and satisfaction of

**20,000+**   
People in the UBL  
Extended Value Chain

**12%**   
DFF Salary Increase,  
**35%** Above the  
National Average (Total  
Salary-Fixed and Variable)

**29%**   
Increase  
in Daily Allowance

**100%**   
of Partner Sites  
have DFF Office Setup

the DFFs, we started working with our distributors and partners to create a uniform pay structure for people working in our outer core. Since 2014, our partner selection policy includes that they must meet the Fair Wage Standard to do business with us. In 2022, we updated this policy in line with our commitment to our own employees, which now includes the Future Mandatory Requirement for suppliers to pay decent wages to their workers.

To ensure the policy's implementation, we thoroughly assessed the supply chain in 2023. Our assessment included the revised wage structure announced by the government for the Ready Made Garments (RMG) sector, the largest employment-generating industry in the country. We also considered the local impact of the post-pandemic global hyperinflation. Based on the assessment, we revised the wage structure for our DFFs so that the basic fixed pay covers the national minimum wage and the impacts of inflation.

We have worked closely with our partners to implement a 12% increase in the fixed salary structure for our DFF employees, which is 35% above the national average for employees in similar roles. The increase applies to both Sales Officers (SO) and Junior Sales Officers (JSO), with average increases of 12% and 10% respectively. Based on the employees' respective grades, this adjustment aims to harmonise compensation across all levels, ensuring fairness and equity. Moreover, we have also increased the Daily Allowance (DA) for our outer core employees by an average of 29%. These strategic initiatives align with our commitment to providing competitive compensation packages and fostering a motivated workforce.

Along with this basic increase, we have implemented a simpler Key Performance Indicators (KPI) module and introduced several new initiatives. Based on a new incentive scheme, the DFFs can earn up to an additional 45% of income, 18% above the national average for the highest grade of non-management staff.

We consider the holistic development of the DFFs, looking beyond their wages. Since 2019, we have been



working closely with our distributors to enhance the dignity and wellbeing of the DFFs. We are investing to renovate the distribution houses so that DFFs can work in an improved working environment and culture. As part of this initiative, we have already upgraded all 190 partner sites to include well-designed workstations and office setups for the DFFs. While the infrastructures at 102 partner sites (as of 2023) are notably advanced, our roadmap includes developing the remaining 88 partner sites to achieve state-of-the-art standards for business excellence. Additionally, we are implementing initiatives such as Child's Education Milestone appreciation through financial aid, team recreation activities, and health awareness programmes. These efforts ensure that DFFs consider their work dignified and valued.

Another essential aspect of the professional growth of the DFFs is relevant skill development. We have been investing in the training and personal grooming of our DFFs. Along with product training, we have continuously invested in future-fit skill development,

especially IT-related skills. This skill development is crucial for the DFFs to contribute more effectively and efficiently through their work while also creating transferable IT skills necessary for a smarter Bangladesh. We have developed e-learning modules for the DFFs to learn more about our products and trained them to use advanced smartphone features effectively. 100% of our DFFs have completed these training sessions using a digital platform.

In 2023, we invested 27,000 person-hours in upskilling our DFFs to enhance their selling skills and business acumen. Building on this foundation, we prioritised training material development and conducted multiple upskilling sessions in 2024. As of June 2024, our DFFs have undergone 45,392 person-hours of training, equipping them to navigate our evolving portfolio effectively and drive incremental growth for the business.

We are also committed to making our DFF pool more gender-balanced. Nationally, we are proud to have over 300 female DFF members distributed nationwide, with 134 dedicated to our sales team. Additionally, within our Trade Care Line (TCL) and various brand

**100%**  
Training  
Compliance



**27,000**  
Person-Hours  
Training in 2023



**45,392**  
Person-Hours Training



**300**  
Female DFF



**176**  
Channel  
Associates



**10** Warehouse  
Management  
Associate



promotion roles in the Channel team, we have 176 female employees contributing to our success. Recognising the market potential of female-dominated beauty store channels, we have accelerated the onboarding of female DFFs and created specialised all-female channel teams. This strategy allows us to engage more effectively with customers in these beauty stores. As a result, we now have 60 female Beauty Store Ambassadors (BSAs) driving our highest-grossing new channel since 2021, particularly in rural areas such as Bogra, Chattogram, and Khulna. Nationally, female-led initiatives have contributed to 5% of our overall 8% growth in this segment. Additionally, we have onboarded ten female Warehouse Management Associates (WMAs), whose deployment has led to a 5% incremental growth. Despite the challenges posed by the current infrastructure, the dedication and resilience of these women have driven remarkable progress.





However, among all these new initiatives, the most important initiative of UBL to motivate and create future opportunities for the DFFs is Project Agradut. Project Agradut allows a high-performing DFF to join us as a managerial trainee resource. Upon 12 months of structured onboarding and development, they are then transitioned to a Territory Manager (TM) role - a permanent role at UBL Customer Development (CD) function. Since the inception of Project Agradut, five DFFs have successfully joined us as Customer Development Executives (CDEs). Later, four CDEs made further professional progress as Territory Managers (TMs). The programme has a success rate of 80%, and we have selected programme candidates through a performance-based system.

## Project Agradut

**12**  
Month  
Programme

**4 TMs**  
Recruited  
Since 2021

**80%** Success Rate

Similarly, we have extended our efforts to our outer core members working in our collaborative Manufacturing (CM) facilities. We have created a skill matrix for CM Partners' resources to identify gaps and developed a continuous upskilling and re-skilling plan for them. Since 2022, we have provided 9,621 person-hours of targeted training to CM employees, enhancing their skills in key manufacturing areas such as process and machine technology, safety, quality,

productivity, maintenance, waste management, performance management, continuous improvement, and data-driven decision-making.

We have also prioritised wellbeing initiatives for our CM outer core members by offering educational scholarships, free medical check-ups, and discounted medical services for families.

## Supporting Small Retailers Grow

Like many other countries, micro, small, and medium enterprises (MSMEs) significantly contribute to economic growth in Bangladesh. Around 8 million MSMEs operate in Bangladesh, and around 2 million are retail traders or Mudi Dokan (micro retailers). These small retailers have grassroots-level reach, and digitising them will deliver the benefits of digital technology to mass people. These retail traders are the backbone of any consumer product distribution network, including UBL. Our network of 1.3 million retail outlets nationwide is vital for serving our consumers and essential to any social change due to their reach. Investing in them is also necessary for our growth, as they are our medium of reaching our consumers due to Bangladesh's hyper-local retail culture. We are working to improve their income opportunities, providing them with access to skills, finance, and technology.

These micro and small retailers have their own set of limitations and challenges. They are often held back by barriers such as limited market information, poor access to credit or lack of financial management skills. According to the United Nations Capital Development Fund (UNCDF), 60%-80% of products sold by small

retailers in Bangladesh are (FMCG). They have an average monthly turnover of USD 3,000 (around BDT 350,000) with an average USD 2,800 inventory (around BDT 320,000) and earn BDT 20,000-30,000 as income. Only 20% of the retailers have access to credit facilities. Managing the inventory and selecting the right product basket are the critical aspects of running a profitable business for them. FMCG companies like us can support these retailers through upskilling and providing technical assistance.

From UBL, we provide small and micro retailers with access to digital tools, financial inclusion services, and models to support entrepreneurship, helping them grow their businesses and increase their income. As these retailers' income largely depends on their inventory and working capital management, we have taken multiple initiatives to help them optimise these. We have used technology and data analytics to support their transformation. Access to digital tools has created a breakthrough as most Bangladeshi retailers depend on their intuition to decide on their inventory. Thus, their inventory, in most cases, is not optimised. These retailers also need help getting the right product at the right time. To address these



*Being a DFF at Unilever Bangladesh has been a rewarding journey for me. Once I attended some of the training sessions provided by them, I realised that I could do more. After diligently receiving several trainings, my performance got better and eventually I was appointed as a Territory Manager. It changed my life.*



**Md. Siddiquir Rahman**  
Territory Manager

challenges, we have incorporated big data-based predictive analytics for these retailers within our order management system and introduced a new retailer app to support their digital transformation. We have incorporated this data-driven analytics tool within our existing digital ordering system. While the retailers order UBL products through DFFs, this analytics engine analyses factors such as market demography, retailer history, and national trends and recommends the perfect stock basket for the retailer. This feature now helps them to optimise their working capital investment. Over 350,000 retailers use this service, and a survey reported that 86% of the respondents have benefitted from this model.

**5 Financial  
Institution Partners**  
**86%**  
**Retailer Satisfaction**

**100,000**  
**Retailers will be Given**  
**BDT 230 Crore Loan**

Additionally, we are working to build credit profiles for these retailers and ensure ease of access to capital by partnering with financial institutions. We are working to support retail financing for them, digitising the onboarding, loan disbursement, and repayment process. Since 2022, we have supported 342 retailers in availing credit facilities from partner financial institutions. By 2024, UBL wants to facilitate USD 20 million (BDT 230 crore) loan disbursement to 100,000 retailers partnering with 5 Financial Institutions.

Along with working capital management, small retailers face the challenge of ordering and servicing frequency. Many small retailers, especially in the rural or hard-to-access areas of the country, face this challenge. We introduced the Lever Bazar App to support these retailers to self-manage their orders and ordering frequency. With the Lever Bazar App, small retailers will no longer have to wait or depend on our DFFs or any external ordering schedule. They

can browse the products, read the product details in Bangla language and make informed decisions based on their customers' preferences. Lever Bazer App helps local traders and retailers push products based on the consumers' needs, thus creating a micro e-commerce ecosystem. We also created digital training modules and community groups to empower retailers to learn and develop their business acumen. By the end of 2023, 161,094 small retailers used the Lever Bazer App, generating 2.08 million orders worth USD 4.89 million (BDT 489 Crore).



**161,094**  
**Retailers**

**2.08**  
**Million Orders**



**BDT 489**  
**Crore in Value**



Along with utilising digital technology to upskill our partners, we have continued to work with our legacy Pallydut initiative to develop micro-retailers from hard-to-reach locations of the country. We appoint Pollydyuts through our signature entrepreneurship development programme in areas where retail outlets are scarce. We have been running the Pallydut programme for over 20 years to take our products to the most remote corners of Bangladesh while creating employment opportunities for those who need them the most. We provide our products at reduced rates from our service points to Pallyduts, who then sell those to further deep rural small shops, earning a commission and nurturing their entrepreneurial spirit. Currently, we have over 900 Pallyduts working in Bangladesh. In 2023, our Pallydut project accounted for 5.2% of Unilever's sales value in Bangladesh.

