



# Accelerating the Pace of Change: From Action to Impact — 2023 Review



The Consumer Goods Forum



# Contents



Co-Chairs Foreword	<b>03</b>	Our Global Reach	<b>13</b>	<b>Join Our Coalitions of Action</b>	<b>28</b>
Scaling Our Impact — A 2023 Perspective	<b>04</b>	From Adoption to Acceleration: Moving Faster Together	<b>15</b>	Collaboration for Healthier Lives Coalition of Action	<b>29</b>
The Power Of Collective Action — KPMG	<b>05</b>	Connecting For Better Impact: Cross Pollinating Across Coalitions	<b>19</b>	Plastic Waste Coalition of Action	<b>31</b>
CGF Across The World	<b>06</b>	Elevating the Ambition: Building On Our Belief	<b>23</b>	Food Waste Coalition of Action	<b>33</b>
2023 At A Glance	<b>07</b>	Looking Ahead	<b>26</b>	Forest Positive Coalition of Action	<b>35</b>
Refining Our Strategy: Stepping Up Our Ambition	<b>10</b>	Our Focus For the Coming Year: The Five Acceleration Areas	<b>27</b>	Human Rights Coalition of Action	<b>37</b>
				Sustainable Supply Chain Initiative Coalition of Action	<b>39</b>
				Product Data Coalition of Action	<b>41</b>
				Food Safety (GFSI) Coalition of Action	<b>43</b>





# Co-Chairs Foreword

## A Sharpened Focus for Accelerated Ambition

As we close on another complex year of challenges and escalating crises in the world, 2023 may certainly feel like a global society becoming ever-more fragmented. Yet within these divides, we at The Consumer Goods Forum (CGF) have found a shared resilience in being able to collaborate and find unique solutions for an increasingly complex world.

This year, the collective efforts and commitment of our Coalitions of Action and members have been showcased. They emphasise transparency and openness in creating a more sustainable and equitable global marketplace. We have recognised the power in learning from each other.

This has led to exceptional collaboration over the past twelve months between Coalitions, through members, knowledge partners, and back to the communities and consumers we serve. The eagerness to drive change within our network is profound.

As the new Co-Chairs of the CGF, we are honoured to lead these efforts. To sharpen our focus on the valuable and ongoing work of the Coalitions. It has been our pleasure to strategically engage the CGF membership around five Acceleration Areas critical to our mission: enhancing employee health

and well-being; ensuring human rights in supply chains; advancing packaging circularity; promoting deforestation-free supply chains; and moving forward on net-zero emissions. Making it simpler for many more CGF members to join these focused initiatives will help drive significant progress together.

2023 has been an undeniable year of 'Accelerating the Pace of Change' for the CGF and its members. Our journey, however, is ongoing. In response to the accelerating challenges of climate change and social inequality, we must adapt and innovate with systemic solutions, uniting our actions with a firm belief in our capacity to drive positive change.

We thank our current members for their dedication and leadership, which are crucial for the future of our industry, and welcome new members to join us in our mission to create a more sustainable and responsible future.

This Annual Report is an invitation to all CGF members to participate in our collective journey towards a more sustainable consumer goods industry, for our people and our planet. We look forward to working with our members on this important matter in 2024.



**Frans Muller**  
CGF Board Co-Chair and  
President & CEO  
Ahold Delhaize



**Dirk Van de Put**  
CGF Board Co-Chair and  
Chairman & CEO  
Mondelēz International



# Scaling Our Impact – A 2023 Perspective

## Leveraging Coalitions as a catalyst for change

Over the past year, the consumer goods sector has navigated a complex environment shaped by changing social, environmental, geopolitical, and economic conditions. Despite these significant challenges, our commitment to doing the right thing remains unwavering.

Rather than holding us back, they present us with a chance to deepen our commitment to working together and welcoming different views to find the best solutions. It is an opportunity to refine our strategic focus and strengthen our collaborative efforts, leading to more impactful systemic change. This year was transformative for The Consumer Goods Forum, marking strong advancements in driving sustainability and business initiatives forward at a global level, while ensuring local needs and contexts were addressed.

In 2023, through the dedicated efforts of our Coalitions of Action, we have achieved many of the strategic objectives that we have set. There is still a long way to go, but this initial set of achievements is a testament to what we can achieve together through collaboration. Our organisation and the way we work now create a strong environment for our Coalitions to succeed. We have also expanded our influence, especially in key markets like Latin America and China. These steps have laid a strong foundation for future projects.

As we acknowledge these achievements, we must also prepare for upcoming challenges. Our journey towards sustainability is driven by relentless dedication and continuous innovation. Our guiding principle remains to advance our Coalition's work and pushing for broader change. To meet today's challenges we must do more, both quickly and effectively. We commend our Co-Chairs for leading our industry forward with the Acceleration Areas, specifically designed for this purpose.

Looking to 2024, we commit to intensifying our efforts. As the Managing Director of the Consumer Goods Forum, I present our 2023 Annual Report not just as a summary of the past year, but as a reaffirmation of our commitment to 'Accelerating the Pace of Change'—shifting from mere action to quantifiable impact.

Our resolve to innovate, collaborate, and lead is stronger than ever. To our members, your active participation has been crucial to our success. We encourage you to increase your involvement and explore new opportunities through our Acceleration Areas. Your insights, experiences, and initiatives are key to our shared success.

To the wider industry, we invite you to join us in tackling global challenges and championing progressive change in an exceptional setting where you gain insights and best practices from peers who are committed to propelling our industry forward. This collaboration is essential for broadening our perspectives and strengthening our collective resolve.

Together, we all play a pivotal part in reshaping the future of the consumer goods sector.



**Wai-Chan Chan**  
Managing Director  
The Consumer Goods Forum



# The Power of Collective Action — KPMG

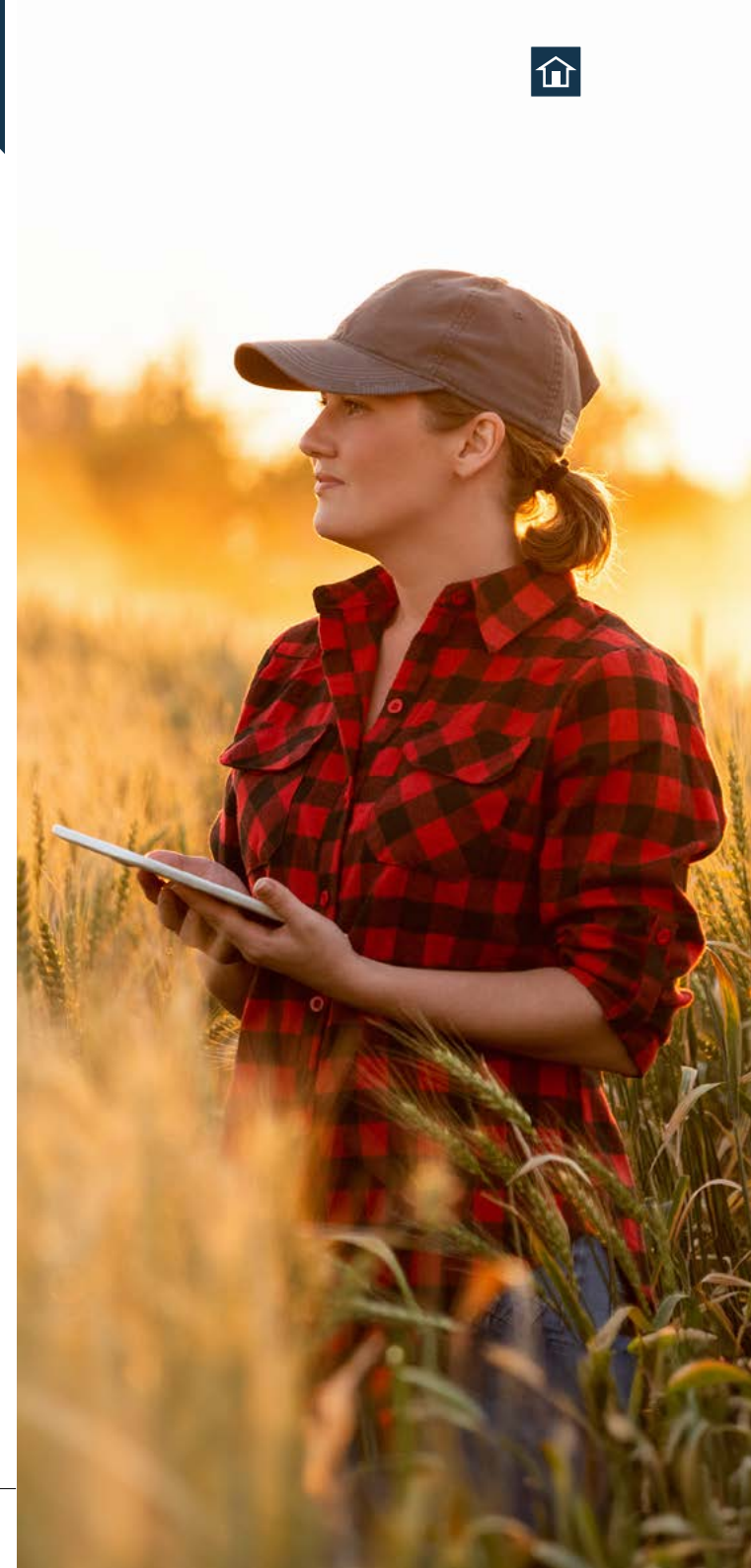
The geopolitical and climate events of the past year have further exposed the fragility of the global food system and shifting expectations on the role of business in society. By bringing together consumer goods manufacturers and retailers, The Consumer Goods Forum seeks to secure “Better Lives Through Better Business” and actively drive positive change across the industry. In doing so, its members are contributing to create a more sustainable future for people and the planet.

Throughout this year’s annual review, you will find tangible evidence of the power of collective action and the accelerated impact that can be achieved when people and organisations come together and focus on a common goal, such as the 9 Coalitions of Action. KPMG International is pleased to have been able to play a part in bringing their progress to light again this year.

