

Collective Action Today, Impact at Scale Tomorrow — 2021 Review

The Consumer Goods Forum





Executive Summary	04
Our Global Events	06
Committed to Action	10
A Thriving Global Membership	14
Foreword: The Road to Inclusivity and Impact at Scale	16
Our Coalitions	18
Our Board of Directors	52
A Collaboration and Commitment to Sustainability	54

Executive Summary

The Consumer Goods Forum (CGF) brings consumer goods retailers and manufacturers together globally to help collaborate, with other key stakeholders, to secure consumer trust and drive positive change. The CGF provides a way for companies to be ahead of the curve by committing to actions that make their individual businesses and the entire industry more sustainable. Despite the challenges of COVID-19, CGF members adapted quickly and leveraged their collective power to maintain their focus on the critical issues affecting both the immediate and longer-term sustainability of the industry and its stakeholders.

Progress was also sustained on the longer-term challenges facing the industry with the introduction of a new governance structure around eight **Coalitions of Action** to accelerate CGF's strategic priorities. The coalitions were formally introduced to more than 650 delegates from 42 countries at our virtual 2021 Global Summit, streamed live from a studio in Paris.

Each Coalition has been designed to achieve collective impact through industry-wide actions that drive positive change further and faster on critical industry issues related to environmental and social sustainability, health and wellness, end-to-end value chains and food safety.

In a coordinated, global response, 45 CGF members came together on actions to [support vulnerable communities](#) with a CEO-led call to action to help alleviate the health and economic burdens of people hit hardest by the pandemic. As part of this, the [Collaboration for Healthier Lives Coalition](#) issued a call to action to accelerate support for vulnerable communities, including improved access to healthier foods and personal care products through global food banks and community programmes.

On food safety, 2021 has seen vast progress on each of the first four features of [Global Food Safety Initiative \(GFSI\) 'Race to the Top' framework](#). Of special note, Feature 1 re-imagines the approach to auditor qualification and professional development. After a series of stakeholder consultations, November saw the launch of the all-new [GFSI Benchmarking Requirements for Professional Recognition Bodies \(PRBs\)](#) to ensure a consistent approach to food safety assessment and foster investment in the profession of auditing.

Following the launch of the [Forest Positive Coalition](#) at New York Climate Week in September 2020, Coalition members have launched the first phase in a strategy to [transform production landscape](#) areas equivalent to the size of the Coalition's combined production-base

footprint to forest positive by 2030 and published their [first-ever annual report](#).

Members of the [Plastic Waste Coalition](#) designed nine '[Golden Design Rules](#)' for packaging that are now being implemented to improve the circularity of plastic. Members of the [Food Waste Coalition](#) strengthened their commitment to the Sustainable Development Goal (SDG) 12.3 targets to cut food waste in half up and down their supply chains by 2030, and to report openly on the impact of their reduction efforts.

On the social front, the [Human Rights Coalition — Working to End Forced Labour](#) was launched on International Human Rights Day in December 2020, with full agreement that the industry cannot remain silent on this issue and collective action is being taken to bring forced labour to an end. The group also helped lead on the Board letter to the UN Secretary General to encourage governments to unlock sea transportation routes and protect the [well-being of seafarers](#).

This report reflects the progress made on these and other critical industry issues amidst a global pandemic. It is a testament to the CGF's mandate, the commitment of its members and the resilience of the industry. But, we know there is still so much more to do.

Our Coalitions of Action



Food Waste



Forest Positive



Global Food Safety Initiative



Collaboration for Healthier Lives



Human Rights Coalition —
Working to End Forced Labour



Plastic Waste



Product Data

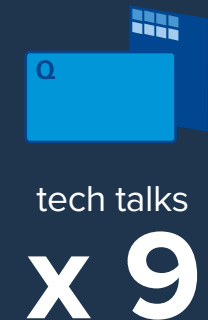
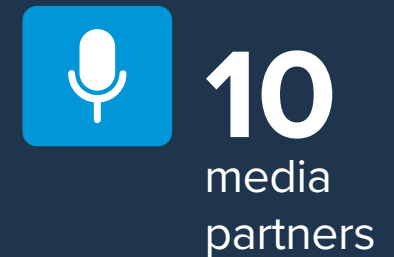


Sustainable Supply
Chain Initiative



Our Global Events

GFSI Conference 2021 in numbers



The Global Summit 2021

 over **700** attendees

 over **130** speakers

 from **42** countries

 **95k** social media impressions

 over **200** companies

 **5.4M** potential reach on social media


Sustainable Retail Summit 2021

 over **390** attendees

 **80** speakers

 **39** countries represented

 **40** sessions

 over **150** companies

 **30k** social media impressions

Our Regional Events

EMEA: 4 CEO roundtables throughout the year
(for non-board members)

40 attendees

Roundtables:

March 2021: “The New World of Work — Covid’s impact on the office”

May 2021: “Accelerated growth in ecommerce”

September 2021: “Emerging Consumer Patterns”

November 2021: “The security and robustness of supply chains”

Topics included:



Growth of e-commerce



Employee mental health



Impact of COVID-19 on productivity, collaboration and connectivity

China: 6 events

China Day (annual event) November 2020

14
speakers

319
delegates

CGF China Board Meeting (bi-annual)
November 2020 May 2021

39
attendees

26
attendees

CGF China CEO roundtable November 2021

50 attendees

GFSI China Focus Day (annual since 2012) — July 2021

275
delegates

60
speakers

CGF China Health & Sustainability Collaboration Conference November 2020

150
delegates

32
speakers

▼

LatAm: LatAm Board:
two annual meetings

30  members participating

▼

US–Canada Food Waste WG:

 **12th January**
“2021 Planning Session”
30 participants

 **16th March**
“Hot Topic: Conversions”
38 participants

North America: Foro Latino:

1 10th March
“Retail Transformation Post Covid”
31 participants | Speakers: 4

2 26th May
“The Evolution of E-Commerce”
34 participants | Speakers: 3

3 15th July
“Latin America — where we stand”
30 participants | Speakers: 3

 **28th April**
“Food Banks — Addressing barriers associated with donations”
35 participants | Speakers: 3

 **3rd June**
“Retail Transformation Post Covid”
32 participants | Speakers: 1

▶ **Japan**

Japan Day 2021

300  attendees

6  speakers

Committed to Action

It is my privilege to introduce The Consumer Goods Forum “*Collective action today, impact at scale tomorrow — 2021 review*”. This is the first-ever published annual review of the commitments, activities and accomplishments of CGF member companies and staff — all achieved during a difficult period of continuing uncertainty.

When I joined the CGF as Managing Director less than 18 months ago, entire industries — and society itself — were being transformed by the global pandemic.

The CGF underwent its own transformation by implementing a new governance structure around [eight Coalitions of Action](#) that are focused on accelerating the industry’s progress in achieving critical environmental and social sustainability; health and wellness; food safety; and data accuracy/end-to-end value chain goals.

Strategically, CGF’s direction has not changed. However, under this new governance structure, the Coalitions now report directly to Co-Sponsors who are members of the global Board. Part of their responsibility is to help to unblock in-country problems or issues among member companies. By doing so, they are helping to accelerate decision-making and action, while also increasing the engagement and commitment of companies across the CGF membership.

Positioning the industry at the forefront of change

There are important shifts taking place throughout the world, and the Coalitions are positioning themselves to be at the forefront of change, such as our involvement in this year's first-ever UN Food Systems Summit and COP26.

To achieve the ambitious targets we have set for ourselves as a global business community, we need to continue to act collectively and with speed. This ethos is central to how we operate by providing a channel for leading businesses to put competition aside and find solutions together that have tangible, positive effects on people, the planet and business.

This ideology also keeps the industry in the lead, by taking action now — not waiting for governments to legislate how it might need to operate in the future.

The Plastic Waste Coalition took a giant leap forward this year, for example, by not only creating and designing the nine [Golden Design Rules](#) for packaging, but by also gaining the commitment of key industry members to begin implementing them immediately.

Similarly, the Forest Positive Coalition published its [first-ever annual report](#) — the first time member businesses have aligned on a set of key performance indicators (KPIs) and publicly reported their individual and collective results. With world leaders recently signing a declaration to end deforestation over the next decade at COP26, it's never been more urgent for businesses to deliver action. And spearheading the consumer goods industry's action to reduce food loss and waste in their own operations, members of the [Food Waste Coalition](#) are now publicly reporting on their food

surplus and waste data in a harmonised approach. This is part of the Coalition's decisive objective to accelerate progress towards Sustainable Development Goal 12.3 to cut per capita food loss in half worldwide.

I am impressed and proud of the progress of these and many other actions that have been achieved in the industry, with the CGF as a vital platform for collaboration and knowledge sharing. We also confirmed our ambition to create a world where the workplace ensures equal opportunity and inclusion for all, valuing differences between people, including those of different genders, races, ethnicities, ages, religions, disabilities, and sexual orientations. The members of the CGF Board voted unanimously to support the new initiative on Diversity & Inclusion, and this was verified by the wider membership during an Extraordinary General Assembly. However, we shouldn't get carried away. We must remain humble and committed to doing more. There's still a long way to go.

I am also proud of the efforts of the CGF team who continued to push for progress through virtual connections. The four-day [Global Summit](#) was no exception. Even though it was held virtually, the innovative approach provided a remarkable forum for CEOs, industry experts and opinion leaders to connect and reflect on pressing challenges for the industry, and how to better build to ensure strong, resilient businesses and communities.

The wind of change is at our backs

One of the biggest surprises to me when I joined the CGF was the sheer importance of sustainability globally. I have spent the last 25 years in Asia where that topic is less prominent, whereas in Europe it is an absolutely critical issue.

The CGF underwent its own transformation by implementing a new governance structure around eight Coalitions of Action that are focused on accelerating the industry's progress in achieving critical environmental and social sustainability; health and wellness; food safety; and data accuracy/end-to-end value chain goals.



In Europe, the snowball effect of sustainability concerns has reached major proportions. In Asia, where it was at a tipping point, it has since tipped over, with the Chinese government now fully on board with the sustainability agenda — especially food waste and climate — and companies in Hong Kong paying much closer attention because of the strengthening ESG mindset among investors. There is a wind of change regarding sustainability throughout the world and it is helping to progress the CGF agenda, as we are also seeing in the US and Canada as well as Latin America where our members are now leading the change.

This need for change cannot be ignored, and actions that are collaborative and significant are required to address it.

Challenges and opportunities

There are many things that relate to the sustainability of the world. We are encouraging and supporting our members in joining the UN backed Race to Zero at this critical moment for tackling the climate crisis. More than 40 CGF members, representing some of the biggest consumer goods retailers and manufacturers on the planet, have committed to cutting their emissions in half by 2030 and to reach net zero by 2050. This has led to the CGF becoming a [Race to Zero Accelerator](#), as announced during a session at COP26, and looking ahead, we expect more members to join the race.

Not only climate, but social justice, deforestation, plastic waste, food waste, health, forced labour and data accuracy all have far-reaching consequences. We need to be our own biggest critics if we're going to mitigate the greatest impacts of challenges like the climate crisis and health and ensure that the people and communities in our supply chains and beyond can lead safe and productive lives. Everyone has a role to play.

On the business side, the escalation of digitisation will not abate, with e-commerce transforming companies from a digital point of view. Globalisation will have increased social and economic impact, and we don't yet know what the workforce of the future will actually look like.

The importance of brands, their authenticity and what they stand for will be inextricably linked to sustainability in some manner. We must acknowledge that long-term business sustainability is intricately linked to a sustainability agenda. It's no longer a case of competing to get to knowledge, it's about collaboration because the industry needs to work in a collective fashion.

Gaining impact

This first-ever annual review highlights our progress over the past year and it also reflects our strong commitment to reporting on the impact of our efforts. It defines who we are as members of a vital industry collective and recognises that measurement and transparency are the keys to enhancing trust and the value of what we deliver for our members and the customers we serve.

Our thanks to KPMG for their support in co-authoring this year's report and for their continued commitment to the consumer goods industry.

Looking ahead

The race is on as we look ahead to the 2030 deadline for the Sustainable Development Goals, and time to ensure a greener planet and thriving communities is short. Without immediate action, people and places around the world will suffer long-term damage. This is a fundamental truth that every boardroom must embrace. And it must be a catalyst for greater and faster progress from all responsible businesses.

The Coalitions must continue to make progress and take actions that have real impact, and our events are there to support important knowledge sharing moments. Internally, I want to make sure the CGF continues to be a great and safe place to work. We will also be hosting a series of webinars as part of our initiative on Diversity & Inclusion to share best practices within the membership.