In parallel with the Pallydut initiative, we also empower rural women under the Dyuty programme through which rural women, known as 'Dyuty Apa', obtain products from Pallyduts and sell them door-to-door. They also do product demonstrations

and community engagement with rural women at courtyards (uthan), showcasing the uses of products such as Rin, Lux, or Vim. Through this, our Dyutys make the rural women aware of product categories and options less known to them, such as washing powder, handwash, and many more.

Such awareness-generating programmes not only enhance the quality of life for rural women but also help the Dyutys work on themselves and become more confident and financially independent. In 2024, we are facilitating 200 Dyutys, reaching around 20,000-24,000 Bangladeshi deep rural households. We are committed to upskilling and empowering rural women through this programme.

At UBL, we firmly believe that by investing in the growth and success of retailers, we can create a more equitable and prosperous future for all. By recruiting and training micro-entrepreneurs and supporting them with extended credit, marketing, sales and accounting training, we can help raise living standards while improving our channels to reach consumers.



## Our 2024 Dyuti Targets

### 200+ Dyutis

### Reaching 20,000+ Rural Households





Our employees and retailers are the heart of our business. We will grow if we can take good care of them. We are committed to using our scale, reach, and technology to help them improve their lives and seize new opportunities.



**Khan Salahuddin Mohammad Minhaj**  
Customer Development Advisor



# How Value Chain Intervention Can Help Fight Plastic Waste

*Lessons Learned from  
Chattogram*



A Case Study by  
Bangladesh University of Engineering and Technology (BUET)

## Background

Chattogram (previously known as Chittagong) is considered as one of the key port cities of the region even when Greek geographer Claudius Ptolemy published his atlas in 150 A.D. Chattogram, as the major port city has always been the hub of maritime trading, which later also evolved as an industrial hub. Today, it is considered as the second largest city of Bangladesh with a USD 116 billion GDP (PPP). Chattogram Metropolitan area has a population of 3.3 million and the local governance of the metropolitan area is managed by Chattogram City Corporation (CCC).

Due to rapid economic activity and population growth, Chattogram, like most other cities in Bangladesh is going through substantial environmental stress regarding waste generation and management.



### CCC at a Glance

Established	1,340 c.a.
Granted city status	1,863
Area	161 sq km
Population	3.3 Million
Population Growth Rate	2.4%
Number of Wards	41
Landfills	2
Sanitary Landfills	0
MSW Generation (annum)	800,000 Tonnes



## Waste Management at Chattogram

The CCC is the only Local Government Institute (LGI) responsible to collect and process Municipal Solid Waste (MSW) for Chattogram. The waste management philosophy of CCC is centered around using landfills with the exception of Medical Waste, which is incinerated. For this purpose, the CCC has divided its 41 wards into north and south zones. Waste accumulated in the northern 22 wards is transported to the Arefin Nagar landfill and wastes in the southern 19 wards are carried out at the Haliashahar landfill.

The CCC, in association with Japan International Cooperation Agency (JICA) has outlined their waste management capability and strategy under a Waste Report for the city. The report identified a Total MSW generation of 2,250 tonnes. The following figure 1 illustrates the flow of MSW where it is mentioned that

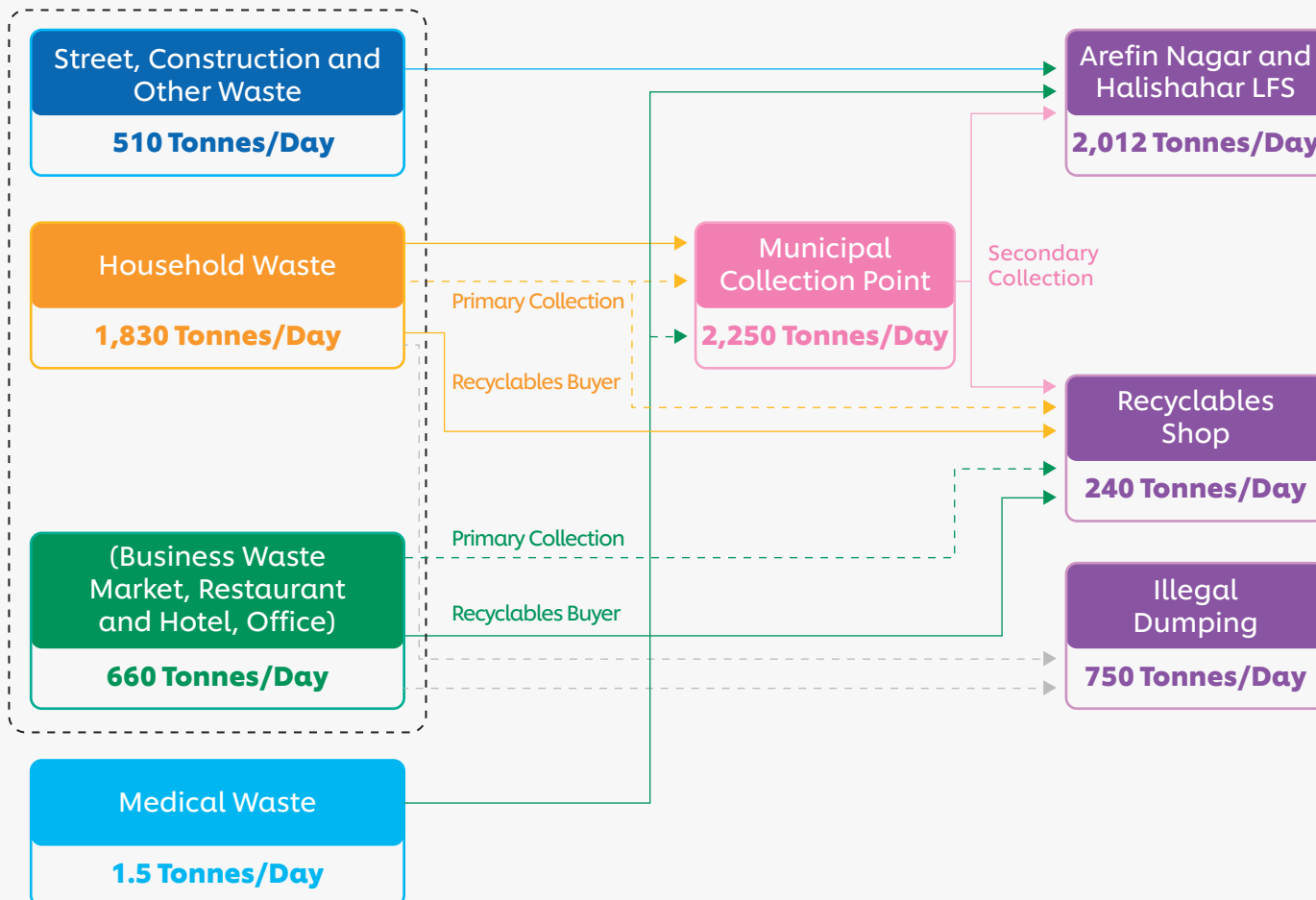




approximately 750 tonnes of waste is illegally dumped daily around the city. The non-degradable part of the waste eventually ends up in the sewerage network and canals of the city, causing waterlogging. The waste generated in the CCC area contains approximately 8.8% plastic, which was 4.8% in 2005.

Every year, 800,000 tonnes of solid waste are generated, of which 175 tonnes of plastic is generated daily around the city. This builds up an annual dumping of approximately 65,000 tonnes of plastic, eventually ending in the canals and sewers.

### CCC Waste Flow 2019-2020



# Plastic Waste Management Approach in Chattogram

As the urbanisation rate continues to grow, it is only natural that the volume of waste generated will increase. Therefore, it is globally accepted that the municipalities must encourage people to recycle waste through comprehensive urban waste management systems and strategies. “Reduce, reuse, recycle” is a commonly known used strategy by municipalities worldwide.

Although recycling is mentioned as the last stage of waste management, it is an essential component of managing urban waste.

Appropriately done, recycling can be the foundation of a circular economy, generate income, and minimise the environmental impacts of human activities. Since 2022, CCC is implementing a multi-stakeholder, value

chain intervention driven model to increase collection and recycling of plastic waste in the city with a special focus on multi-layer plastic. Since 2022, CCC, UBL, and Young Power in Social Action (YPSA) is implementing a multi-stakeholder value chain intervention driven model to increase the collection and recycling on plastic waste in the city. The approach focuses on strengthening the current informal value chain, enhance the capacity of the existing waste handlers and build awareness to engage everyone, from citizens to public officials, to reduce the mismanagement of plastic waste.

The multi-party approach and the outcome of the approach for different stakeholders are illustrated below-

Stakeholder	Activity	Outcome
Households	<ul style="list-style-type: none"><li>Door-to-door awareness campaign on source segregation of plastic waste</li><li>Providing separate bins for bio-degradable and non bio-degradable waste</li></ul>	KII of households revealed that 80% of the households covered are showing the behaviour of source segregation and using separate bins for plastic waste
Waste Pickers (Waste Workers)	<ul style="list-style-type: none"><li>Training on safety, types of plastic waste, segregation technique</li><li>Financial incentive for plastic waste collection</li></ul>	KII revealed that over 90% of the waste workers are collecting increased plastic waste and has an income up to 25%. Majority of the waste workers are also aware of occupational safety aspects
Cleaning Service Organisation (CSO) and Waste Traders (Commonly Known as Bhangariwala)	<ul style="list-style-type: none"><li>Capacity building through business linkage, knowledge development on material quality, financial inclusion and business process improvement (record keeping)</li><li>Financial incentive for flexible plastic collection</li></ul>	98% of the CSOs reported increased income with 35%+ added margin from waste plastic trading



## Success Factors and Learnings

The Plastic Waste Management Model practiced by CCC has demonstrated strong potential as an effective plastic waste management for large city in Bangladesh as per the data and outcome of the initiative.

A visit to a Secondary Transfer Station (STS) in Naya Bazar Biswa Road (Ward 12) revealed that the waste pickers (waste workers) are separating plastic waste from household dump. These workers mentioned about the financial incentive as the reason for separating plastic waste.

Visits to two CSOs confirmed that the CSOs are taking necessary measures to dry the collected plastic and then sell it to the recyclers. Visit to the recyclers also revealed that they are receiving more input for recycling. However, they mentioned about the quality of the plastic waste could be improved with washing which is not currently practised.

