

---

**Consumer Perceptions of Sustainability Practices in the FMCG Industry:- A Mixed-Methods Analysis of Unilever's Initiatives**

Ivan Ugochukwu Enebeli

Doctoral Researcher, Doctoral College, School of Business and Law, St Mary's University  
Twickenham, London, England.

doi.org/10.51505/IJEBMR.2026.10704      URL: <https://doi.org/10.51505/IJEBMR.2026.10704>

Received: Jun 10, 2026

Accepted: Jun 16, 2026

Online Published: July 06, 2026

**Abstract**

This study investigates the relationship between Unilever's sustainability practices and consumer perception using a mixed-methods approach. Despite the increasing focus on corporate sustainability practices in the Fast-Moving Consumer Goods (FMCG) sector, the link between sustainability initiatives and consumer behaviour remains complex and insufficiently understood. Through an explanatory sequential design that combines quantitative surveys (n=1000) and qualitative methods (executive interviews and consumer focus groups), this research study examines consumer awareness of Unilever's sustainability efforts, their influence on purchasing decisions, and the relationship between sustainability messaging and brand loyalty. Findings of the research study reveal an intention-action gap, where consumers express support for sustainability but do not consistently translate into purchasing behaviour. The study identifies key drivers and barriers to sustainable consumption and provides recommendations for and to FMCG companies to effectively communicate sustainability initiatives while addressing the value-action gap in consumer behaviours.

**Keywords:** Sustainability; Consumer perception; FMCG industry; Unilever; Mixed-methods research; Corporate social responsibility; Sustainable consumption; Brand loyalty; Environmental initiatives and consumer behaviour.

**Introduction**

In recent years, sustainability initiatives and practices have become a central focus for businesses across various sectors, with the Fast-Moving Consumer Goods (FMCG) industry in particular facing intense scrutiny from policymakers due to its significant environmental footprint and close relationship with nature and consumers. Unilever, as a global leader in the FMCG sector, has positioned itself at the forefront of sustainability efforts through initiatives such as its 'Sustainable Living Plan' (Unilever, 2021). However, the relationship between corporate sustainability practices and consumer perception remains complex and not fully understood. Unilever, founded in 1929 through the merger of British soapmaker Lever Brothers and Dutch margarine producer Margarine Unie, has grown to become one of the world's largest consumer goods companies, with a diverse portfolio of over 400 brands across food and beverage, home

care, and personal care categories (Unilever, 2023a). The company's products are used by 3.4 billion people daily across more than 190 countries (Unilever, 2023b). The company's commitment to sustainability practice dates back to its founders, particularly William Lever, who aimed to make cleanliness a commonplace and improve the lives of his workers (Wilson; 1954, Jones, 2005). This ethos has evolved over the past decades, culminating in the launch of the Unilever 'Sustainable Living Plan' in 2010, under the leadership of its former CEO Paul Polman, which set the ambitious targets for reducing environmental impact, improving health and well-being, and enhancing livelihoods (Unilever, 2010).

Unilever's sustainability efforts have been recognised globally. In 2021, the company was named a leader in the Dow Jones Sustainability Index for the 21st consecutive year (S&P Global, 2021). However, the FMCG industry continues to face significant sustainability challenges. The sector is responsible for a substantial portion of global plastic waste, with packaging being a primary concern. A report by the Ellen MacArthur Foundation (2016) estimated that by 2050, there could be more plastic than fish in the ocean by weight if current trends continue. The impact of sustainability initiatives on consumer perception and behaviour is a critical area of study. Recent research has shown that consumers are increasingly concerned about environmental issues, with 85% of global consumers indicating that they have shifted their purchase behaviours towards being more sustainable in the past five years (Simon-Kucher & Partners, 2021). This shift accelerated following the Covid-19 pandemic, which fundamentally altered consumer priorities and purchasing behaviours globally (Accenture, 2020). However, the translation of this concern into actual purchasing decisions is not always straightforward. A study by White et al. (2019) found that while 65% of consumers said they want to buy purpose-driven brands that advocate sustainability, only about 26% actually do so. This "intention-action gap" presents a significant challenge for companies like Unilever.

This paper aims to investigate how Unilever's sustainability initiatives influence purchasing decisions, brand loyalty, and overall consumer behaviour. By addressing several key research questions, this study will contribute to the growing body of literature on corporate sustainability and consumer behaviour while providing practical insights to FMCG companies navigating the complex landscape of sustainability practice.