None of this is easy. But while the scale of the challenges may be unprecedented, they are also shared, and experience has shown us that the fastest way to move forward is through collaboration, coordination and open conversation.

Looking ahead to 2022, I have one clear message. We need to stay the course, remain relevant to our members and add value to their companies, the industry and the world as a whole.

Our work is more critical than ever, and I hope our review of the year will be an inspiration for new and existing CGF members to join the Coalitions' efforts.

Just imagine how much we can all accomplish together.



Wai-Chan Chan
Managing Director
The Consumer Goods Forum

A Thriving Global Membership

▶ 400 retailer, manufacturers, service providers and stakeholders across 70 countries with combined revenues of EUR3.5 trillion



Members employ nearly **10 million** people, with a further **90 million** related jobs estimated along the value chain

The only organisation that brings consumer goods retailers and manufacturers together globally, we are CEO-led and help the world's retailers and consumer goods manufacturers to collaborate, alongside other key stakeholders, to secure consumer trust and drive positive change, including greater efficiency. With our global reach, CEO leadership and focus on retailer–manufacturer collaboration, we are in a unique position to drive positive change and help address key challenges impacting the industry, including environmental and social sustainability, health, food safety and product data accuracy. We do so for the benefit of both people and the planet, as well as our businesses, ensuring *better lives through better business*:



We provide critical implementation support to our members, equipping them with the skills and tools to meet CGF commitments.

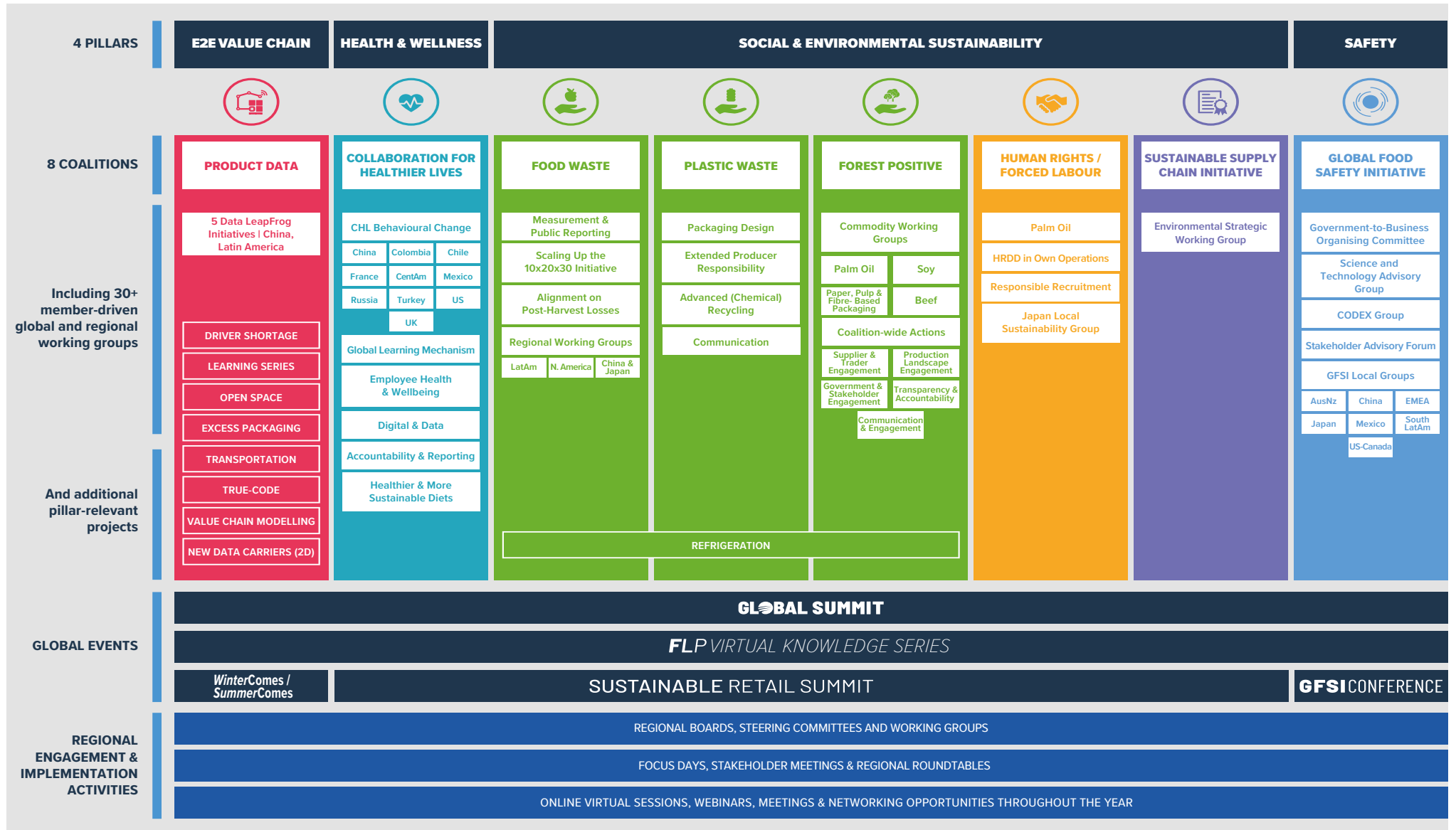


We regularly engage with key stakeholders, collaborating with a variety of different actors with shared collective goals.



We provide a platform for networking and best-practice sharing across the consumer goods industry and beyond.

8 Coalitions and Multiple Engagement Opportunities



Foreword: The Road to Inclusivity and Impact at Scale

The Board Co-Chairs share their reflections on this year's successes and key opportunities for the future.

A critical industry mission

The Consumer Goods Forum is uniquely positioned to drive positive change on critical issues that are important to people, the planet and the future of consumer goods manufacturers and retailers.

We are working together to take collective action and achieve impact at scale. We are driven by a common purpose to sustainably grow our business over the long term. This is not merely an ambition rather an expectation. We are continually pushing ourselves to go further and do more. This year has been no exception.

This year, our first priority was to reach consensus on what it will take to drive and achieve impact at scale. Through the CGF's Coalitions of Action, we can address pressing problems through collective actions and

mechanisms that result in impact at scale. We need to continue to inspire and motivate more members to commit their organisations to the concrete actions that these Coalitions are putting forward.

Our second priority is one of greater inclusivity and representation. We need to broaden regional representation, increase the number of smaller companies in our membership, and ensure greater inclusivity is achieved throughout CGF activities. Broader representation will also allow us to gain traction across Coalitions as well as achieve tangible results among smaller companies in local markets.

We currently have many members from the US and Europe, and in recent years there have been more members joining us from Asia. However, as the largest consumer market in the world, we need to continue to build greater representation in China.

For the sustainability of consumer goods retailers and manufacturers — and all those throughout our supply

chains — we are focused on building trust, coordinating our approaches and engaging member companies, governments and many other external stakeholders in new ways. We strive to be even more collaborative, inclusive and accountable for the actions we take — and to measure impact.

Our two immediate KPIs are: 1) achieving real results from the Coalitions' efforts that we can share with the world; and 2) to increase representation in the CGF from different countries, including those markets where we need increased engagement with smaller companies in our industry.

Both are important and measurable goals for tracking our progress in achieving impact at scale.

What will impact at scale look like?

The member companies represented on the CGF Board are united in a common framework and purpose, and focus on food safety and quality,

accelerating the circular economy, end-to-end support for supply chain solutions, responsible and sustainable management of consumer goods products and services and the health and well-being of people. These are all topics that require a comprehensive approach from a diverse group of people, including stakeholders throughout our companies' supply chains, governments and society at large.

Progress is being made, such as the creation and adoption of new package design guidelines this year in an effort to reduce plastic waste. However, wider adoption and measurement of actions are needed. It requires the commitment of all our members.

Ensuring the value of membership

As an organisation, we are constantly striving to deliver tangible value to our members through the introduction of new innovations and industry-wide solutions that can be readily adopted in their own operations.

One of the key reasons why industry leaders join the CGF is the opportunity to connect, share experiences and learn from each other. The pandemic provided us with a new set of challenges to deliver on that promise and ensure that members continue to receive value from their participation in the CGF's work.

The annual CGF Global Summit is one of the more significant accelerators of change. This year's innovative format successfully united 700 senior leaders from 42 countries and the world's largest companies in different digital rooms to propose actions for securing better lives through better business.

Over the past 18 months, the CGF team successfully leveraged a variety of new digital tools, not only to keep us connected, but to make sure the CGF's ambitious goals continued to progress. On behalf of the entire Board, we would like to commend the CGF staff for their success in keeping these connections alive and in contributing to the energy and productivity of the Coalitions of Action.

Next steps in the journey

We cannot improve what we don't measure, and all the Coalitions are developing their own KPIs to measure the progress of their initiatives, the impact they are having and the value they are delivering. The questions they are seeking to answer are: "Did we do something in the world that made a difference? Did it add value to people, to the planet and to our individual businesses?"

The CGF platform is aimed at raising the standards of the industry, increasing consumer confidence and delivering on collective sustainability objectives that will ensure our social licence to operate in the sector. These are all pre-competitive issues. And to ensure *better lives through better business* for the benefit of people and the planet, as well as our own organisations, the initiatives must be large and global in scope.

The Board has full confidence that with a shared, results-driven vision and even more collective efforts, we will make things better for our own companies, the industry and the world.

Our message to members is simple: we need inclusivity and impact at scale. These two ideas work hand in hand, and by including and mobilising our industry, we will be successful in making that happen.



James Quincey
CGF Board Co-Chair and
Chairman & CEO,
The Coca-Cola Company, USA



Daniel Zhang
CGF Board Co-Chair and
Chairman & CEO,
Alibaba Group, China

Our Coalitions



Food Waste

Board Co-Sponsors

Max Koeune, President & CEO, McCain Foods

Ken Murphy, Group Chief Executive, Tesco

Co-Chairs

Francisco Cordero, Manager of Global Sustainability, The Kellogg Company

Brittni Furrow, President of Health and Sustainability, Ahold Delhaize USA

Coalition Director

Ignacio Gavilan, Sustainability Director, The Consumer Goods Forum

Our mission: The CGF Coalition of Action on Food Waste is committed to contributing to the UN SDGs' efforts to halve per capita global food waste at the retail and consumer levels, and reduce food loss along production and supply chains, including at the post-harvest stage, by 2030.



Tackling food waste is vital for people, planet and our businesses. By addressing food loss and waste across our operations and supply chains, Coalition members are helping to improve food security, reduce CO2 emissions and avoiding hidden operational costs. Several business cases have been developed, including the particularly compelling case from [Champions 12.3](#), which shows that companies that invest in tackling food waste experience a 14X return.”

Max Koeune, President & CEO, McCain Foods

As a critical social and environmental problem, food waste can only be effectively addressed through committed, collective action. The critical first steps that the Coalition has taken in its first year are the building blocks of a sustainable food strategy that will contribute to food waste reduction and loss prevention around the world for many years to come.



We know that food waste generates 8% of the world’s greenhouse gases. We also know that approximately 1/3 of food is wasted globally. After energy, food is the biggest contributor to climate change issues. Sooner, rather than later, this is something the industry has to address. ”

Ken Murphy

Group Chief Executive, Tesco

2021 Actions and impact

The Coalition of Action on Food Waste is represented by 28 CGF retail and manufacturer members. Each has made a commitment to the SDG 12.3 target to cut food waste in half by 2030 within their own operations and to contribute to addressing the issue of food waste beyond their own operations — up and down their supply chains.

Enhanced measurement and transparency

Recognising the need for a rigorous and consistent approach for measuring and reporting food waste reduction, the member companies of the Coalition pledged to track and publicly report the amount of food waste generated by their organisations and the impact of their reduction efforts. A dedicated Harmonised

Reporting Workstream was mobilised within the Coalition. In close partnership with the World Resources Institute and WRAP, the Coalition has aligned on a standardised approach for its members and the wider industry to publicly report across multiple initiatives, such as 10x20x30 and Courtauld Commitment. The intention behind this effort was to facilitate the reporting burden companies face as a barrier to greater transparency on food waste. The developed harmonised reporting template and guidance documents were used for the first time by the Coalition’s members to publicly report in December 2021, on the [Food Waste Atlas](#).



Everyone should be thinking, ‘All I can do here is learn and understand what’s possible and how to apply it to my own business and my own market.’ It’s an issue that affects every part of the supply chain, so the CGF is uniquely the right forum to tackle this because it requires producers and retailers to work together. ”

Ken Murphy

Increasing impact at scale

Several of the Coalition members engaged their entire supply chains in the reduction of upstream food waste in what is known as the “10x20x30 initiative”. This required each of the world’s 10 leading retailers that participated to follow the “Target–Measure–Act” approach. Those industry leaders have engaged 20 of their priority suppliers to do the same and achieve the SDG 12.3 goal to cut food waste in half by 2030.

