

Annual Report 2024

Shaping the Future of Consumer Goods and Retail

Agile Leadership
in a Changing World



Table of Contents



Introduction	1
Empowering Courageous Leadership	9
Accelerating Our Impact	13
Recognising the Unique Role of Retail	15
Emphasising Regional Relevance	19
Taking a Value Chain Approach	23
Raising the Bar for the Industry	27
Transforming the Sector through Technology	31
Breaking Down the Silos	35
Our Focus for 2025	39
Appendices – Coalitions of Action	41



Introduction



A united force for progress

Message from the CGF Managing Director

I am pleased to share The Consumer Goods Forum's 2024 Annual Report. Since stepping into this role in 2020, I have had the privilege of witnessing the CGF's continued evolution, shaped by the dedication and commitment of our members. The real momentum behind our progress comes from our Board of Directors, Co-Chairs and the many businesses focused on delivering measurable impact for our industry. Their leadership and collaboration remain the driving force behind everything we achieve.

The past year has brought significant challenges – economic pressures, supply chain disruptions and shifting consumer expectations have tested businesses worldwide. Yet, we have seen remarkable adaptability and innovation. The CGF's Coalitions of Action and Acceleration Areas have provided a platform to strengthen industry resilience, improve operational efficiencies and build a more connected and competitive sector.

A key focus in 2024 has been expanding our regional engagement strategy. By deepening our presence in key markets, particularly in China and North America, we aim to better support local business needs. Membership growth, stronger stakeholder engagement and tailored training programmes are helping to equip our industry with the tools needed to navigate an increasingly complex landscape. We are also continuing to advance initiatives that reinforce good governance to ensure the CGF remains a relevant and effective resource for its members.

This report reflects the shared progress we have made together. By prioritising business impact, regional engagement and industry collaboration, we are taking meaningful steps forward. I am excited for what lies ahead and grateful to be part of this global network working towards a stronger future.



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

A year of **stronger collaboration** for **measurable impact**

Foreword by the CGF Board Co-Chairs

Looking back on the past year, we can confidently say that we have achieved much to be proud of. After launching the five Acceleration Areas (AAs) at the beginning of our Co-Chairs mandate to accelerate positive impact by driving focused actions faster together, we were able to watch these new, action-focused initiatives come into their own in 2024.

The AAs have opened the door for even more members — large and small — to get involved. With increased company participation and measurable KPIs now in place, we have built a framework for lasting impact.

But this year has not only been about numbers; it has been about culture. At the CGF, we have seen a remarkable shift toward more meaningful collaboration and open dialogue about areas of positive impact among our members. At the Chicago Summit, we created spaces for leaders to connect on a more authentic level, sharing their challenges and embracing vulnerability. It was inspiring to witness CEOs and industry leaders openly discuss not just their successes but their struggles, too. That honesty has ignited new partnerships and reaffirmed the strength of our industry.

This year, the CGF also introduced new ways to engage smaller companies and regions that have not been as represented in the past. Whether through regional retailer sessions in Latin America and Asia or more flexible participation models, we are making it easier than ever for everyone to have a voice and make a difference.

We invite you to explore the achievements of 2024 — far more than just our own — in the pages of this report. If you are inspired by what you read, please reach out to learn how you can get involved in accelerating the CGF's work to drive meaningful change.



Frans Muller,
CEO,
Ahold Delhaize



Dirk Van de Put,
CEO,
Mondelēz International



The sector at a **crossroads**

Preface from KPMG

Leadership in today's consumer goods landscape is not merely about supporting individual companies in their individual ambitions. Rather, it involves a holistic understanding of the interconnectedness of businesses with their societal and environmental systems.

Through our active engagement with global leaders in the industry, KPMG has witnessed firsthand the pivotal role of organisations like the CGF in fostering collaboration, innovation and shared solutions.

The role of these organisations has never been more crucial. As catalysts for change, they do more than facilitate a united front for regulatory discussions; they are vital forums for collaboration and innovation.

This year's CGF annual report not only reflects the progress of the Coalitions of Action and the Acceleration Areas but also illustrates the increased momentum of the industry's collective journey towards sustained and sustainable growth. It is a testament to the power of courageous, collaborative leadership and the critical role of industry-wide action.

As we look to the future, the opportunity to innovate, leverage technology and support the sector's move towards more sustainable consumption is both an opportunity and a responsibility. By drawing together the expertise and ambitions of the sector's top minds, the CGF is instrumental in developing best practices that do not just comply with current

regulations but anticipate future societal needs. It also serves as a community for leaders who often grapple with the weight of transformative decisions, providing a network of support and shared experiences.