The project involves process support from UBL, the leading consumer goods manufacturer of the country and YPSA, a Chattogram based NGO. This project shows that otherwise littered or landfilled waste can be collected and removed from the environment using the value chain empowerment with an incentive and can be an example of the voluntary Extended Producer Responsibility (EPR) model, where the

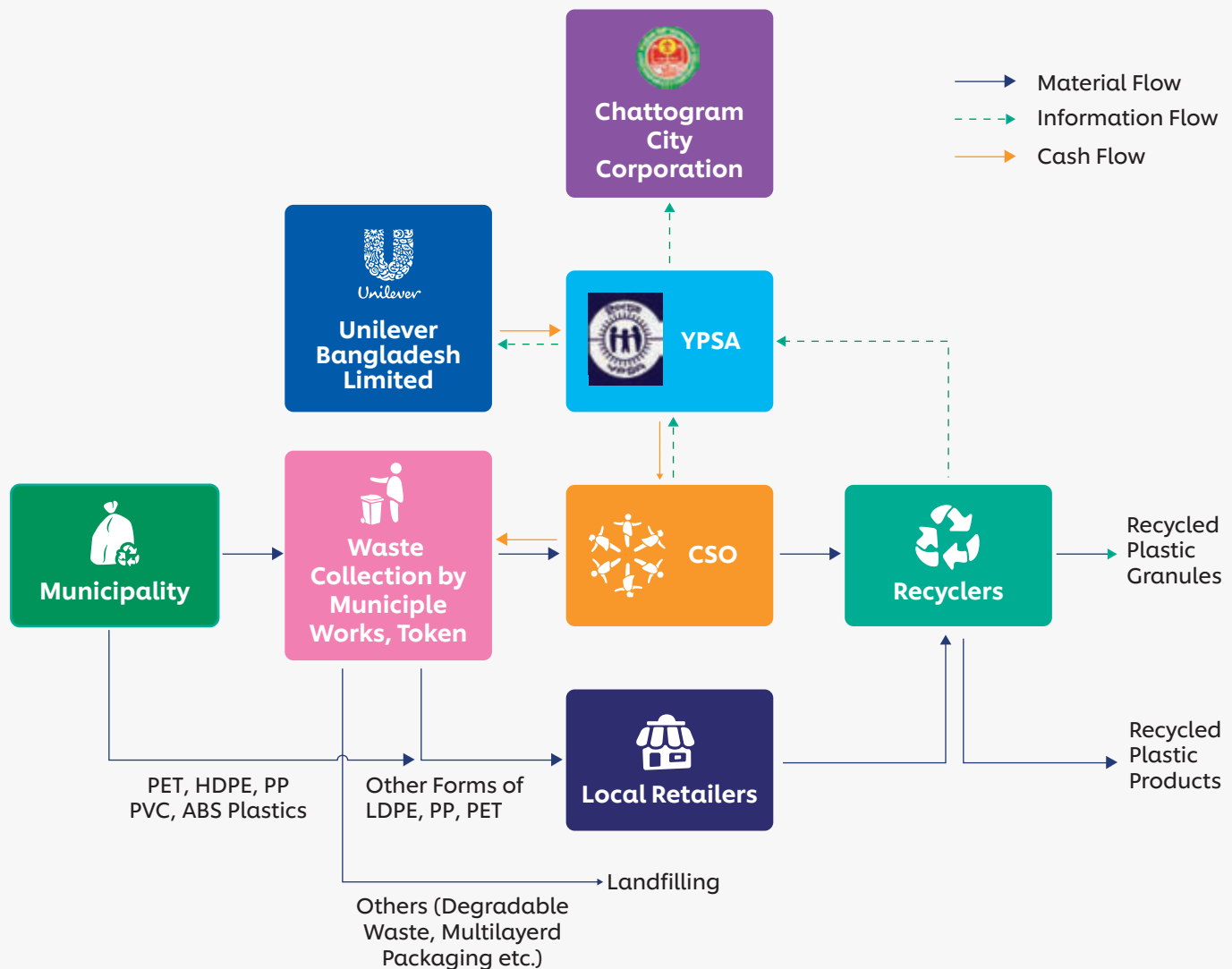
producer pays to take plastic back from the supply chain.

The CCC-YPSA-UBL project flow diagram resembles one of the possible pathways of EPR. Here, a producer, a non-profit organisation and an LGI work together to resolve a common cause. The involvement of YPSA and the CSO can be considered to have taken the role of a Producer Responsibility Organisation (PRO).





## CCC-YPSA-UBL Project Flow Diagram



## Conclusion

Urban solid waste management poses complex challenges for cities worldwide, but it also presents opportunities for innovation, collaboration, and sustainable development. By addressing the root causes of waste mismanagement, investing in infrastructure and technology, raising public awareness, and fostering partnerships, cities can overcome the challenges of urban waste management and create more liveable, inclusive, and sustainable urban environments. The CCC model has the potential to have large national level scalability

and impact, and could help the Government of Bangladesh to implement EPR policies as this model involves all value chain actors including the producers. CCC model shows us that the collaboration among stakeholders can bring in result that only regulation can never achieve. Through concerted efforts and collective action, cities can turn the tide on waste and build a future where waste is minimised, resources are maximised, and urban communities thrive.



# Legacy of Purpose

Unilever is a business that was founded on a sense of purpose, and our unique heritage still shapes the way we do business today. Our brands around the world are on a global mission to do good. We have embedded it into every part of the company to help us deliver our vision to be the global leader in sustainable business. We have a long tradition of being a responsible and pioneering business. It goes back to the days of our founders, including William Lever, who launched one of the world's first purposeful brands, Sunlight Soap, more than 100 years ago. And it is at the heart of how we run our company today.

Taking inspiration from our global heritage, Unilever

Bangladesh also has its legacy of purpose in Bangladesh. It has been a part of the Bangladeshi household since the 19th century when the first boxes of sunlight soaps arrived in the country in the early 1900s to bring hygiene and cleanliness to consumers. Since then, along with growing our business, we have been contributing to uplifting the lives of our consumers through purposeful initiatives and actions that impact their livelihood, health, confidence and wellbeing. Every year, our strongest brands, such as Lifebuoy, Pepsodent, Horlicks, Domex, and Dove, conduct large-scale, purpose-led initiatives with strong social missions. We believe that when people are empowered to make positive changes, they can help create a better world for everyone.

Better Future  
Starts with  
**Cleaner Hands**



Riding the Wave of  
**Sustainable  
Change**

Better Nutrition,  
Better Life,  
**Better Future**



Foundation of  
**Healthy Smiles**





**Better Future  
Starts with  
Cleaner Hands**

The journey of Unilever accelerated when we started to address a simple need—providing people with a cost-effective solution to protect themselves from illness. Back in 1894, Lifebuoy soap was formulated to help combat the diseases and infections that ran rife in towns across Victorian England due to rapid urbanisation. During the cholera epidemic, with Lifebuoy soap, Unilever founder William Lever provided an affordable, accessible way for communities to help protect themselves from the spread of the disease.

According to UNICEF, every 30 seconds, a child somewhere in the world dies from pneumonia or diarrhoea. They are two of the leading causes of mortality among children, with over 1.2 million of them under the age of five dying each year. Yet the simple practice of handwashing with soap is the single most cost-effective intervention to prevent child deaths.

For more than 100 years, families worldwide have trusted Lifebuoy to help fight germs. We have been working to prevent infections and save lives through research, insight, and a commitment to promoting handwashing with soap. Lifebuoy started its journey in Bangladesh in the 1960s as a health soap and quickly became the country's largest hygiene soap brand. Today, it continues to be a symbol of protection.

We have dedicated ourselves to enhancing the health and wellbeing of our consumers and creating lasting impacts, particularly for the most vulnerable communities. For instance, in Bangladesh, where over 5 million people reside in hard-to-reach char areas, especially during the monsoon season, Lifebuoy has collaborated with the NGO Friendship to establish the Lifebuoy Friendship Hospital (LFH) - the country's first floating hospital. Since its inception in 2002, the hospital, known as the 'Floating Hope,' has delivered emergency and specialised healthcare services to over 1.5 million people in remote, climate-vulnerable regions.

However, our most significant effort to improve the health and wellbeing of Bangladeshi consumers is our legacy initiative to change handwashing behaviour. We started this initiative as a response to the high

infant mortality rate in Bangladesh, which was around 100 children per 1000 births in the 1990s. People needed to be made aware of the importance of washing hands with soap. The situation required the government and private sector to act together to make sure that soap was available and affordable and people knew and understood the importance of handwashing. Since then, we have been working hard to increase awareness about hand hygiene, especially among children.

Initially, we focused on creating awareness regarding hand hygiene. Based on field experience and research-backed insight, we gradually transformed our initiative into a methodical behaviour change programme. After the launch of the Unilever Sustainable Living Plan (USLP), the programme was renamed as Lifebuoy School of 5, and we took a more systematic execution approach incorporating a research-backed, 21-day model. Since 2011, Lifebuoy School of 5 has also been incorporating five

**Legacy of  
100+ Years**



**Raising  
Awareness  
and Developing  
Handwashing Habit**



**Heritage in  
Personal Health  
& Hygiene**



non-negotiable priorities to ensure proper habit formation.

We have improved Lifebuoy School of 5 to focus on and contextualise it for children attending schools or madrasas. We target primary-level students to encourage good habits from a young age, inspired by UNICEF's research on early childhood development. Alongside school visits, we started an advocacy programme in 2020 to include handwashing in the school curriculum as part of the "H for Handwashing" movement. Unfortunately, due to COVID-19, we could not execute this initiative in 2020 and 2021, but when schools started regular classes in 2022, we noticed the need to remind children to wash their hands properly. Therefore, we decided to extend our hand hygiene awareness programme with a renewed focus on our global "H for Handwashing" agenda.

In 2022, we partnered with BRAC, the world's largest NGO, to run handwashing programmes in 440 schools with 269,196 students. We appointed 1,920 school children as 'H for Handwashing' Chief Education Officers (CEOs) to act as hand hygiene ambassadors

in an innovative effort. These officers have been trained and provided with educational materials to raise awareness about the importance of handwashing and good hygiene habits among their peers. Using peer-to-peer learning, these H for Handwashing CEOs have inspired and reminded their peers and communities about proper handwashing. Lifebuoy took this approach because they believe that children who adopt good hygiene habits can positively influence the whole community by encouraging the same behaviour among their peers and families.

In 2023, we expanded our initiative in a more engaging way. Based on global research, we used the Play-and-Learn approach for our 'H for Handwashing' campaign. This method combines fun games with important hand hygiene lessons making handwashing an enjoyable part of children's daily routines. We introduced 'H for Handwashing Games', and successfully reached 750,000 children in over 1,750 schools and madrasas in vulnerable districts of the country in 2023.