The Coalition saw its unique placement to scale up the adoption of the “Target–Measure–Act” approach by the wider industry through the initiative. Coalition members have participated in its second phase in 2021 and are planning to extend the supplier engagement of both manufacturer and retailer members in 2022.



This is not just about doing the right thing for food security and the environment, but very directly improving our operations and supply chains. It isn’t enough to be aware of the scale of the food waste issue, to be part of the solution we need to measure and report our footprints and progress. ”

Max Koeune

Post-harvest loss reduction

By using data from the World Resources Institute, UN Food and Agriculture Organisation and other leading experts, the Coalition identified driving factors for upstream food loss, farmers’ and growers’ challenges and barriers, and the highest-impact opportunities for members to engage with their suppliers to reduce post-harvest losses and drive positive change.

This included a series of collaborative sector-specific workshops (fresh produce, non-perishables, meat protein) with Coalition members’ suppliers to identify the role that the Coalition can play in reducing food loss occurring beyond members’ own operations. The learnings gathered through the process will be aggregated in a best-practice publication for the industry in 2022. This publication will build on the CGF’s 2020 report on the impact of contractual arrangements between retailers and fresh produce growers on farm food loss.



We recognised that it was difficult for retailers and manufacturers to access upstream information such as post-harvest losses — which account for as much as 30% of the total food waste in many countries. The Coalition plays an important role in making that data accessible. ”

Ignacio Gavilan, Coalition Director, The Consumer Goods Forum

Increasing collective understanding

The Coalition is focused on education and learning — to create a broader shared understanding of food waste issues, including post-harvest food losses.

In early 2021, the Coalition published the [Food Waste Case Study Booklet](#), which is a collection of stories from CGF members to highlight their actions to reduce food loss and create more sustainable supply chains. The booklet brings together case studies from 17 contributing CGF members with details of their unique programmes and several types of engagement on the issue, ranging from discounting foods near expiration in grocery stores and working to sell “ugly” products to raising consumer awareness about the realities of the food waste challenges and the actions they can take.

The look ahead

The pandemic was a learning experience as to the ways in which consumers purchase and store food. With people dining more at home, consumers were able to observe the “first in, first out” experience of food expiration, but a great deal of food is still going to waste in households. In the coming year, this will become a new area of potential influence for the Coalition members.



We have established a few very clear priorities that are pragmatic and workable. These provide focus and ensure we spend our time where we can have impact and secure the Coalition’s success. ”

Max Koeune

As another outcome of COVID-19, additional attention will be given to the escalating use of food banks and access to healthy, sustainable food. This is making food redistribution a more critical issue and will be an area of increased focus in the coming year through the Coalition’s relationship with the Global Foodbanking Network.

The Coalition is beginning to make progress, but there is still important work to be done in understanding the upstream and downstream issues related to food

waste at both ends of the supply chain. The member companies will continue to explore new opportunities to reduce this waste through partnerships across the CGF and by creating a more collaborative dialogue with local governments and NGOs.



The CGF is uniquely positioned to bring producers and retailers together to take action on the central elements of food waste that are within our collective control. ”

Ken Murphy

Our ask: If your organisation wants to be a part of reducing food waste in supply chains worldwide, we encourage you to join us, and we welcome your contribution.

[Consider joining our committed industry leaders in advancing your company’s commitment to reduce food waste.](#)





Forest Positive

Board Co-Sponsors

Alexandre Bompard, CEO, Carrefour

Grant F. Reid, President & CEO, Mars, Incorporated

Co-Chairs

Christine Montenegro McGrath, Vice President and Chief of Global Impact, Sustainability, and Well-being at Mondelēz International

Bertrand Swiderski, Chief Sustainability Officer, Carrefour

Coalition Director

Didier Bergeret, Sustainability Director, The Consumer Goods Forum

Our mission: The mission of the Forest Positive Coalition of Action is to drive collective, transformative change in order to remove deforestation, forest conversion and degradation from key commodity supply chains and support forest positive businesses.

“

We know that acting on our individual supply chains isn't enough to save the world's forests. From businesses to governments and the financial sector, to NGOs, forest farmers and communities — we need a more transformative approach that will get us to a forest positive future faster. Everyone has a role to play, and we are eager to work collectively toward shared action. ”

Alexandre Bompard
CEO, Carrefour

CGF member companies recognise what is at stake as deforestation continues at alarming rates. Nevertheless, the demand for commodities from converted lands continues, as do economic incentives in some jurisdictions to continue this practice. The Forest Positive Coalition of Action was created to step up to this challenge.

Twenty ambitious CGF member companies that understand the power of collective action joined the Coalition to transform how the industry does business and accelerate the momentum toward a forest positive future.



If forests are cleared, or even disturbed, they release carbon dioxide and other greenhouse gases. There's simply no way we can fight the climate crisis if we don't stop deforestation. Of course, we can't do this alone, and it is our hope that more companies — including those outside the Coalition — will see we are serious about doing our part and choose to join us on the journey toward becoming forest positive.”

Grant F. Reid

President & CEO, Mars, Incorporated

2021 — Reimagining collective action

The Coalition's actions are underpinned by a new Theory of Change. It is a reimagining of the industry's forest positive ambitions, focused on two strategic pillars: supply chain management and production landscape engagement, rooted in wide collaboration and greater transparency for accountability. It has also shifted focus from developing “deforestation- and

conversion-free *supply chains*” to “deforestation- and conversion-free *businesses*”.

The Coalition acknowledges that deforestation is a wider systemic problem, and the Coalition has a mandate to take collective action to address it. Our forest positive journey is outlined in our first publication, [Taking Root: Embarking on the Forest Positive Journey](#).

Targeting high-demand commodities

Each member company of the Coalition made a commitment to lead systemic efforts to remove deforestation, forest degradation and conversion from the supply chains of four key commodities — palm oil, soy, paper, pulp, and fibre-based packaging, and beef — that are often produced in a way that has a devastating impact on the environment.

With the involvement of supply chain actors, civil society, and other key stakeholders, [Commodity Roadmaps](#) were developed in 2021 that outline how businesses will take action to remove deforestation, forest conversion and degradation from the supply of each of these commodities.

Aligning with company CPOs

Given the vital role that procurement teams play across the entire enterprise, an important step forward was the involvement of member companies' Chief Procurement Officers in the implementation of the Commodity Roadmaps.

A coalition of coalitions

The Coalition recognises as well that a forest positive future must also be “people positive” and respect the rights of Indigenous Peoples and Local Communities that own, occupy or use up to one-quarter of the world's land. The urgent need to address human rights risks in the palm oil sector is clear as well. This led to a highly

effective cross-pollination of company membership in the Human Rights Coalition — Working to End Forced Labour and the Forest Positive Coalition, as they work together to best understand how Coalition members can collectively take action to advance forest and people positive commodities, starting first with palm oil.

Strengthening the commitment to accountability

KPIs were developed this year and adopted by each Coalition member company as a disciplined model for tracking, measuring and reporting their performance moving toward a forest positive future. These KPIs help demonstrate the impact that member companies are making in critical areas, such as time-bound action plans to implement forest positive procurement policies and commodity supply percentages from high-risk areas.

The Coalition's first measure of progress against its Theory of Change and the Commodity Roadmaps was reported in detail in [Nurturing Transparency: On the Path to Forest Positive](#), the Coalition's first annual report.



We are now one year into our journey as a Coalition of Action, and we have published our collective progress against an aligned set of KPIs. Measurement and transparency are catalysts for change. Setting KPIs and reporting on our progress are only the first steps, but both are significant milestones for the CGF and our industry.”

Didier Bergeret

Coalition Director, The Consumer Goods Forum

Priorities ahead

Deforestation reduction + landscape restoration

In its first year of action, the Coalition's main priority was translating the Theory of Change into a concrete strategy and outlining commitments and actions through the Roadmaps, as well as setting the baseline for measurement and reporting. Additionally, the Coalition has focused on the need to move from individual to collective actions, emphasising the power the industry has in reducing deforestation and engaging in production landscapes.

The industry's landscape initiatives have historically been isolated. A bigger picture perspective and larger actions are needed for transformational change. The Coalition will begin to increase its focus on sharing real-time learning and increasing member alignment in the transformation of production landscapes to forest positive. As the Coalition announced at the 26th annual UN Climate Conference in Glasgow in November 2021, the Coalition has developed an ambition and strategy for transforming production landscapes with the size equivalent to the Coalition's collective production-based footprint by 2030.



The only way to guarantee a forest-positive future is by preventing deforestation and by protecting and restoring key landscapes. The landscape strategy is the second pillar in the Coalition's Theory of Change, and we will begin to work collectively this year with both suppliers and farmers to begin using land differently. ”

Grant F. Reid

Wider stakeholder engagement and action

The Coalition is supported by the Tropical Forest Alliance and Proforest as strategic and technical partners. Across the Coalition, member companies have also been engaged with key stakeholder organisations, from supply chain actors to NGOs, academia to government officials, to ensure the forest positive strategy is robust, well-informed and drives cross-sector alignment and cooperation.



We have the momentum, but we need to keep up the pace. This is hard work for the world, and I'm happy that we're facing it together within our Coalition and through our many stakeholder alliances. ”

Grant F. Reid

Making progress ... delivering value

Individual companies can accomplish a great deal within their own scope of responsibility. But affiliating with other manufacturers and retailers can be the beginning of a sector-wide change that can ultimately lead to the transformation of our entire industry.



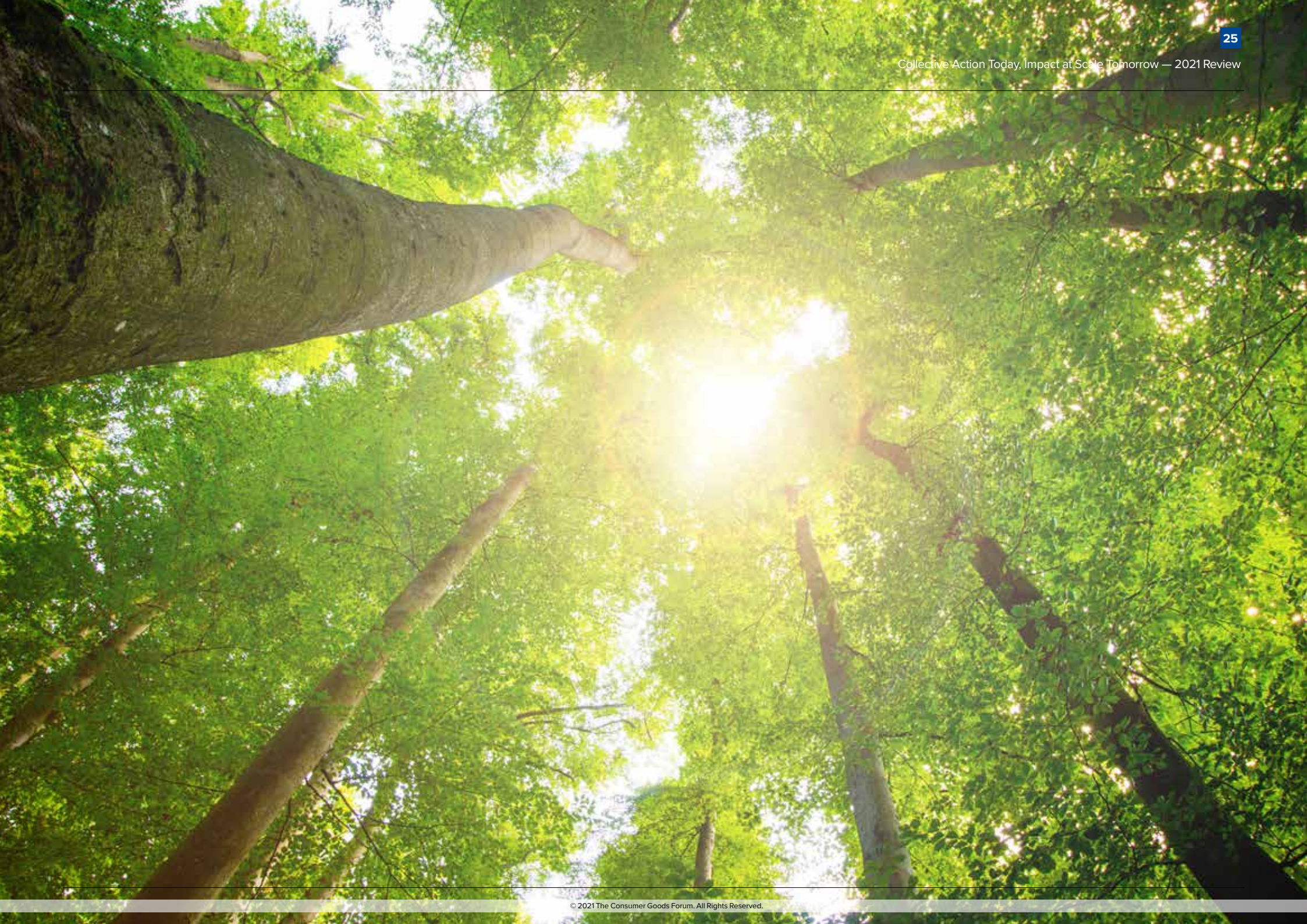
Through our actions, we are building new industry norms and engaging stakeholders to create the conditions for a deforestation-free future. ”

Alexandre Bompard

The groundwork was laid this year; the time has come for more companies to join in and for the action to continue.

