



# GENERIC MANUAL

SUITABLE FOR ALL SUPPLIERS



UNILEVER  
SUPPLIER  
QUALITY  
MANUAL



## INTERACTIVE PDF

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## FOREWORD

Welcome to Unilever's Supplier Quality Manual Version 2.

Over the years, we have published many handbooks, standards and manuals for our suppliers, but this is the first time we have provided a common, global guideline applicable to different suppliers activities. We recognize that if we are to realize the potential of Unilever's global scale, we have to speak with **One Voice** to our partners around the world, rather than with many, sometimes contradictory voices.

This manual is your introduction to Unilever. You will learn about our purpose that inspires us to make our ambition a reality, while still delighting our customers and consumers every time they use one of our products. You will get an overview of the processes, quality standards and information systems we use to manage quality across our supply base and will find links to take you to some of these systems.

Our success is intimately linked to your success.....collaboration, simplification, transparency and clarity are the principles which must guide our partnership.

Thanks for your commitment!



**Sabina Krzystolik**  
Chief Quality Officer



**Dhaval Buch**  
Chief Procurement Officer

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## KEEPING CONSUMERS SAFE

In Unilever we want to deliver consistently great quality in every consumer experience and our consumers trust our brands to do this.

Our collective job is to protect Unilever brands and keep our consumers safe.

### What this means for you?

It is vitally important that we work to continuously improve our delivered quality by understanding and eliminating top causes of quality and consumer safety incidents.

As part of our end to end Supply chain, your commitment and action is required.

### How can you do this?

You need to understand the part you play in ensuring we prevent the following causes of incidents:

- Cross-packaging of Product
- Artwork errors
- Product Contamination
- Wrong materials
- Incorrect Block & Release

(NOTE: block & release procedures must be in place)

## KEEPING CONSUMERS

# SAFE

While Enhancing the Value of our Brands

**Our consumers trusts us to deliver safe  
and high quality products every time.  
Let's not break that promise!**

Thanks for your commitment!



**Sabina Krzystolik**  
Chief Quality Officer

Unilever is one of the world's leading marketers of fast-moving consumer goods.

Our products are sold in over 190 countries and used by 2 billion consumers every day.

With more than 400 brands focused on health and wellbeing, no company touches so many lives in so many different ways.

Our portfolio ranges from nutritionally balanced foods to indulgent ice creams, affordable soaps, luxurious shampoos and everyday household care products. We produce world-leading brands including Lipton, Knorr, Dove, Axe, Hellmann's and Omo, alongside trusted local names such as Blue Band, Pureit and Suave.

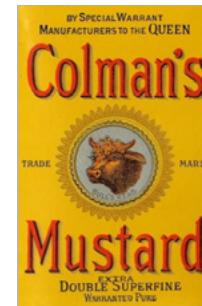
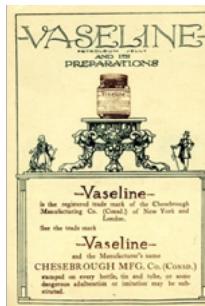




## UNILEVER'S HERITAGE

Unilever's corporate mission – helping people to look good, feel good and get more out of life – shows how clearly our business understands 21st century consumers and their lives. The spirit of this mission has been a thread that has run throughout our history and quality has been an integral part of our business and our brands since its foundation.

We encourage you to visit our website [www.unilever.com](http://www.unilever.com) for more information.





### OUR AMBITION

'United to Build a Brighter Future' is about much more than just continuous improvement. It means delivering exceptional business value to enable Unilever's sustainable and profitable growth.





## OUR QUALITY PURPOSE AND ETHOS

BY DELIVERING CONSISTENTLY GREAT QUALITY  
IN EVERY CONSUMER EXPERIENCE,  
WE ENHANCE THE VALUE OF OUR BRANDS  
& KEEP OUR CONSUMERS SAFE

