MANUFACTURING PARTNER

UNILEVER SUPPLIER QUALITY MANUAL

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YOU CAN SEARCH THIS DOCUMENT FOR KEYWORDS USING THE SEARCH BOX ON THE TOOLBAR AT THE TOP, OR USING THE CTRL + F SEARCH FUNCTION.

CONTENTS

ABOUT THIS MANUAL

SCOPE

Manufacturing Partner, in the context of this manual, is identified as 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.

MANUFACTURING PARTNER QUALITY FRAMEWORK

The Manufacturing Partner Framework encompasses how we qualify and contract with our third party partners. How we collaborate and integrate through information transparency, and how we collectively monitor and improve our performance.

MANUFACTURING PARTNER QUALITY APPROVAL PROCESS

Site audits are conducted by audit companies against globally recognized standards which are suitable for certifying your quality management systems, work processes and operating procedures.

By successfully completing the certification audit, you have demonstrated that you have the necessary quality processes and practices in place to produce products that are safe for consumers to use and are in compliance with regulatory requirements.

A full list of audit standards that we accept can be found on Unilever Supplier Qualification System (USQS). In this full list, there are audit standards that we prefer you to use. This preferred list is shown on the next page. You will select the appropriate audit standard for your manufacturing facility from USQS.

If the audit protocol has the option for certification, this must be selected.

Some of the audit protocols result in a statement of compliance being issued at the end of the audit process instead of a certificate. This is fully accepted by us.

ISO9001 certification does not provide exemption from our SQA audit requirements.

UNILEVER PREFERRED AUDIT PROTOCOLS (AT THIS TIME)

Manufacturing Partner Foods	• FSSC 22000 • BRC Global Standard For Food Safety • IFS Food • SQF Code
Manufacturing Partner Non-Foods	• BRC Consumer Product • IFS HPC • ISO 22716: Cosmetics - Good Manufacturing Practices (GMP) • European Federation for Cosmetics Ingredients (EFfCI) - GMP for Cosmetic Ingredients

We periodically review the list of audit standards we are willing to accept.

Please ensure that you only select audit standards from the information provided in USQS.

UNILEVER PREFERRED AUDIT COMPANIES

Audits must be performed by licensed audit companies that are certified by the audit standard owner.
We will not accept any certification from an audit company that only holds a "Provisional License".
We recommend and prefer that you work with one of the following audit companies:

Intertek

DNV·GL

BUREAU VERITAS

LR

CONTROLUNION

SGS

These audit companies have been selected based on their ability to conduct a wide range of SQA audits and the availability of their auditors around the world. Through USQS, you have the option to allow these companies to contact you directly to clarify any audit details such as auditing costs, schedules, audit formats and duration etc.

You are responsible for all costs related to the SQA audits, close out of non-conformances and certification.

MANUFACTURING PARTNER QUALITY APPROVAL PROCESS

Your facility may already be certified and meet the requirements of this aspect of our qualification process. Before you initiate the SQA process, check if your facility can demonstrate the following:

1 A current audit certificate against any of the audit standards accepted by Unilever
2 Provided by a licensed audit company
3 At least 3 months remaining before the certificate expires
4 If the certificate has less than 3 months before expiration, you must be able to demonstrate that recertification is scheduled.

If so, you will be considered SQA approved once the certificate has been uploaded to USQS and validated by our service provider. If you cannot demonstrate this, you must select an audit standard and one of the preferred audit companies to perform the required audit or, initiate the re-approval process through USQS.