Our ask: if your organisation wants to be at the forefront in driving toward a forest positive future, we encourage you to join us, and we welcome your contribution to this important work.

[Join these industry leaders as a member of the Forest Positive Coalition of Action.](#)





Global Food Safety Initiative

Board Sponsor

Dirk Van de Put, Chairman & CEO, Mondelēz International

Steering Committee Co-Chairs

Roy Kirby, Former Global Director — Microbiology, Food Safety and Toxicology, Mondelēz International

Howard Popoola, Vice President — Corporate Food Technology and Regulatory Compliance, The Kroger Company

Coalition Director

Erica Sheward, GFSI Director, The Consumer Goods Forum

Our mission: Collaborating across borders and barriers to help ensure safe food for people everywhere.

GFSI is the world's largest collaboration to advance food safety globally. We facilitate an ongoing global conversation with everyone involved in making, selling and verifying safe food. Our ambition is to strengthen and harmonise food safety systems so they are able to feed

the growing, global population and develop markets that can deliver food safely, no matter where in the world the consumer is. We believe this vision will enable the industry to safely build trust — with consumers and partners along the supply chain.



The Coalition is different from the previous governance structure because it brings in the opinions of the CEOs and what they want. Reinforcing the link with CEOs through CGF and having a clear understanding of what the priorities and expectations are will influence the GFSI agenda. The Steering Committee is more diverse, more global and has better representation from retailers and suppliers. Making that work as a cohesive organisation that really steers the agenda is a priority for making progress and having an impact. ”

Dirk Van de Put
Chairman and CEO, Mondelēz International

The GFSI community comprises the biggest businesses, the best food safety leaders, strategic thinkers, scientific experts and decision-makers. Through this network, we facilitate the sharing of knowledge and resources in a pre-competitive space and enable members to help each other solve collective challenges. We syndicate expertise and resources to go beyond individual issues and tackle bigger challenges, such as building food safety capabilities in underdeveloped markets. With everyone around the table, we are able to build consensus around a harmonised, scientific, risk- and evidence-based approach to food safety, worldwide.

2021 Achievements and impact

Moving to a CGF Coalition of Action

GFSI has a long legacy. GFSI's two decades of development are simultaneously an advantage and an opportunity to reflect, reboot and re-energise. The move to a [CGF Coalition of Action](#) is a galvanising force for this, and in 2021, GFSI embraced the power of the new governance, lending real top-down CEO support to the work GFSI does.

Today the GFSI Coalition brings together 37 retailers and manufacturers from across the CGF membership and an extended food safety community to oversee food safety standards for businesses and help provide access to safe food for people everywhere. Members of the Coalition as well as the Steering Committee praise the value they get from this forum to interact with their peers — some of the greatest minds in food safety.

Accelerating and modernising via the 'Race to the Top'

The 'Race to the Top' is a whole package of initiatives designed to enhance GFSI oversight on every aspect of the GFSI ecosystem with the aim of improving trust, transparency and confidence in GFSI-recognised certification and audit outcomes. Additionally, GFSI is seeking to assert its place in the food safety ecosystem to stay true to its roots as a benchmarking and harmonisation organisation responsible for the 'what' — not the 'how' — of food safety.

2021 has seen vast progress on each of the first four features of the 'Race to the Top'. Of special note, Feature 1 re-imagines the approach to auditor qualification and professional development. After a series of stakeholder consultations, November saw the launch of the all-new [GFSI Benchmarking Requirements for Professional Recognition Bodies \(PRBs\)](#) to ensure a consistent approach to food safety assessment and foster investment in the profession of auditing.

Reinvigorating the GFSI approach: once certified, recognised everywhere

GFSI's work in harmonisation and benchmarking has remained one of its most valued stakeholder benefits and 2021 saw significant strides toward bolstering this. This work fosters mutual acceptance of GFSI-recognised certification programmes across the industry and enables a simplified "once certified, recognised everywhere" approach. This reduces inefficiencies from duplication of audits and helps reduce trade barriers. The GFSI Benchmarking process is now the most-widely recognised in the food industry worldwide. With this work, GFSI supports food safety outcomes while alleviating the burden of company oversight.

Reinforcing the role of science

2021 has also seen the launch of the [Science and Technology Advisory Group \(STAG\)](#), the latest in a series of efforts to seamlessly weave independent scientific and academic outlooks into GFSI's activities, ensuring all decisions are science-based, while leveraging academic foresight in the prioritisation of our mandates. Similarly, our assessment criteria — the GFSI Benchmarking Requirements — are built based on internationally-recognised standards such as ISO and Codex Alimentarius Guidelines.

Expanding our capability building work

While GFSI has invested in [food safety capability building](#) for many years, 2021 has been the opportunity to lend increasing support to the UN Food Systems agenda as an opportunity to use our resources for the greater good. This year has provided a realisation that there is much more that we can do, and we look forward to unveiling new projects in 2022, when we will be widening our horizons and stepping into a much bigger responsibility in this area. The shift from working with the industry to working with expanded public-private partnerships will allow us to deliver more impact and help to raise the food safety bar in countries around the world while providing access to markets that have been, for many years, out of the reach of small to medium-sized business owners.



This is a consultative process. It isn't just the GFSI or the steering committee making decisions. It requires an open dialogue with companies of all sizes and with the CPOs and government to make sure that the needs of all the parties involved are being respected and considered.”

Dirk Van de Put

“

Science is a cornerstone of decision making and risk assessment in food safety at large, and for GFSI it was essential to establish such a group as we work to improve our level of impact. ”

Erica Sheward

Coalition Director, The Consumer Goods Forum

Bolstering public–private partnerships

In today’s interconnected world, [multi-stakeholder collaboration](#) is needed to make a difference across global supply chains, and we believe that partnerships between the private and public sectors are critical to achieve our vision. In 2021, GFSI led an ever-growing dialogue with regulators and governments to share the achievements of the private sector and to promote recognition by regulators of private sector food safety assessments, which have a complementary role to play alongside regulatory oversight.

We also launched several projects for large-scale collaboration on food safety. In particular, we expanded our engagement with UN agencies, such as our support for CODEX, the FAO and the UN World Food Safety Day.

Expanding knowledge sharing

We understand how important it is to support food businesses — especially when facing the challenges of a global pandemic — and in 2021 we continued to share free open-access resources with the industry. In line with our shift in governance and our commitments to increased transparency, we also published open responses to questions and consultations along with meeting summaries and more.

“

2021 was a good year for our collaboration with the UN and other international bodies, but we expect 2022 to be even better as we do more to raise awareness and drive support for World Food Safety Day and other key activities that promote the importance of food safety across the globe. ”

Erica Sheward

The [GFSI Conference](#), convening the global community since 2001, has become the annual rendezvous for the industry, and when COVID made a physical event impossible, we worked tirelessly to create a best-in-class virtual event, tailor-made for the GFSI community, with a virtual 3D world enabling the knowledge sharing and networking that’s at the core of our DNA.

The look ahead

While we couldn’t be more pleased with the success of the first-ever virtual GFSI Conference, we are looking forward to reconvening the community in person in 2022. We invite you to join us in Barcelona from 29th to 31st March 2022 to explore the theme: Delivering Impact for Safe Sustainable Food.

Public–private partnerships will also take a leap ahead next year, with emboldened plans for the Government-to-Business (G2B) meetings. Finally, capability building will be another focus in the year ahead, with an exciting announcement in this area planned for the 2022 GFSI Conference.

“

If you have an interest in these issues, I encourage your company to join the Coalition of Action on Food Safety and make your voice heard. The most important thing we can do is to make sure we’re hearing all the different opinions and viewpoints and come up with actions and solutions that work for everyone. That will be the biggest step forward for us and how we ultimately have the greatest impact. ”

Dirk Van de Put

Safe food is everyone’s business

Food safety needs to be everyone’s business, and we must work together to build consumers’ confidence and trust in the food they buy. Collective action and engagement across the entire supply chain and the opportunity to network with fellow members and share our collective knowledge is critical to the industry’s success and the influence on making food safe throughout the world.

Our ask: if your organisation wants to collaborate to ensure safe food for people everywhere, we will welcome your contribution.

[Join these 37 committed leaders in the GFSI Coalition of Action.](#)





Collaboration for Healthier Lives

Board Co-Sponsors

Brian McNamara, CEO, GSK Consumer Healthcare

Frans Muller, President & CEO, Ahold Delhaize

Mark Schneider, CEO, Nestlé

Co-Chairs

Ayla Ziz, SVP Global Sales — Chief Customer Officer, Danone

Marcus Osborne, Senior Vice President, Walmart Health

Rebecca Marmot, Chief Sustainability Officer, Unilever

Coalition Director

Sharon Bligh, Healthier Lives Director, The Consumer Goods Forum

Our mission: Empower people to live healthier lives while creating shared value for business and communities.

Collaboration for Healthier Lives wants to inspire empowered, healthier people globally. Our objectives are to inspire healthier behaviour in stores, online and throughout communities around the world, drive collective action across sectors, and make healthier and more sustainable choices easier. In a world with increasing health and wellbeing challenges, which can also differ from one region to another, the Coalition has been working hard to develop a global strategy that relies on a regional approach to ensuring people have access to the foods and preventative care services that are right for them. It's about helping people make healthier decisions every day in every community around the world. It is about making it easier for people to take care of themselves and their families.

Inspiring healthier lives in the wake of COVID-19

2021 was a critical year for the Coalition to drive the agenda to support healthier consumers globally. In response to the impact of the pandemic, the Coalition fully embraced its mission to empower and support people across the globe in living healthier lives. The global nature of the pandemic revealed an important correlation between the severity of its impact and the availability of health safety nets.

In December 2020, the Coalition issued a call for action to [support the most vulnerable communities](#) throughout the world in terms of food supplies and health-related products,

which received an impactful response. You will find a small sample on our website of the hundreds of actions that were taken by Coalition members to fill the gaps.

[The Global Learning Mechanism](#), the resource and information hub for health and wellbeing insights, research and case studies, was created by the Coalition in the context of the COVID-19 crisis and continues to grow and evolve.



The relevance of the Coalition's objectives has been amplified by COVID-19. No one should doubt that supporting healthier lives and communities — particularly those where it may be difficult to access healthy food and personal care — is the right thing for us to address as an industry. ”

Frans Muller
President & CEO
Ahold Delhaize

Measurement and key success factors

The Collaboration for Healthier Lives Coalition was supported by KPMG in defining its critical KPIs and creating a common language to describe where progress is being made and what 'good' looks like, for both consumer health and business growth. The new KPI framework, which will be presented to the Board in December 2021, represents a shared value proposition for CGF and its members with set targets for consumer engagement and the percentage thresholds for basket growth in food, personal care and hygiene. The KPIs are: personal care and hygiene, health education, growth in sales of healthier and more sustainable products, food baskets, healthier behaviours, and social impact.

Some examples of progress measured and observed by the Coalition over the past year include a 1.1 percent increase in household penetration for personal care in Turkey, an 8 percent increase in fruits and vegetables in the consumer shopping baskets in France, some 22 percent of targeted shoppers reached in the UK through the 'Know Your Numbers' campaign and a 2 percent increase in behaviour change toward plant-based options in consumer baskets, a 19 percent sales increase in salt-reduced products in Japan and a 24 percent sales increase on full range of SKUs in Colombia.

A joint report by Bain & Company and the Coalition was published in June 2021, [evaluating more than 70 Coalition programmes](#) from across the regions and highlighted key success factors for CGF members to design collaborative programmes to drive healthier lives. The insights served to reflect on lessons learned on the journey and to find the path forward to drive even more positive outcomes.

The Coalition continues to work with academia, such as Oxford University, INSEAD, McGill University and Anadolu University, as critical stakeholders for the external evaluation of its initiatives and activities.