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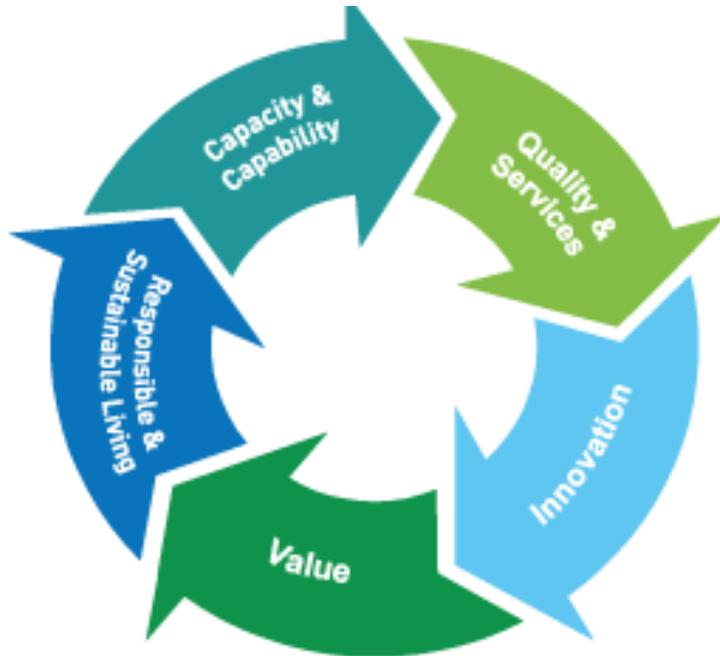
OBESSED WITH CREATING MOMENTS THAT MATTER





## STRATEGIC THRUSTS

From a Procurement perspective, five strategic thrusts are in place covering: Supplier Capacity & Capability, Quality & Services, Innovation, Value and Responsible & Sustainable Living.



This manual represents the integration of our Quality and Procurement strategies and lays out the framework which we are implementing with all of our suppliers.



## OUR SUPPLY CHAIN FRAMEWORK

The Supplier Quality framework encompass how we select and contract with our suppliers, how we collaborate and integrate through information transparency, and how we collectively monitor and improve our performance.

This Generic Supplier Quality manual provides more details in each of the following areas:

- **Supplier Quality Approval Process**
- **Specification Agreement**
- **Supplier Quality Management System and Change Management**
- **Traceability, Lot Coding & Records Retention**
- **Storage, transportation & delivery requirements**
- **Performance monitoring & notification**
- **Specific Supplier Quality Manuals**
- **Appendix 1: Information Systems**





## ABOUT THIS MANUAL

We clearly understand that we cannot deliver this Vision in isolation.

We will only succeed if we effectively collaborate with all our business partners across our extended supply chain.

The purpose of this manual is to communicate our *Quality Work Processes & Operating Framework* to all new and existing Suppliers, and to share Unilever's Quality requirements in a simple, clear and easy-to-use format.

These Quality Requirements must apply to the development and manufacture of all materials or products supplied to Unilever.

We believe that, in applying the processes and standards outlined in this manual, you will be able to continuously improve the quality of the goods, semi-finished, finished goods or services you provide to Unilever.

### UPDATES

In the spirit of continuous improvement, we will evolve and improve this manual over time.

You will be able to access the most up-to date version of the manual through our SupplierNet portal.





## ABOUT THIS MANUAL

### SCOPE

In this version of the Quality Manual we will be covering:

- **Production Items Supplier** (raw materials, chemical materials, ingredients materials and packaging components)
- **3rd Party Manufacturer (3PM)**
- **Trading Supplier** (agent, broker, trader, distributor)
- **Repacker**
- **Premiums Supplier**
- **3rd Party Logistic (3PL) for Warehouse**





## TERMINOLOGIES IN THIS MANUAL

### **Production Items Supplier (raw materials, chemicals materials, ingredients materials and packaging components)**

A manufacturer makes and sells the product to Unilever for use in the final product.

This includes blending operations in which two or more materials are blended together prior to being sold to Unilever.

### **3rd Party Manufacturer (3PM):**

A company which is contracted to manufacture Unilever branded goods, which are then sent to a Unilever factory or direct to trade to be sold to customers or consumers.

### **Trading Supplier (agent, broker, trader, distributor):**

- **Agent:** An agent contracts with Unilever and acts on behalf of the supplier
- **Broker:** Works on a commission basis to identify a relevant supplier to meet Unilever requirement
- **Trader:** A trader sells the product in their own name, but actually secure the material from the producer prior to sale to Unilever
- **Distributor:** *Manufacturing Facility that works with open product:* the distributor processes the materials, e.g. blending, mixing, repacking, before sending to Unilever in line with contractual agreement.  
*Warehousing Facility that works with closed product:* the distributor stores the finished material at their distribution point (warehouse) and Unilever calls off from there, in line with contractual agreement.