No one has all the answers to address the economic, social and geopolitical issues that the world is currently facing, which is why cross-industry cooperation on sustainability issues is crucial in finding shared solutions. At KPMG, our belief is that professional services providers can make an active contribution to this cooperation by providing an independent external perspective in ongoing industry conversations. By connecting the dots of our collective experience in sectors outside of the consumer goods industry, we can help unlock further value by sharing leading practices and innovations. KPMG is proud and committed to its role in helping to achieve this impact and to contribute to accelerating the collective action of consumer goods manufacturers and retailers in achieving a secure and sustainable future.



**Isabelle Allen**  
Global Head of Consumer & Retail  
KPMG International





# CGF Across The World

## Our 9 Coalitions of Action

**1** **Collaboration for Healthier Lives**  
Empowering people to live healthier and more sustainable lives.

**2** **Plastic Waste**  
Playing a leading role in eliminating plastic on land and in sea.

**3** **Food Waste**  
Reducing food waste through a global commitment.

**4** **Net Zero**  
Accelerating emission reductions.

**5** **Forest Positive**  
Taking collective action for a forest positive future.

**6** **Human Rights**  
Making Human Rights Due Diligence (HRDD) the industry norm across own operations and supply chains.

**7** **Sustainable Supply Chain Initiative**  
Building trust in social and environmental sustainability standards worldwide.

**8** **Product Data**  
Enhancing data exchange and improving accuracy.

**9** **Food Safety**  
Delivering safe food for people everywhere.



**374**  
Total Members

**\$221 305 406 272**  
Total estimated annual revenue by members:

**60**  
Board Members

**31 leaders**  
Coalitions Leadership

- Power of Collaboration
- Accelerated Action
- Impact at Scale
- Driving Ambition





# 2023 At A Glance

The Consumer Goods Forum (CGF) has always remained distinct in its approach: uniting consumer goods manufacturers and retailers from across the world to connect industry silos and drive collaboration toward a more sustainable future and shared business value.

This year, 2023 met us head-on with its own unique approach, revealing mounting environmental concerns, escalating political conflicts, economic instability and significant humanitarian crises — all placing unprecedented pressure on consumers and the industry at large. Yet in the face of such turmoil, the CGF and its members find strength; the strength to deepen commitments and collaborate with meaning — advancing global action and accelerating local impact to secure a more sustainable future, for all.

It is here that 2023 becomes a year of change in its own right for the CGF. A change in gear as our Coalitions move from action to acceleration. A changing of the guard with our new Co-Chairs — and a change in approach, as they lead a refined strategy for the next two years with five ‘Acceleration Areas’ and the introduction of a ninth Coalition of Action, [Net Zero](#).

## Driving our Coalitions of Action

The past 12 months have also been witness to the changing landscape in which our member companies operate. It is testament to their resolve and passion

that they remain dedicated to advancing the priorities of their chosen Coalitions, while navigating their organisations’ own challenges.

In embracing the goals of our 8 Coalitions of Action — and with the imminent rollout of our Net Zero ninth — both members and Board alike have continued to drive both regionally-specific and globally-connected change; collaborating to unlock new perspectives and share experiences that accelerate tangible industry transformation, based on sound business sense.

Three years into delivering its Theory of Change approach, the [Forest Positive Coalition](#) continued to prioritise the sourcing of deforestation and conversion-free goods in supply chains and transform commodity production landscapes into forest positive areas. Presenting its [third annual report](#) detailing the progress enabled through collaboration, transparency and monitoring, the Coalition achieved a 13 percent year-on-year increase on overall KPI disclosure. With 78 percent of 23 landscape initiatives now invested in by two or more Coalition members, they demonstrate how joining forces accelerates systemic efforts

to remove deforestation, forest degradation, and conversion from key commodity supply chains.

With its Golden Design Rules embedding ever-further into industry practice, the [Plastic Waste Coalition](#) continued to prove with its flagship framework that drives rapid action. Simplicity that must accelerate systemic change in packaging design and the recycling process, keeping plastics out of the environment and in the economy. It is in this shared simplicity that the Coalition calls for more accountability in building a circular economy for packaging.

In an industry powered by product data and inextricably linked across our Coalitions, it comes as little surprise that the [Product Data Coalition](#) remained an essential enabler of work streams undertaken by CGF members in 2023. Within its own wheelhouse, the Coalition doubled-down on advancing its Leapfrog initiatives, Global Data Model and 2D barcode roadmaps — innovating new ways to share data, elevate experiences and drive adoption for consumers and companies at local, regional and global levels.



The Food Waste Coalition continued its drive to halve food waste by 2030. With a focus on knowledge sharing for action, its goal is to motivate waste reduction strategies across the whole supply chain and contribute to meeting net zero ambitions across emission Scopes 1-3. In 2023, the first Coalition Baseline report marked a significant step in effective reporting and accountability — while its partnership with WWF brought new focus upstream, working directly with growers to measure post harvest losses. Downstream, it launched the ‘#TooGoodToWaste’ campaign aimed at inspiring consumers to reduce household food waste.

In another solid year for the Sustainable Supply Chain Initiative (SSCI), its Coalition members marched ever-closer towards harmonisation in a diverse field of sustainability standards to support organisations with their due diligence. In the lead up to the Sustainable Retail Summit in Copenhagen, the SSCI consulted with stakeholders on a new Environmental Benchmark which defines minimum requirements for how environmental certifications should operate.

In other successes, the Coalition welcomed new certification schemes and monitoring programmes for benchmarking: The Rainforest Alliance, amfori-BSCI and FSSC 24000. Joining the growing list of trusted and credible standards that members can use, a third scheme achieved its SSCI Recognition — becoming the first to be recognised globally under the SSCIs Primary Production Scope & Manufacturing and

Processing Scope. The need for certification scheme harmonisation never ceases, but its tangible results in a complex sustainability landscape are testament to a Coalition truly accelerating.

Another Coalition focused on leading industry actions, the Human Rights Coalition furthered its collaboration to make Human Rights Due Diligence (HRDD) the industry norm throughout business operations and supply chains. In 2023, their People Positive Palm project deepened engagement with Malaysia’s recruiters, employers and government. Its focus remains resolute: to ensure Workers’ rights are protected, respected, and remedied at every step of the global value chain. It was with this message that it hosted over 200 palm oil industry stakeholders across four workshops, with the inaugural session opened by the Deputy Prime Minister of Malaysia. It doubled-down on its message later in the year with a Southeast-Asian conference of more than 250 participants, focused on promoting the responsible recruitment of migrant workers.

Want to learn more about our Coalitions of Action in 2023?

[Click here](#)







The Collaboration for Healthier Lives Coalition delivered powerful multi-stakeholder collaborations, as members continued to launch winning-behaviour initiatives for employees and consumers across Asia, the Americas, Europe and the Middle East. The Year of Employee Well-Being Campaign in 2023 raised support from Board CEOs & C-suite level executives through CEO advocacy, case studies, podcasts, masterclasses and blog posts. The Coalition continued its focus on shared learnings and best practices, including the publication of a playbook and case-study repository on building impactful initiatives to drive behavioural change, alongside the collaborative development of supporting pilots around digital solutions for preventative health.

Continuing to raise the bar on audit integrity is critical to the functioning of the food safety ecosystem. The Global Food Safety Initiative (GFSI) made significant progress putting in place vital interventions via its 'Race to the Top' framework to ensure that food safety certification can be trusted. The role that GFSI plays in building food safety capability was also brought into sharp focus in 2023, with the relaunch of the New GFSI Global Markets Programme and the signing of an MoU between GFSI and USAID to support smaller food producers in Africa deliver safer food for all. These themes were a focus the Coalition drove home at their GFSI Conference 2023 in Atlanta, attended by 700 delegates from 50 countries.

From global-scale perspectives to local-level collaboration, the CGF's regional offices across Latin America, China, Japan, North America and EMEA remained proactive in engaging local members with new opportunities to expand insights, adapt actions and accelerate impact where it matters most: for the consumers at the heart of our industry.



Where 2022 was a year for elevating action, 2023 showcased the possibilities of accelerating our pace of change. With a refined strategy and renewed focus through the announcement of our five key

Acceleration Areas and the new Net Zero Coalition, 2023 sets our Coalition sights on driving focused actions faster, together.





# Refining Our Strategy: Stepping Up Our Ambition

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In 2023, we undertook a comprehensive strategy review, acknowledging the urgent need for accelerated action. This led to the launch of new Acceleration Areas at the Global Summit themed 'The Pursuit of Harmony In Turmoil,' aimed at driving rapid and significant change within our industry.

Embracing our core values of collaboration and unity, we, alongside our CEO-led Board of Directors and committed members, are navigating a path of collective learning and bold action.

The selection of Kyoto, Japan, for this year's Global Summit was emblematic of our goals. CGF Managing Director Wai-Chan Chan highlighted this in his opening remarks to delegates from 33 countries and over 250 member companies: 'What better country to find inspiration from than Japan, because harmony is the very essence of the culture here; collaboration one of its core values.'

This perspective underscores our commitment to overcoming challenges and fostering a harmonious future.

## **A Refined Focus for Accelerated Action**

Finding harmony at the helm as new Board Co-Chairs of the CGF, Frans Muller, President & CEO of Ahold Delhaize, and Dirk Van de Put, Chairman and CEO of Mondelēz International, announced their ambition to drive focused actions faster and further over the next two years — and in doing so, elevate the collaborative strength of the CGF's well-established Coalitions of Action.



Collaborate and be part of the wider solution...we are highly dependent on working with each other...you cannot deliver on your ambition alone.”

**Dirk Van de Put**

CGF Board Co-Chair and Chairman & CEO  
Mondelēz International



Recognising both the diverse nature of the CGF’s global membership and the regional pressures and priorities each member company faces, the new Co-Chairs defined five ‘Acceleration Areas’ to recalibrate focus and scale-up the speed of systemic change continuously driven by the CGF’s dedicated Coalitions.

### The 5 Key Acceleration Areas:



Maintaining deforestation and Conversion Free (DCF) supply approach for a more **Forest Positive** future



Adopting the Golden Design Rules (GDR) to enable a circular economy and reduce **Plastic Waste**



Embracing **Human Rights** Due Diligence (HRDD) in operations and supply chains



Establishing employee wellbeing programmes to support employee health and empower **Healthier Lives**



Accelerating emission reductions for a **Net-Zero** future

Our Coalitions of Action are foundational in our quest for change, leveraging deep insights and collective efforts. The launch of the five Acceleration Areas sharpens this mission, accelerating essential changes in critical fields. This dual approach magnifies our impact, driving faster progress toward our goals.