Driving a holistic health and wellbeing agenda

The Coalition's governance was expanded to drive a more holistic agenda to include the adoption and use of healthier personal care and hygiene products. Brian McNamara, CEO of GSK Consumer Healthcare, was added as a third Board Co-Sponsor to help guide this added area of focus and identify additional KPIs to measure improvements in a broader range of consumer choices and behaviour.



Coming from a non-food company, I have taken on the role as a Co-Sponsor of the Coalition because I believe we have a big opportunity as a collective to expand our reach and champion healthier and more sustainable choices for consumers. Now we are helping to guide people in adopting healthier behaviour through better nutrition as well as increased physical activity, improved oral health and the appropriate use of vitamins, sanitisers and other personal hygiene products — all of which have become even more important and relevant since the onset of the pandemic. ”

Brian McNamara

CEO, GSK Consumer Healthcare

Moving at scale

All of the [local markets](#) (China, Colombia, Costa Rica, France, Japan, Mexico, Russia, Turkey, the UK and the US) that are engaged in the Coalition have shared results on how they are progressing: how they track their health metrics, what the progression of their basket looks like, and how consumers become sustainably engaged over time. Their experiences provided valuable lessons learned and best practices for other countries to adapt.

In China, the Coalition published a report, in collaboration with the Chinese Nutrition Society (CNS), analysing the impact of big data on consumer nutrition in China, as it related to trends that were observed during the pandemic. The Coalition continues to work to support the Healthy China 2030 targets through its activities. In Colombia, the Coalition joined Colombia's Grand Alliance for Nutrition — a First Lady and Presidential Council for Children-led initiative — and launched the 'Mission Nutrition' campaign in stores across the country.

In France, the Coalition is moving in the direction of healthier and more sustainable diets and is leaning into eco-scoring efforts. The omnichannel initiative continues to grow, moving back into stores and with a digital activation 'One Click Healthy' launched online to drive healthier baskets. In Japan, the Coalition published a report on supply chains in the age of COVID-19, and continues to focus on helping ageing populations live better for longer — such as by aligning with the WHO guidelines for salt reduction projects and through continued work with the Japan Dietetic Association.

In Latin America, the Coalition continues to focus on their holistic agenda, including lifestyle improvements for the food and non-food categories, and advancing around digital engagements in 2021. In Turkey, the Coalition created the 'Balance Nutrition Index' with the Ministry of Health and continues to foster significant engagement and growth. Russia is the latest local initiative to be formed by the Coalition, and recently signed a Code of Voluntary Commitments under the 'United for a Healthier Future' initiative.

In the UK, the Coalition is working on an impact report with NGO Impact on Urban Health and Oxford University to continue their efforts to drive healthier lives in local communities. And in the US, the Coalition is piloting an initiative, set to go live in 2022, focusing on health inequalities and inclusiveness to support the most vulnerable.



Consumer goods companies have the opportunity to be role models for employee health and welfare too. We can positively influence global health and be recognised as important contributors to the pandemic recovery. ”

Mark Schneider

CEO, Nestlé

Empowering our own people

Wellbeing and mental health have been described as the ‘epidemic within the pandemic’. In a report published in collaboration with Kin&Co, the Coalition looked into why it is important to embed a culture of wellbeing at work and how to get involved to enhance wellbeing within organisations. Furthermore, Coalition member companies launched an Employee Experts Conversation Series for HR professionals and published a paper on the new business realities for employee wellbeing.

The Coalition also launched a [Wellbeing Wednesday video series](#) spotlighting CEOs from CGF member companies, giving insights and sharing tips on how they take care of their own wellbeing - which served as a valuable example of role modelling from the top. In addition, the Coalition developed a wellbeing framework for members to implement, covering access, culture and impact.

Caring for employees has been at the core of the Coalition’s agenda, and the CGF joined forces with the Global Alliance for Improved Nutrition (GAIN) to form the [Workforce Nutrition Alliance](#) — working toward enabling healthy workforces globally. Through the Alliance, tools and resources were developed and made available to CGF member companies (and beyond) to support them in implementing employee workforce nutrition programmes. The target of the Alliance is to bring access to and knowledge about healthy nutrition to +3 million employees in member organisations and supply chains by 2025.

Implementing a digital framework

The CGF partnered with Capgemini in the development of a Global Health and Wellness Digital Framework. It provides CGF members and other stakeholders with a guide to the role that digital technology can play in building tailored roadmaps for companies’ health initiatives. It helps members design, build, and launch strategic initiatives that leverage digital technologies to drive scalable and global action. The [‘Building Healthier Baskets to Impact at Scale’](#) publication is available on the Global Learning Mechanism and shares four digital concepts to activate and advance the goals of the Coalition.

Increased stakeholder engagement

More than 160 stakeholders globally are currently engaged in local Collaboration for Healthier Lives initiatives, including CGF members, academia, health authorities, governments, and intergovernmental organisations. These collaborations have included the Coalition joining in or engaging with: the Access to Nutrition Initiative (ATNI), Demand Generation Alliance (DGA), EAT Forum, Global Alliance for Improved Nutrition (GAIN), Global Business School Network (GBSN), IGD, Institut du Commerce (IDC), Nutrition for Growth Summit (N4G), World Benchmarking Alliance (WBA), World Business Council for Sustainable Development (WBCSD), World Wildlife Fund (WWF) and the United Nations Food Systems Summit (UNFSS).



Our level of engagement with key external stakeholders is encouraging. Bringing all of these people together — and their willingness to work with government authorities and academic partnerships — provides tangible value to CGF members and the industry. ”

Sharon Bligh

Coalition Director, The Consumer Goods Forum

Looking forward

The Coalition gained momentum in the past year, and the members’ alignment on KPIs provided a clear direction. Now, one of the challenges — and opportunities — for the industry is to raise consumer awareness and help people understand the importance of making healthier choices. The key priorities ahead for the Coalition are to lead multi-stakeholder action to inspire behaviour change for healthier lives globally, to help making the healthier and more sustainable choice the easy choice, to drive progress in the employee framework covering workforce nutrition and wellbeing, and to be a recognised leader for impact on the SDGs.



For most CGF members, issues related to ‘health’ are strategically core to what we do. The intersection between healthy people, healthy businesses and a healthy world has become evident, and our industry has a lot to contribute. ”

Brian McNamara

“

Millions of people that had successfully made their way out of poverty have been pushed back because of the pandemic. Affordability will be a key area of attention for the Coalition going forward to make sure that people not only have access to proper nutrition, but that it's also affordable. ”

Mark Schneider

“

We can accomplish a lot through greater collaboration and stepping away from competitive-thinking to recognise the bigger picture. We know what inequality means; how it can disrupt complete societies, communities, governments and countries. We have seen how many people can be left behind. It isn't just about feeding people; it's also about setting the next generation up for success. Affordable access to healthy product choices is one very economical way to support people to live healthier lives and give equal future opportunities. ”

Frans Muller

Our ask: if your organisation wants to be a leader in empowering healthier consumers and employees, and healthier companies globally, we will welcome your contribution.

[Join these industry leaders as a member of the Collaboration for Healthier Lives Coalition of Action.](#)







Human Rights Coalition — Working to End Forced Labour

Board Co-Sponsors

Veronique Penchienati-Bosetta, Chief Executive Officer International, Danone

Steve Rowe, CEO, Marks & Spencer

Co-Chairs

Veronika Pountcheva, Global Director Corporate Responsibility and Senior Vice President, METRO AG

Paul Lalli, Global VP, Human Rights, The Coca-Cola Company

Coalition Director

Didier Bergeret, Sustainability Director, The Consumer Goods Forum

Our mission: The mission of our Human Rights Coalition — Working to End Forced Labour is to help achieve fair and decent working conditions worldwide by driving individual and collective action in members' businesses and supply chains to eradicate forced labour.

“

The CGF Human Rights Coalition — Working to End Forced Labour has made incredible progress in its first year. Building on the CGF's rich history of engagement on the issue of forced labour, this new Coalition has been formed by some of the world's largest companies driving concrete action to eradicate this social endemic from consumer goods supply chains and businesses. ”

Antoine de Saint-Affrique
CEO, Danone

Forced labour is an issue that appears with significant magnitude throughout the world's supply chains, and includes forced child labour, forced migrant labour and human trafficking. Whilst our industry faces a number of different human rights issues to address, forced labour as one of the most salient issues is one where we can have the greatest impact working together collectively.

Of the 25 million people in forced labour, the International Labour Organization (ILO) estimates that 16 million are in the private sector, in domestic work, construction, or agriculture. The [Human Rights Coalition — Working to End Forced Labour](#) is firmly committed to fighting this situation.



Eradicating forced labour is going to become a non-negotiable business imperative for all of us. It takes courage to actively identify potential human rights and forced labour abuses in our businesses. But, turning a blind eye to the problem is not the answer, and no one company can stamp out forced labour on its own. That's why we need to stand together as an industry to take action and protect workers' human rights around the world. ”

Steve Rowe
CEO, Marks & Spencer

2021 — A call to action

Building on the first industry resolution targeting forced labour, which the CGF launched in 2015, 25 CGF members have joined the Coalition and are committed to [helping achieve fair and decent working conditions](#)

worldwide. Through individual and collective action, they have set out to eradicate forced labour in their businesses and supply chains through enhanced due diligence and responsible recruitment and remuneration practices.

The Coalition members made advancements on two key immediate priorities for taking bold action in 2021:

1. Making human rights due diligence the operating norm

The Coalition's first ambition was to develop a tailored “Maturity Journey Framework for the Implementation of Human Rights Due Diligence Systems in Members' Own Operations”.

[This Framework](#) was published this year, and all Coalition members agreed to implement it in their own operations by 2025. It has now become the essential guide for helping members to identify, remedy and prevent human rights risks — starting with those in their own operations. By ‘practicing what they preach’, these 25 industry leaders can engage more effectively with suppliers by explaining the actions they are taking in their own companies to help drive out forced labour and modern slavery.

Coalition members will be supported in the implementation of these HRDD systems by the Coalition's technical partners, the Fair Labor Association and the UN International Organization for Migration. Together, the three organisations have joined forces [to make human rights due diligence the norm](#) in our businesses and supply chains, and to support the development of responsible recruitment markets in key geographies.

2. Conducting due diligence throughout the palm oil supply chain

Recognising the difficulty of understanding the extent of the forced labour problem in any particular commodity

or geography, Coalition members chose palm oil production in Malaysia as a test case for implementing the Coalition's HRDD Framework. The pilot will bring multiple parties together to apply the Coalition's HRDD Framework and examine the complexity of conducting human rights due diligence throughout the palm oil supply chain.

Some suppliers and other stakeholders were already working on actions to prevent or mitigate the impact of forced labour, and they will be mapped at the beginning of the pilot to leverage their existing efforts and avoid duplication.

Now, there is an increased focus on building connections with governments given the reality that without their support and engagement it will be difficult — if not impossible — to protect and support human rights and eradicate forced labour in their territories. This is just the first step in more structured advocacy efforts to come.

This work is a continuation of the CGF's efforts around palm oil, which included a groundbreaking report in 2018 with the Fair Labor Association highlighting the risk of forced labour in the palm oil supply chain.



Our projects seek to approach forced labour from every angle, from prevention to remediation. It's a great start, but there is much more to do, and I look forward to continuing to support this initiative as it advances our progress in building more sustainable, resilient and ethical supply chains. ”

Antoine de Saint-Affrique

The look ahead

Looking ahead to next year, the execution of the palm oil test case in Malaysia will continue with increased engagement with government and other third parties, and will notably focus on the on-the-ground deployment of the HRDD Framework.

A third pillar of the Coalition's agenda relates to [responsible recruitment](#) and remuneration — especially of migrant workers. This is relevant given that 50 percent of known forced labour cases are generated through debt bondage according to the ILO. The Coalition members have undertaken a broad initiative in collaboration with the ILO, the UN International Organization for Migration and the Fair Labor Association. By bringing all four parties together, an agreement should be reached on what should be considered reasonable recruitment fees and how migrant workers should be treated to protect their basic human rights.



We believe that as much as 80 percent of forced labour cases, particularly those of migrant workers, can be stamped out if everyone in the industry follows three basic principles: 1) Every worker will have freedom of movement. 2) No worker will be required to pay for a job. 3) No worker will be indebted or coerced to work. ”

Didier Bergeret

Coalition Director, The Consumer Goods Forum

The Coalition will focus this work on the India–Malaysia and Indonesia–Malaysia migration corridors, and part of this workstream will focus on capacity building of recruitment agents and suppliers, pre-departure orientation trainings for workers, all of which hopes to demonstrate that an end-to-end approach for addressing responsible recruitment and the migrant worker's journey is possible.