### **Repacker:** a company which is contracted to conduct:

- Re-labelling
- Re-packing or assembly of Finished Goods (a supplier who receives wrapped and sealed finished products and reconfigures them into a new consumer unit or traded unit).

There is no direct handling of open/exposed product.



## TERMINOLOGIES IN THIS MANUAL

### Premiums Supplier:

As a company which is contracted for supplying promotional items ("gifts") to consumers and/or customers to increase the brand loyalty along with the Unilever product or on its own.

### 3rd Party Logistic (3PL) for Warehouse:

A company which is contracted to:

- Receive deliveries of Finished Goods (FG) from any of the following locations:
  - Unilever Sourcing Unit's (SU's)
  - Unilever Distribution Centers (DC's)
  - Third Party Manufacturers (3PM's)
  - Re-packers
  - Suppliers
- Store the FG's according to Unilever requirements
- Dispatch the FGs according to Unilever requirements



## SUPPLIER QUALITY APPROVAL PROCESS

### SUPPLIER QUALIFICATION PROCESS

Our Supplier Quality Approval (SQA) process is, at this time, applicable to all of Unilever's Production Items suppliers (raw materials, chemical materials, ingredients materials and packaging components), 3rd Party Manufacturer (3PM) and 3rd Party Logistic (3PL) for Warehouse. SQA is a process by which suppliers demonstrate they have the necessary Quality process and practices in place to provide Unilever with materials or products that are safe for consumers to use and are in compliance with regulatory requirements.

Each of your facilities must successfully complete this qualification step and subsequently maintain their approved status in order to supply to Unilever.

### CERTIFICATION AUDITS

Our Supplier Quality Approval process uses certification audits against globally recognized certification standards. Certification audits are conducted by licensed audit companies, not by Unilever personnel.

### UNILEVER SUPPLIER QUALIFICATION SYSTEM (USQS)

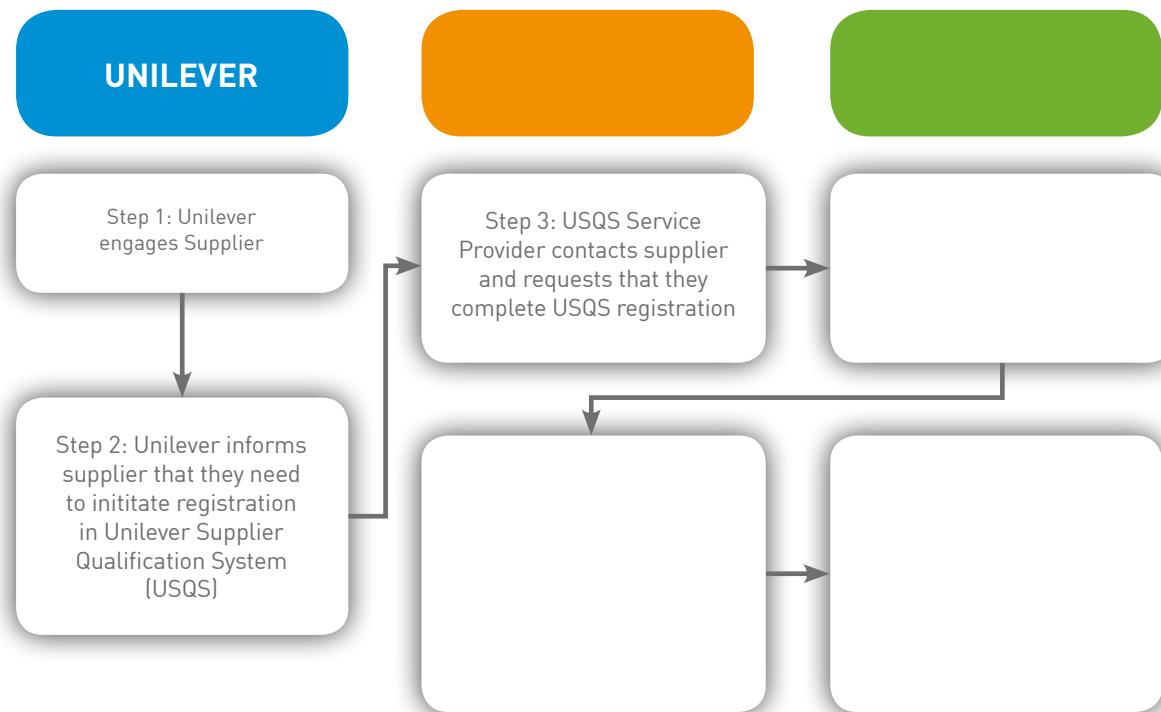
Our SQA process is managed through the Unilever Supplier Qualification System. USQS is administered by a third party contracted by Unilever. You will be asked to register each of your facilities in USQS. Thereafter, all steps in the SQA process will be managed in the USQS system.