### **Research Objectives and Questions**

The primary objective of this research study is to evaluate the impact of Unilever's sustainability practices on consumer perception and behaviours. Specifically, this study addresses the following research questions:-

To what extent are consumers aware of Unilever's sustainability initiatives?

How do Unilever's sustainability practices influence consumer purchasing decisions?

What is the relationship between sustainability messaging and brand loyalty for Unilever products?

How do Unilever's sustainability efforts compare to consumer expectations in the FMCG industry?

What are the key drivers and barriers to sustainable consumption among Unilever's target market?

## **Background of Literature**

### **Sustainability Practice in the FMCG Sector**

The Fast-Moving Consumer Goods industry has increasingly focused on sustainability due to growing environmental concerns and changing consumer preferences. This shift is driven by heightened awareness of environmental issues, regulatory pressures from policymakers due to its significant environmental footprint and evolving consumer expectations. Nielsen (2018) indicates that 73% of global consumers would definitely or probably change their consumption habits in order to reduce their environmental impact, with millennials and Gen Z showing the highest willingness to pay more for sustainable products (Dabija et al., 2019). These consumer shifts align with the broader global sustainability agenda set out in the 2030 Agenda for Sustainable Development, which called on businesses, governments, and consumers to adopt more responsible production and consumption patterns (United Nations, 2015).

The FMCG sector's environmental footprint encompasses packaging waste, water and air pollution, high water consumption and carbon emissions. The Ellen MacArthur Foundation Report (2016) highlighted that the packaging industry is responsible for a substantial portion of plastic waste entering the oceans, leading to increased scrutiny of FMCG companies' practices. However, a significant "value-action gap" exists between stated intentions and actual purchasing decisions (Carrington et al., 2020). While consumers express interest in sustainable products, factors such as price, convenience, and product performance continue to influence consumer choice. White et al. (2019) found that while 65% of consumers want to buy purpose-driven brands that advocate sustainability, only about 26% actually do so. This discrepancy highlights the challenges FMCG companies face in translating sustainability efforts into market advantages. Vermeir and Verbeke (2006) attribute this gap to various factors, including lack of information, perceived lack of availability of sustainable products, and skepticism about companies' environmental claims.

### **Communicating Sustainability Efforts to Consumers**

Effective communication of sustainability efforts is crucial for FMCG companies. Johnstone and Tan (2015) found that clear, transparent messaging about environmental impacts can positively influence consumer perceptions and build brand trust. However, companies must avoid "greenwashing" accusations, as consumers are increasingly skeptical of unsubstantiated environmental claims (de Jong et al., 2018). Ottman (2011) argues that effective green marketing requires highlighting both environmental benefits and direct consumer benefits. Grimmer and Woolley (2014) suggest that the effectiveness of sustainability communication varies depending on the type of services, product category and specific environmental claims. For instance,

market segments.- (e.g, geographical area, demography, psychographics and behavioural purchasing patterns).

Digital and social media have transformed sustainability communication. Tiago and Veríssimo (2014) note that social media platforms provide opportunities for more direct interaction with consumers about sustainability initiatives, while also exposing companies to greater scrutiny if their actions are inconsistent with their claims.

### **Unilever's Approach to Sustainability Practice**

Unilever's approach to sustainability encompasses their entire value and supply-chain, by addressing issues such as plastic waste, water and air pollution, deforestation, child labour, fair wages for farmers, breaking the cycle of poverty and water scarcity. This aligns with research suggesting that consumers are becoming more aware of the broader environmental impacts of their consumption choices (Guyader et al., 2017). The company's "Sustainable Living Plan" set ambitious targets across various spectrums, which include improving health and well-being, reducing environmental impact, and enhancing livelihoods (Unilever, 2010). This comprehensive approach reflects a growing understanding that sustainability efforts need to address both environmental and social issues (Porter and Kramer, 2011).

Unilever's focus on sustainable sourcing practices demonstrates awareness of supply-chain sustainability importance. Hartmann and Moeller (2014) indicate that consumers are increasingly holding companies accountable for environmental and social issues throughout their supply-chain channels. For instance, holding quality control officers and their executives to account for bad behaviours and negative environmental footprints.