As Dirk Van de Put, CGF Board Co-Chair and Chairman & CEO of Mondelēz International, defines it: “I see these Coalitions as think tanks of leading experts coming up with the theory of change: we get some of the best thinking available, we invest resources in formulating how we are going to make progress as an industry...and the participating companies are very involved and dedicated to the subject.

“At the same time, we need shorter-term, clear targets that more companies can adopt to drive change faster. That’s why we formulated these five acceleration areas, designed to make it more inclusive and simpler for companies to join initiatives within the perimeter of the Coalitions of Action. Our ambition is to drive change faster at scale with more industry players.”



The element of speed is essential... Acceleration is vital to driving a positive and scalable impact that takes accountability for our people and the planet.”

**Frans Muller**

CGF Board Co-Chair and President & CEO Ahold Delhaize





## Introducing the Net Zero Coalition

In addition to the new Acceleration Areas, 2023 also ushers in a ninth new Coalition of Action: Net Zero. Rooted in the CGF's role of becoming an official accelerator of the United Nations' Race to Zero campaign back in 2021 — which today notes 60 CGF members pledging to cut their Greenhouse Gas (GHG) emissions in half by 2030 (putting them on track to reach net-zero by 2050) — the Net Zero Coalition unifies the diverse decarbonisation initiatives woven across our 8 Coalitions of Action and cements its own guiding star.

The Net Zero Coalition of Action is dedicated to:



Accelerating the consumer goods industry's commitment to reducing GHG emissions



Enhancing the industry's internal capabilities to achieve Net Zero



Improving how we report and monitor progress through standardised, meaningful KPIs



Promoting collaboration between the CGF's other Coalitions of Action and the broader Race to Zero network



We have also scaled the Net Zero Coalition and made part of it into an Acceleration Area, enabling participation by CGF members worldwide, at any stage of their sustainability journey, to effectively address critical challenges.

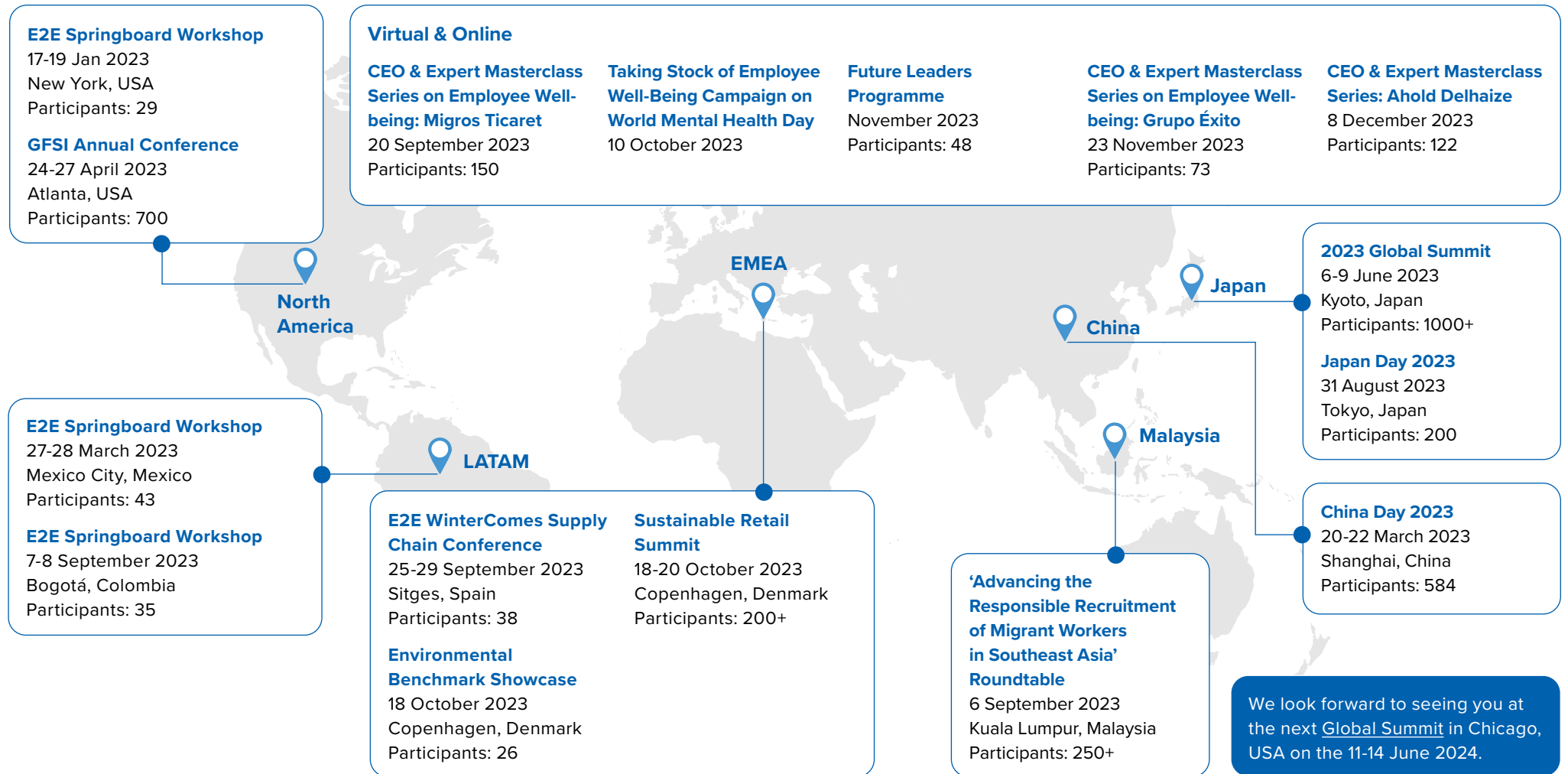
It is here that the Acceleration Areas become not just a set of goals, but a powerful alignment of short term, fast-burst actions designed to drive accountability both individually and collectively towards accelerated, systemic change.

As Frans Muller, CGF Board Co-Chair and president & CEO of Ahold Delhaize, affirms: "Participation within the CGF is about making an active contribution and leaving a mark. Success on this journey is a collective effort, requiring us to share knowledge and collaborate on projects to achieve critical mass." It is by combining the ongoing work of our Coalitions with the more immediate-term Acceleration Areas strategy that the CGF becomes greater than the sum of its parts, harnessing harmony in the pursuit of lasting impact.



# Our Global Reach

From shaping global strategies to implementing regional initiatives, our regional events are critical to how CGF members collaborate. Both virtual and in-person, they ensure best practices are shared, progress is tracked, and local stakeholders and government are engaged to help drive change and accelerate positive impacts in their region.





# From Our Members Around the World...

## “ In Japan

We are proceeding with the Ajinomoto Group Creating Shared Value plan (ASV), which places great importance on re-inputting economic value into solving larger social issues. The CGF's various initiatives are about how to solve these social problems, and how we can work together as an alliance to do things that cannot be done by one company alone...Member companies can leverage their uniqueness to participate in Coalitions that they are interested in...it is a voluntary membership. This better strengthens the meaning of participation. ”

**Taro Fujie,**  
CEO, Ajinomoto Group

## “ In EMEA

Collaboration is now more than ever crucial...To accelerate on these big changes that we are facing, it is certainly not easy to bring everyone around the table — but it is giving us the ability to bring more impact and more scale to what we have to do...together we can go much further than we can alone. ”

**Ayla Ziz,**  
Senior Vice President Global Sales, Chief Customer Officer, Danone

## “ In China

The digital age [presents us with] a lot of new opportunities and challenges. The CGF is a very good platform for retailers to communicate with manufacturers around the world. ”

**Dr. Zhang Wenzhong,**  
Founder, Wumart Group

## “ In North America

We're all looking at problems that we have some shared interest in. And therefore, you see other people's perspectives and that generates a lot of new thinking, and you see new opportunities for yourself for your own company or collectively for the industry. ”

**James Quincey,**  
Chairman & CEO, The Coca-Cola Company

## “ In The Middle East And North Africa

This is the only forum where you can bring manufacturers, CPG companies — even suppliers and farmers — and retailers under the same roof to tackle exactly the same issues...there's just not this opportunity anywhere else. ”

**Hani Weiss,**  
CEO, Majid Al Futtaim Retail





# From Adoption to Acceleration: Moving Faster Together

Last year, CGF and its Coalitions of Action maintained momentum by expanding regional outreach and implementing local actions that are impactful. We focused on priority areas and reporting targets, strengthened cross-Coalition collaboration, and adjusted our actions and strategies to meet emerging needs.

In 2023, the view may indeed have looked very different from each Coalition; not all move at the same speed as each addresses its own set of unique challenges and opportunities. Member companies also remain at various stages of their own sustainability journeys — committing time and resources to the CGF while navigating the needs of their own organisations.

Yet 2023 upped the ante on efficiency and impact — showcasing CGF member's ability to move faster and further, together.

It is here that we recognise 2023 as a year of 'Accelerating the Pace of Change'; of shifting from action to impact.





## Sharing Knowledge for Shared Success

In the face of ongoing industry challenges, the collective expertise provided by Coalition members became ever-more valuable in accelerating shared objectives to impact both individual company and wider Coalition objectives.

In relation to the Forest Positive Coalition, **pladis Global's CEO, Salman Amin**, described the importance of his access to cross-Coalition knowledge in accelerating the British foods company's deforestation journey: "Each time we interact with the CGF, we discover new capabilities. This year, we have been preparing for our compliance with EU's deforestation regulations, and discovered the immense knowledge and insight that the CGF has in its Forest Positive Coalition to guide us through this big task...another accelerator for us as we implement our roadmap."



We invite others to join us so we can accelerate this vital work to protect and regenerate our spectacular forests across the globe. ”

**Emily Kunen**,  
Forest Positive Chair and Senior Director of Sustainable Agriculture, PepsiCo

The win-win here was clear: the Coalition advanced its systemic efforts to remove deforestation and conversion from key commodity supply chains by sharing its knowledge and providing actionable guidance. In doing so, both company and Coalition contributed toward accelerating the same objective. For Amin and pladis Global, it translated into trusted support backed by collective insight. For the Coalition, it added tangible action to its mission for a forest, climate, and people-positive future.

