

Delivering Sustainability Plans



Leveraging partnerships:

**A conversation between
Unilever, Cargill and M&S**

International Supply Management Congress

Amsterdam: 15 December 2011.

**MARKS &
SPENCER**



We all have ambitious sustainability plans



Plan A.
Because there
is no Plan B.



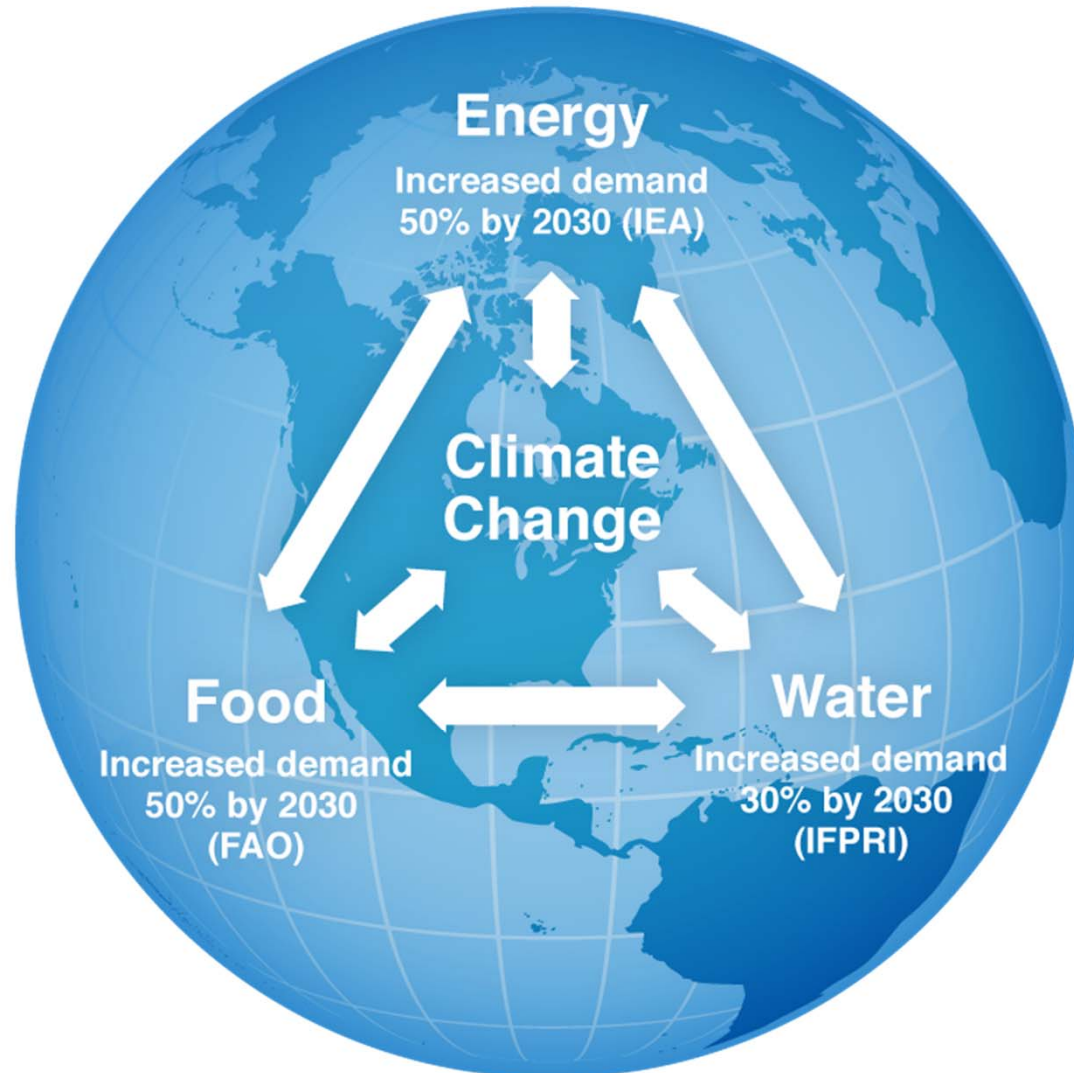
Nestlé Purina PetCare

1

Nestlé



We all know that these plans are hopelessly inadequate compared to the scale of the task