### **Business Impact of Sustainability Initiatives**

Research on business impact of sustainability initiatives shows mixed results. While some studies show a positive correlation between sustainability initiatives and financial performance (Eccles et al., 2014), others find varying outcomes depending on industry context and initiative type. A meta-analysis by Orlitzky et al. (2003) found a generally positive relationship between corporate social responsibility and financial performance. In the FMCG sector, Kronthal-Sacco et al. (2020) found that products marketed as sustainable grew **5.6** times faster than those that were not, though this advantage varied across product categories. Du et al. (2007) indicates that consumers are more likely to be loyal to brands perceived as socially responsible, though this relationship depends on factors such as fit between company and cause, and perceived motives behind sustainability efforts.

### **Consumer Segments and Responses To Sustainability Initiatives**

Consumer responses to sustainability initiatives vary across demographic and psychographic segments. Vermeir and Verbeke (2006) found that perceived consumer effectiveness and social norms play important roles in shaping sustainable consumption behaviours. While millennials and Gen Z are often cited as particularly interested in sustainable products and sustainability practice (Nielsen, 2018), Schoolman et al. (2016) caution against overgeneralising about

generational differences, noting that education level and political orientation can be more predictive than age. Understanding different "green consumer segments" with distinct sustainability priorities can help companies tailor their sustainability messaging and product offerings more effectively (Ottman, 2011).

## **Materials and Methods**

### **Research Design Methods**

This study employed a mixed-methods approach, combining quantitative and qualitative research techniques to provide a comprehensive understanding of the relationship between Unilever's sustainability practices and consumer perception. This approach was particularly well-suited as it allowed for the integration of both broad, generalizable data and in-depth, context-rich insights (Creswell & Plano Clark, 2017). Mixed methods research has been recognised as a paradigm whose time has come to effect, offering researchers complementary strengths by combining numeric trends with the richness of qualitative detail (Johnson & Onwuegbuzie, 2004). The study followed an explanatory sequential design, where quantitative data collection and analysis were followed by qualitative research to help explain and interpret core quantitative results (Ivankova et al., 2006). This approach allowed for a broad assessment of consumer attitudes through quantitative methods, followed by deeper exploration of underlying motivations through qualitative techniques.

### **Quantitative Research Method**

The quantitative component involved a large-scale survey of Unilever consumers (n=1000), measuring:-

- Awareness of Unilever's sustainability initiatives
- Consumer attitudes towards sustainability practice in the FMCG sector
- Purchasing behaviour in relation to sustainable products
- Brand loyalty and its relationship to sustainability perceptions

The survey used Likert scales, multiple-choice questions, and open-ended responses. The sample was stratified to represent Unilever's key consumer demographics, by ensuring sufficient statistical power while remaining feasible within the study's resources (Cohen, 1992). The final sample (n=1000) comprised respondents aged 18–65 years, drawn from five geographic regions representing Unilever's major markets: Western Europe (n=250), North America (n=250), South and Southeast Asia (n=200), Sub-Saharan Africa (n=150), and Latin America (n=150). Gender distribution was approximately equal (52% female, 48% male), and income levels were stratified across low, middle, and high brackets to reflect the diversity of Unilever's consumer base. Educational background and attainment ranged from secondary school level to postgraduate qualification. Participants were required to have purchased at least one Unilever product within the preceding six months, or two Unilever products in the last one year. This is to ensure relevance of their responses regarding the company's sustainability initiatives, practices, communications and transparent messaging. The survey was conducted online, leveraging digital platforms to reach diverse consumers efficiently. To address potential bias towards internet-

savvy respondents, offline data collection methods were included for harder-to-reach demographic groups.

### **Qualitative Research Method**

The qualitative component consisted of:-

In-depth interviews with Unilever executives (n=10) to understand the company's sustainability strategy, implementation process, challenges, and perceived impact on consumer behaviours. Semi-structured interviews allowed flexibility in exploring emerging themes while ensuring consistent coverage of core topics (Kallio et al., 2016).

Focus groups with consumers (5 groups of 8-10 participants each) exploring:-

Detailed perceptions of Unilever's sustainability efforts

Emotional responses to sustainability messaging and communications

Barriers and enablers to sustainable consumption

Focus groups were segmented to ensure diverse representation while facilitating productive discussions. Each group comprised participants with different demographic characteristics but similar levels of engagement with sustainable products.