# Handwashing Evolution

Safeguarding  
Health and Hygiene  
Through the Years

## 2000

Handwashing Awareness  
Programme Initiated



## 2002

Lifebuoy Friendship  
Floating Hospital



## 2011

Launch of School of 5



## 2015

Guinness World Record



## 2020

H for Handwashing





We also conducted the 'Lifebuoy Handwash Everyday' campaign at peri-urban schools and madrasas, reaching approximately 250,000 school children in the same year. Also, assessing the post-COVID-19-related complications and information gap regarding healthcare, partnering with a leading telemedicine service provider, Lifebuoy offered free digital healthcare consultation to its consumers. Over 2 million people have used our free helpline and received doctor consultations since 2022.

Having amassed over 125 years of experience in personal health and hygiene, we have been steadfastly combatting preventable infections and saving lives. We are proud of the transformation of our initiative from a basic handwashing programme in the 1990s to a holistic mission to enhance hand hygiene and promote better hygiene practices. Lifebuoy has instilled crucial handwashing techniques, empowering students to safeguard themselves and their communities.

**21 - Day**  
Behaviour Change  
Programme



**16 Million**  
School Children Engaged  
Since 2011



**1 Million**  
Reach Since 2022







“

Since Lifebuoy's launch in 1894, we are on a mission to improve hand hygiene and to advocate for better hygiene habits. However, hygiene challenges remain a critical problem for our country. Being the largest hygiene brand, we will continue our journey to promoting awareness about hygiene, help people form healthy habits, and drive the systemic change needed to achieve SDG 6 by 2030.

”

**Farzana Ferdous**

Marketing Manager, Skin Cleansing





sunsilk

Riding the Wave of  
**Sustainable  
Change**

The world is changing. The climate crisis has not only changed the way we do business but also transformed the way we communicate with our consumers. With time, our consumers are becoming more aware of their chosen products and preferring sustainable, purpose-led brands. According to Forbes, the demand for sustainability and purpose marketing will only grow as eco-anxious Gen Z and Alpha generations gradually become the leading consumer class. As business and brand owners, we welcome consumer's focus on sustainability and transform our actions accordingly, including how we communicate our brand values to them.

At Unilever, we believe that beauty and its environmental impact are inseparable. So we decided to take a pioneering stance and make our brands and communication purpose-led to drive people to love our beauty products, our planet, and ourselves every single day.

Our approach to transforming our products is holistic, encompassing the entire product life-cycle and beyond, which we are trying to do with all our brands. For example, Sunsilk, the most loved shampoo brand in Bangladesh, is continuously working to champion sustainability and offer sustainable choices for its



consumers so that they can join the commitment to preserving the environment by choosing Sunsilk.

As a brand with a large consumer base, we focus on tackling our post-consumer plastic footprint. We are aware of the impact of plastic packaging on the environment, and as a responsible business, we want to ensure that the packaging materials used in our products do not end up in the environment.

As one of the pioneering brands in Bangladesh, we have been collecting our entire plastic footprint since 2022. In Bangladesh, Sunsilk used 1,229 tonnes of plastic in 2023 and has successfully managed to ensure the collection of equal amounts of plastic waste from the environment and recycling 100% of it. Along with collecting plastic from the environment, we are also using the power of our brand to raise awareness. Sunsilk has been one of the top brands in Bangladesh for decades, exerting a strong lifestyle influence among the youth, especially young girls who aspire to achieve and become part of transformation. Striving to catalyse sustainable behaviour change among them, we created an awareness campaign.

In 2023, we launched a social media campaign to engage young people and encourage their contributions towards a plastic waste-free future through an Online Video Commercial (OVC). The highly engaging campaign reached over 2.5 million youth on social media.





Additionally, we collaborated with other purpose-led Unilever brands to launch two additional social media campaigns to create awareness of plastic circularity and land restoration. Cumulatively, these campaigns had a total impression of 12.3 million across all social media platforms and engaged over 2 million users.

Along with the social media campaign, we also identified that we must do more to form better sustainable habits, especially among children. If we could create sustainable habits such as proper, segregated disposal of plastic waste among children, that would result in a sustainable change in society in the coming years. Unfortunately, the school curriculum of Bangladesh has yet to incorporate plastic waste segregation; therefore, most of the school children in Bangladesh are unaware of the right ways of waste segregation and disposal. Based on this insight, we launched a campaign under our employee volunteering platform, Proyash. The campaign was called AwareWave, and it had two objectives. First, we wanted to engage Unilever Bangladesh employees with the students and create a wave of change and awareness among them. Second, we aimed to create a ripple effect—students were encouraged to share their knowledge with family and friends, potentially expanding the impact from 1,000 individuals to 20,000,



**1,229 Tonnes**  
Waste Plastic Collected  
and Processed

**3**

Social Media  
Campaigns

Scan to Watch



**12.3 Million**  
Youth Reached

**2 Million**  
Youth Engaged



demonstrating the power of education.

31 volunteers, including Zaved Akhtar, Chairman and Managing Director of UBL, and Zinnia Huq, Finance Director of UBL, visited 10 schools in Dhaka and Chattogram to spread awareness on plastic pollution and effective waste management.

As a purposeful brand, Sunsilk wants to see girls thriving everywhere, including taking leading roles to make sustainable living commonplace. We want to help open up possibilities for them to imagine and contribute to a brighter future. We want to be that force for progress.



**10**  
**Schools**



**31**  
**Volunteers**



**20,000**  
**People Reached**



“

Proyash, our employee volunteering initiative, and Sunsilk created a unique opportunity for me to give back to my community. Through Unilever's purpose and the power of its brands, we are nurturing a group of socially conscious corporate citizens dedicated to creating positive change in Bangladesh.

”

**Zinnia Tanzina Huq**  
CFO and Finance Director



**Better Nutrition,  
Better Life,  
Better Future**

Horlicks, a product with a rich history, was developed by two British-born brothers, William and James Horlick, in 1873. It arrived in the Indian Subcontinent with the British soldiers during World War I in 1918 as a diet supplement. By the early 1940s, Horlicks had been embraced by the mass people as a family drink, gradually evolving into a symbol of nutrition and wellbeing, especially for those in need of extra care, such as children, pregnant mothers, or older adults. Horlicks is traditionally considered as a nutritional booster during any illness in Bangladesh and has gradually become the country's most popular Health Food Drink (HFD) brand. Even people with limited affordability include Horlicks in their diet, recognising the need for extra nourishment when unwell. This recognition is both an accomplishment and a responsibility to ensure the proper nutrition for every Bangladeshi, including vulnerable segments like children or women. Ensuring adequate nutrition is particularly important in Bangladesh as 28% of children under the age of 5 are stunted while 10% suffer from wasting, according to UNICEF. Nearly one-third of women in Bangladesh are also undernourished.



**28%**  
**of Children Under 5  
are Stunted**

**10%**  
**Suffer from Wasting**







Along with limited affordability and accessibility of suitable nutritious options, a lack of awareness about balanced nutrition and critical needs is also an important factor behind malnutrition in Bangladesh. Disseminating this knowledge is essential, as an assessment conducted by the Bangladesh Bureau of Statistics (BBS) in 2021 revealed that around 85% of the population needs more knowledge about their nutritional requirements and proper diet plans. This lack of awareness leads to a range of issues, including complications during childbirth and challenges in early childhood development.

Our commitment to ensuring every Bangladeshi has access to information about balanced nutrition is unwavering. Over the years, we have enhanced the nutritional quality of our products, tailored our range to meet people's specific dietary needs, and educated them on how to improve their diets and plan meals for better health. We are dedicated to helping people in Bangladesh enhance their lives by promoting healthier eating habits and providing valuable nutrition guidance.

In 2019, we launched the 'Pushtikotha' initiative, a testament to our commitment to the health and nutrition of children and women. Under this initiative, we are leveraging our global research to create easy-to-understand, interactive IEC materials on Nutrition and Nutrition habits. These materials are empowering mothers to understand their family's nutrition needs and make informed diet plans.

We also used our reach to spread awareness among mothers, especially in peri-urban and rural areas. Utilising our brand power, we launched a door-to-door campaign and got people to interact with us. Under this initiative, we train nutrition representatives who visit households and establish a direct engagement with people, especially mothers, to aid them in knowing the fundamentals of good nutrition. We emphasise on engaging mothers under this initiative as they play a crucial role in building a healthy and prosperous nation by raising today's children, who will become tomorrow's adults.

Since 2022, we have engaged more than 4 million mothers nationwide, providing them with necessary information in detail about the nutrition needs of their children.

Assessing the need for expertise and as per our multi-stakeholder sustainability model, we have partnered with the Bangladesh Nutrition and Dietetics Foundation (BNDF) since 2023 to raise awareness among medical professionals, including nurses. Through our extensive campaign across Bangladesh, we remain committed to promoting the wellbeing of the people. We are confident that our brand initiatives will help people to improve their family diet plan. We are breaking barriers by expanding our network and reaching even the most remote areas of Bangladesh.

As we work towards our goal, Horlicks is proud to be part of every Bangladeshi child's journey. Together, we are eager to shape a future full of potential. The future-fit progress we aim for must come with one delicious sip at a time.





**One-Third**  
of Women are  
Undernourished

**85%**  
People Lack Awareness  
Regarding Proper Nutrition



**45 Million**  
Social Media Reach

**4 Million**  
Household Reached



“

Proper nutrition is crucial for individual and national growth. Educating mothers about family diet planning will help to ensure balanced nutrition for all Bangladeshis.

”

**Chowdhury Hasan Mazhar**  
Marketing Director, Nutrition



***Pepsodent***

**Foundation of  
Healthy Smiles**



The World Health Organisation (WHO) estimates that oral diseases affect every 1 in 2 people, posing a significant threat to healthy smiles worldwide. Addressing this situation is crucial, as poor oral health not only affects children's self-esteem and school attendance but can also lead to long-term health problems and even life-threatening illnesses. The economic implications are also severe, with WHO reporting an annual productivity loss of over USD 600 Million due to dental issues in Bangladesh.

Good oral health can be achieved through simple solutions. First, brushing day and night with fluoride toothpaste can reduce the occurrence of cavities by 90% compared to not brushing at all. Second, regular access to professional dental care is crucial for maintaining healthy teeth. However, implementing these solutions is challenging in countries like Bangladesh, where the number of dentists per capita is one of the lowest in the world. In rural areas, there still needs to be more awareness about oral hygiene practices, where traditional methods like using charcoal, ash, or tree branches for teeth cleaning are still prevalent. Since dental treatment facilities are

rare in villages, patients are required to visit upazila health complexes for dental issues. The situation was even worse in the 1990s when our efforts to improve oral care in Bangladesh began.