The Coalition's members will be shining a spotlight on the many acute issues affecting the lives of migrant workers across the globe, and they will undertake a larger, collective advocacy movement to either make recruitment fees history or guarantee that recruitment is undertaken responsibly everywhere going forward.

Impact on the industry

Consumer goods manufacturers, retailers and suppliers are experiencing a 'stress test' in the wake of COVID-19. The social element of the Environmental, Social and Governance (ESG) agenda has gained traction, and the deeper and more prolonged impact on the industry is unknown.

The results of the stress test will likely become a determining factor in measuring the industry's resilience — not only in showing our ability to meet customer needs by efficiently managing supply and demand, but by also demonstrating that we operate with good social standards and ethical labour practices.

The measures that are being taken by individual companies, combined with the collective action of members of the CGF Human Rights Coalition of Action — Working to End Forced Labour, will provide tangible evidence of how the CGF is driving positive change globally and secure long-term, sustainability that is good for business, good for people and good for the planet.

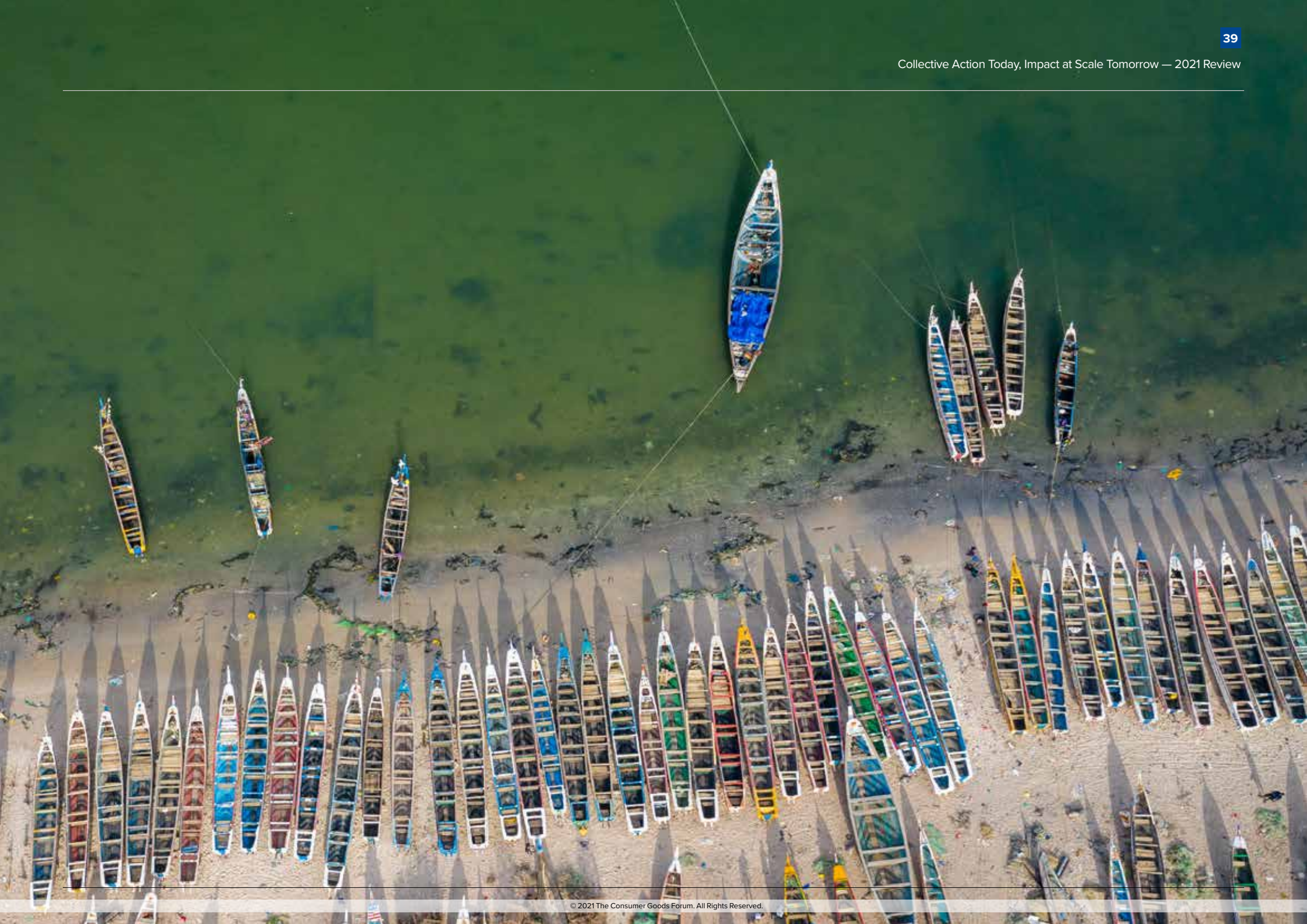


This is the moment to tackle this issue. To deliver sustainable solutions none of us can do this on our own. As an industry we have a lot of wonderful community programmes, but they don't have real impact if we're each doing something one at a time. If we all spend money tackling these issues individually it isn't a good economic solution either. Leaning in together and working collectively is how we'll make a real difference. ”

Steve Rowe

Our ask: if your organisation is ready to take action and accelerate the eradication of forced labour, we encourage you to join us in this important work.

[Contact us to learn more about joining these industry leaders as a member of the Human Rights Coalition of Action — Working to End Forced Labour.](#)





Plastic Waste

Board Co-Sponsors

Alan Jope, CEO, Unilever

Galen Weston, CEO, Loblaw Companies Limited

Co-Chairs

Barry Parkin, Chief Procurement and Sustainability Officer, Mars, Incorporated

Rob Nicol, Vice President Corporate Affairs, Walmart Canada

Coalition Director

Ignacio Gavilan, Sustainability Director, The Consumer Goods Forum

Our mission: Moving from a linear to a circular economy requires a different approach to plastic usage, from production, consumption and reuse, to recycling and disposal. With a common vision of a world where no plastic waste ends up in nature — land or sea — the CGF's Coalition of Action on Plastic Waste and its 42 member companies are committed to play a leading role in accelerating the industry's effort to tackle the plastic pollution challenge.



The issues related to plastic waste are totally within our control as an industry. We control the sourcing of material ... packaging design ... the product flow from the manufacturer to the retailer and how it is presented to the customer. In most countries, we also play a major role in how waste is collected, recycled, reused or repurposed. It's one of the few areas where the consumer goods industry has direct control over the outcome. ”

Galen Weston
CEO, Loblaw Companies Limited

The 42 members of the Plastic Waste Coalition of Action have the collective ambition to eliminate unnecessary use of plastic packaging, improve the recyclability of the rest and support effective systems worldwide. The adopted strategy supports and drives actions toward achievement of the vision and goals of the Ellen MacArthur Foundation's New Plastics Economy Global Commitment.

The focus is on reducing plastic waste to deliver tangible value to businesses, people and the planet through:

- Strong environmental outcomes
- Long-term financial sustainability
- Increased efficiency, cost-effectiveness, transparency and accountability
- Shared financial responsibility for recycling
- Consumer convenience
- Social inclusiveness and fairness, especially in transitional markets

2021 Priorities for action

Our strategy following 2021's effort was to double-down on our existing priorities.

1. Developing and adopting nine Golden Design Rules that ensure packaging is designed for a circular end of life.
2. Provide effective support to recycling by advancing common vision for Extended Producer Responsibility (EPR) programmes in engagement with key stakeholders — most notably, government authorities.
3. Investigating the feasibility of chemical recycling as a complementary recycling loop to mechanical recycling.



Plastic waste is a huge collective challenge and one that needs cross-sector collaboration. The CGF is in a unique position to accelerate the action needed, and ensure that the industry continues to serve consumers, deliver growth, and does so without avoidable environmental turmoil.”

Alan Jope
CEO, Unilever

1. Packaging Design — [The Golden Design Rules](#)

While plastic packaging has been an integral part of the global economy, the vast majority of packaging products include materials that make recycling difficult — or even impossible. Less and better plastic is within manufacturers' and retailers' control, and the Coalition members' first priority was to agree on nine Golden Design Rules for plastic packaging across the spectrum.

Forty-two industry leaders joined the Coalition and agreed to take action. Together, they represent a shared revenue of more than EUR1 trillion and more than 10 percent of the global plastic packaging market. They have voluntarily committed to adopting the design rules in their packaging design by 2025 and to reporting annually on their progress.



It takes courage for many companies to implement these design changes. But because the CGF and the Coalition is CEO-led, this is a strategic decision that is being made at the top of member organisations, and we are gaining traction in implementing the new packaging design rules.”

Ignacio Gavilan
Coalition Director, The Consumer Goods Forum

2. Extended Producer Responsibility (EPR)

The EPR workstream focused its efforts on supporting a proactive stance across the industry to deliver constructive recommendations for EPR development and implementation to governments in priority markets. A position paper entitled “[Building a Circular Economy for Packaging: A View from the Consumer Goods Industry on Optimal Extended Producer Responsibility](#)” was released this year, and it provides key principles and design parameters for the development and implementation of EPR programmes around the world.

The Coalition prioritised 14 markets for engagement, which are either actively introducing new EPR schemes or pursuing changes to existing ones. Thirty member companies have signed up to support the implementation. Canada is one of the furthest advanced, where a coalition of manufacturers and retailers have been actively engaging with local, provincial and federal governments to promote optimal EPR. Measuring the success of the programmes will be an important next phase. In Indonesia, the Coalition supported the establishment of a local Packaging Recovery Organisation (PRO) by providing technical support to implement EPR at scale.



The idea that embracing sustainable business somehow hampers our financial performance must be put to bed. The cost of inaction will be far higher than the cost of taking action. ”

Alan Jope

3. Chemical Recycling Feasibility

Flexible packaging is difficult to recycle, and [chemical recycling](#) can provide a complementary solution to mechanical recycling for plastics that are not recycled in practice and at scale in today’s system. To determine its viability, the Coalition commissioned an independent environmental assessment study to examine the life cycle climate impact of chemical recycling compared to fossil-fuel-based virgin feed stock. The results of the study will be released in early 2022.

The look ahead

The Coalition’s ambition is to lead actions that result in “less and better plastic within our control and a better system within our influence.” Many member companies have already bought into the priority actions, and the Coalition has reached the point of take-off. In the coming year, one measure of success will be to see participating companies taking action across all their operations and geographies by designing and bringing products to market that fit the Golden Design Rules at a global level.

There is alignment behind the optimal EPR position paper and the role of EPR as an essential and constructive part of building a closed loop system for packaging waste management. However, the participating companies have recognised that EPR has to be done at a jurisdictional level and the initial EPR work has focused on priority markets, including Canada,

the US, the UK — potentially down to the regional and city level — to gain broad agreement on how EPR will be implemented in those jurisdictions.

With chemical recycling, the Coalition is still in internal alignment phase, where it’s necessary to ensure key principles are being met to support safe and credible development of chemical recycling. The next step will be to mobilise action in a select number of case study countries and put the policies, ideas and concepts into practice.



I’m a big believer that the private sector can affect positive change — especially large enterprises — because of the scale that we can bring to bear on problems. If our energies continue to be properly directed, I am confident that we will have a really positive impact on our businesses, on consumers and on our planet. ”

Galen Weston

The overall focus in 2022 will shift from the intellectual design work that was required initially, to full-scale implementation efforts. Practical evidence of major changes in packaging design and a substantial reduction in plastic waste are expected to be seen before the Coalition members will pursue additional priority areas to accelerate the transition to a more circular economy.

Our ask: if your organisation is ready to take action and accelerate the progress of plastic waste reduction, we will welcome your contribution to this important work.

[Contact us to learn more about joining these industry leaders as a member of the Plastic Waste Coalition of Action.](#)





Product Data

Board Co-Sponsors

Steffen Greubel, CEO, METRO AG

David Taylor, Executive Chairman of the Board, Procter & Gamble

Co-Chairs

Kristian Gatewood, Senior Vice President, Global Sales Strategy & Innovation, P&G

Tom Rose, Head of International Operations, SPAR International

Coalition Director

Ruediger Hagedorn, End-to-End Value Chain Director, The Consumer Goods Forum

Our mission: Our current agenda is shaped to address weaknesses faced in today's data exchange processes.

To achieve this, the Coalition aims to ensure that all products have a unique identification, all unique product IDs can be verified in real time, and all brand owners, retailers and platforms follow the same foundational Global Data Model by 2022.