Source: UK Government Office Of Science

Many of the big issues are best tackled in partnership



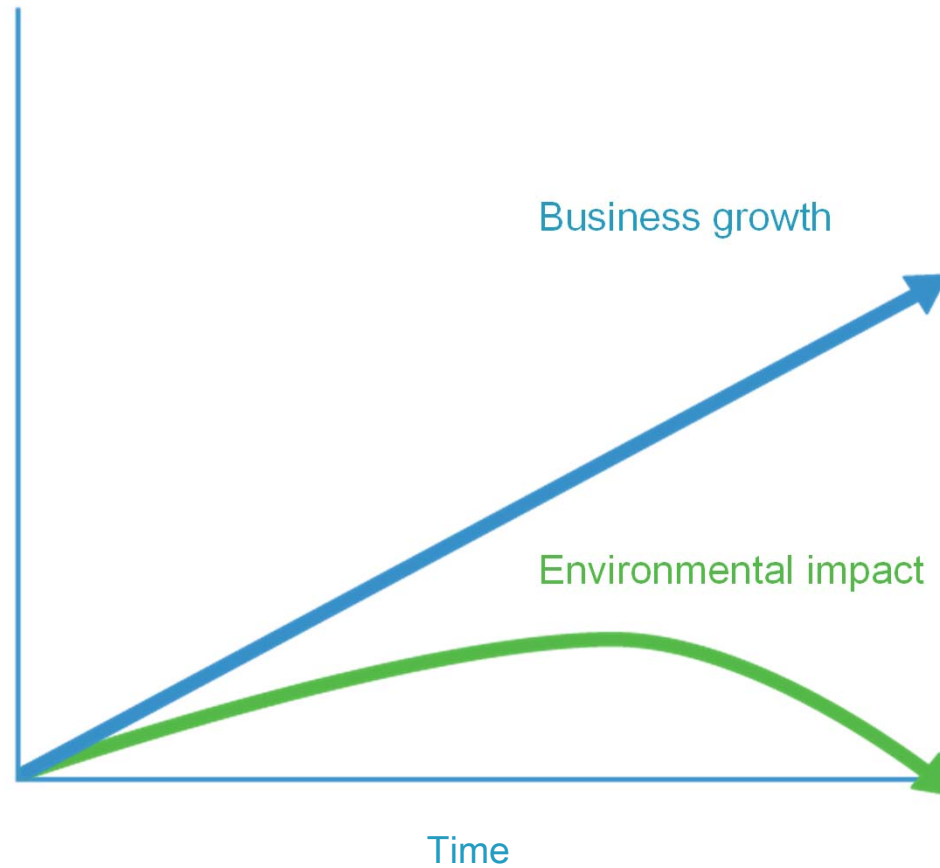
Why?

- The Challenges are complex, multi-dimensional and interdependent
 - Deforestation
 - Bio-fuels
 - Renewable energy
 - Food security
 - Waste
- There are often transition costs which have to be borne by the first movers – it is easier if more companies take their share
- Internationally governments are largely absent – industry has to take the lead.