For over 25 years, our unwavering mission has been to enhance oral health throughout Bangladesh by advocating a straightforward yet powerful message: Brush Day and Night. Our initiatives to advance oral hygiene in Bangladesh are integral to a comprehensive approach to tackling the nation's oral health challenges.

As the country's habit of brushing teeth and access to professional dentists were very low, our approach was to transform the system gradually. To improve the situation, we needed to work with dentists and use their expertise and knowledge to have the most significant impact. As part of our multi-stakeholder sustainability model, we have established a long-standing partnership with the Bangladesh Dental Society (BDS), the apex body of Bangladeshi dentists. We started collaborating with BDS to launch Pepsodent Dentibus in 1998 - a dental chamber on



wheels that offers free check-ups in schools and neighbourhoods. These proactive endeavours have significantly raised awareness and trust, fueling category growth.

Since then, Pepsodent has been in partnership with BDS for over 25 years to promote oral hygiene and treatment. Following Pepsodent Dentibus, the partnership was extended when we upgraded Dentibus to a 21-day behaviour change programme called 'Little Brush, Big Brush.'

The 'Little Brush, Big Brush' initiative has been one of Pepsodent's most impactful programmes, making significant strides in promoting oral health among children. This school-based programme encourages children to brush their teeth twice daily. By emphasising the importance of oral hygiene from an early stage, we have been reaching schools nationwide, engaging children in fun and interactive ways to learn why and how to brush their teeth. The initiative has now been integrated into Pepsodent's broader efforts to improve oral health through free dental camps and focusing more on promoting dentist consultations.

The dental camps have recently been prioritised due to the lack of accessibility to professional dental care in Bangladesh. This initiative has been prioritised because, according to the WHO, the recommended ratio of dentists to population is 1:9,600. However, in Bangladesh, this ratio stands at a concerning 1:22,000, with only around 7,000 certified dentists serving a huge population. This lack of accessibility has resulted in many peri-urban and rural people neglecting their oral health or seeking substandard treatment. With a mission to remove barriers between dentists and people, Pepsodent's free dental camps seek to bridge this gap by bringing certified dentists directly to the people. Since 2018, Pepsodent has been organising these camps nationwide, providing free dental check-ups and connecting patients with qualified practitioners in their local areas. To date, we have conducted more than 160 dental camps and have reached approximately 200,000 people already.

The process for people who attend these camps is simple but impactful. When they hear about the camp



**25+ Years**  
of Partnership with BDS



**Introduced in**  
**1998**



**Free**  
**Dental Camps**  
Since 2018

from local announcements or school outreach, they register at the designated point. A certified dentist then thoroughly examines them and gives them a personalised treatment plan. If the dentist identifies any serious issues, the patient is sent to a specialist for further treatment. Additionally, each participant gets a free sample of Pepsodent's specialised toothpaste products, such as Sensitive Expert or Germicheck+, based on their specific needs.

The impact of these free dental camps has been remarkable. Since 2021, over one million people have received free dental consultations annually through more than 300 dental camps. Nearly 3,000 dentists volunteer every year to provide these free check-ups. Starting in 2023, the camps have also been held in schools to educate students and children about oral hygiene. In 2023, we organised nearly 400 school camps. In addition, Dr. James Gutmann, Professor Emeritus at Texas A&M University College of Dentistry and a renowned figure in Endodontics, visited several of these camps in Dhaka.



To further improve this initiative, we have added new elements in 2024. In addition to the free check-ups, the camps will now include interactive sessions where 3-5 students will act as 'Brushing Champions,' demonstrating the correct brushing techniques to their peers under the guidance of dentists. We select these 'Brushing Champions' based on their oral hygiene knowledge and ability to communicate and demonstrate the correct brushing techniques effectively. This hands-on approach aims to instil good oral hygiene habits from an early age.

To expand access to vital dental services, free dental camps will now be held nationwide throughout the year, rather than just during the March World Oral

Health Day celebrations. In 2024, the aim is to reach 1 million consumers through over 550 planned Free Dental Camps. These camps will be strategically organised in communities, schools, colleges, universities, medical colleges outdoors, and Upazila Health Complexes, based on carefully considering population density, accessibility, and dental care needs in these areas.

Through initiatives like the free dental camps, we address people's immediate dental needs and lay the foundation for a healthier, brighter future. With the continued support of partners like the BDS, we are well on our way to achieving this goal and transforming Bangladesh's oral health landscape.







**3,000**  
**Dentist as Volunteers**

**400+**  
**Camps Per Year**



**1 Million**  
**Free Checkups**

**300**  
**School Camps**



We are proud of Pepsodent's long history of improving people's oral hygiene. Despite the country's economic growth and better living standards, oral hygiene still needs more attention. We are committed to expanding our efforts and making new partnerships to ensure everyone has healthy oral care habits to achieve a life without oral disease.



**Tanzil Shahriar**  
Senior Category Head - Oral Care





# Making Handwashing Fun and Engaging for School Children of Bangladesh Through Collaboration

*An Assessment of Lifebuoy - BRAC Hand Hygiene Promotion Programme*



A Case Study by  
BRAC Hand Hygiene Programme



## Background

Handwashing has been essential to personal hygiene and a religious and cultural custom for many years. The link between handwashing and health was established in 1846 by Ignaz Semmelweis, known as the 'Father of Hand Hygiene'. Hand hygiene is crucial for public health today, with the World Health Organization (WHO) estimating that widespread handwashing with soap could prevent approximately 230,000 deaths annually. It is essential in developing countries where diseases caused by germs, such as diarrhoea and pneumonia, are the leading causes of death for young children. According to the Bangladesh Bureau of Statistics (BBS), pneumonia was the most common cause of child mortality, and diarrhoea is still among the top five causes. Handwashing with soap can help improve the situation as it is among the most effective and inexpensive ways to prevent these diseases. This simple behaviour can save lives, cutting diarrhoea by almost one-half and acute respiratory infections by nearly one-quarter. Handwashing with soap impacts health, nutrition, education, economy, and equity.

## Handwashing Habit in Bangladesh

According to the International Centre for Diarrhoeal Disease Research, Bangladesh (ICDDR, B), Bangladesh has significantly reduced deaths from diarrhoea, with



under-five mortality dropping from 15.1 to 6.0 per 1,000 live births between 1980 and 2015. Improved sanitation, access to clean water, and handwashing initiatives played a key role. By 2019, 98% had access to clean water, and open defecation was nearly eliminated. However, COVID-19 disrupted handwashing awareness. BBS reported a 13% decline in access to soap and water for 2021, despite extensive media promotion on awareness. The government also identified the importance of hand hygiene awareness and instructed the Ministry of Education to ensure adequate measures before reopening schools to enable and encourage handwashing with soap at critical times among school children as soon as they return.

Indicators	2023	2022	2021	2020
Improved Toilet Facilities (Percentage)	93.63	92.51	89.54	85.38
Toilet Sharing with Another Household	25.9	26.6	25.0	0
Handwashing Facilities with Soap and Water				
Having Both Soap and Water	65.2	63.2	58.9	71.0
Having Only Soap	1.2	1.3	1.8	2.7
Having Only Water	16.2	16.3	17.6	16.0
No Facility/No Soap and Water	17.4	19.2	21.8	10.3

# Handwashing Habit Formation Drive at Schools

In 2022, an assessment took place immediately following the COVID-19 pandemic to evaluate the handwashing behaviour and preparedness in schools throughout Bangladesh. The assessment findings highlighted significant areas for improvement in handwashing facilities, including the lack of replenished soaps and non-functional handwashing stations. Interviews and focus group discussions with school children unveiled inadequate handwashing practices among the students. The assessment concluded that urgent measures are needed to address the declining handwashing practices in schools, particularly in remote and underprivileged areas. In response, the government issued a directive for schools to ensure the availability of proper handwashing facilities. It emphasised the importance of partnerships to achieve WASH (Water, Sanitation, and Hygiene) goals as outlined in the sector strategy.

Furthermore, the assessment underscored the pivotal role of peer groups, teachers, and parents, in promoting proper hand hygiene within the school environment.

Recognising the situation's urgency, the BRAC Hygiene Programme, with its established infrastructure and human resources, wanted to update its communication approach to promote healthy habits in vulnerable schools in hard-to-reach, media-dark areas. The initiative was launched promptly to mitigate the increased risk to school children. To enhance its effectiveness, the BRAC Hygiene Programme collaborated with a private sector organisation to gain additional knowledge and expertise to develop engaging content.

During the COVID-19 pandemic, Unilever and BRAC worked together as part of Unilever's global programme, Hygiene and Behaviour Change Coalition (HBCC). The HBCC utilised mass communications, behaviour change programmes, and digital solutions to focus on hand hygiene and environmental hygiene,

**110 Million**  
People Reached During  
COVID-19

**Over a Span of  
12 Months**



## Handwashing Habit Formation Initiative

**1,752 Schools  
and Madrasas**

**Across  
14 Districts**



aiming to bridge information gaps, raise awareness on COVID-19, and encourage healthier hygiene and ecological practices. Through their collaboration, they reached 110 million people over 12 months in Bangladesh.

BRAC and Unilever's Lifebuoy brand teamed up to start a national school awareness programme aimed at encouraging handwashing habits among school children. This initiative, called 'Handwashing Habit Formation', was carried out in 1,752 schools and madrasas across 14 districts, focusing on improving hand hygiene practices among school students in areas with limited access to media.

The project employed a comprehensive approach to promote hand hygiene among school students. It included a range of activities to raise awareness, measures to build commitment, reinforcement of practices, and rewards to ensure a lasting impact on hand hygiene behaviour.







## Stages of Collaboration



### 01

#### Staff Training



BRAC trained 76 staff to implement Lifebuoy's nationwide hand hygiene behaviour change model. The training covered both technical and operational aspects. Field staff played a critical coordination role in collaborating with school committees, teachers, and education officers to ensure successful project implementation. They assessed handwashing facilities, soap and water availability, and educational materials at each school, and the training helped them identify gaps and customise interventions accordingly.

### 02

#### School Management Committee (SMC) Orientation



BRAC Field Staff visited schools and worked with the SMCs. Their role was critical for the initiative, as they agreed to maintain the handwashing facilities and encourage ongoing student handwashing.

### 03

#### Student Brigade Formation



The project empowered students through peer learning. Student Brigades, comprising 24 students in each school, promoted hygiene by raising awareness about handwashing and hand hygiene among their peers. A total of 41,040 students were part of the student brigades.

### 04


#### Awareness



The initiative emphasised raising students' and teachers' understanding of the importance of hand hygiene. Through orientation sessions and demonstrations, participants were educated on proper handwashing techniques, the benefits of handwashing with soap, and the prevention of diseases through good hygiene practices.