“

It is not a matter of lack of conviction or lack of wisdom. The investment in accurate and easily exchanged data is something important. It's about dedication... not being distracted by short-term optimisation... but to invest in initiatives that will deliver longer-term success. The costliest thing for everyone in the industry is not investing in the future to bring our companies and the industry up to the next level.”

Steffen Greubel
CEO, METRO AG

Consumers expect to receive safe, reliable products that they have confidence in using every day. And one of the building blocks of consumer confidence is trust. The trust that manufacturers and retailers are not only providing safe and dependable products, but also supplying the right information that helps consumers make well-informed choices.



Manufacturers and retailers understand they have to get data right, and our industry has never been so energised and ready to debate data quality and exchange issues and come up with practical solutions.”

Ruediger Hagedorn

Coalition Director, The Consumer Goods Forum

The true value of the ‘right information’ is only as good as the data behind it — data that is accurate, consistent, and easily exchanged from the manufacturer to the retailer and ultimately to the end consumer.

Solutions that improve product data quality, that reduce rework resulting from the use of incompatible systems throughout the industry, that achieve supply chain efficiencies, and ultimately that generate reliable product information for consumers, is the goal of the Product Data Coalition.



When the Product Data Coalition of Action was initiated there was no central registry to verify GTINs or to store product data and attributes. That created two important issues that needed to be rectified: trust in data accuracy for consumers, manufacturers, and retailers and much-needed efficiencies for the industry to reduce the rework required from using different systems. The Coalition has come together in earnest to address both of those concerns.”

David Taylor

Executive Chairman of the Board, Procter & Gamble

Major milestones

In the past year, the Coalition made significant progress in advancing the [product data agenda](#) with five key projects that are designed to achieve greater alignment throughout the industry. Global Trade Item Number (GTIN) ubiquity and accelerated adoption of the Verified by GS1 Global Registry were the most immediate and urgent.

1. GTIN ubiquity — by the numbers

Every product requires an identifier, and the Coalition members agreed to adopt the GTIN — a globally unique 14-digit number that is used to identify trade items, products, and services — as the industry standard.

The positive impact of that decision was evident in 2021:

- Approximately 140 million GTINs in the global registry, compared to only 48 million in September 2020.
- Twenty-one million queries are made per month now, compared to just one million per month a year ago. The registry is not just filling up but is also being used extensively.
- Forty-one CGF Board companies are now uploading their data. The target for 2021 was to represent 80 percent of worldwide GDP in the registry. By August 2021, we had exceeded that target with 85 percent of GDP represented.
- We can now upload data in 50 countries, compared to 38 in 2020.
- Data can be verified in 28 countries, compared to just eight one year ago.



We’ve made good progress, but speed continues to be the biggest hurdle. We’ve climbed the hill, and then found another mountain. So, the challenge now is how to improve data quality, not as an initiative, but as an integral part of our industry. There is power in the new technologies, but only if they are underpinned by accurate data.”

Steffen Greubel

2. Creating a central ID registry (Verified by GS1, VbG)

The importance of product verification was amplified by the pandemic with the dramatic increase in e-commerce sales. The Verified by GS1 Global Registry is the first and only platform that enables any retailer or marketplace to verify in real time that a product bears a valid ID licensed through GS1. Coalition members identified a fixed set of seven attributes including a unique ID for each product in the registry that allows them to clearly identify a product. Retailers now have the ability to clean up their product data catalogues to make sure their products move through the supply chain efficiently. Likewise, consumers can obtain trusted product information to make the right purchase decision.

While the use of Verified by GS1 has not yet met its targets, usage is steadily improving globally with approximately 21.1 million GTINs queried in August 2021 compared to just one million per month a year ago.

3. A new Global Data Model (GDM)

One of the salient issues related to data exchange is that manufacturers and retailers use different attributes and field names to define the same product. The Coalition introduced a GDM pilot project to define a common language for product descriptions.

It was launched by selecting existing GS1 standards and applying business-friendly definitions to them. Important progress has been made. The GDM is now active in 50 countries with alignment on 55 data quality rules for the GDM attributes.

4. The Data Quality Scorecard

Monthly progress in data uploads, downloads, and data quality by country, region and individual companies is now being measured among both CGF and non-CGF members.

The amount of available data is growing exponentially, and is definitely moving in the right direction.

However, there is not sufficient usage from retailers and there is still much work to be done to engage them in making sure our measurement and reporting efforts are more instructive and robust.

5. Introduction of DataPorts

Most of the current initiatives have focused on managing and sharing product master data across the industry. In addition, the Coalition has a voluntary innovation track focused on new technologies to leapfrog data exchange via [DataPorts](#) that will enable an even broader spectrum of direct data sharing such as forecasting, transactions, and event and sensor data between value chain partners.

The impact of collective action

Data quality is now key in every organisation, and service optimisation and improvements are not possible without it. Accurate and easily accessible product data has become a key enabler for satisfying customers and is now seen as a strategic priority.

The Coalition, by working collectively, is enabling the industry through developing solutions for creating and storing accurate data that is exchanged faster, more easily, and efficiently. The value can be seen in:

- Trading partners that have access to real-time, accurate and independently assured product data.
- Consumers who can get accurate and immediate answers to the questions they have on the products they buy.
- The simplification of product listing processes, reducing time-to-market and growing consumer trust through increased product transparency.



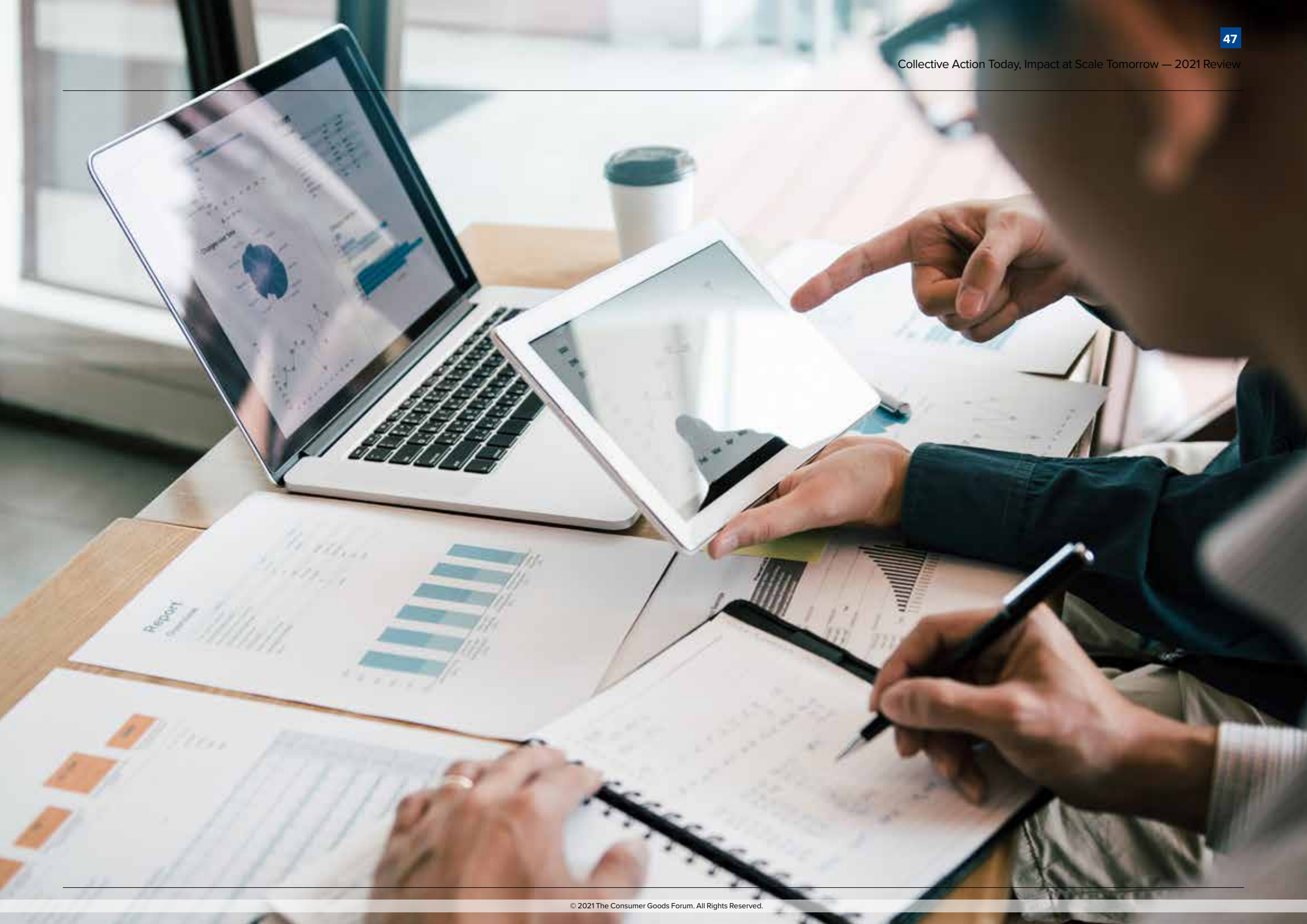
The Consumer Goods Forum continues to be a highly effective way to build relationships and work together constructively on the issues we share in the industry. In critical areas — food safety, sustainability, data quality, trust — there is a common belief that we're better off if we work together and not apart. I'm a strong supporter of that belief and the importance of making progress together on a few things that are critically important to our industry and our customers. ”

David Taylor

Data is not going away and exchanging it accurately and efficiently will be a driver of the entire industry's future performance.

Our ask: If your organisation wants to be a leader in improving the quality of product data and the ease of data exchange, we will welcome your contribution.

[Join these industry leaders as a member of the Product Data Coalition of Action.](#)





Sustainable Supply Chain Initiative

Board Co-Sponsors

Simon Roberts, CEO, Sainsbury's

Richard Smucker, Executive Chairman, The J.M. Smucker Company

Co-Chairs

Hugo Byrnes, Vice President of Product Integrity, Ahold Delhaize

Vineet Khanna, Vice President of Supply Chain, Nestlé

Coalition Director

Didier Bergeret, Sustainability Director, The Consumer Goods Forum

Our mission: The mission of the Sustainable Supply Chain Initiative (SSCI) is to provide clear guidance in the consumer goods industry to buyers and suppliers on which third-party auditing, monitoring and certification schemes cover key sustainability requirements and apply relevant governance and verification.

The initiative currently focuses on benchmarking social compliance programmes under three sectoral scopes and will later expand its benchmark to environmental compliance programmes as well.

To support companies in their supply chain due diligence, The Consumer Goods Forum launched the Sustainable Supply Chain Initiative (SSCI) in 2018 to build trust in sustainability standards worldwide.

The goal is to make sure that all the standards are well designed and have adequate management systems to support them.

Supply chain audits have historically been the primary solutions that companies have used to monitor their supply chain. However, this is not enough in today's

complex world. The tools the industry need must show that they are meeting fundamental expectations when it comes to responsible sourcing, sustainability standards, and management processes. The work of the SSCI has helped to reveal and address gaps and flaws within existing supply chain standards.

These gaps expose the need for broader due diligence and clear industry expectations to raise the social compliance levels in the consumer goods industry — and it has been the focus of the SSCI Coalition's work this year.



The industry has broadly welcomed our efforts with the sustainable supply chain framework. This is a chance for schemes to show how they are supporting companies' due diligence processes and demonstrate the value they add. I believe there is recognition that giving clarity around standards helps drive improvements and uptake. ”

Simon Roberts
CEO, Sainsbury's

Major milestones — 2021

New social compliance benchmark criteria

In close collaboration with the Global Sustainable Seafood Initiative (GSSI), the SSCI developed a [social compliance benchmark tool](#) that takes into account the specificities of the seafood sector. By joining forces, the SSCI and GSSI are able to have more meaningful impact in the industry. In parallel, the SSCI also worked on the special nature of work in food harvesting, which allowed the SSCI to proudly launch in May 2021 the benchmark requirements for At-Sea Operations and Primary Production scopes, effectively opening the SSCI benchmark to social compliance standards in the fishing, agriculture and aquaculture sectors.

Benchmarks finalised and activated

In bringing the industry together, the SSCI members led the development of common standards for supply chains, defined 'what good looks like' and made sure the industry is progressing in the right direction with one vision and one voice.

Real progress was made in defining what a credible social standard looks like and publishing our Primary Production and At-Sea Operations scopes to go alongside our existing Manufacturing & Processing one.

In 2021, [the first programme](#) to achieve SSCI Recognition under the Manufacturing & Processing scope was BRCGS.