### **Data Analysis**

Quantitative data was analysed using SPSS to identify trends, correlations, and significant relationships between variables. Regression analysis examined relationships between independent variables (e.g., awareness of sustainability initiatives), and dependent variables (e.g., purchasing behaviours). Descriptive statistics summarized key findings, while inferential statistics tested hypotheses.

Qualitative data was analysed using thematic analysis with NVivo software, following Braun and Clarke's (2006) six-phase process:-

Familiarization with the data

Generating initial codes

Searching for themes

Reviewing themes

Defining and naming themes

Producing the report

Integration of quantitative and qualitative findings followed a convergent parallel design, where data sets were collected and analysed separately before being merged for interpretation (Creswell & Plano Clark, 2017).

### **Validity and Reliability**

Several measures ensured validity and reliability of the study:-

Survey instrument validation through pilot testing (n=50) and Cronbach's alpha for multi-item scales

Methodological triangulation using multiple data sources

Member checking with interview and focus group participants

Inter-coder reliability assessment using Cohen's kappa.

**Results**

Table 1:- Awareness of Unilever’s Sustainability Initiatives (n = 1000)

Awareness Level	Frequency	Percentage (%)
<b>Aware of sustainability initiatives</b>	712	71.2%
<b>Not aware</b>	288	28.8%
<b>Could recall specific initiatives</b>	526	52.6%

A significant portion (As shown in Table 1, 71.2%) of respondents indicated awareness of Unilever’s sustainability efforts, and over half could recall specific initiatives like recyclable packaging or the “Sustainable Living Plan“. This suggests a generally high visibility of Unilever’s sustainability message and its strategic communication messaging to the public.

Table 2:- Impact of Sustainability on Purchasing Decisions

Response	Frequency	Percentage (%)
<b>Strongly Agree</b>	234	23.4%
<b>Agree</b>	387	38.7%
<b>Neutral</b>	231	23.1%
<b>Disagree</b>	106	10.6%
<b>Strongly Disagree</b>	42	4.2%

Table 2 presents the impact of sustainability on purchasing decisions. About 62.1% of consumers agreed that sustainability influences their purchasing decisions. However, the relatively high neutral response (23.1%) shows that not all consumers are certain about the role of sustainability in their buying habits, indicating possible gaps between values and behaviour.

Table 3:- Actual Sustainable Purchasing Behaviour

Choosing Unilever for Sustainability	Frequency	Percentage (%)
<b>Always</b>	73	27.3%
<b>Often</b>	200	20.0%
<b>Sometimes</b>	355	35.5%
<b>Rarely</b>	218	21.8%
<b>Never</b>	154	15.4%

Table 3 details actual sustainable purchasing behaviour. Although many respondents value sustainability, only (27.3% Always + Often 20.0%) consistently act on that value by choosing Unilever for sustainability reasons. This confirms a gap between stated preferences and actual purchasing behaviour.

Table 4:- Predictors of Sustainable Purchasing Behaviour (Multiple Regression)

Predictor Variable	$\beta$ (Beta) Coefficient	p-value	Interpretation
Awareness of sustainability	0.41	<.001	Significant positive predictor
Price sensitivity	-0.35	<.001	Strong negative predictor
Product performance	0.28	<.01	Positive predictor

As indicated in Table 4, Awareness significantly increases sustainable purchasing, but price sensitivity remains a major inhibitor. Consumers are also more likely to buy sustainably if they believe product performance is not compromised.

Table 5:- Brand Loyalty Related to Sustainability

Group	Mean Loyalty Score (1–5)	Std. Deviation	t-test (p-value)
Aware of initiatives	4.1	0.71	p < .001
Unaware of initiatives	3.2	0.84	

Awareness of Unilever’s sustainability. (Table 5) programmes significantly correlates with higher brand loyalty. This supports the idea that sustainability can strengthen long-term consumer relationships.

Table 6:- Top Drivers and Barriers to Sustainable Consumption

Top Drivers

Driver	Frequency	Percentage (%)
Environmental concern	587	58.7%
Ethical responsibility	493	49.3%
Positive brand image	449	44.9%

Top Barriers

Barrier	Frequency	Percentage (%)
High price	615	61.5%
Limited availability	401	40.1%
Skepticism about claims	334	33.4%

Table 6 summarises the top drivers and barriers to sustainable consumption. Environmental values such as (“corporate social responsibility“ CSR) drive sustainable consumption, but practical barriers like price and product availability strongly limit it. Skepticism about corporate motives such as (greenwashing concerns) also plays a significant role in sustainability messaging to the public.