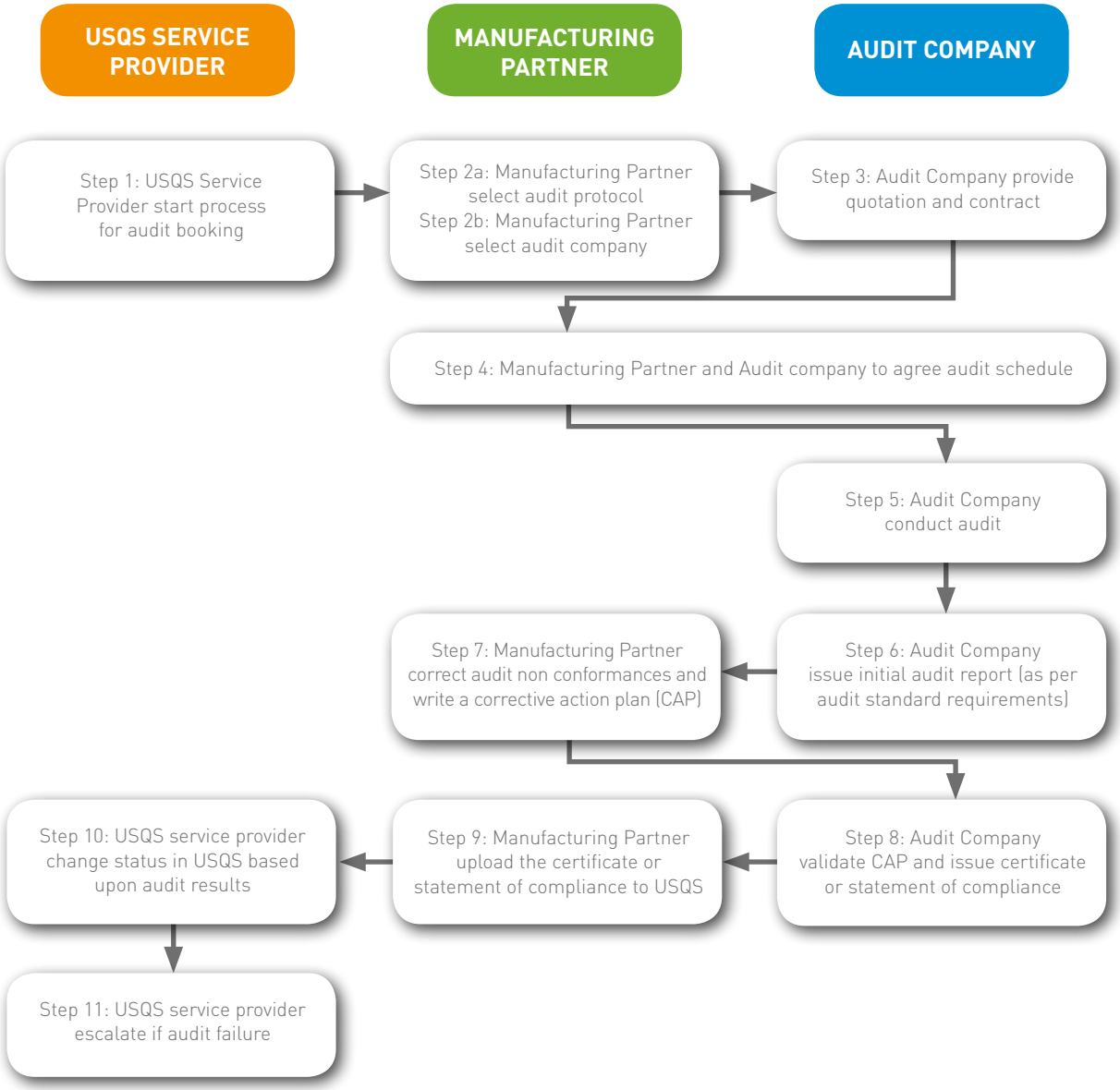
MANUFACTURING PARTNER QUALITY APPROVAL PROCESS

Receipt of the certificate from the appropriate certification body is a confirmation that your facility has met the requirements of the particular scheme your facility has been assessed against. The uploaded documentation will be reviewed by the USQS service provider to ensure that the audit matches one of the accepted audit protocols and the documentation has not expired. As soon as the USQS service provider confirms that the audits submitted is in accordance with our audit results, you will be considered approved.

Pre-audits or pre-assessment reports, alone, do not demonstrate compliance to the SQA requirements and are therefore not accepted.

The basic steps in the SQA process are shown on the next page.

MANUFACTURING PARTNER QUALITY APPROVAL PROCESS



Note: Where your input or action is required, you will be contacted by USQS system generated e-mail and given weblinks to directly access the USQS.

MANUFACTURING PARTNER QUALITY APPROVAL PROCESS

Once your facility has been successfully approved, the facility must maintain approved status in order to continue doing business with us. As the audit certification expiration date approaches, you will receive an email alert from USQS to initiate the re-approval process.

Re-approval frequency is prescribed in the audit standard. However, surveillance audits will be a minimum of one per year.

GENERAL INFORMATION

All audit documentation and related Manufacturing Partner information will be stored in a secured database managed by a service provider under contract to Unilever.
Only that entity and Unilever personnel are authorized to access the information in the database.
Unilever-preferred audit companies do not have access to supplier information.