\$1.8TN

...of collective market value from 21 members exists to collaborate with in the Forest Positive Coalition

Amin's conclusion is particularly telling of the passion seen within the Coalition and CGF members at large in 2023: "The CGF helps us to meet our goals better and faster. As we come up with new solutions, I hope that we can inspire other members, too. The CGF is the perfect environment for this cross-pollination to take place."

## Winning Through Sharing and Replicating

It is in this cross-pollination of knowledge that the Plastic Waste Coalition accelerated its own journey in building a circular economy for packaging in 2023.

With its Golden Design Rules rapidly becoming the go-to guide for redesigning packaging and increasing recycling efficiency within the industry, the Coalition's experience in creating and sharing simplified frameworks focused on a 'less is more' approach to accelerating change.

As **Galen Weston, Plastic Waste Coalition Co-Chair and Chair at Loblaw Companies**, explains: "If you have a couple of like-minded people getting together to break the back of a problem — it is once you've achieved that, that you can then start to export it to others...Demonstrating that we can put together blueprints that can make a serious impact in changing the way that these systems work for the better. That's what our focus needs to be."

By combining tried-and-tested blueprints with a trusted third party — as the Coalition has in its partnership with the Ellen MacArthur Foundation — acceleration through accountability prevailed. As **Barry Parkin, Plastic Waste Coalition member and Chief Procurement and Sustainability Officer at Mars**, highlights on their relationship with the Foundation: "They have basically set the rules of the game; the targets for the industry...They are the critical friend...A strong third party that is respected, that's holding the industry to account...you need those things in place if you're going to make progress."



Participating in the Plastic Waste Coalition is vital for CPG companies. We recognise that we are all in this together — not just big companies like Colgate but smaller companies, too. It is critically important for smaller organisations to participate and benefit from the established frameworks built by Coalition members and learn how to demonstrate the positive impact of reducing plastic waste. ”

**Noel Wallace**

Chairman, President & CEO, Colgate-Palmolive

In 2023, that progress was accelerated by bringing accountability to the forefront of the Coalition’s approach. In doing so, sharing blueprints and underlining tangible results with smaller and less mature member companies proved that cost savings could be accelerated, too.

As Weston details: “I can say that Walmart’s doing it. P&G are doing it. Coke and Pepsi are doing it. You’re in good company. We’ve done the first half of the R&D, so the cost of this change is going to be a lot lower for you than it would’ve been if you were starting from scratch.”

For the Plastic Waste Coalition, moving the needle in 2023 was about creating positive accountability. It was also about simplifying, standardising and sharing blueprints for change. But most importantly for its members both new and existing, it was about active contribution. As Mars’ Barry Parkin attests to: “The only prerequisite for joining is that you are committed to action.”

### Measuring The Speed of Progress

Being ready for action and delivering an impact were equal table stakes for the Food Waste Coalition this year. Faced with one of our world’s most damaging environmental, social and economic issues, accelerating food waste and loss reduction remained high on the agenda for the CGF Board and our Coalition members.

Being ready for action and delivering an impact were equal table stakes for the Food Waste Coalition this year. Faced with one of our world’s most damaging environmental, social and economic issues, accelerating food waste and loss reduction remained high on the agenda for the CGF Board and our Coalition members. Challenged by ever-shifting local, regional and global needs, finding shared consistency to communicate and collaborate effectively was key to the Coalition’s ability to deliver new speed. As Janelle Meyers, Coalition Co-Chair and Chief Sustainability Officer at Kellanova, explains of the Coalition’s structure: If we can find a solution that allows us to adopt a common language and a common understanding for discussing what works and what doesn’t, it will undoubtedly benefit everyone. So, that is what we are aiming to achieve.

**97%**

...of Plastic Waste Coalition member companies have integrated the Golden Design Rules into their decision-making processes.

In 2023, the Food Waste Coalition focused on three priority actions:



Accelerating the measurement and public reporting of food loss data.



Scaling-up their ‘10x20x30’ initiative with Champions 12.3, focusing on 10 leading food retailers and providers each engaging 20 suppliers to halve food loss and waste by 2030.



Addressing food loss at harvest and post-harvest levels through effective prevention strategies.





It was within this commonality that the Coalition could begin to identify overlap: of challenges, actions and opportunities. In doing so, they could begin to measure. As Meyers continues: “The fact that we’re all reporting against the food waste and loss reporting protocol [allows us to] pull insights and a baseline together. We will now be able to measure our progress year-over-year as a collective as well as individuals.”

# 87.5%

...of Food Waste Coalition members are actively collaborating with supply chain partners to reduce food loss and waste.

Source: ‘Towards the 2023 Food Waste Commitment: Setting our Coalition Baseline, 2023 Report’, The Consumer Goods Forum

Measurement enhanced visibility for the Food Waste Coalition; visibility that connected the dots of collaboration and revealed new routes to unlock future impact at scale. As Meyers underlines, this was critical for a Coalition who “...are all in different places within their journey from all different parts of the world.”

In 2023, acceleration manifested in various ways. Though the methods were subtle, they significantly sped up change within our Coalitions. By sharing and replicating these strategies, we can enhance our collective impact in the future.





# Connecting For Better Impact:

## Cross Pollinating Across Coalitions

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Collaboration has always been at the forefront of the CGF; it is through our unified approach that we fuel our actions to drive systemic change. In 2023, CGF members pushed our boundaries of collaboration further, revealing new opportunities to align in their collective efforts. In doing so, they strengthened connections both within and between our Coalitions, as well as out to their own organisations.

### Recognising That We Don't Have All the Answers

This year's collaborative strength came not just in how our Coalitions connected, but in how our members connected through sharing humility. This was spotlighted in the Sustainable Supply Chain Initiative (SSCI) Coalition, as **Jessica Meisinger, Coalition member and Global Sustainability Lead at MSD Animal Health** underlines: "You have to be vulnerable. It takes some humility. But you realise that you can learn — you can also teach — and know that we are way further in some areas than in others...We need the sustainability person. We need your supply chain person in this; the person who does this on a day-to-day basis and knows. We want them there. It isn't intimidating once you show up."







There has to be a way to make compliance easier so that it is not just more and more workload on the supplier's shoulders. Something like the SSCI takes a level of complexity away, and that can be very helpful.”

**Jessica Meisinger**

Coalition member and Global Sustainability Lead  
MSD Animal Health

The Coalition's approach in embracing the shared unknown to drive collaboration accelerated tangible results in 2023. Notably, with its third scheme achieving full SSCI Recognition and the Coalition's announcement of its new Environmental Benchmark, officially launching in 2024. The impacts of both will enable our industry to build trust further into supply chains, with simplified clarity driven by the SSCI's social and environmental Benchmark.

In working to simplify the complexity of implementing sustainable supply chains, the Coalition showcased the shift of pace possible by uniting perspectives and sharing efficiencies. As Meisinger concludes: “None of us live in a bubble... We can move faster if we take the learnings and decisions that have already been made and apply them ourselves; that makes more sense than coming up with our own.”

## Collaborating Across Coalitions

Echoing Meisinger's view and the approach taken by the SSCI Coalition, the Human Rights Coalition showed how essential cross-Coalition collaboration was for them in 2023. Ensuring human rights remain at the forefront of everything The Consumer Goods Forum does, the Coalition worked collaboratively to reframe the removal of deforestation work undertaken by their Forest Positive Coalition peers — adding a people-focused lens to its already well-established environmental focus.

Further cross-Coalition collaboration was highlighted by **Cécile Béliot, Bel Group's CEO and CGF Board member**, who spoke from the perspective of the Healthier Lives Coalition:



We need to talk about food as a human right, and about the need for a solidarity system uniting all — governments, retailers and producers — to ensure universal access to healthy and sustainable food...I want us to align our commitment to building bridges and fostering collaboration instead of resisting change in silos.”

It was with these reframing of perspectives that the Human Rights Coalition drew additional inspiration in 2023, accelerating actions in Southeast Asia to make Human Rights Due Diligence the industry norm throughout business operations and supply chains. By connecting the Coalition's own Human Rights agenda with other critical Coalition interests — from the removal of deforestation, forest degradation and conversion from key commodity supply chains work, to food waste to healthier lives — they unlocked doors to explore broader collaborations and drive future impact at regional and international levels.







The key to that future, is in ensuring solid advocacy continually drives systemic change; in recognising there is no roadmap and that what lies ahead remains complex.

For a Coalition growing in both members and drive, 2023 was a year of navigating that complexity with passion and purpose as driving forces. As the Human Rights Coalition is right to remind us all: modern slavery exists in our supply chains. Working together to combat it must remain mission critical.

### Driving Tangible Results

In 2023, our Coalitions continued to focus on delivering tangible, real-world outcomes.

In the Collaboration For Healthier Lives Coalition of Action CGF Board members **Cécile Béliot, CEO of Bel Group**, and **Hani Weiss, CEO of Majid Al Futtaim — Retail** — the exclusive franchise operator of Carrefour in 31 countries across the EMEA and Middle East and North Africa regions — exemplified effective collaboration. Their efforts not only advanced the mission to promote healthier lives for consumers but also demonstrated a positive impact on sales.

“Promoting healthier habits is also a priority challenge where acting alone does not lead to the same opportunities,” begins Béliot. In 2022, “...in France, Bel [Group] “along with nine other food manufacturers, “... deployed an initiative with the retailer Carrefour, called “Lundi c’est Veggie” to have a positive impact on sales and consumer engagement while promoting sustainable and healthy food choices.



If there’s a solution around sustainable packaging, let the whole world benefit out of it...Let’s make it available, let’s make it accessible, and then work together with retailers to reduce the cost...Collaboration is key. There is no doubt about it.”

**Hani Weiss**  
CEO, Majid Al Futtaim — Retail

The in-store and digital initiative Béliot refers to, ‘Le Lundi C’est Veggie’, was originally conceived within the Collaboration for Healthier Lives Coalition of Action by Co-Chairs Danone and Carrefour. This initiative, involving Barilla, Bel, Bonduelle, Fleury Michon, Happyvore, Labeyrie, Nutrition Santé, Savencia and Unilever, was recognised with the prestigious SIRIUS Award in Sustainable Collaboration. Awarded on November 24th, 2022, in Paris, the accolade underscores

the critical role of collaborative efforts among key industry players in promoting the consumption of healthier and more sustainable dietary options.