## SUPPLIER QUALITY APPROVAL PROCESS

You can find more details regarding SQA on each of the Specific Quality Manuals for Production Items Supplier (raw materials, chemical materials, ingredients materials and packaging components), 3rd Party Manufacturer (3PM) and 3rd Party Logistic (3PL) for Warehouse in SupplierNet.



*NOTE: for further guidance for Suppliers that are not current in the scope of SQA, please refer to each Specific Quality Manual.*



## SPECIFICATION AGREEMENT

Unilever's specification forms the basis of our quality relationship with you for each material, semi-finished or finished product to be purchased.

The specification identifies quality properties and processing parameters, target values and tolerances, and the required data accuracy and test methods to be used to measure each of these properties. For certain materials, storage and transportation conditions (for example, temperature limits, humidity limits, etc.) and prohibited contact materials will also be defined in the specification.

If changes are made to any quality properties or process parameters, target values and tolerances, data accuracy or test methods, shelf life or storage and shipping conditions then a revised specification must be agreed.



## SPECIFICATION AGREEMENT

The full set of specifications and testing methods must be agreed as part of the contracting process. An agreed specification implies that you understand all of our quality requirements for each respective property and condition.

It is your responsibility to assure the quality of supplied materials, semi-finished or finished goods and compliance to the agreed and signed-off specification up to the point of receipt, or the point of use. Legal compliances should also be taken into consideration.

Specification agreements will either be processed through SupplierNet or through our regular communication channels, for more information please refer to Appendix 1 (SupplierNet).





## SUPPLIER QUALITY MANAGEMENT SYSTEM AND CHANGE MANAGEMENT

You must have a Quality Management System implemented, to ensure that the material produced/delivered conforms to our specified requirements.

At a minimum, the Quality Management System must ensure compliance to the Unilever Supplier Quality Manual for the specific product and all applicable regulatory requirements of the production country and the destination to which the products will be delivered. The Quality Management System shall clearly set out the source of each quality requirement.

You must have a Change Management Process in place to ensure:

- That suppliers of goods, semi-finished or finished goods and services are operating in a manner that ensures that product quality and safety is not compromised and specifications can be achieved.
- In the event of changes to product composition, processing methods or equipment, in order to re-establish process characteristics and validate product data to ensure product safety, legality and quality are achieved.





## TRACEABILITY, LOT CODING & RECORDS RETENTION

### TRACEABILITY

You must have a traceability system in place that is capable of identifying unique lots of materials, semi-finished or finished products delivered to Unilever, linking them back to the uniquely identifiable lots of component parts used in the manufacturing process. You must ensure that your suppliers also maintain a traceability system with similar capabilities.

You must be capable of tracing materials one step downstream and one step upstream in your supply chain within 4 hours of a request being received from a Unilever representative.

Where local legislation is more restrictive than our requirements, these local requirements must be applied.

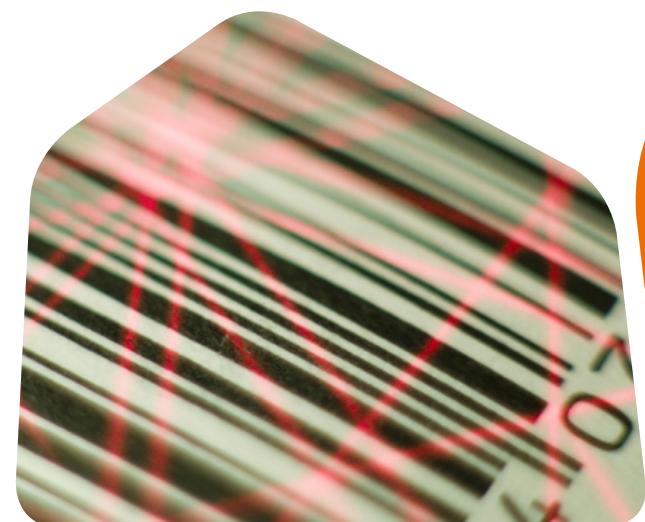
### LOT CODING

All material, semi-finished or finished products lots delivered must be uniquely coded in such a way that the tracing of individual lots as defined by you (for example, batch, shift, line or day) can be achieved.