Partnerships are critical if ambitious goals are to be delivered



Goal

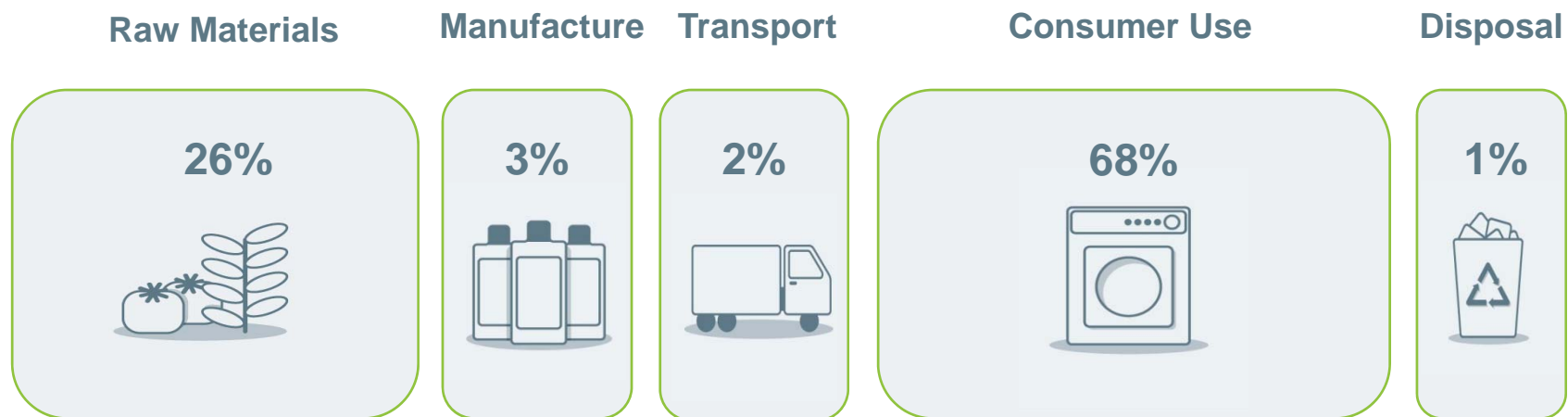


The difficulty comes from taking a value chain approach



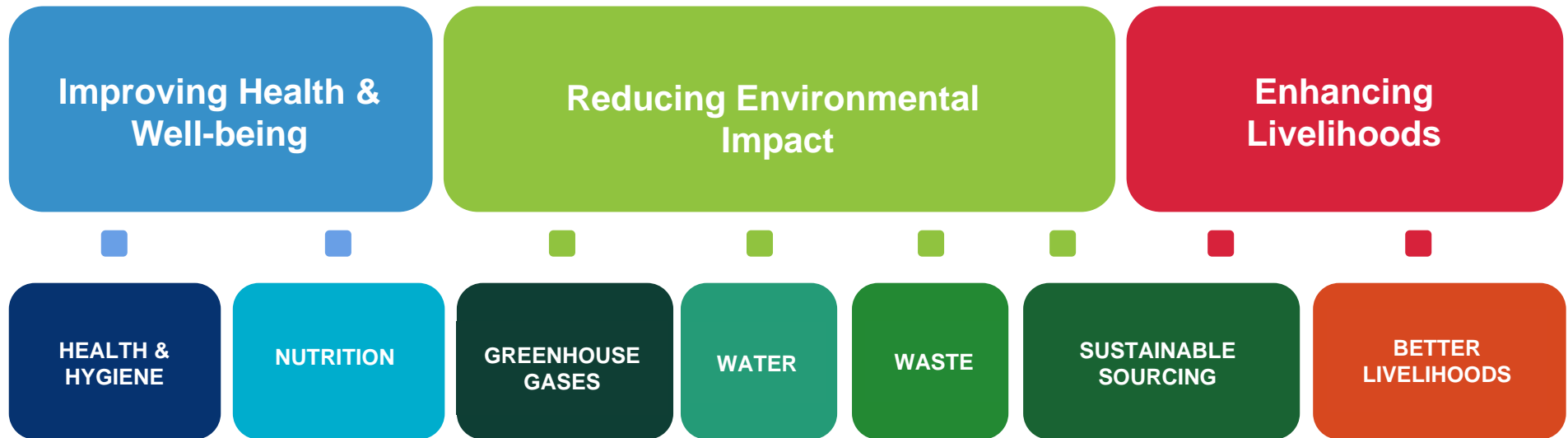
Show value chain film.

Greenhouse gases across the Unilever Value Chain



Source: Unilever 2008 baseline study across 14 countries.

Many of our big targets overlap with those of other companies



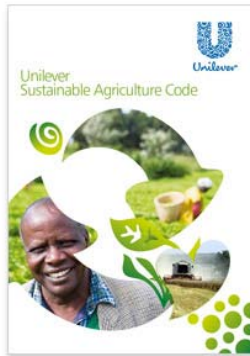
One Example of Partnership: Palm Oil and Deforestation



A brief chronology



1995



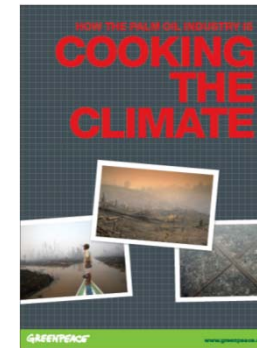
2004

RSPO

Roundtable on Sustainable Palm Oil

2008

2008



Palm Oil Coalition
2008

Unilever commit to
100% sustainable
palm oil by 2015



The Consumer Goods
FORUM
The Global Network Serving Shopper & Consumer Needs

2010

MARKS & SPENCER

Walmart

TESCO



Sainsbury's

Ahold



KRAFT

P&G



FERRERO L'ORÉAL



Cargill



TESCO



Coca-Cola

WAL*MART



Nestlé

P&G



It can be done: Unilever is making progress



*Tonnes of palm oil
sustainably sourced*

