

WHAT WE DEPEND ON

PURPOSEFUL PEOPLE

155,000 talented people who contribute their skills and purpose to our business

NATURAL RESOURCES

Renewable and non-renewable materials and ingredients for our products

FINANCIAL RESOURCES

Cash, equity and debt to invest for the long-term

INTANGIBLE ASSETS

R&D capabilities and intellectual property such as patents, trade marks and know-how

TANGIBLE ASSETS

Physical assets such as manufacturing, logistics and office facilities as well as our vehicle fleet and stock

SUPPLIERS

Source the materials and ingredients that make up our products and provide services to support our business

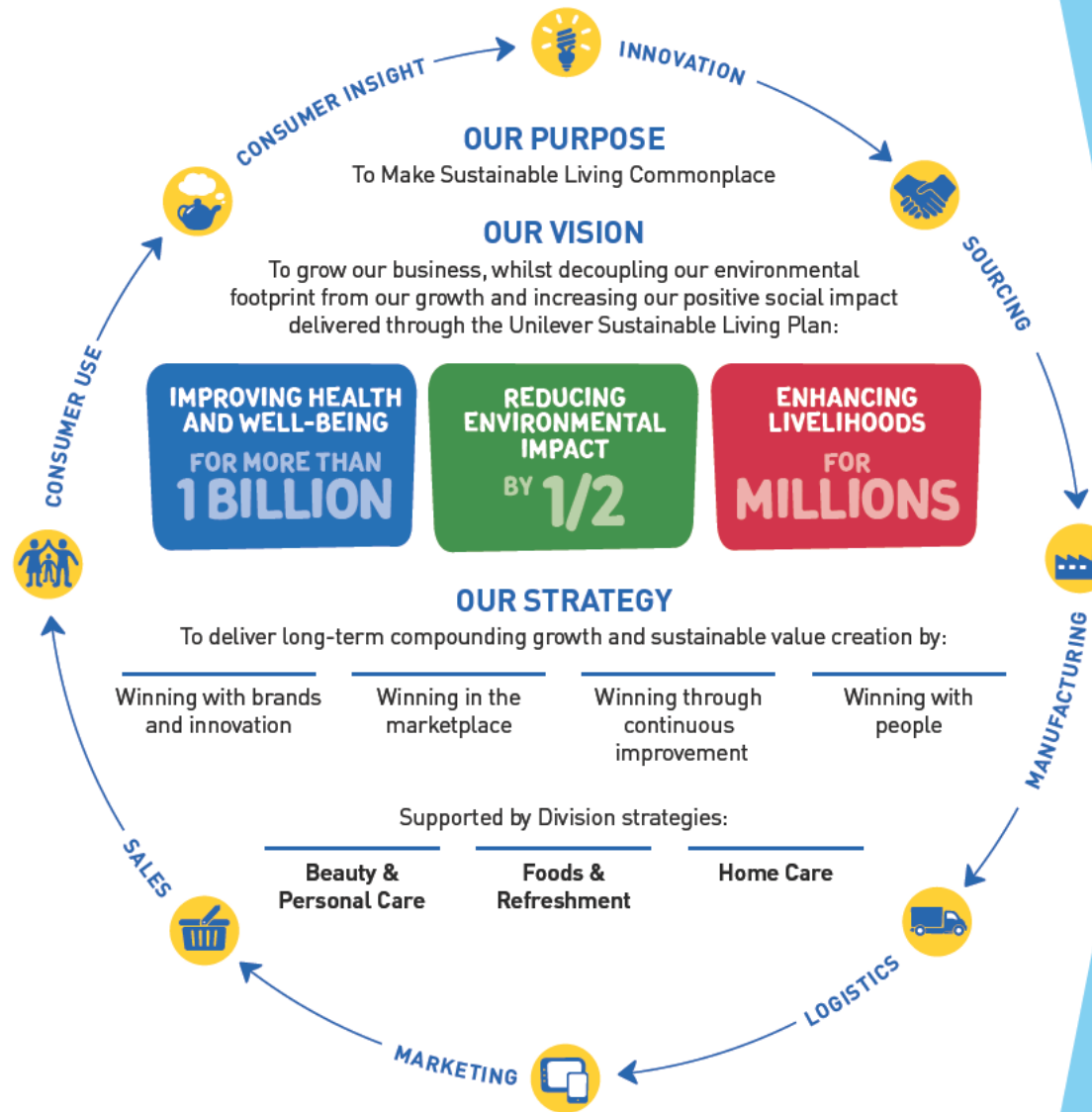
STAKEHOLDERS & PARTNERS

Relationships with governments and other organisations to drive systems change

SUSTAINABLE DEVELOPMENT GOAL



OUR VALUE CHAIN



VALUE WE CREATE

CONSUMER BENEFITS

We sell products that help people to feel good, look good and get more out of life

TOP & BOTTOM LINE GROWTH

We deliver consistent, competitive, profitable and responsible growth

IMPROVED HEALTH & WELL-BEING

We are helping hundreds of millions of people take action to improve their health & well-being

SUSTAINABLE DEVELOPMENT GOALS



REDUCED ENVIRONMENTAL IMPACT

We are working to halve the environmental footprint of the making and use of our products as we grow our business

SUSTAINABLE DEVELOPMENT GOALS



ENHANCED LIVELIHOODS

We are enhancing the livelihoods of millions of people as we grow our business

SUSTAINABLE DEVELOPMENT GOALS

