



# Unilever Goiânia & FDC

RESPONSIBLE FACTORY CLOSING AND  
RELOCATION AT A GLOBAL  
SUSTAINABILITY LEADER



# EXECUTIVE SUMMARY

In 2018 Unilever decided to consolidate operations and transfer production from Goiânia to Pouso Alegre, closing the Goiânia site by March 2020. For the Operations Director in Goiânia this created first a relocation challenge: maintaining production and product quality until the last production line is transferred. His second challenge was: how to do this responsibly, living up to the values of Unilever, which turned into a global sustainability icon especially after announcing its ambitious Sustainable Living Plan – doubling growth, reducing environmental impacts and creating positive social impact. How can you close an operation and create positive impact?

Unilever Goiânia partnered with Fundação Dom Cabral (FDC) to design a transformational L&D programme, that helped the local leadership deal with the people challenges involved in the transfer of operations, while at the same time leaving a positive legacy in Goiânia.

As operations are closing the results become visible. Unilever Goiânia was able to meet 100% of production targets with no workplace accidents, quality or production issues. 25% of employees and more than 50% of local leadership could be transferred to other operations. By engaging in shared value projects, Unilever was able to save costs, improve turn-over and absenteeism and deliver value to stakeholders such as employees, the local community, suppliers, clients and competitors alike. These shared value projects clearly contribute to some of the Sustainable Development Goals set by the United Nations. In sum, the local leadership was able to show that it is possible to close an operation responsibly and leaving a positive legacy, living up to Unilever's values and fostering its reputation as a sustainability leader even in difficult times.