The results spoke for themselves. The initiative evolved and was rolled out every Monday in Carrefour stores across France. The impact on sales translated to a comparative increase of 189 percent for activated products. “What this proves,” concludes Béliot, “is that not only can you do something that is good for the planet and good for people’s health, but also generates sales results.”

The collaboration between multiple manufacturers including Bel Group and Carrefour France exemplifies genuine collaboration in promoting healthier and more sustainable lifestyles. This Coalition, prioritising health, consumer interests, and business growth, embodies collaboration that yields measurable outcomes. It significantly influences both the enhancement of public health and the market performance of healthier product options. As Weiss concludes: “Since we’ve collaborated in Healthier Lives, our business and goals have completely changed for us.”





Help drive change for better lives through better business, together.

**Become a CGF member**

## Tracking and Reporting Progress

As Coalitions shifted from adopting actions to accelerating them at varying speeds, tracking and reporting the pace of progress became ever-more important in 2023. As **Ayla Ziz, Chief Customer Officer at Danone and Co-Chair of the Collaboration For Healthier Lives Coalition of Action**, explains on the importance of KPIs to align actions within Healthier Lives: “We have a clearly defined strategy and a clear vision of what we are going to achieve, aligned with all members. We set a KPI framework to support that strategy, focused on our three pillars of healthier basket growth, creating value to retail, and engaging to change consumer behaviours. We measure the business impact as well as the changed consumer behaviours.”

Enhancing visibility through Coalition-specific KPIs not only enhanced alignment and measurement, however. As the only consumer-facing Coalition within the CGF, Healthier Lives deployed KPIs to start planning scaling initiatives for 2024. As Ziz concludes: “We want to have even more initiatives that are consumer-facing and very relevant locally, so we need to find levers to accelerate the scaling of these initiatives...We want to set specific KPIs on this to make sure that we are moving the needle.”

Across all our Coalitions of Action, 2023 was a year firmly fixed on ensuring that needle moved. It is through our continued collaboration that it does — and through our Acceleration Areas that we look to move it further in the coming two years.







# Elevating the Ambition: Building On Our Belief

From our Board of Directors and Coalition Co-Chairs to our CGF members, in 2023 we were united by our resolve to move from action to impact. A belief in matching the pace of our industry's most complex challenges with our own velocity.

We deepened our commitment and elevated our contributions. In doing so, data remained foundational in our ability to implement, measure and impact initiatives effectively and at speed.

## Enabling Consumers and Our Coalitions

Touching into almost every Coalition across the CGF, the Product Data Coalition enabled exceptional cross-Coalition collaboration while accelerating its own pace of change. As **Ethem Kamanli, Product Data Coalition Co-Chair and Supply Chain Solutions Director at Migros Ticaret**, affirms: “Every Coalition and Acceleration Area within the CGF has a deep requirement of product data — from Plastic Waste and Healthier Lives to the new Net Zero. All these initiatives require some level of data about the product, and so we try to position our Coalition as the enabler of these areas.”





Learn more about the Product Data Coalition's key projects in 2024

[Click here](#)

A prime example of this enablement in action was in the Coalition's renewed acceleration of its two-dimensional barcode initiative. As **Kristian Gatewood, Product Data Coalition Co-Chair and SVP of Global Data Strategy & Innovation at P&G**, explains: "When a consumer scans a 2D barcode with their smartphone, we can provide them with so much more information than what fits on the package. This can be a key enabler for the CGF Coalitions. For example, to enable the Plastic Waste Coalition's efforts, 2D barcodes can answer consumers' questions about the best way to recycle a product. The more intersection points we find with the various Coalitions, the better."

And it is not just within the Coalitions, but the wider industry, too. As Kamanli offers: "If you are a small to medium size organisation and if you want to get a better understanding of the frontier discussions on product data and 2D, participating in this Coalition would be the simplest, most cost-effective way to do so. You just need to invest your time."



We need to make sure that the industry will have common product data and potentially link all that data to common ecological impact factors, so that emissions can be calculated with greater simplicity.”

**Hannu Krook**  
CEO, SOK Group

Advancing its own potential for consumers and companies in 2023, Generative Artificial Intelligence (GAI) remained front of mind as a future key enabler for the Coalition. As **Wenzhong Zhang, Founder & Chairman at Wumart**, offers: "As we have a lot of data, I think GAI can really reprocess, redefine and reorganise our business... If we embrace GAI and

digitalisation, we have a better chance to save this planet. Many of the areas the CGF are prioritising can be sped up by embracing GAI here."

While the GAI landscape continued to evolve, Coalitions across the CGF remained aware of its unprecedented potential, both as a technology and a more conceptual 'journey'. Regardless of label, its accelerated trajectory mapped across 2023 kept it firmly in frame for all CGF members as we move into 2024 and beyond.



If we embrace Generative Artificial Intelligence and digitalisation, we have a better chance to save this planet.”

**Wenzhong Zhang**  
Founder & Chairman, Wumart



## Improving Governance Through Digitisation

Another Coalition pursuing its own digital acceleration in 2023 was the Global Food Safety Initiative (GFSI) Coalition. In launching a data management strategy for an industry-first, online registry of certificates for all certificates issued against GFSI-recognised programmes, its intention was clear: to enable simplicity at speed for food companies and regulators to identify who is GFSI recognised.

As **Howard Popoola, GFSI Steering Co-Chair and VP of Corporate Food Technology & Regulatory Compliance at Kroger**, explains of its initial inspiration: “We have to have the assurance of retailers and manufacturers who have directed all of their supply locations to be certified to a GFSI benchmarked audit. If there are food safety issues happening out of those facilities, how could we have the trust and confidence of those retailers and manufacturers? So, GFSI went back to the drawing board and realised that we have to do something different. That in itself, to me, was one of the greatest achievements of GFSI in 2023.”

Combined with the progress of its wider ‘The Race To The Top’ (RTTT) Framework — designed to improve trust in the benchmarking of third-party food safety certification, and performance — the Coalition

remained focused on its priority of improving governance.

As **Mark Fryling, GFSI Steering Co-Chair and VP of Global Food Safety at General Mills**, expanded: “There’s a lot of complexity and I would say that regulatory divergence around the world — as opposed to harmonisation — is one of the biggest challenges...We are very, very focused on building towards a well-governed total ecosystem that delivers on this promise of safe food for everyone, everywhere.”

## The Net Zero Ninth

The announcement of the new ninth coalition, Net Zero, in Kyoto was also a testament to elevating our ambition. Climate is critical to the world, and CGF can play its own role in this domain. Also by connecting into the emissions reduction and decarbonisation initiatives already active within the existing Coalitions of Action, the new Net Zero Coalition will drive the pace on key sustainability topics — and in doing so, elevate our ambitions towards a net zero future.

# 7

Local Groups work to implement GFSI around the world.

Get involved



The steering committee that supports GFSI is a very impressive group of leaders. I personally enjoy the interactions that we have — and have grown through — the building of that network.”

**Mark Fryling**

VP Global Food Safety, General Mills

# Looking Ahead

We understand that the challenges we faced in 2023 will grow rather than subside. Our collective resilience and experience empower us to share knowledge and quicken our pace of change, aiming for a more sustainable future in the consumer goods industry.

Our future actions build on the changes we have already made. This includes implementing new governance structures locally and globally; making international investments and issuing global directives; implementing human rights and well-being initiatives; and adhering to ethical and sustainable practices. The work of our Coalitions is ongoing and vital to our progress.

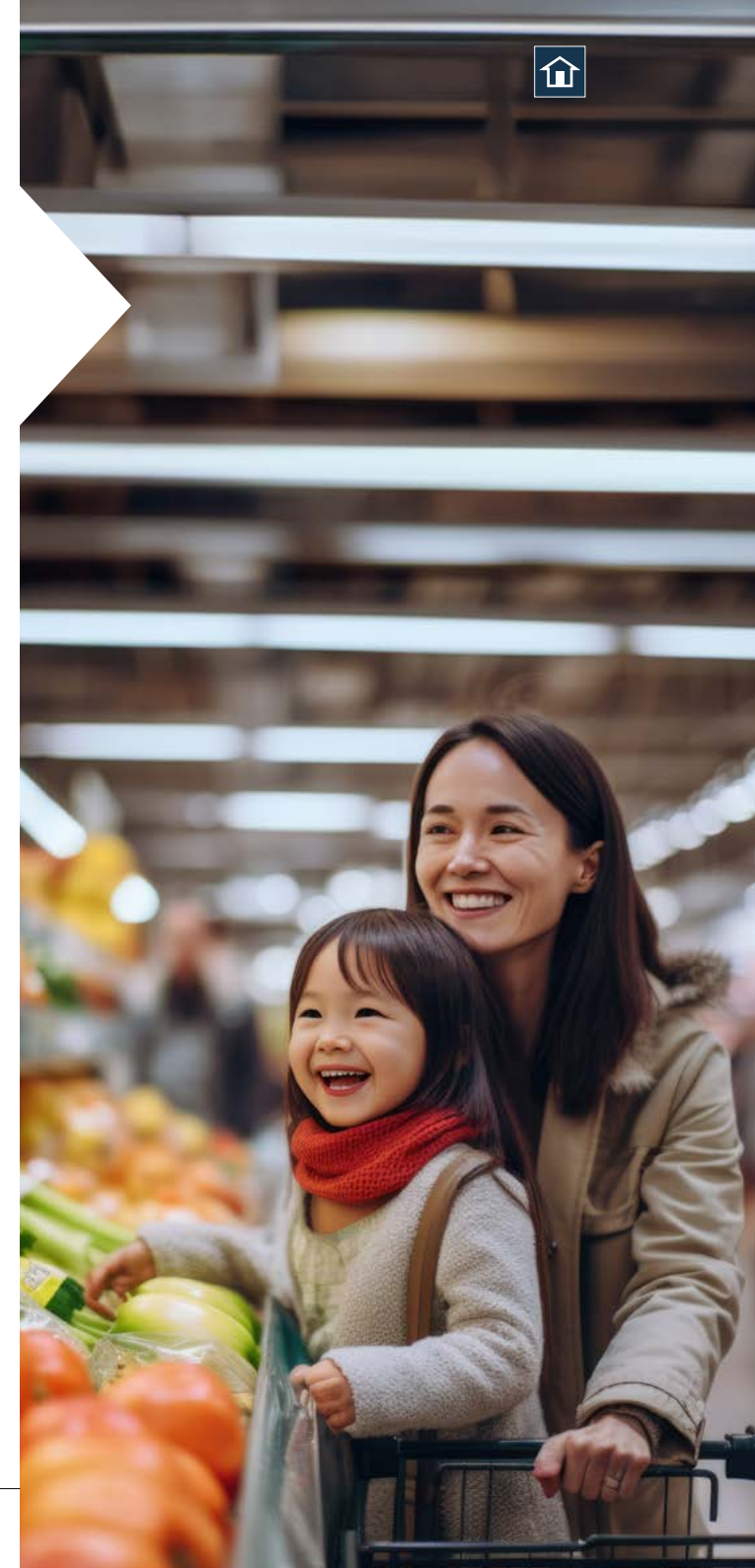
The CGF's unified front of retailers and manufacturers has become more than an industry network; it is a powerhouse of influence, leadership and standard setting, committed to making meaningful contributions at an unprecedented scale through our diverse perspectives. Our CEO collective is more than mere peer-to-peer exchange; it drives our work at the highest possible level.