## **Findings and Discussion**

**Research Findings:-** The research findings of this study reveal a noteworthy awareness of Unilever's sustainability initiatives among consumers; however, this awareness does not consistently translate into sustainable purchasing behaviour. This discrepancy mirrors the well-documented intention-action gap in consumer behaviour literature, as discussed by White et al. (2019) and Carrington et al. (2020). While many respondents express a positive attitude towards sustainability, actual behaviour remains influenced by more immediate concerns such as price and convenience. This suggests that sustainability messaging and communication must evolve beyond ethical appeals to highlight tangible personal benefits, aligning with Ottman's (2011) assertion that sustainability should be framed as offering value to the individual as well as to the planet.

**Price Sensitivity:-** Price sensitivity emerges as the most significant barrier to sustainable consumption, reinforcing findings by Dabija et al. (2019) and Vermeir and Verbeke (2006). For many consumers, the perceived premium associated with sustainable products deters regular purchase, even when there is brand goodwill. In tandem with pricing concerns, the issue of trust in corporate sustainability claims is also evident. Despite Unilever's generally strong reputation, consumers remain cautious, echoing de Jong et al.'s (2018) argument that transparency and credibility are essential for overcoming skepticism and preventing accusations of "greenwashing".

**The Importance of Messaging and Strategic Communication:-** The study further underscores the importance of strategic communication and audience segmentation in promoting sustainability practices. Different demographic groups engage with sustainability messaging in distinctive ways. Younger consumers tend to respond more to digital storytelling and environmental narratives, whereas older consumers often prioritise utility and cost-effectiveness. This supports the concept of green consumer segmentation described by Ottman (2011), where tailored communication strategies are necessary to reach varied market segments effectively. Successful sustainability initiatives and messaging communications, therefore must be both multi-platform and audience-specific, with emphasis on clarity and relatability to various segments. Reaching audience via social and print media, (e.g, reaching Millennials and Gen Z through social media, and via print media to the Seniors).

**Sustainability As Catalyst for Brand Loyalty:-** Sustainability also proves to be a catalyst for brand loyalty, particularly among consumers whose personal values align with environmental and ethical concerns. However, maintaining and deepening this loyalty requires consistent demonstration of authenticity and positive impacts. While many respondents expressed favourable views of Unilever's sustainability agenda, this did not always result in repeat purchases or brand preference. This highlights the need for brands and FMCG companies to move beyond awareness campaigns, and move towards deeper consumer engagement and demonstrable outcomes in sustainability messages and its strategic communication messaging to the public.

**Insights and Recommendation:-** These insights carry practical implications for FMCG companies looking to enhance sustainable consumption. Firms must emphasize the dual benefit of sustainability practice, by combining environmental impact with personal utility while maintaining competitive but affordable pricing. Messaging should avoid technical jargon and instead focus on real and clear, relatable communication of benefits. Strategies such as co-creation and transparency, -such as QR codes showing a product's sustainability journey can foster consumer trust and participation. Finally, third-party certifications and consistent core ethical practices across value and supply-chain are critical for reinforcing brand credibility, brand loyalty and for driving long-term consumer commitment.

### **Conclusion**

This research study provides valuable insights into the complex relationship between Unilever's sustainability practices and consumer perception in the FMCG sector. The findings highlight the persistent gap between consumer intentions and actions regarding sustainable products, whilst identifying key factors that influence purchasing decisions. The study demonstrates that whilst awareness of sustainability initiatives is growing among consumers, translating this awareness into consistent purchasing behaviour remains challenging. Price, convenience, and product performance continue to be dominant factors in consumer decision-making, often outweighing sustainability considerations.

The research underscores the importance of effective communication strategies that highlight both environmental benefits and direct consumer benefits. By understanding diverse consumer segments and their specific sustainability priorities, companies like Unilever can better tailor their messaging and product offerings to the public smoother and correctly to the right market segments as due. These findings have significant implications for the FMCG industry. Companies seeking to leverage sustainability as a competitive advantage must address the barriers to sustainable consumption, align their initiatives with consumer expectations, and communicate their efforts clearly, transparently and effectively.

Future research should focus on developing practical approaches to bridging the value-action gap, by examining the long-term impact of sustainability initiatives on brand loyalty, and exploring how emerging trends like the circular economy will shape consumer behaviour in the FMCG sector.