### RECORDS RETENTION

Manufacturing records for each material (e.g.: processing data, analytical data, materials consumed etc.) must be retained for a time period equal to the maximum shelf life of your material or the time period denoted by local regulations (whichever is longer).

*For 3rd Party Manufacturer, see more details on the Specific Quality Manual.*





## STORAGE, TRANSPORTATION & DELIVERY REQUIREMENTS

You must have implemented storage and transportation systems to ensure that the safety, quality, and security of materials, semi-finished or finished goods are maintained at all stages of manufacturing from receipt of raw materials through to delivery of products to Unilever.

If you use a 3rd party warehousing facility to store raw materials, packaging materials, semi-finished or finished products, you must conduct periodic assessments to ensure that these requirements are met.

You must be capable of monitoring and controlling storage and transportation conditions according to the agreed specification, for example, temperature control, humidity control, etc.

Delivery vehicles must be checked for suitability, condition, cleanliness and integrity prior to loading. Loading procedures must be in place to ensure product will be stable and protected from damage during transportation to Unilever.





## STORAGE, TRANSPORTATION & DELIVERY REQUIREMENTS

You must ensure that during the shipping and storage of raw materials, semi-finished or finished goods, they will be protected from cross-contamination from other materials, for example allergenic, chemical, physical and odor contamination, etc.

Damaged, leaking or non-conforming raw materials, semi-finished or finished goods must be immediately isolated from normal stock and “blocked” from re-entering the supply chain until evaluation by authorized personnel is complete.

Unilever's Global Inbound Delivery Requirements Book can be found in SupplierNet.





## PERFORMANCE MONITORING & NOTIFICATION

Measurements, analysis and improvement are the processes of planning, defining and using performance metrics for materials, semi-finished or finished goods delivered to Unilever.

These performance metrics determine the current level of performance, drive continuous improvement activities, and monitor performance levels. Statistical tools should be applied to measure the performance metrics and processes and products, and are also recommended to measure supply chain performance.

Supplier musts define, plan and implement measurements where processes affect the quality of materials, semi-finished or finished goods delivered to Unilever.



## SPECIFIC SUPPLIER QUALITY MANUALS

For more details about Quality requirements applicable to your type of service procured by Unilever, please visit SupplierNet and select your Specific Quality Manual.





## APPENDIX 1: INFORMATION SYSTEMS

### UNILEVER SUPPLIER QUALIFICATION SYSTEM, USQS

USQS is a global system Unilever uses to manage the qualification process for all of our suppliers. We have contracted a third party to administer the day-to-day operation of the system and the basic qualification workflow embedded in USQS.

All suppliers facilities should be registered in USQS and have access to the system to upload certification data and find more detailed documents which support the SQA process described in this manual

Access can be requested by contacting Unilever Procurement.



## APPENDIX 1: INFORMATION SYSTEMS

### SUPPLIERNET

SupplierNet is a global collaboration platform Unilever and its supply partners can use to share information and work on improvement activities. It provides news and information in addition to customized reports, enabling our suppliers to improve their operational and commercial performance across the markets they serve.

Each supplier can only access its own data and is not able to access performance data for any other suppliers on SupplierNet.

Link and Unilever contact to request access: <https://supplier.unileverservices.com/Pages/Homepage.aspx>

Access can be requested by emailing [snet.admin@unilever.com](mailto:snet.admin@unilever.com)

SupplierNet includes reporting at the global and cluster level, searchable focus improvement projects, and material specification agreement. All suppliers are invited to regularly visit this website to review performance against the established KPI's, and analyze the transactional data to identify the classification of events.

**SupplierNet is also our online global portal for suppliers and provides access to additional information such as news, business alerts, policies and training**



## DOCUMENT CONTROL

Issue No	
Date	
Author Contacts	
Evaluator	
Approver	

### Revision History

Issue Date	Revision Number	Updated By	Reason for Update