In the past year, we have made meaningful progress, yet we acknowledge the work that remains. We will need even greater collaboration and acceleration if we are to achieve systemic change and to live up to our vision of “better lives through better business”. Let's make the journey together.

“

Looking at the nine Coalitions of Action, any CGF member company likely has at least one Coalition that is applicable and important to them... pick the area that is important for you as a company and then see what is available through the CGF and how it can help your thinking; the progress that you need to make; where you can cooperate with other members to find joint solutions.”

**Dirk Van de Put,**  
CGF Board Co-Chair and Chairman & CEO,  
Mondelēz International







# Our Focus For the Coming Year:

## The Five Acceleration Areas

We encourage all CGF members to connect, collaborate and actively contribute towards our five Acceleration Areas. With a resharpening of focus, these priority areas shape our collective efforts and set industry benchmarks for the next two years.



### Forest Positive

Integrating Sustainable Forestry and Supply Practices

Mainstream Deforestation and Conversion Free (DCF) supply approach for a forest-positive future, ensuring the sustainability of our natural resources.



### Plastic Waste

Implementing Eco-Friendly Design Standards

Adapt to the Golden Design Rules to enable a circular economy for plastics, reducing environmental impact.



### Human Rights

Embracing Human Rights Due Diligence (HRDD) as the industry norm in business operations and supply chain

Ensure ethical practices throughout the industry.



### Healthier Lives

Establishing Employee Well-Being Programmes

Focus on employee health and well-being, crucial for a productive and motivated workforce.



### Net Zero

Boosting Efforts to Cut Emissions

Accelerate emission reductions to move towards a net-zero future, mitigating climate impact.



# Join Our Coalitions of Action

## Help drive change for better lives through better business, together.

The Consumer Goods Forum (CGF) is the only organisation that brings together consumer goods retailers and manufacturers globally. With more than 400 members from SMEs to multinationals — led by our unique Board of over 60 global CEOs — we work collectively as one: driving actions that accelerate impacts on sustainable business growth, systemic change and shared business value.

We invite you to join in this journey of collaboration. To unlock new perspectives, inspire industry-transforming decisions and influence change as a member of the CGF. Help lead with us in shaping the future of a more sustainable and responsible consumer goods industry, together.

As a CGF member, you'll gain unrivalled access to...



**A Global Alliance:** Of over 400 influential retailers and manufacturers committed to sustainable, responsible practices.



**Key Acceleration Areas:** Focused on Forest Positive, Plastic Waste Reduction, Human Rights, Healthier Lives, and Net Zero initiatives.



**Innovative Collaboration:** Across nine Coalitions of Action, leveraging diverse expertise for collective impact.



**Industry Leadership:** Putting you at the forefront of sustainable transformation in the consumer goods industry.



**Cutting-Edge Solutions:** Ground-breaking approaches to industry challenges, from supply chain sustainability to advanced data management.

In doing so, CGF will support you and your company with...



**Collaboration:** Driving meaningful efforts in tackling global challenges including climate change and social inequality.



**Innovation for Impact:** Equipping you with innovative strategies that lead industry change.



**Knowledge Empowerment:** Sharing insights, best practices, and facilitating learning to stay ahead of industry trends.



**Strategic Development:** Supplying the tools to develop impactful strategies.



**A Movement for Change:** Joining a collective journey shaping a sustainable, equitable future in the consumer goods industry.

## To explore our full member benefits:

[Find out more](#)

## To discuss joining the CGF:

[Contact the team](#)

## From The Consumer Goods Forum

...to everyone who contributed to this year's Annual Report, we extend our sincere thanks for your time and commitment. All participants interviewed for this report were in their organisational positions at the time of publication.



# Collaboration for Healthier Lives Coalition of Action

## Board Co-Sponsors:

**Frans Muller**, President & CEO, Ahold Delhaize

**Brian McNamara**, CEO, Haleon

**Mark Schneider**, CEO, Nestlé

## Coalition Co-Chairs:

**Ayla Ziz**, Global Chief Customer Officer & SVP Commercial Europe, Danone

**Rebecca Marmot**, Chief Sustainability Officer, Unilever

**Ryland Allen**, Vice President of Merchandising, Walmart

## Coalition Director:

**Sharon Bligh**, Director, Health and Sustainability Director, The Consumer Goods Forum





## The Challenge:

According to the World Health Organization (WHO), 1 in 3 people worldwide are malnourished at an estimated global cost of \$3.5 trillion a year. In 2019, diabetes and kidney disease due to diabetes caused an estimated two-million deaths globally. A healthy diet and regular physical activity were cited by the WHO as ways to prevent or delay the onset of type 2 diabetes.

Triggered by COVID-19, there has been a 25 percent increase in general anxiety and depression worldwide. As people spend a third of their lives at work, supporting employee well-being is now core to businesses globally.

## The Coalition Mission:

Empowering people to live healthier and more sustainable lives while creating a shared value for businesses and communities.

## Key Coalition Focus Areas:

- **Better options, preventative health** — Improving the accessibility of healthier and more sustainable products for consumers
- **Better choices, healthier and more sustainable diets** — Influencing consumer behaviour to encourage and enable healthier, more sustainable habits
- **Better communities through employee well-being** — Empowering employees' health and well-being

## Key Coalition Actions in 2023

The Coalition for Healthier Lives (CHL) successfully launched the CGF's 2023 'Year of Employee Well-being Campaign' in which member and partner company leaders raised awareness around the importance of employee health (both mental and physical) by answering a call to action to create workplace cultures that actively promote and support well-being. Over 30 assets were shared in the form of CEO videos, well-being masterclass sessions and case studies.

Healthier and more sustainable diets are vital to the transformation of global food systems. To that end, the CHL partnered with Bain and Company to release a repository document on 'Winning Behaviour Change' to spotlight and analyse success stories and case studies of CHL member companies from all over the world.

The Coalition began a new chapter in the Middle East with CGF member company Majid Al Futtaim Retail — owner of the Carrefour franchise in the Middle East and Africa — by launching its 'Choose Better' programme at COP28-UNFCCC in Dubai. The programme aims to educate, empower and reward customers by making healthier and more sustainable choices accessible, affordable and appealing through in-store and online activations.

Throughout 2023, the Coalition successfully leveraged learnings from local pilots to develop and drive winning concepts and approaches across Coalition members for sustained change. The [Playbook on Winning Behavior Change](#) highlights the Coalition's success stories in driving local pilots to scale, to nudge people towards healthier and more sustainable diets.

## Why join the CHL Coalition of Action?

In the age of information and with an increasingly health-conscious population, companies have an incredible opportunity to directly influence global health habits and improve population health — empowering consumers to make better consumption choices by providing them with better, healthier and more accessible options.

With the spotlight on food and nutrition and their role in promoting healthier lifestyles, multi-stakeholder collaboration — particularly between retailers and manufacturers — will be critical to weathering the polycrisis and riding the wave of change. Join the Coalition as it accelerates its action towards impacting healthier lives and employee well-being for 2024 and beyond.



# Plastic Waste Coalition of Action

## Board Co-Sponsors:

**Alexis Perakis-Valat**, President, L'Oréal Consumer Products Division \*

**Galen Weston**, Chairman, Loblaw

## Coalition Co-Chairs:

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

**Rob Nicol**, Vice President Corporate Affairs, Walmart Canada

## Coalition Director:

**Cédric Dever**, Sustainability Director, The Consumer Goods Forum

\*Alexis Perakis-Valet, President, L'Oréal Consumer Products Division, became the Plastic Waste Coalition of Action Board Co-Sponsor in July 2023.



## The Challenge:

With 95 percent of packaging created for single-use and rarely well-managed at end of life — resulting in significant leaks into the environment — there is an urgent need to tackle the problems associated with plastic packaging waste.

The United Nations Environmental Programme estimates that of the 8.3 billion tonnes of plastics produced since the 1950s, approximately 60 percent has ended up in landfill or the natural environment. The 8-12 million tonnes of plastic waste that ends up in the ocean every year is one of the most visible and alarming signs of the world's escalating plastic pollution problem.

## The Coalition Mission:

Accelerate the development of a circular economy for plastic packaging.

## Key Coalition Focus Areas:

- Advancing CGF Golden Design Rules implementation
- Promoting CGF's Extended Producer Responsibility principles across all levels globally, tailoring updated for adoption in mature markets
- Laying the groundwork for the Reuse City programme to demonstrate and validate the scalability of reuse/refill models

## Key Coalition Actions in 2023

The Plastic Waste Coalition's members made incredible progress with its Golden Design Rules reporting standards in 2023, with a record 100 percent reporting rate. In addition, the Coalition continued its efforts on advocating for the adaptation of the optimal EPR Principles in specific priority markets.

Elsewhere, members aligned on their assessment of solutions for flexible plastic packaging, including the development of the EPR Playbook — further aligning their approach for collaboration around alternative materials. In 2023, the CGF endorsed the vision of the Business Coalition for Global Plastics Treaty, which also utilises the Coalition's Golden Design Rules and EPR Principles.