**Conflict of Interest:-** I, Ivan Ugochukwu Enebeli, the research author declare no conflict of interest.

**Ethical Declaration:-** The research author declare that there was no funding, grant or financial incentive received, or attached to this research work.

**Acknowledgement:-** I, Ivan Ugochukwu Enebeli, the author of this research study would like to acknowledge the support provided by my academic colleague, Mr A. Emmanuel who helped reviewed the first draft of this manuscript and provided valuable feedback for improvement.

Ivan Ugochukwu Enebeli. (BSc, PgDip, MSc).

**Corresponding Author:-** [enebelivan@yahoo.com](mailto:enebelivan@yahoo.com)

## References

- Accenture. (2020). COVID-19: How consumer behaviour will be changed. Accenture. <https://www.accenture.com/us-en/insights/consumer-goods-services/coronavirus-consumer-behavior-research>
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- Carrington, M. J., Neville, B. A., & Whitwell, G. J. (2020). Unmanaged consumer anger: Identifying sources and solutions. *Journal of Consumer Marketing*, 37(4), 417-427. <https://doi.org/10.1108/JCM-02-2019-3082>
- Cohen, J. (1992). A power primer. *Psychological Bulletin*, 112(1), 155-159. <https://doi.org/10.1037/0033-2909.112.1.155>
- Creswell, J. W., & Plano Clark, V. L. (2017). *Designing and conducting mixed methods research* (3rd ed.). SAGE Publications. <https://us.sagepub.com/en-us/nam/designing-and-conducting-mixed-methods-research/book241842>
- Dabija, D. C., Bejan, B. M., & Dinu, V. (2019). How sustainability oriented is Generation Z in retail? A literature review. *Transformations in Business & Economics*, 18(2), 140-155. <http://www.transformations.knf.vu.lt/46/article/hows>
- de Jong, M. D., Harkink, K. M., & Barth, S. (2018). Making green stuff? Effects of corporate greenwashing on consumers. *Journal of Business and Technical Communication*, 32(1), 77-112. <https://doi.org/10.1177/1050651917729608>
- Du, S., Bhattacharya, C. B., & Sen, S. (2007). Reaping relational rewards from corporate social responsibility: The role of competitive positioning. *International Journal of Research in Marketing*, 24(3), 224-241. <https://doi.org/10.1016/j.ijresmar.2007.01.001>
- Eccles, R. G., Ioannou, I., & Serafeim, G. (2014). The impact of corporate sustainability on organizational processes and performance. *Management Science*, 60(11), 2835-2857. <https://doi.org/10.1287/mnsc.2014.1984>
- Ellen MacArthur Foundation. (2016). *The New Plastics Economy: Rethinking the future of plastics*. Ellen MacArthur Foundation. <https://ellenmacarthurfoundation.org/the-new-plastics-economy-rethinking-the-future-of-plastics>
- Grimmer, M., & Woolley, M. (2014). Green marketing messages and consumers' purchase intentions: Promoting personal versus environmental benefits. *Journal of Marketing Communications*, 20(4), 231-250. <https://doi.org/10.1080/13527266.2012.684065>