Four other standards are going through the benchmarking process to earn SSCI Recognition across a range of industries, which are:

- The Aluminium Stewardship Initiative
- GAA Best Aquaculture Practices
- Kenya Flower Council
- Responsible Fishing Vessel Standards



SSCI's overall ambition came from the good work led by the food safety approach where you need standards to guarantee the safety of food. We decided to do the same for Social Sustainability where we already had a plethora of codes of conduct and various approaches for managing supply chains sustainably. ”

Didier Bergeret
Coalition Director, The Consumer Goods Forum

Collective action for greater impact

To continue to build confidence in the SSCI, the benchmarking approach worked together with the CGF Global Food Safety Initiative (GFSI) by developing key operational policies in response to the pandemic.

Where GFSI is focused on food safety, the SSCI addresses all the other sustainability areas, including key elements of the Human Rights Coalition's due diligence framework, which includes supply chain sustainability.

Similarly, the Forest Positive Coalition is helping to tackle commodity-driven deforestation by driving a full-sector transformation for soy, palm oil, paper, pulp and fibre-based packaging, and beef. To do that successfully, it is essential to understand the perspective of key supply chain actors and support them through landscape-level interventions.

With this broad sustainability agenda, the SSCI Coalition worked to ensure that the industry is taking a consistent approach and ensuring that the data provided by third-party sustainability schemes is credible and meets industry expectations.



As an overarching priority, we believe it's extremely important to reach a critical mass whereby the supply chain leaders of retail and manufacturing companies endorse a common set of expectations that the auditing programmes can use when they conduct supply chain audits in the ESG world. ”

Richard Smucker
Executive Chairman, The J.M. Smucker Company

The [SSCI Benchmarking](#) and Recognition process is a tool developed by our industry; for the benefit of our industry. It provides insights into which third-party sustainability programmes meet our expectations. These expectations will evolve over time. Some of this will be driven by our industry as we look to always drive positive change. Some of these expectations will change due to new regulations or new stakeholder requests that we must meet in order to continue to operate responsibly. The SSCI Coalition is designed to understand these trends and drive continuous improvement among standards so that they continuously meet these expectations.

“

We're not becoming a standards body, but we're using standards as a way of creating one vision and making it much more efficient and easier to measure our results. All of this ties into the CGF's overarching vision of 'healthy people, healthy business, healthy planet.' ”

Richard Smucker

Added value for the CGF members

The CGF members have commented on how the efforts in their own businesses have been accelerated by being part of the Sustainable Supply Chain Initiative — working together, sharing knowledge and building momentum to get faster results and achieve scale.

“

The fact that we are joined together as global manufacturing and retail brands means we have the collective power to achieve so much more in starting to drive real change across the consumer industries. This is how we'll achieve more security for workers and as well as the long-term sustainability of supplies for our customers. ”

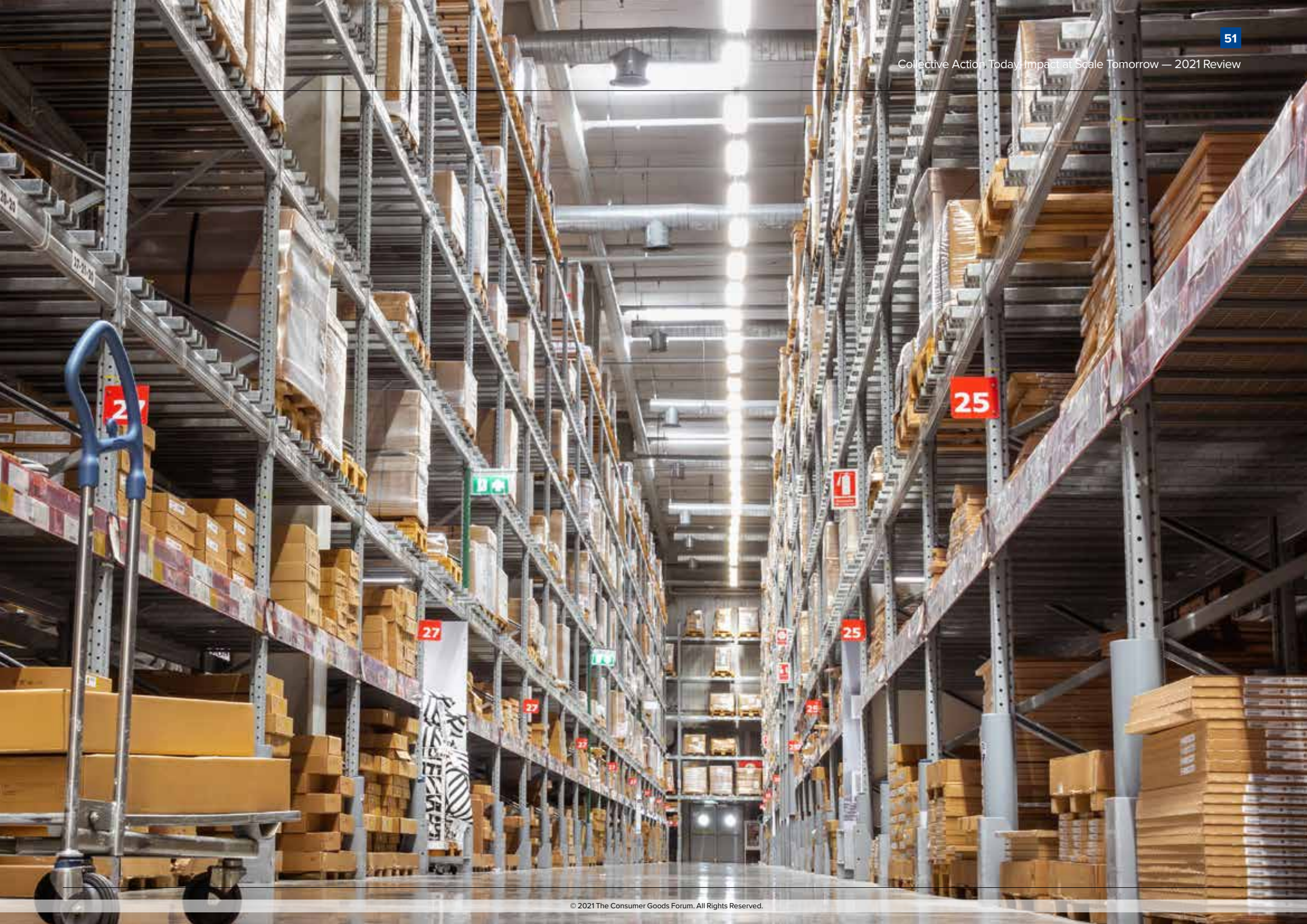
Simon Roberts

Working collectively on these issues has increased everyone's knowledge of the social standards and practices that can amplify due diligence practices and have a positive impact on workers throughout companies' supply chains.

Our ask: if your organisation is ready to join the collective action to build trust in sustainability actions worldwide, we will welcome your contribution to this important work.

[Consider joining these industry leaders as a member of the Sustainable Supply Chain Initiative.](#)







Our Board of Directors

as of 1st December 2021

CEOs and their respective companies
helping drive positive change globally.

Manufacturer College

▶ **James Quincey**
Co-Chair
The Coca-Cola Company, USA

▶ **Alan Jope**
Vice Co-Chair
Unilever, UK

Alex Bongrain
Groupe Savencia, France

Yoshihiro Hasebe
KAO Corporation, Japan

Lawrence Kurzius
McCormick & Company, USA

Thibaut Mongon
Johnson & Johnson, USA

Mark Schneider
Nestlé, Switzerland

Noel Wallace
Colgate-Palmolive, USA

Steve A. Cahillane
Kellogg, USA

Yoshinori Isozaki
Kirin, Japan

Ramon Laguarta
PepsiCo, USA

Takaaki Nishii
Ajinomoto, Japan

Daniel Servitje
Grupo Bimbo, Mexico

Claudio Colzani
Barilla, Italy

H. Fisk Johnson
SC Johnson, USA

Angela Liu
New Hope Liuhe, China

Alexis Perakis-Valat
L'Oréal, France

Richard Smucker
The J.M. Smucker Company

Magnus Groth
Essity, Sweden

Carsten Knobel
Henkel, Germany

Brian McNamara
GSK Consumer Healthcare, UK

Grant Reid
Mars, Incorporated, USA

Dolf van den Brink
Heineken, the Netherlands

Jeff Harmening
General Mills, USA

Max Koeune
McCain Foods, Canada

Jon Moeller
Procter & Gamble, USA

Antoine de Saint-Affrique
Danone, France

Dirk Van de Put
Mondēlez International, USA

Retail College

▶ **Daniel Zhang**
Co-Chair
Alibaba Group, China

▶ **Frans Muller**
Vice Co-Chair
Ahold Delhaize, the Netherlands

Alexandre Bompard
Carrefour, France

Klaus Dohle
Dohle, Germany

Doug McMillon
Walmart, USA

Motoya Okada
Aeon, Japan

Steve Rowe
Marks & Spencer, UK

Sadanobu Takemasu
Lawson, Japan

Edgard Bonte
Auchan, France

Carlos Mario Giraldo
Grupo Exitó, Colombia

Tina Müller
Douglas, Germany

Seah Kian Peng
NTUC Fairprice, Singapore

Pedro Soares Dos Santos
Jerónimo Martins, Portugal

Özgür Tort
Migros Ticaret, Turkey

Pieter C. Boone
Pick n Pay, South Africa

Steffen Greubel
METRO AG

Ken Murphy
Tesco, UK

Simon Roberts
Sainsbury's, UK

Lionel Souque
REWE Group, Germany

Danny Wegman
Wegman's, USA

Brian Cornell
Target, USA

Xiao An Ji
Beijing Hualian, China

Malina Ngai
A.S. Watson, Hong Kong (SAR), China

John Ross
IGA, USA

Per Strömberg
ICA, Sweden

Galen Weston
Loblaws, Canada

Ian McLeod
DFI Retail Group, Hong Kong (SAR),
China

A Collaboration and Commitment to Sustainability

I am very proud of the collaboration that the CGF and KPMG have built over many years, and KPMG is honoured to have been selected as the co-author of the first annual CGF report *Collective Action Today, Impact at Scale Tomorrow — 2021 Review*. It is difficult to describe the energy we felt during the interviews with the Co-Chairmen and Board member CEOs who are leading the CGF's initiatives as Co-Sponsors of the eight Coalitions of Action. Their personal and collective commitment to drive positive change for the sustainability of society, business and the planet was truly inspiring.

Strategic sustainability is at the heart of what KPMG does every day with our colleagues and clients around the world. Last month, [KPMG launched*](#) a multi-year programme to accelerate global strategies for Environmental, Social and Governance (ESG) issues. ESG will be the watermark running through KPMG firms; from empowering KPMG professionals to become agents of positive change, to the services that support clients and relationships with organisations like The Consumer Goods Forum. KPMG professionals have the global access, expertise, technology and relationships that give them the ability and responsibility to use their position to provide strategies and services to overcome the challenges facing the planet and society.

KPMG is committed to the CGF and to helping drive the Consumer & Retail sector forward — no matter how complex the challenge — with a goal of enabling a more sustainable future.

René Vader

Global Head of Consumer & Retail
KPMG International

Thank you to:

René Vader

KPMG International

Linda Ellett

KPMG in the UK

Matt Kramer

KPMG in the US

Paul Martin

KPMG in the UK

Waseem Alkhateeb

KPMG in the Netherlands

Isabelle Allen

KPMG in Switzerland

Nathan Beaver

KPMG in the UK

Liz Claydon

KPMG in the UK

Jonathan Dambrot

KPMG in the US

Sebastian Distefano

KPMG in Canada

Stephan Fetsch

KPMG Germany

Sam Ganga

KPMG in the US

Javid Hamid

KPMG in the UK

Julio Hernandez

KPMG in the US

Wei Lin

KPMG China

John MacIntosh

KPMG in the US

Brian MacSweeney

KPMG in Ireland

Jon Mills

KPMG in the UK

Raymond Ng

KPMG China

Kostya Polyakov

KPMG in Canada

Robert Poole

KPMG Australia

Jessie Qian

KPMG China

*<https://home.kpmg/xx/en/home/media/press-releases/2021/10/kpmg-program-accelerates-solutions-for-esg-issues.html>

For more information contact:

Flavia Ballve

**Senior Manager, Marketing
and Communications**

E: f.ballve@theconsumergoodsforum.com

Lee Green

Director, Communications

E: l.green@theconsumergoodsforum.com



www.theconsumergoodsforum.com

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG organization.

KPMG refers to the global organization or to one or more of the member firms by KPMG International Limited ("KPMG International"), each of which is a separate legal entity. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients. For more detail about our structure please visit home.kpmg/governance.

© 2021 The Consumer Goods Forum. All Rights Reserved.