Within the Coalition's Reuse/Refill workstream, members completed a landscape analysis based on over 60 pilots and are now highly engaged in the planning of 'Reuse City' pilots globally — providing consumers with consistent and accessible city-wide reuse and refill systems across multiple retailers and brands.

## Why join the Plastic Waste Coalition of Action?

The Plastic Waste Coalition represents 10 percent of the global plastic packaging usage, underlining both its significant responsibility and huge potential in driving positive impact as a collective. 2024 will be a pivotal year in how the Coalition champions new global regulations and increases public pressure on plastics. Its third-party partnership with The Ellen MacArthur Foundation will see it engage with new global commitments published by the Foundation for 2025 and beyond. Join the Coalition as it continues to provide the platform to align on plastic waste related topics, learn and share best practices with industry leaders — and unlock tailored support from subject matter experts.





# Food Waste Coalition of Action

## Board Co-Sponsors:

**Ken Murphy**, Group Chief Executive, Tesco

**Max Koeune**, President and CEO, McCain Foods

## Coalition Co-Chairs:

**Janelle Meyers**, Chief Sustainability Officer, Kellanova

**Chris Franke**, Senior Manager of Global Sustainability, Walmart\*

## Coalition Director:

**Sharon Bligh**, Director, Health and Sustainability Director, The Consumer Goods Forum

\*Chris Franke, Senior Manager of Global Sustainability at Walmart became the new co-chair in Q1 2023, taking on the role that was previously held by Brittni Furrow, Vice President Sustainable Retailing, Ahold Delhaize.



## The Challenge:

According to the World Resources Institute (WRI), food loss and waste accounts for 8-10 percent of annual global greenhouse gas emissions. If food loss and waste were a country, it would be the third biggest emitter of greenhouse gases. Food loss and waste accounts for a quarter of fresh water used in agriculture every year, while 1 in 10 people around the world are malnourished. This loss represents a huge cost to the global economy of approximately \$940 billion.

## The Coalition Mission:

Leading a global commitment to halve food loss and waste by 2023.

## Key Coalition Focus Areas:

- Measurement and reporting
- Scaling up the 10 x 20 x 30 Initiative
- Mitigating upstream losses
- Increasing consumer engagement

## Key Coalition Actions in 2023

The Coalition commissioned WRAP (Waste & Resources Action Programme) to create a baseline report that gives the Coalition a collective measurement to track progress towards the goal of halving food waste in member operations between 2023 and 2030. With targets agreed and a baseline set, the focus is on action and accountability.

Food loss and waste happens across the whole value chain, and Coalition members aim to address food loss at the farm level by engaging with suppliers and growers on collaborative, innovative and effective prevention strategies. Understanding how and why food loss occurs is key to prevention. In 2023, the Coalition partnered with WWF to trial a Global Farm Loss Tool, launching in 2024. To drive progress on solutions through knowledge sharing remains a key enabler, with experts from around the world joining the Coalition's 2023 learning series.

Downstream, Coalition aims to spur faster progress among CGF members and the millions of consumers they reach. On the International Day of Awareness of Food Loss and Waste, the Coalition launched #TooGoodToWaste, an education campaign to support consumers in the home.

In November 2023, the Coalition released its first baseline report, presenting operational food surplus and waste aggregated data from sixteen of its retailer and manufacturer members — marking the next significant step in the industry's journey to effective reporting and greater transparency on progress.

## Why join the Food Waste Coalition of Action?

Following the release of the Coalition's baseline report in 2023, members are now moving from measurement to action — both upstream, and downstream — to tackle this complex, global problem.

Addressing food loss and waste can have a huge impact, not just in reducing hunger but also in mitigating the effects of climate change. With this in mind, the Coalition remains focused on ensuring that food waste is a significant element in companies' climate plans, as it looks to co-create the business case and tools for action in 2024.

Every consumer goods company should strive to go further and faster in reducing food waste. Join the Coalition as it encourages all to lean in and help its members to reach this global ambition.





# Forest Positive Coalition of Action

## Board Co-Sponsors:

**Noel Wallace**, CEO, Colgate-Palmolive

**Alexandre Bompard**, Chairman & CEO, Carrefour

## Coalition Co-Chairs:

**Emily Kunen**, Senior Director Sustainable Agriculture, PepsiCo

**Anna Turrell**, Group Sustainability Director, Tesco\*

## Coalition Director:

**Didier Bergeret**, Director of Sustainability,  
The Consumer Goods Forum

\*Anna Turrell left her position at Tesco and as a Co-Chair of the Forest Positive Coalition of Action in June 2023.





## The Challenge:

Forests cover almost 30 percent of the world's land area, but they are disappearing at an alarming rate. In 2022, primary tropical forests saw a shocking loss of 4.1 million hectares — equivalent to 11 football fields — vanishing every minute, driven largely by surging demand for agricultural commodities such as livestock, soy, and palm oil. Yet deforestation reduction, along with other nature-based solutions, can contribute to 37 percent of the global mitigation required for Paris Agreement targets by 2030, crucially addressing Scope 3 emissions.

## The Coalition Mission:

To remove deforestation, forest degradation, and conversion from key commodity supply chains in order to enhance the supply of Forest Positive commodities, support resilient forest communications, and help combat climate change.

## Key Coalition Focus Areas:

- Accelerate efforts to remove deforestation from commodity supply chains
- Encourage transformational change in key commodity supply chains and landscapes
- Develop collective transparency metrics and work towards alignment of existing reporting methodologies

## Key Coalition Actions in 2023

Throughout 2023, the Forest Positive Coalition improved reporting of non-confidential and/or non-commercially sensitive information on key commodities with overall KPI disclosure at 77 percent, up from 64 percent in 2022. The Coalition also increased action on grievance monitoring, with the proportion of its members reporting on actions to monitor their supply base having doubled — and the total number of members who track steps taken against grievances having tripled — when compared with its previous year.

With a sustained focus on protecting forests by joining forces and prioritising production landscapes, the Coalition ramped up collective efforts to end 2023 with 78 percent of its initiatives invested in by two or more Coalition members. This translated to supporting 18,000 smallholders across 1,000 communities through its 23 landscape-level initiatives where key commodities are sourced — bettering conservation and restoration while improving land tenure security, agricultural practices, and livelihoods.

## Why join the Forest Positive Coalition of Action?

To secure a harmonious future for climate, nature, and people, with reliable and sustainable raw materials and supply chains, the industry must prevent deforestation, ensure carbon absorption, preserve biodiversity, and restore ecological balance in partnership with forest communities.

We are at an inflection point where social, environmental, political, and economic pressures are converging to make the need for forest positive commodity supply chains even more pressing.

Join the Coalition to reflect on individual responsibilities for collective action, where together members can minimise reputational risk, leverage industry influence to accelerate implementation — and enhance the supply of forest-positive commodities while exploring the potential for accessing emission reductions.



# Human Rights Coalition of Action

## Board Co-Sponsor:

**Dolf van den Brink**, CEO, Heineken\*

## Coalition Co-Chairs:

**Jessica Rivas**, Director Human Rights, McDonald's

**Paul Lalli**, Global VP, Human Rights,  
Labor and Employee Relations, The Coca-Cola Company

**Rachel Elliott**, General Manager Sustainability — Human Rights,  
Woolworths Group

**Virginie Mahin**, Senior Director Global Social Sustainability &  
Stakeholder Engagement, Mondelez International

## Coalition Director:

**Didier Bergeret**, Director of Sustainability,  
The Consumer Goods Forum

\*Heineken remained a Board Sponsor of the Human Rights Coalition of Action until October 2023.



## The Challenge:

Despite much progress around the globe, human rights abuses are closer than we think, often falling between the cracks of supply chains. Due diligence has been a voluntary corporate commitment for many years. Now, it is increasingly becoming mandatory due to consumer demands, buyer requirements, and a shifting policy landscape.

Legislation is a key accelerator of corporate action; while many businesses are taking important steps on HRDD, mandatory measures are helping spark business and government action and collaboration to plug the gaps. The framework of corporate human rights and environmental due diligence is rapidly evolving through new legislations on issues ranging from sustainability reporting to due diligence obligations, increasingly fostering the connection between people and forest positive agendas. While environmental and social sustainability challenges are often viewed separately, they are inherently connected.

That's why companies should be integrating social and environmental components into their sustainability programs. There are always challenges in implementing due diligence so we need continued collaboration across the value chain, from policymakers to production factories to plantations.

Business shouldn't fear greater due diligence: it is not only the right thing to do for people and the planet, it also makes clear business sense. Companies with strong due diligence approaches have more resilient business models because they are better equipped to handle rapidly changing policy environments, as well as meeting increased requirements from consumers, investors and partners to prove they are walking the talk.

As some of the world's largest consumer goods retailers and manufacturers, our members are committed to collaborating with stakeholders, peers, supply chain partners, government bodies and civil society organisations.

## The Coalition Mission:

To ensure Workers' rights are protected, respected, and remedied at every step of the value chain.

## Key Coalition Focus Areas:

- Enable members to deploy HRDD systems across their own operations, meeting CGF HRDD reference frameworks by the end of 2025
- Collaborate with Malaysian palm oil suppliers, recruiters and government representatives, to transform Malaysian palm oil labour market and address root causes of forced labour in a sustainable manner
- Favour policy environments that are supportive of sustainable business practices
- Connect with the Forest Positive Coalition agenda to work towards the protection of human rights defenders, indigenous peoples and local communities rights

## Key Coalition Actions in 2023

In 2023, the Human Rights Coalition revised and renewed its strategy to strengthen the link between social and environmental sustainability, anchoring its strategy in two impact pillars that members may adopt — making HRDD the industry norm and connecting the people and planet agendas, including by boosting the collaboration with the Forest Positive Coalition to prioritise human rights defenders.

The People Positive Palm Project was identified as a key initiative in South-East Asia. The former Malaysian Deputy Prime Minister expressed its support as a helpful initiative that is helping suppliers to enhance their productivity and resilience in the face of global challenges, secure product exportability, and increase attractiveness for investors. Through training, workshops, advisory and engagement with industry suppliers and recruiters, the Coalition advanced its drive for change at the industry and country level.

## Why join the Human Rights Coalition of Action?

Working closely with governments, civil society and initiatives on the ground is intrinsic to the success of the Coalition's collective action on effective steps to prevent, mitigate and remediate human rights.