- Guyader, H., Ottosson, M., & Witell, L. (2017). You can't buy what you can't see: Retailer practices to increase the green premium. *Journal of Retailing and Consumer Services*, 34, 319-325. <https://doi.org/10.1016/j.jretconser.2016.10.006>
- Hartmann, J., & Moeller, S. (2014). Chain liability in multitier supply chains? Responsibility attributions for unsustainable supplier behaviour. *Journal of Operations Management*, 32(5), 281-294. <https://doi.org/10.1016/j.jom.2014.01.003>
- Ivankova, N. V., Creswell, J. W., & Stick, S. L. (2006). Using mixed-methods sequential explanatory design: From theory to practice. *Field Methods*, 18(1), 3-20. <https://doi.org/10.1177/1525822X05282260>
- Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(7), 14-26. <https://doi.org/10.3102/0013189X033007014>
- Johnstone, M. L., & Tan, L. P. (2015). Exploring the gap between consumers' green rhetoric and purchasing behaviour. *Journal of Business Ethics*, 132(2), 311-328. <https://doi.org/10.1007/s10551-014-2316-3>
- Jones, G. (2005). *Renewing Unilever: Transformation and tradition*. Oxford University Press. <https://global.oup.com/academic/product/renewing-unilever-9780199269563>
- Kallio, H., Pietilä, A. M., Johnson, M., & Kangasniemi, M. (2016). Systematic methodological review: Developing a framework for a qualitative semi-structured interview guide. *Journal of Advanced Nursing*, 72(12), 2954-2965. <https://doi.org/10.1111/jan.13031>
- Kronthal-Sacco, R., Van Holt, T., Atz, U., & Whelan, T. (2020). Sustainable purchasing patterns and consumer responsiveness to sustainability marketing messages. *Journal of Sustainability Research*, 2(2), e200017. <https://doi.org/10.20900/jsr20200017>
- Nielsen. (2018). The evolution of the sustainability mindset. Nielsen. <https://www.nielsen.com/insights/2018/global-consumers-look-for-companies-that-care-about-environmental-issues/>
- Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate social and financial performance: A meta-analysis. *Organization Studies*, 24(3), 403-441. <https://doi.org/10.1177/0170840603024003910>
- Ottman, J. A. (2011). *The new rules of green marketing: Strategies, tools, and inspiration for sustainable branding*. Berrett-Koehler Publishers. <https://www.bkconnection.com/books/title/the-new-rules-of-green-marketing>
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62-77. <https://hbr.org/2011/01/the-big-idea-creating-shared-value>
- Schoolman, E. D., Shriberg, M., Schwimmer, S., & Tysman, M. (2016). Green cities and ivory towers: How do higher education sustainability initiatives shape millennials' consumption practices? *Journal of Environmental Studies and Sciences*, 6(3), 490-502. <https://doi.org/10.1007/s13412-014-0186-9>
- Simon-Kucher & Partners. (2021). *Global Sustainability Study 2021*. Simon-Kucher & Partners. <https://www.simon-kucher.com/en/insights/global-sustainability-study-2021>
- S&P Global. (2021). *Dow Jones Sustainability Indices: DJSI Index Family*. S&P Global. <https://www.spglobal.com/spdji/en/indices/esg/dow-jones-sustainability-world-index/>

- Tiago, M. T. P. M. B., & Veríssimo, J. M. C. (2014). Digital marketing and social media: Why bother? *Business Horizons*, 57(6), 703-708. <https://doi.org/10.1016/j.bushor.2014.07.002>
- Unilever. (2010). Unilever Sustainable Living Plan. Unilever. <https://www.unilever.com/files/92ui5egz/production/ec8a55a1a03f57440f6e78bf72d4b44a3e6ae2e3.pdf>
- Unilever. (2019). Unilever Annual Report and Accounts 2018. Unilever. <https://www.unilever.com/investors/annual-report-and-accounts/>
- Unilever. (2021). Unilever Sustainable Living Plan: 10 years on. Unilever. <https://www.unilever.com/planet-and-society/sustainability-reporting-centre/unilever-sustainable-living-plan-10-years-on/>
- Unilever. (2023d). Unilever Annual Report and Accounts 2022. Unilever. <https://www.unilever.com/investors/annual-report-and-accounts/> [Added: Unilever, 2023a and 2023b entries below]
- Unilever. (2023a). Unilever at a glance: Who we are and what we do. Unilever. <https://www.unilever.com/our-company/at-a-glance/>
- Unilever. (2023b). Unilever annual report and accounts 2023: Investing in our business to deliver growth. Unilever. <https://www.unilever.com/investors/annual-report-and-accounts/>
- United Nations. (2015). Transforming our world: The 2030 Agenda for Sustainable Development. United Nations. <https://sdgs.un.org/2030agenda>
- Vermeir, I., & Verbeke, W. (2006). Sustainable food consumption: Exploring the consumer "attitude-behavioral intention" gap. *Journal of Agricultural and Environmental Ethics*, 19(2), 169-194. <https://doi.org/10.1007/s10806-005-5485-3>
- White, K., Habib, R., & Hardisty, D. J. (2019). How to SHIFT consumer behaviours to be more sustainable: A literature review and guiding framework. *Journal of Marketing*, 83(3), 22-49. <https://doi.org/10.1177/0022242919825649>
- Wilson, C. (1954). The history of Unilever: A study in economic growth and social change. Cassell <https://www.worldcat.org/title/history-of-unilever-a-study-in-economic-growth-and-social-change>.