UNILEVER PRODUCT GMP STANDARDS AND HYGIENIC DESIGN STANDARDS

In addition to the SQA audit previously described, your facility will also be assessed against Unilever Product Good Manufacturing Practice (GMP) Standards and hygienic design standards. Each of your manufacturing facilities must comply with these requirements to successfully produce Unilever branded products.

Unilever Product GMP Standards are specific to a family of Unilever products – for example Spreads, Home Care Liquids, Ice Cream etc – and identify key processing and equipment requirements which are essential to enable Unilever's quality and brand requirements to be achieved. The Standards are confidential and there must be a non-disclosure agreement in place to enable you to have access to these documents. The documents and the related checklists will be housed on SupplierNet.

Hygienic design standards refer to the mechanical design of your manufacturing equipment (for example, pumps, mixers, pipework, valves, drains) and utilities systems (ventilation and air handling, water, steam etc).

Unilever Product GMP Standard assessment and the hygiene design assessment can be carried out by an approved 3rd Party audit company or by a Unilever internal resource. If unsuccessful, you must formulate a plan to rectify any issues and be reassessed.

UNILEVER PRODUCT GMP STANDARDS AND HYGIENIC DESIGN STANDARDS

Formal audits against these requirements will be carried out during new Manufacturing Partners during the selection process and if there has been a marketplace incident during the preceding 12 months while supplying to Unilever. However, it is expected that you will be continuously assessing your compliance to the requirements through self-assessment audits and as part of the agreed improvement activities.

You will be able to access the GMP Standards, hygiene standards and checklists via SupplierNet. In situations where specific equipment is required to successfully produce Unilever products, we will also provide equipment specification information.

AUDIT REQUIREMENT	FREQUENCY	AUDIT BY
Product GMP	During the Manufacturing Partner selection and based on marketplace incident report	Unilever Team (Research & Development; Category Quality; Product Group Quality)
Hygienic Design	During the Manufacturing Partner selection and based on marketplace incident report	External auditor

As a final component of certification and standards compliance, certain products in Unilever's portfolio may require you to be able to demonstrate and maintain very specific capabilities to support product performance claims. Examples include Halal certification, Kosher certification, GMO-free etc. These claims will be identified in the product specification and you must be able to provide certification documentation to enable manufacturing to commence.

CROSS CONTAMINATION

A robust and reliable cross contamination program is an essential part of your manufacturing controls.
The principle mechanism for contaminant risk management within manufacturing is the use of risk management tools such as HACCP and / or FMEA. Hazards to consider are Microbiological, Foreign Matter, Chemical & Biological.

Understanding the risks correctly, input from a cross functional team and even across companies are needed.

- Include when needed Unilever in a risk assessment to prevent assumptions regarding our risks
- Take the Supplier Alerts and Consumer Complaints as an opportunity to verify "it could happen to me, how do I prevent?

SPECIFICATION AGREEMENT

The specification defines all the properties and conditions of which you have to ensure:

- consumer safety requirements
- product performance requirements
- appearance & sensory requirements as described in our Consumer Relevant Quality Standards (CRQS)
- materials, ingredients and primary packaging requirements
- processing parameters, bill of materials, order of addition
- shelf life & "best before" date
- secondary packaging
- pallet pattern and pallet quality requirements
- storage and transportation requirements

Certain properties are defined as being "critical" for either consumer safety or quality performance reasons. You must confirm conformance for these critical properties for each production lot delivered to us.

RETAINED SAMPLES AND MANUFACTURING RECORDS

FINISHED PRODUCT RETAINED SAMPLES

You must retain finished product samples from each lot delivered to Unilever. These retained samples must be labelled and stored under the proper conditions. As a minimum, duplicate samples must be retained. Finished product samples must be retained for a time period equal to the Unilever-defined shelf life of the product + 25% or the time period denoted by local regulations (whichever is longer). The shelf life of the product is defined in the specification agreement.

RAW MATERIAL RETAINED SAMPLES

You must also retain samples of the raw material lots used. These retained samples must be labelled and stored under the proper conditions. As a minimum, duplicate samples must be retained. These samples must be retained for a time period equal to the maximum shelf life of the material +25% or the time period denoted by local regulations (whichever is longer). The maximum shelf life is defined by the material supplier.

MANUFACTURING RECORDS AND FINISHED PRODUCT TEST RESULTS

Manufacturing records for each batch of finished product must be retained for a time period equal to the Unilever-defined shelf life of the product + 25%. The shelf life of the product is defined in the specification agreement. Manufacturing records include processing data and factory floor log sheets, laboratory analytical data, materials consumed, cleaning records, HACCP records etc.

