What we depend on...

Relationships

Purposeful people
Our 150,000 talented people give their skills and time in Unilever offices, factories, R&D laboratories and tea plantations all over the world – increasingly working in more flexible and agile ways.

Trusted suppliers
Around 60,000 supplier partners in 164 countries source materials and provide critical services for us.

Committed partners
Our relationships with governments, customers, NGOs and other organisations around the world help us to increase our impact beyond what we could achieve on our own.

Resources

Input materials
We use thousands of tonnes of agricultural raw materials, packaging materials and chemicals for our products.

Financial resources
Capital from our financial stakeholders allow us to invest for the long term.

Intangible assets
The strength of our culture and 400+ brands, as well as our R&D capabilities and intellectual property such as patents and trade marks, set us apart.

Tangible assets
We occupy over 300 factories, 350+ offices and 400+ logistics warehouses globally.

What we do...

1. Consumer insights
We track changing consumer sentiment through our 30 People Data Centres around the world, combining social listening with traditional consumer research.

2. Innovation
Our marketing and R&D teams use these insights plus the best ideas and thinking from specialists outside Unilever to develop our brands and products. We spent €840 million on R&D in 2019.

3. Sourcing
Each year we buy raw materials and packaging materials worth €21 billion to make our products, and services worth €14 billion to help our business run.

4. Manufacturing
Our 300+ factories and 700+ third-party manufacturers turn materials into products which are sold every year.

5. Logistics
A global network of 400+ logistics warehouses ultimately deliver 150 billion units of our products to millions of retail sales outlets.

6. Marketing
We’re the second largest advertiser in the world based on media spend. We create an increasing amount of tailored digital content ourselves to connect with consumers and make it easy to choose a Unilever brand.

7. Sales
We use many channels to make our brands available to consumers in over 190 countries wherever and whenever they shop. Our products are available in 25 million retail sales outlets.

8. Consumer use
2.5 billion people use our products every day to feel good, look good and get more out of life.

The value we create for...

Consumers
We provide products to meet the needs of consumers all over the world.

Our people
We aim to reward people fairly for the work they do, and help them find their personal purpose so they become the best they can be at Unilever.

Society
We’re helping hundreds of millions of people improve their health and wellbeing, and are enhancing livelihoods in the communities where we make and sell our products.

Planet
We’re working with others to make the big changes needed to tackle issues like climate change and plastic waste, while reducing our environmental impact.

Customers
We partner with large and small retailers around the world to grow our business and theirs through selling our brands.

Shareholders
We aim to deliver competitive, profitable and responsible growth.