The Human Rights Coalition is uniquely positioned to accelerate positive impact by engaging the industry alongside relevant institutions and stakeholders. However, success for our industry can only be achieved if we stand and act together on a global scale. Join the Coalition and engage with a group of committed, forward-thinking leaders already making strides to embed HRDD as the industry norm across own operations and supply chains.





# Sustainable Supply Chain Initiative Coalition of Action

## Board Co-Sponsors:

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

**Simon Roberts**, CEO, Sainsbury's\*\*

## Coalition Co-Chairs:

**Jessica Meisinger**, Global Sustainability Lead, MSD Animal Health

**Elles de Jonge-Bosch**, Manager Quality and Sustainability,  
European Marketing Distribution

## Coalition Director:

**Didier Bergeret**, Director of Sustainability,  
The Consumer Goods Forum

\*The J.M. Smucker Company remained a Board Co-Sponsor of the SSCI Coalition of Action until December 2023.

\*\*Sainsbury's remained a Board Co-Sponsor of the SSCI Coalition of Action until July 2023.



## The Challenge:

Consumer goods companies are working to contribute efforts to reach the UN Sustainable Development Goals and achieve the 2030 Agenda through supply chain due diligence. Ensuring supply chains respect sustainability standards at all levels is key to protecting people, products, and the planet, whether supply chains are large or small, global or local, at-sea or on land.

Organisations do this by using third-party auditing, monitoring and certification schemes to ensure their suppliers provide decent working conditions to their employees, source their materials sustainably and respect the environment. With hundreds of schemes on the market to choose from, and dozens more emerging each year, it can be challenging for organisations to know which scheme to trust. The decision becomes more challenging given that not all auditing, monitoring, and certification schemes cover social and environmental sustainability measures the same way, resulting in distrust in audits and misalignment in the industry.

## The Coalition Mission:

To support organisations in their supply chain due diligence by driving harmonisation in the complex sustainability landscape.

## Key Coalition Focus Areas:

- Improve the credibility of sustainability programmes that our members may choose to use to monitor and report on their supply chains
- Become the benchmark of choice for the consumer goods industry
- Make the Sustainable Supply Chain Initiative (SSCI) part of the global responsible sourcing conversation

## Key Coalition Actions in 2023

In 2023, the SSCI Coalition acquired three prominent industry schemes in social benchmarking with FSSC 24000, Rainforest Alliance, and amfori-BSCI — alongside granting SIZA recognition. Deepening its environmental benchmarking, the Coalition developed and engaged industry working groups with UNEP, FAO, and IDH. In partnership with the IDH, it also focused on improving industry initiatives and made a public commitment to only accept SSCI-recognised schemes.

In doing so, the Coalition's commitment remained resolute: to the global conversation on responsible sourcing and help shape the industry's expectations for sustainability.

## Why join the SSCI Coalition of Action?

The SSCI is not another social compliance standard or certification scheme. Instead, it seeks to align different schemes on industry-defined expectations for sustainability and provide buyers and suppliers with clear guidance on how schemes cover key sustainability requirements and apply relevant governance and verification practices.

As our industry adapts to rapidly changing sustainability regulations, the Coalition helps ensure confidence in sustainable sourcing, enables the limitation of audit duplication, reduces complexity and cost for all stakeholders — and ultimately drives positive social and environmental impacts on the ground.

By joining the Coalition, you can strengthen your individual approach to sustainability, helping meet the 2030 UN Sustainable Development agenda, stakeholder and regulatory requirements, and risk mitigation goals more efficiently.



# Product Data Coalition of Action

## Board Co-Sponsors:

**Daniel Zhang**, Chairman & CEO Alibaba

**Jon Moeller**, Chairman, President & CEO, P&G

## Coalition Co-Chairs:

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

**Ethem Kamanli**, Supply Chain Solutions Director, Migros Ticaret

## Coalition Director:

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







## The Challenge:

The consumer goods industry is challenged by poor quality product data — leading to lost sales and eroded consumer trust — alongside a host of inconsistent approaches to exchanging product data. The resulting impact for the industry's retailers and manufacturers is the ever-expanding inefficiencies incurred in creating and exchanging data.

## The Coalition Mission:

Enhancing data exchange and improving accuracy.

## Key Coalition Focus Areas:

- GS1 Standards: 2D Barcode with GS1 Digital Link, GTIN, Verified by GS1, Global Data Model
- ESG Data Reporting to Scope 3 in Supply Chain
- Exploring New Ways of Data Exchange

## Key Coalition Actions in 2023

The Product Data Coalition strives to improve consumer goods business processes to better equip them for the world we live in, acting as the enabler of other CGF Coalitions and Acceleration Areas in the context of value networks, the automation of data exchange, and the deployment of innovative technologies. As a Coalition, its members remain committed to driving industry best practises and capabilities related to product data, enabling brands and retailers to engage consumers in digitally disruptive ways — ways that enhance the consumer experience and build trust. These should also drive operational efficiencies in the supply chain and support sustainability objectives.

In 2023, the Coalition accelerated its adoption of GS1 standards through awareness campaigns, pilots and addressing access issues. Its members drove activities in LATAM and China by building 2D barcode capacity, while accelerating transportation optimisation and Scope 3 in Supply Chain in LATAM specifically. In addition, the Coalition furthered local pilots on selected supply chains to test new ways of connecting data points to support ESG Reporting and consumer transparency.

In doing so, the Coalition and its members noted the 'on time' completion of three workstreams aligned to their 'CoA Product Data Action Plan: Global Data Model, Verified by GS1 and Access to Standards.' Building on the success of the CGF's debut Supply Chain Conference (SCC) in 2022, the Coalition also convened supply chain leaders and experts to the second edition of the SCC during the Coalition's annual End-to-End (E2E) Community gathering, WinterComes, in Barcelona.

## Why join the Product Data Coalition of Action?

End-to-End Value Chain is the most interdisciplinary pillar that works as an enabler for other Coalitions and the wider CGF ecosystem. The Coalition creates joint value by improving business efficiencies and driving consumer trust through pre-competitive collaboration on shared business challenges across the industry.

Join the Coalition as it continues to unlock significant benefits for manufacturers, retailers and technology service providers.

For manufacturers and retailers, the Coalition provides the opportunity to develop solutions that result in fewer data interchange errors; fewer counterfeit goods; increased availability; increased customer transparency; streamlined product listing procedures; and a shortened time to market. For technology service providers, the Coalition offers the opportunity to work on essential issues of digital transformation and innovative connectivity.



# Food Safety (GFSI) Coalition of Action

## Board Co-Sponsors:

**Sean Summers**, CEO, Pick n Pay

**Dirk Van de Put**, Chairman & CEO, Mondelez International

## Coalition Co-Chairs:

**Mark Fryling**, VP of Global Food Safety, General Mills\*

**Howard Popoola**, VP of Corporate Food Technology & Regulatory Compliance, Kroger

## Coalition Director:

**Erica Sheward**, GFSI Director, The Consumer Goods Forum

\*After the GFSI Conference in Atlanta in April 2023 GFSI Manufacturer Co-Chair Roy Kirby handed over to Mark Fryling from General Mills.



## The Challenge:

Access to safe food remains a global challenge, with over 600 million people worldwide every year becoming ill after eating contaminated food and drink. The Global Food Safety Initiative (GFSI) is The Consumer Goods Forum's Coalition of Action on food safety with three strategic priorities: harmonising and benchmarking food safety certification programmes, food safety capability-building for SMEs, and partnering with the public sector on food safety.

## The Coalition Mission:

To provide continuous improvement in food safety management systems to ensure confidence in delivering safe food to consumers everywhere.

## Key Coalition Focus Areas:

- **Progressing the 'Race to the Top' (RTTT) agenda** — GFSI's programme of reform
- **Benchmarking and harmonisation** — Focused on improving oversight of the food safety standards GFSI recognises, to drive trust and confidence in third party certification
- **Food safety Capability Building** — Supporting small businesses in understanding the gaps in their food safety systems to drive improvement
- **Public-Private Partnerships** — Collaborating with national and international regulators to work together on areas of mutual concern

## Key Coalition Actions in 2023

In 2023, the Food Safety (GFSI) Coalition continued its journey of improved governance; an essential component of food safety management systems across the entire value chain. Focused on improving audit integrity — central to delivering trust and confidence in the outcomes of food safety audits delivered against programmes that GFSI recognises — GFSI accelerated its plans to improve its oversight of those standards.

Through its members, the Coalition also increased its capability building support, with the provision of tools aimed at small businesses. It facilitated a 200-strong Government-to-Business (G2B) meeting in 2023, creating a unique platform for collaboration with national and international regulators.

Closing up the year, the GFSI launched the new Global Markets Programme, GmaP™, a GFSI trademarked traceable toolkit to support improvements in the food safety management systems of SMEs. GmaP™ includes a self-assessment checklist and associated protocols, training, and competency frameworks. Free to use and download, GmaP™ was developed in the true spirit of the GFSI's mission of 'Safe Food for People Everywhere'.

## Why join the GFSI Coalition of Action?

As the Coalition recognises in everything it does: it has never been more critical to feed a growing global population and develop markets that can deliver safe food. If it isn't safe it isn't food. Join this Coalition to help accelerate the industry's food safety standards and ensure confidence in delivering safe food to consumers, everywhere.





“  
**We are  
individually  
stronger  
through our  
collective  
action.**”

To explore our full member benefits:

[Find out more](#)

To discuss joining the CGF:

[Contact the team](#)



# For more information contact:

## About The Consumer Goods Forum

The Consumer Goods Forum (CGF) is the only CEO-led organisation that represents both consumer goods manufacturers and retailers globally. It brings together senior leaders from over 400 retailers, manufacturers and other stakeholders across 70 countries. The CGF accelerates change through nine Coalitions of Action: Forest Positive, Plastic Waste, Food Waste, Human Rights, Sustainable Supply Chains, Healthier Lives, Product Data, Food Safety GFSI, and Net Zero. Its member companies have combined sales of EUR4.6 trillion and directly employ nearly 10 million people, with a further 90 million related jobs estimated along the value chain. The CGF is governed by its Board of Directors, which comprises more than 55 manufacturer and retailer CEOs.



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