PRODUCT QUALITY VERIFICATION

Unilever may require you to deliver a set of finished product samples to a Unilever approved laboratory for verification testing. The frequency of the verification and the scope of products from the portfolio to be tested will be determined by each Unilever cluster. This could based on the following:

1. Cluster assessment of product and Manufacturing Partner manufacturing risk
2. Local regulatory requirements
3. Manufacturing incident data (from Airsweb database)

Verification testing may include a set of analysis versus the agreed specification, utilizing the agreed test methods. This may include testing of microbiological, chemical, physical and sensorial parameters as well as contaminant testing.

Unilever's recommended laboratory test service is available in SupplierNet. If you decide not to utilize the recommended laboratories, any laboratories that you choose must have an ISO 17025 accreditation as a minimum requirement for the specific substance that you testing.

The test methods that you are using must also be in the scope of the 17025 accreditation.

REGULATORY VERIFICATION

In certain countries in which Unilever operates, local legislation requires product claims' verification to be provided. Alternatively, where finished goods are being shipped across international boundaries, importing countries invariably require analytical documentation and country of origin certification as part of the importation process.

In most cases, to meet these requirements, you will be asked to provide a certificate of analysis for each lot of finished products. You will be able to access a CoA example through our SupplierNet portal.

In these instances, the regulatory requirements will be identified as part of our commercial agreement.

CONTAMINANTS MANAGEMENT PROGRAM

Where materials are not sourced from Unilever-approved suppliers, you must provide a contaminants' monitoring plan.

You must demonstrate you have assessed for potential contaminant groups and are periodically monitoring for their presence. This assessment should include (but is not limited to):

- nitrates, pesticides, veterinary drugs
- environmental contaminants (dioxins, heavy metals, PAHs, PCBs)
- natural toxins (biogenic amines, mycotoxins)
- process-derived contaminants (chloroform, ethyl carbamate, 3-mcpd, PAHs)
- storage contaminants (fumigants), GMOs, food preservation (irradiation, sulphur dioxide, nitrites)
- adulteration (illegal dyes, melamine)
- other organic contaminants (formaldehyde, nicotine, mineral oil, pentachlorophenol)

The external laboratories you use for contaminant testing must be accredited for the analysis of each specific contaminant.

Contaminant monitoring plans must be part of the quality agreement that is signed by Unilever and your representative. The results of your testing program must be shared with Unilever annually at a minimum.

CHANGE NOTIFICATION

Any proposed changes to materials, ingredients and their sourcing, changes to processing or packaging equipment, processing parameters or manufacturing location that will potentially affect the quality of finished goods must be shared with Unilever in advance of the proposed change. You must receive written consent from Unilever before implementing the changes.

Unilever has the right to inspect systems in operation in your facility to ensure compliance with the requirements laid down in this agreement.

QUALITY PERFORMANCE MONITORING

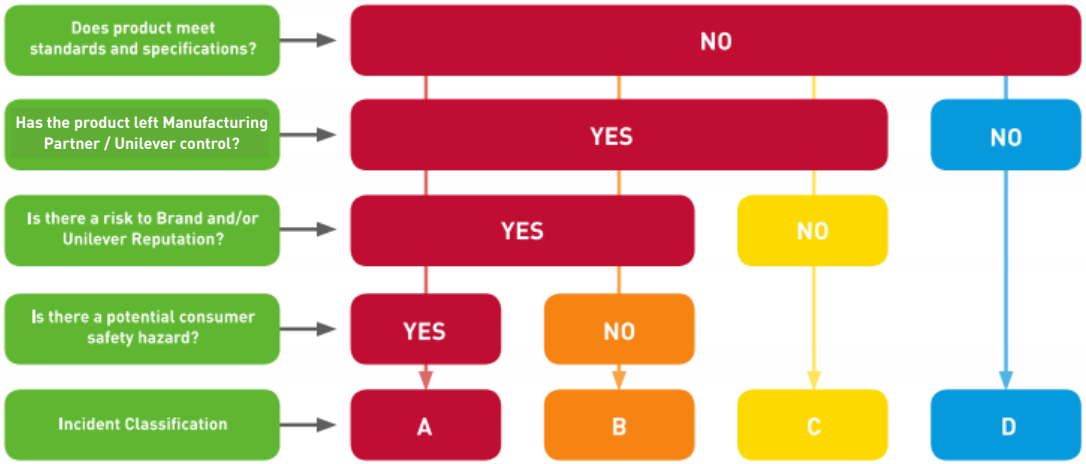
Unilever uses a standard set of Quality performance measures to monitor the performance of our manufacturing network. Product quality is measured at the point of manufacture, at the point of sale and during our consumers' experience in using our products via our Consumer Carelines.