05

### Hygiene Sessions and Action Plans



We conducted special hygiene sessions in each school to help students understand the importance of hygiene and to demonstrate proper handwashing. These sessions included engaging activities, and we distributed

child-friendly materials to reinforce the knowledge and awareness. Over 1,700 sessions were conducted.

After the orientation, each school developed an action plan to promote hygiene, including forming student brigades, holding regular hygiene sessions, and integrating hygiene information into classroom teaching.



### Achievements of this Initiative

- 01

Directly reached **752,941 school children** with **hand hygiene-related communication**.
- 02

**Collaborated** with stakeholders (School authorities, including SMCs, parents, Upazila administration, etc.) to make them aware of **hygiene education** and increase the sustainability of handwashing practices.
- 03

Documented **best practices** and **disseminated learning** through various **media platforms** such as newspapers and social media.
- 04

Increased **awareness** and **understanding** of **handwashing practices** among **students** and **teachers**.
- 05

Improved **maintenance** of **WASH facilities** in schools through active involvement of **student brigades**.

## Outcomes

The project focused on fostering unwavering commitment within the school community to ensure a long-term impact. SMCs, teachers, and students meticulously developed action plans to promote and maintain hand hygiene practices. This commitment was further reinforced through the grand celebration of Global Handwashing Day (GHD) at targeted schools, serving as a powerful platform for promoting handwashing and raising awareness.

Nearly 80% of the schools proactively organised soap drives as recommended by the BRAC implementation team, and a staggering 752,941 students received crucial handwashing materials, effectively impacting the behaviour of the project's target audience. Notably, majority of schools enthusiastically celebrated GHD.

The project strategically incorporated the importance of consistent reinforcement to establish and maintain hand hygiene habits. Regular and impactful messaging and activities were meticulously implemented to reinforce handwashing practices among targeted students. The dedicated efforts of implementing staff, school authorities, and student brigades played a pivotal role in sustaining these crucial efforts.



**1,752**  
Schools



**338,332**  
Boys



**414,609**  
Girls



**752,941**  
Students



To motivate and encourage students, the project also implemented a robust reward system based on achievements in practising hand hygiene. Recognising and rewarding students for their unwavering commitment and adherence to handwashing practices helped create a positive reinforcement cycle and fostered a lasting hygiene culture within the school community.

The intervention also effectively transformed stakeholder capabilities to secure sustainable value creation. By strengthening the capacity of teachers and student brigades, the project aimed to establish a self-sustaining model for promoting hand hygiene in schools. The meticulous documentation of best practices and dissemination through various media platforms also significantly contributed to the sustainability of the project's outcomes by facilitating knowledge sharing and replication.





## Way Forward

The collaboration between Libebuoy and BRAC has significantly improved hand hygiene practices among school students in Bangladesh. Despite facing challenges in reaching a large number of students in a short time, the project succeeded in achieving its objectives through practical implementation, collaboration, and stakeholder engagement. The willingness and cooperation of the SMCs, teachers,

and students played a crucial role in the project's success. The valuable lessons learned from this project can now guide the implementation of similar programmes within the BRAC WASH Programme and in other contexts. Improving hand hygiene practices among school students is vital to enhancing water, sanitation, and hygiene conditions in Bangladesh.



# Future Fit Organisation

To unlock our full potential and accelerate business performance, we have set targets to transform our business to be future-fit. Our Growth Action Plan (GAP) outlines our steps to deliver faster growth, drive productivity and simplicity, and dial-up our performance culture. That is why we are working to transform our organisation to embrace diversity, build our digital capability, and invest in developing a superior performance culture. And we want to achieve

this while doing business responsibly and with integrity. At Unilever, we expect everyone to be an ambassador for our high ethical standards. We want to create an environment where employees not only live our values – integrity, respect, responsibility and pioneering – in their work, but are also vigilant in identifying potential concerns and are confident about speaking up in such situations.





## Equity, Diversity and Inclusion



## Workplace Culture

## Creating Opportunity for All



## Employee Health and Safety



## Women in Leadership

## Investing in Future Leaders



## Employee Wellbeing



## Technology and Innovation



## Global Exposure







Gearing Up for  
**Future-Fit  
Growth**

Unilever Bangladesh has been a witness and integral part of the economic and social transformation of Bangladesh. Throughout our presence in the country, we have pioneered actions and set examples of sustainable initiatives that later became local benchmarks to follow. We also believe that we will only be able to succeed if we continue to drive innovation, be honest to our purpose and always prioritise integrity. We are constantly evolving and updating our approach to be more inclusive, more dynamic and more relevant to the needs of the changing society.

## Equity, Diversity and Inclusion

Equity, diversity, and inclusion (ED&I) are not just policies at UBL, they are the pillars of our transformative journey. These values have not only shaped our workplace culture but also empowered our employees, setting industry benchmarks. Our vision is to create a future-fit organisation where everyone, regardless of gender, background, or abilities, can thrive and contribute to our collective success.

Our approach towards building a diverse and inclusive workplace focuses on challenging stereotypes, proactive talent mapping to enhance women's participation across all company levels and functions, and many more. For instance, identifying

the lower participation and on-ground challenges, Unilever Bangladesh has been investing in specialised projects to build women's capability and employment, particularly in its field sales force and factory teams throughout Bangladesh. Identifying that women are often less likely to apply for roles that do not meet 100% of the criteria, we proactively seek out female and diverse talents, ensuring fair assessment for each role. These efforts drove grassroots transformation and positively impacted the entire ecosystem.

We aim to ensure organisation-wide awareness and participation by establishing an ED&I Council comprising both male and female leaders. Additionally, we have partnered with like-minded organisations to learn from best practices and collaborate on diversity-related issues. We have implemented progressive policies and programmes such as Prevention of Sexual Harassment (POSH), maternity and paternity leave, and flexible working hours. Our corporate office and factory feature free daycare centres and accessible workspaces for disabled employees.

These progressive policies and initiatives have not only fostered a more inclusive workplace but also significantly enhanced our business performance. Since 2016, our long-standing programme focused on leadership and diversity has enabled us to achieve a healthy gender balance among our employees. This progress results from sustained leadership accountability, awareness-building, and clear targets



Our progressive policies and support systems enable our people to thrive professionally and personally. We uphold non-negotiable values of respect, dignity, and fair treatment at all levels. Committed to a holistic approach to ED&I, we leverage our business's scale to impact the workplace and society positively.



**Syeda Durdana Kabir**  
Human Resources Director

and metrics. As an outcome of these initiatives, there has been a significant increase in the inclusion of females at all levels and roles at Unilever Bangladesh. For example, in our sales team, a traditionally male-dominated sector, we currently have more than 300 women working across the country. In our factory operations, over 250 women work on the shop floor in an outstation at Chattogram. Robust internal and external communication and engagement strategies support our initiatives to recruit, retain, and develop female talent. Additionally, our network of diversity and inclusion champions plays a crucial role in fostering an inclusive culture throughout the organisation. As of June 2024, 32% of Unilever Bangladesh Managers are female. This shift in our workforce composition has not only enriched our culture but also contributed to our business success, demonstrating the tangible benefits of ED&I in the workplace.

Our efforts have not gone unnoticed. In 2023, UBL was honoured with the Foreign Investors' Chamber of Commerce & Industry's (FICCI) DEI (Diversity, Equity, and Inclusion) Champion Award, a testament to our unwavering commitment to fostering an inclusive and equitable workplace. This recognition reflects our leadership in ED&I and our dedication to setting new standards in the corporate world.



## Creating Opportunity for All

In addition to gender balance, we are committed to increasing the representation of people with disabilities at Unilever Bangladesh. By 2023, we recruited close to 50 people with various degrees of disabilities across different functions. Our goal is to have 5% of our workforce composed of People with Disabilities (PwDs) by 2025. We have implemented measured operating procedures, such as sensitisation sessions and safety protocols, to ensure a supportive environment for disabled employees. By working with agencies that focus on the betterment of PwDs, we aim to increase their employability and integrate them into our workforce. We also partner with organisations to promote awareness and integration of PwDs, offering mentorship, coaching, and internships to students with impairments.



## Women in Leadership

Since 2016, Unilever Bangladesh has made remarkable strides in promoting gender balance, particularly in leadership roles. We have increased female representation in senior leadership from a modest 10% in 2016 to an impressive 32% in 2024.

Our holistic approach focuses on developing a robust pipeline of female leaders through a multi-faceted strategy. We have cultivated an ecosystem where women can unleash their full potential and achieve remarkable professional success by:

- Implementing gender-neutral performance metrics and ensuring fairness in evaluations
- Providing equal and challenging career opportunities through transparent succession planning
- Investing significantly in targeted development programmes and leadership skill-building initiatives
- Fostering an inclusive, empowering culture that celebrates diversity
- Offering flexible work arrangements and supportive family-friendly policies
- Conducting unconscious bias training for all employees, especially those in hiring and promotion roles

Our journey towards gender equity is marked by groundbreaking achievements. We take pride in being the first company in Bangladesh to appoint female Regional Managers in Field Sales. In functions traditionally dominated by men in Bangladesh, such as finance and corporate affairs, our Chief Officers are women. Our Management Committee (MC) now boasts 40% female representation, an unparalleled achievement in Bangladesh's corporate sector. These milestones underscore our commitment to gender

diversity at all levels and reflect our concerted efforts in breaking barriers and challenging industry norms.

Through these initiatives and achievements, we continue to drive positive change, not only within our organisation but also in the broader corporate landscape of Bangladesh.



### Female Managers

**10%**  
in 2016



**32%**  
in 2024



## Investing in Future Leaders

At Unilever Bangladesh, we firmly believe that investing in our people is paramount to our collective success. We prioritise empowering every individual within our organisation to reach their highest potential, fostering a legacy of excellence that grows stronger with time. We take immense pride in being a "School of Leaders," as many of our homegrown talents now hold leadership positions in both local and multinational companies.

Our commitment to talent development extends beyond our organisation, significantly contributing to the country's overall talent pool. Our flagship Unilever Future Leaders Programme (UFLP), which evolved from our pioneering Management Trainee programme, has been successfully running for multiple decades. Through this platform, we recruit the best graduates from universities and provide them with holistic development opportunities and accelerated growth paths, thus consistently developing top talent and building our internal leadership pipeline. The trainees embark on an intensive 15-month development journey, gaining exposure to diverse functions within the company. This comprehensive approach ensures a well-rounded understanding of our business operations and cultivates versatile leadership skills. Many of our current MC members began their careers

at Unilever Bangladesh as management trainees, exemplifying the programme's promise in nurturing future leaders.

To further develop internal talent, we offer a variety of programmes tailored to different career stages and aspirations of our employees. These initiatives cover crucial areas such as leadership development, functional and technical upskilling, and future-fit skills like digital transformation, digital marketing, sustainable manufacturing, and sustainability. Our experienced leaders also systematically mentor employees, offering them valuable guidance, support, and career development opportunities.

In our efforts to impact the larger ecosystem, we focus on upskilling youth and underrepresented groups through programmes like 'Learn to Lead' and 'Uplift Mentorship.' These initiatives reach over 5,000 young individuals annually, providing them with essential skills and knowledge to thrive in the professional world.

Our programmes also aim to break gender biases and challenge societal norms, transforming our workplace into an environment that fosters equality and empowerment. By providing mentorship, coaching, and internships to students from underrepresented backgrounds, we ensure a continuous pipeline of diverse talents ready to lead in the future.

This comprehensive approach to talent development not only strengthens our organisation but also contributes to the broader community by creating a pool of skilled, empowered individuals ready to drive progress and innovation in various sectors of the economy.

## Global Exposure

To nurture homegrown leaders, UBL provides opportunities for assignments in different parts of the world. These global exposures enable employees to strengthen their career portfolios and take on increasing responsibilities upon their return, driving their professional growth and leadership potential.



## Workplace Culture

Unilever is not just a workplace; it is a community. Our success is built on inclusion, equity, and diversity. At UBL, diversity sparks innovation, and equity ensures fairness. Our inclusive culture, shaped by the unique contributions of every employee, encourages everyone to be themselves, contributing to our success. We are committed to leading ED&I initiatives in Bangladesh and creating a workplace where everyone can thrive. Through our continuous efforts, we aim to inspire other organisations in Bangladesh to embrace progressive ED&I policies, making the corporate world more inclusive for all.

We are also dedicated to creating a community-oriented workplace culture and empowering employees to join voluntary initiatives within and outside our organisation. We have a structured employee volunteering platform called 'Proyash' to support this. Employees can spend up to 5 working days a year volunteering in various community-uplifting programmes. The success of 'Proyash' initiatives proves our employees' dedication. Initiatives include organising health camps at the Lifebuoy Friendship Hospital (LFH) with Friendship, offering virtual training with Ujjwala, conducting plastic waste collection drives with YPSA, and activating the Lifebuoy School of 5 in schools with

BRAC. In early 2024, we held our first pre-loved goods sale - the Heart-to-Heart market. This special event featured items donated by our employees, which were sold in an internal marketplace. The proceeds from the sale went towards supporting 300 underprivileged families through our partner organisations, Utsho Bangladesh and Spreeha Bangladesh. Through 'Proyash', employees can contribute to the community, finding fulfilment and purpose beyond their regular work.



## Employee Health and Safety

Our people at Unilever are our most important asset, and their safety is our top priority. We constantly strive to ensure a safe and healthy working environment for our employees, consumers, and stakeholders. We actively promote a culture of zero incidents and engage in continuous improvement through awareness campaigns and subcommittee forums. Safety, Health, and Environment (SHE) is our top priority across all operations.

In 2023, all our employees, including third-party contractuels, completed the Behavioural Safety Excellence (BeSafe) training programme, marking a significant achievement. Additionally, we closed all machinery safety gaps by focusing on 360-degree





guarding and implementing the Belief-Based Contact (BBC) campaign. We addressed road safety in Bangladesh by training our drivers in defensive driving, conducting medical fitness tests, and installing telematics monitoring and feedback systems in over 200 transport vehicles.

As we look back on our safety achievements, we also look forward to the future with optimism. We are proud to have achieved 18.06 million person-hours of injury-free operation by 2023 and to have maintained a Zero Total Recordable Accident Frequency Rate (TRFR) for five consecutive years since September 2018. Our 2023 Framework Standard Audit (FSA) results reflect our dedication to safety and environmental care. We are excited about the future, with plans to introduce a digital dashboard for monitoring safety reporting and environmental parameters, as well as implementing e-PTW in 2024 to replace the manual paper-based permit-to-work (PTW) system. These future plans demonstrate our ongoing commitment to safety and continuous improvement.

Safety and health are not just priorities for us; they are the core values that drive our operations every day. Our unwavering commitment to these values is what sets us apart and ensures the safety of our people. We remain committed to continuous improvement and innovation to set new safety and operational excellence benchmarks.

## Employee Wellbeing

At UBL, we are committed to prioritising employee wellbeing as an integral part of our corporate culture. We have implemented various initiatives to improve the physical, mental, and emotional health of our employees. Our goal is to help employees live healthier lives and reach their full potential, demonstrating our unwavering commitment to their wellbeing.

We launched the 'Healthier U' initiative in 2022, and it has been a resounding success in significantly improving our employee wellbeing. It includes annual health check-ups and doctor consultations, which have helped employees make positive health progress through targeted follow-up consultations and interventions. We also organise sessions with experts to raise awareness about managing diabetes and cardiac issues. Our annual walkathons, self-defence sessions, yoga classes, and walking programmes further encourage employee engagement and physical fitness.

We continue to organise mental health awareness sessions led by experts to address mental health challenges and offer effective coping strategies. We also provide nutritional and lifestyle guidance and conduct annual nutrition awareness sessions. Partnering with organisations like CMED and Evercare, we provide specialised consultations, health screenings, and digital health data management for our employees. Additionally, we regularly host various fitness sessions like Yoga and Zumba, conducted by



experts, offering different ways for employees to stay active and healthy.

By prioritising our employees' physical, mental, social, and emotional wellbeing, we empower them to make meaningful contributions at work, in their families, and society.

## Technology and Innovation

At UBL, progress means embracing new ideas. We harness the power of technology to positively influence our environment, uplift communities, and cater to our customers' needs. Our digital tools enable us to understand our customers better and create products that our consumers love. Our commitment to using technology for good is a significant part of our mission to make sustainable living commonplace everywhere.

We use technology to improve our ability to drive innovation and every Unilever product is a result of collaborative innovation, with our experts and partners contributing their unique perspectives. This collective effort ensures that our scientific breakthroughs translate into products that enhance people's health, while preserving our planet.

Our work is guided by data. We engage in over a billion digital conversations with our customers daily, learning from their feedback. This data-driven approach allows us to develop and market new products more efficiently. Our commitment to innovation is further reinforced by our ownership of 20,000 patents worldwide, protecting our novel ideas.

In Bangladesh, we are committed to our promise of innovation to improve lives. Our work showcases how we use technology to empower local small retailers and enhance consumer experience. By providing retailers with advanced tools and insights into customer behaviour, we have created solutions like the Lever Bazar App, which has significantly improved their business efficiencies and customer satisfaction.

The Lever Bazar App, a revolutionary tool, allows small retailers to order Unilever products conveniently with next-day delivery. This not only ensures that shops never run out of stock but also provides them with valuable insights into their inventory and customer preferences, thereby enhancing their business operations.

Another initiative named Project Turing is inspired by e-commerce trends. It aims to bring shoppers into the digital fold. By leveraging AI and Optical Character Recognition (OCR) technology, handwritten shopping lists are transformed into structured data. This allows for targeted remarketing campaigns based on individual shopper preferences and purchase history.

Project Ray utilises an AI model that can analyse pictures of retail environments and translate them into structured data. This automation empowers retailers to gain valuable insights into display checks, share of shelf, and store-specific trends. This data can then be used to implement targeted interventions and drive brand performance.

Utilising data analytics to enhance sales and optimise store operations, UBL is committed to improve the retail landscape of millions of shops with technology. Our goal is to empower our employees with cutting-edge digital learning tools, fostering a culture of continuous growth and innovation. We take pride in driving significant transformation and integrating technology in every facet of our business.





# Transforming the Retail Landscape of Bangladesh

How Technological Intervention Can Help Improve the Livelihood of SMEs



A Case Study by Aspire to Innovate (a2i)

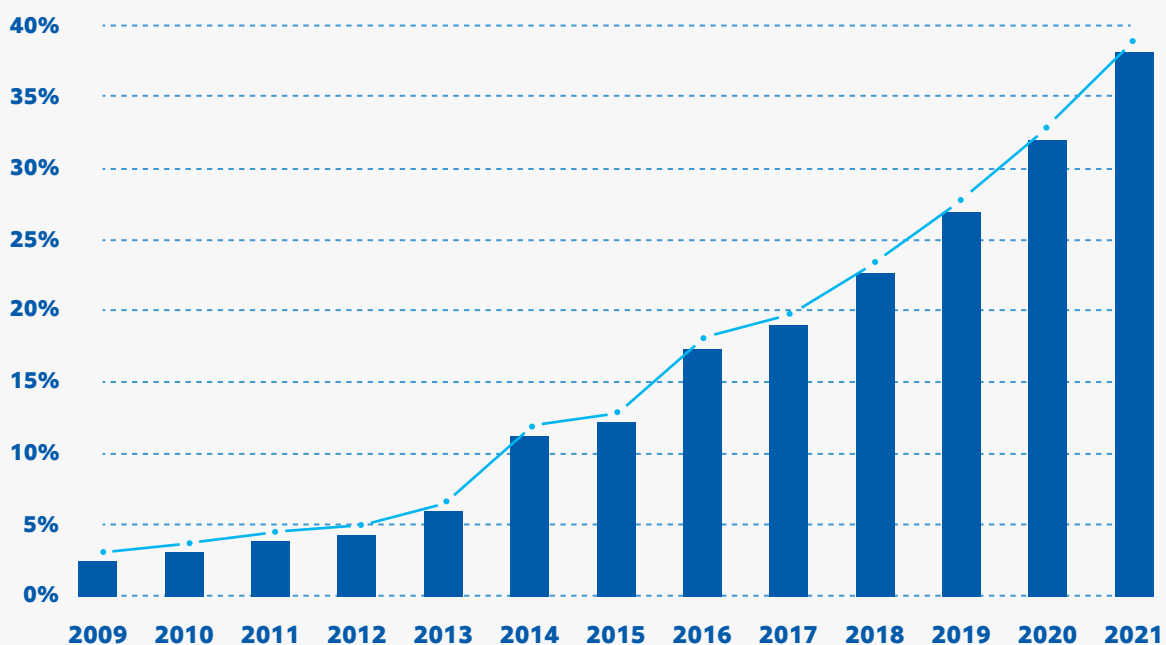


## Background

The Asian Development Bank (ADB) reports that Bangladesh is experiencing nearly 8% gross domestic product (GDP) growth and is one of the fastest-growing economies in the world. The World Economic Forum's (WEF) Inclusive Development Index ranks Bangladesh ahead of many established nations, and by 2030, Bangladesh is expected to be the 24th largest economy in the world. WEF also attributes this growth to the intelligent use of ICT to spur progress in all sectors.