When we receive any consumer or customer complaints or identify issues related to any of the products you have manufactured, we will alert you to these complaints and may request that you complete an investigation. For example, you may be requested to review processing records, provide copies of manufacturing, maintenance or cleaning records, or conduct further analysis on retained product samples.

QUALITY INCIDENT CLASSIFICATION

Unilever has a simple Quality incident framework to classify all product non-conformances according to the severity of the incident and where the incident was identified. In the event of a quality failure, if all of the non-conforming product is contained within our distribution network or within your manufacturing facility, it is classified as a D incident. Otherwise, if it has been shipped into our customers' networks or has reached our consumers, it is classified as a marketplace incident. Marketplace incidents are classified in three tiers – A, B or C - according to the severity of the non-conformance.

Unilever has incident management procedures which cover how we handle A, B and C marketplace incidents and D incidents within our supply chain. These procedures are covered in the next section.



D INCIDENT MANAGEMENT & REPORTING

A robust and reliable Quality incident management system is an essential part of your manufacturing controls. A key part of the external audit and certification process will require you to demonstrate the ability to identify, control and segregate any defective materials, formulation or finished products within your manufacturing process, on the packing floor or in the warehouse.

If any defective products are identified during manufacture or after a production run has been completed, as long as all of the defective products are within your control, this is defined by Unilever as a D incident. All defective finished formulation, consumer units, customer units or palletized units must immediately be identified and segregated. Ideally, both visual controls (labels, placards, colour coding etc) and system controls should be in place to ensure this defective product cannot be released for shipment to Unilever.

A, B, C INCIDENT MANAGEMENT & REPORTING

When defective product is identified in the marketplace, Unilever follows very rigorous incident management and reporting procedures. Your response to a potential marketplace incident must take the highest priority within your organization.

Marketplace incidents can be identified in one of two ways:

- we receive information from consumers or customers alerting us to a problem, or
- a failure at one of your suppliers, within your manufacturing process or in your distribution system is identified

For the first scenario, you will be contacted by the Unilever Manufacturing Partner Operations Manager or by the Quality manager in the country affected. You will be asked to initiate an investigation and, depending on the severity of the quality defect, potentially activate your traceability and product recall systems and form a crisis response team. All information must pass through the designated Unilever contact and must not be circulated via any other routes. Unilever personnel will handle the reporting of the incident in Airsweb and any external communications.

In the second scenario, once a quality failure is identified and a potential marketplace incident is recognized, it is essential that you contact the Unilever Manufacturing Partner Operations Manager as soon as possible. If this person is not available, alternative contacts are identified in SupplierNet. Unilever personnel will then respond to the information you provide and initiate the incident management procedures if appropriate.

EMERGENCY CONTACT INFORMATION

Marketplace incident management is dependent on clear, direct and timely communication. It is essential that emergency contact information in your organization is kept up to date in SupplierNet and that you only use the designated Unilever points of contact when dealing with potential incidents.

You must provide a first point of contact within your organization and at least one alternative who will act as the emergency contacts for Unilever personnel to work with in the event of a marketplace incident to ensure incident management procedures can be activated in a timely fashion. Additionally, for each manufacturing site in your network, you must identify a primary point of contact and at least one alternative.

For each emergency contact, you must provide mobile and work telephone numbers and email addresses.

Unilever will also provide first point of contact information as well as at least one alternative contact. This information will be kept up to date in SupplierNet.

PERFORMANCE MEASUREMENT & IMPROVEMENT

We have a performance improvement culture which requires a relentless focus on loss elimination. Improvement goals are set with a zero based vision and mindset – zero incidents, zero defects, zero losses. The quality information generated through the performance monitoring and reporting process forms the basis for identifying improvement opportunities and loss elimination projects.

Overall quality performance improvement is driven in structured, visible and sponsored focused improvement projects (FI) designed to resolve quality losses.

FI projects must be managed through a formal, continuous improvement tool (for example, major kaizen, CAPDO Cycle, PDCA, FMEA, 6 sigma, etc). A good practice would be to nominate a FI project leader and ensure visibility of progress and performance improvement to your leadership team. We will periodically review the FI project performance with you at local, regional and potentially global level.

DOCUMENT CONTROL

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