Over the past two decades, Bangladesh has made significant progress in adapting technologies and drove digitisation. The transformation has been remarkable, with public and private sectors investing in IT infrastructure and digitalisation. This has led to the ambitious new vision of a digitally advanced nation.

### Internet Penetration (%) in Bangladesh



## Digital Economy: Making the Economic Vision Into a Reality

The vision of digital transformation is a critical element of a digitally advanced country. A Smart Economy can potentially revolutionise the business environment in Bangladesh, especially for small and medium businesses outside major urban areas. This vision is not just a strategy but a commitment to a

more promising future for the business sector in Bangladesh.

To benefit from digital transformation, improving digital skills and involving small and medium-sized enterprises (SMEs) in various sectors is essential.

Bangladesh has approximately 8 million SMEs, with around 2 million engaged in retail trade. Transforming these businesses is crucial to realising our vision. Despite being small individually, micro-merchants, such as neighbourhood roadside shops (Mudi Dokans), collectively constitute a significant market force, with an estimated total annual sales turnover of USD 18.5 billion in 2018. They interact with millions of customers daily and play a key role in reaching new

customers and fostering brand loyalty. Industries are increasingly leveraging micro-merchants to access a large and untapped consumer base. For instance, the financial services sector could offer savings and credit products and expand digital financial services to micro-merchant clients. Similarly, companies selling fast-moving consumer goods could increase their reach by selling products through micro-merchants and support them in growing their businesses.

**8 Million SMEs**

**2 Million SMEs  
in Retail Trade**

**Total Annual Sales Turnover  
USD 18.5 Billion in 2018**

## Retail Ecosystem Transformation Roadmap

Retailers, FMCG companies, and financial service providers must embrace digitisation to realise the substantial benefits of Bangladesh's retail ecosystem. Despite seeking growth opportunities, small retail businesses encounter limited access to financial services and a lack of formal business training, hindering their ability to access credit and enhance operations. The retail sector has been experiencing significant digital transformations since using innovations like tablet-based Enterprise Resource Planning (ERP) ordering systems and GPS.



UBL is making significant strides in driving digital transformation within Bangladesh's retail sector. Leveraging cutting-edge technology, UBL has spearheaded a comprehensive initiative to digitise and streamline operations for retailers across the country.

One of the key accomplishments has been the successful onboarding of over 200,000 new retailers through the B2B app Lever Bazar. This new app has led

to a remarkable 12% increase in their monthly income. UBL's Project Turing, powered by advanced digital solutions like AI and Optical Character Recognition (OCR), has reshaped shoppers' shopping experience. Using this innovative technology, UBL can now provide tailored offers and purchasing advantages to shoppers at traditional wet markets. The intelligent system can scan handwritten cash memos, enabling UBL to offer personalised discounts and incentives for specific product purchases.

**Onboarding of  
200,000+ New Retailers  
Through Lever Bazar**

**12% Reported  
Increase in Monthly Income**

Furthermore, UBL has developed a robust stock model driven by big data analytics, which has proven to optimise working capital investment for 86% of its users. Additionally, UBL has forged partnerships with financial institutions to build credit profiles for

retailers and extend retail financing to micro-entrepreneurs. Looking ahead, UBL has set its sights on facilitating USD 20 million in loans for 100,000 retailers by 2024 through collaborations with financial institutions.

**Facilitating  
USD 20 Million  
in Loans**

**For 100,000 Retailers  
by 2024**

*UBL's initiatives are not just about creating a digital retail ecosystem, but about driving the vision for a digitally advanced economy. The company's leadership in this area is inspiring and sets a high standard for others to follow. However, to truly realise this vision, greater collaboration and contribution from other public and private sector organisations will be crucial.*





# Business Integrity

Each member of the UBL team plays a crucial role as an ambassador for our high ethical standards, encapsulated in our Business Integrity (BI) framework. Their commitment to this framework is not just a responsibility, but a key factor in our collective success.

Our Code of Business Principles (COBP) and 24 related Code Policies are at the heart of our BI framework. They help us embody our core values of integrity, respect, responsibility and pioneering spirit. Those policies are crucial for ensuring compliance with laws and regulations, protecting our brands and reputation, and preventing harm to people or the environment. Our Codes and Policies provide a framework of simple 'Musts' and 'Must Nots' designed to be readily applied by employees in their daily work. They are mandatory for all Unilever employees, including our Board of Directors, and apply to all Unilever companies, subsidiaries, and organisations where Unilever controls management. These policies address critical issues like combating corruption, safeguarding information and acting as responsible taxpayers. Non-compliance with these policies can result in severe consequences, including legal action and damage to our reputation.

Unilever's unwavering global zero-tolerance policy towards all forms of corruption is a testament to our commitment to integrity, guides us to always do the right thing for Unilever's long-term success, reinforcing our strong stance against unethical practices.

At Unilever, we recognise that information is a key to our success, but we also understand the potential risks if it is misused. That is why we are deeply committed to respecting the privacy of all individuals, including our employees and consumers. This commitment ensures that their data, including digital information held by Unilever, is always protected.

We also have a clear responsibility to fully comply with the laws in the countries where we operate. Beyond this, we choose to respect not only the letter of the law but also its underlying tax policy intent. The taxes we pay are an integral part of our broader economic and social impact, playing a vital role in developing the countries where we operate. We consider it a critical element of our commitment to grow sustainably, responsibly, and inclusively. In Bangladesh, we contributed BDT 2,302 crore to the national exchequer in 2023.



Along with ensuring accountability and integrity in all aspects of our business, we are focused on strong sustainability oversight. Robust corporate governance is a critical part of our approach to sustainability and is essential for making accelerated progress towards our goals.



**S.O.M Rashedul Quayum**  
Legal Director and Company Secretary

# Sustainability Governance

Along with ensuring accountability and integrity in all aspects of our business, we are also focused on strong sustainability governance. Robust corporate governance is a critical part of our approach to sustainability and is essential for making accelerated progress against our goals. Globally, the Unilever Board, with its overall accountability for managing and guiding Unilever's risks and opportunities, particularly those which are most closely aligned with our sustainability strategy, plays a crucial role in ensuring BI.

Unilever Bangladesh Management Committee (MC) plays a key role in rigorously supervising and directing all sustainability initiatives in Bangladesh, including those related to BI. We actively engage with our stakeholders, leveraging their insights to comprehensively assess the complex landscape of risks and opportunities. We also proactively seek guidance from independent external sustainability experts to shape our strategies as and when required.

Our sustainability governance is ensured at both the global and local levels. We have set clear targets and Key Performance Indicators (KPIs) to drive our sustainability goals in Bangladesh and consistently deliver progress reports at the country level. This transparent reporting keeps our stakeholders well-informed and engaged in our sustainability efforts. For example, as part of our Climate Transition Action Plan (CTAP), we have set an ambitious yearly carbon reduction target, which we consistently report through our global dashboard. We also ensure traceability and transparency in our claims through our partners; for example, Chattogram City Corporation (CCC) rigorously verifies our plastic project's waste collection and provides us with certification.

Our MC regularly reviews, supervises, and guides functional and cross-functional teams based on their targets and KPIs, ensuring accountability. Additionally, we appoint independent, third-party

statutory auditors to audit our claims.

Annually, our MC discloses all sustainability-related activities, claims, and achievements in our Director's Report. This report is presented to the UBL Board of Directors, which includes representation from the Government of Bangladesh as shareholders. The report is also reviewed and vetted by Unilever Global Sustainability Stakeholders to ensure compliance with international standards and alignment with our global goals.

Our commitment to BI makes Unilever stronger. It helps us attract, retain, and engage the best employees and select suppliers and business partners. It protects our people, assets, reputation, and relationships with stakeholders. It also fosters the conditions necessary for working internally and with our partners. Ultimately, it supports our sustainable growth and helps us deliver on our strategy.



At Unilever Bangladesh, our goal is to foster a culture of future-fit growth. Having a strong set of values that respect individuals, society, and the planet has always been central to Unilever and will continue to be critical in building our purpose-led, future-fit organisation. We consider our employees as future leaders and invest in programmes that enhance their leadership qualities, such as strategic thinking, decision-making, and the ability to inspire others—ensuring a bright future for both the company and the country.







## **Our Partners**

At Unilever Bangladesh, our multi-stakeholder model fosters collaboration with diverse partners to drive sustainable growth. By combining resources and expertise, we ensure the efficient delivery of impactful initiatives. Together, we are committed to creating a better future for all.







## Partnering for a Sustainable Future

When we laid the foundation of our first factory in the land of red and green, it was one of the least developed areas in the world. However, through passion, determination, and skill development, we have made significant strides towards progress since then.

Today, Bangladesh is globally recognised for its potential, promise, and youthful population. Nevertheless, we continue to face challenges of the modern era, particularly with regards to climate change. As a country, Bangladesh has shown economic resilience and social progress. However, the next hurdle will be to actualise the potential and achieve sustainable and inclusive growth.

We are committed to dedicating our energy, resources, and expertise to ensure a sustainable future for the people of Bangladesh. With millions of Bangladeshi households using our products daily, we are in tune with the nation as we are familiar with the pulse of the nation. Bangladesh is poised for a transformation in the future, and we aim to partner with the country to achieve the SDGs through our purpose-led, future-fit approach. We believe this is the only way to sustain and grow our business, as we proudly believe that what is good for Bangladesh is also good for Unilever.



## Partnering for a Sustainable Future

When we laid the foundation of our first factory in the land of red and green, it was one of the least developed areas in the world. However, through passion, determination, and skill development, we have made significant strides towards progress since then.

Today, Bangladesh is globally recognised for its potential, promise, and youthful population. Nevertheless, we continue to face challenges of the modern era, particularly with regards to climate change. As a country, Bangladesh has shown economic resilience and social progress. However, the next hurdle will be to actualise the potential and achieve sustainable and inclusive growth.

We are committed to dedicating our energy, resources, and expertise to ensure a sustainable future for the people of Bangladesh. With millions of Bangladeshi households using our products daily, we are in tune with the nation as we are familiar with the pulse of the nation. Bangladesh is poised for a transformation in the future, and we aim to partner with the country to achieve the SDGs through our purpose-led, future-fit approach. We believe this is the only way to sustain and grow our business, as we proudly believe that what is good for Bangladesh is also good for Unilever.







Unilever

[www.unilever.com.bd](http://www.unilever.com.bd)



*This publication has been  
printed on recycled paper*