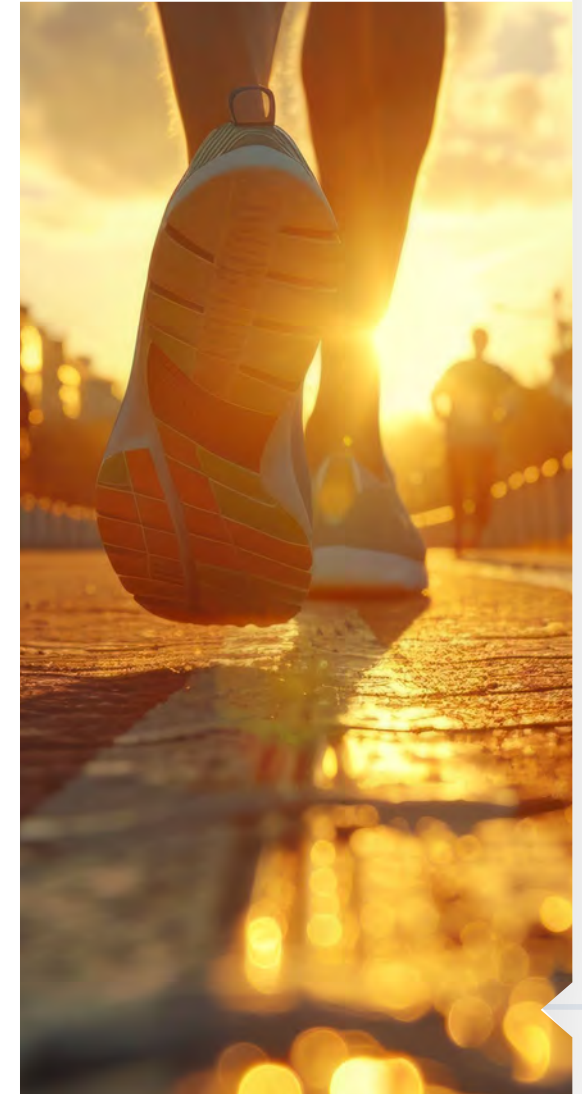
KPMG is proud of and committed to its role in helping to achieve this impact and to contribute to accelerating the action of consumer goods manufacturers and retailers in achieving a secure and sustainable future.

Through our ongoing collaboration with the CGF and the broader industry, we are dedicated to empowering organisations to make informed, forward-thinking decisions that will shape a more sustainable and prosperous future.



Isabelle Allen,

Global Head of Consumer and Retail,
KPMG International



How we got here

Landmarks in recent CGF history

This report highlights the organisation's collaborative efforts to drive progress, but all commitments and actions outlined here are made voluntarily and independently by each member. In line with strict antitrust regulations, the CGF and its members do not share or discuss commercially sensitive information, such as non-public pricing, marketing strategies, innovation initiatives or other confidential company-specific data. Each member retains full independence in decision-making and the development of their own strategies and operations. The purpose of this report is to emphasise shared aspirations and progress, fostering transparency and engagement with external stakeholders while respecting legal and competitive boundaries.

With more than 70 years of history, The Consumer Goods Forum began to take on its current shape in 2009, when an alliance of industry leaders agreed to join forces around a shared vision: Better Lives through Better Business.

The CGF has since developed into a global platform that empowers all players in the consumer goods industry to create a healthier, safer and more sustainable world while driving growth and creating impact.

From the outset, the CGF has been strictly CEO-led. The Board of Directors is composed of the CEOs of more than 50 member companies, who come together pre-competitively to discuss topics that impact the industry as a whole. The board is led by two Co-Chairs and two Vice Co-Chairs, split evenly between the retail and manufacturing sectors.

The formation of the CGF as it stands today, based on this parity, was motivated by profound shifts in the consumer goods industry. The early 2000s saw a combination of globalisation, technological advancements and shifting consumer expectations driving rapid change in the sector. Retailers and manufacturers faced increasing pressure to address issues such as environmental sustainability, food

safety, ethical sourcing and consumer health. Meanwhile, consumers began demanding greater transparency about how their food was sourced and produced, while national and local governments tightened regulations.

These shifts created both challenges and opportunities, making collaboration across the industry not just valuable but essential. The CGF became the vehicle to drive industry-wide progress, providing a platform where companies could come together to tackle industry-wide issues pre-competitively.

The CGF's commitment to compliance, independence and transparency forms the foundation of its collaborative approach to addressing global challenges. Building on these principles, the organisation's efforts are driven by nine Coalitions of Action (CoAs). Launched in 2020 by the CGF Board Co-Chairs Emmanuel Faber (then Chairman and CEO of Danone) and Özgür Tört (then and current CEO of Migros Ticaret).

CGF's Coalitions of Action



Collaboration for Healthier Lives



Food Waste



Forest Positive



Global Food Safety Initiative (GFSI)



Human Rights



Plastic Waste



Product Data



Sustainable Supply Chain Initiative



Towards Net Zero

Together, the CoAs continue and deepen the work the CGF has done since its earliest years. The oldest, the Global Food Safety Initiative, has existed since 2000, while the youngest, Towards Net Zero, was announced in 2023 and launched in 2024.

The CoAs formed out of a recognition that industry challenges were reaching a level of complexity that required dedicated attention and resources. They provide a structured, collaborative framework for members to working on critical issues and delivering measurable outcomes. (See a full list of CoAs, their leadership and missions at the end of this document.)

Daniel Zhang (then Chairman and CEO of Alibaba Group) and James Quincey (Chairman and CEO of The Coca-Cola Company) served as CGF Board Co-Chairs from 2021-2023, focusing on impact and growth in key regions. This proved an effective strategy during a pandemic that highlighted the weak points in the supply chain and encouraged a rise in regionalisation. Today, the CGF's reach is truly global, with a presence in Latin America, China, Asia-Pacific, North America and Europe supporting localised implementations of global strategies.

In 2023, Frans Muller (CEO of Ahold Delhaize) and Dirk Van de Put (Chairman and CEO of Mondelez International) became Board Co-Chairs and began work on a new way for members to participate in CGF action: the Acceleration Areas (AAs). Announced at the 2023 Global Summit in Kyoto, the Acceleration Areas are not intended to replace the Coalitions of Action but rather to provide an opportunity for all members to participate in sustainability initiatives at their own pace, recognising that every company is at a different stage. The invitation is open for companies to choose where they want to engage, contribute and join the journey.

The AAs reflect the current Co-Chairs' recognition that the global supply chain is supported largely by small- and medium-sized enterprises, and these companies hold the key to unlocking both effective environmental solutions and sustainable growth.



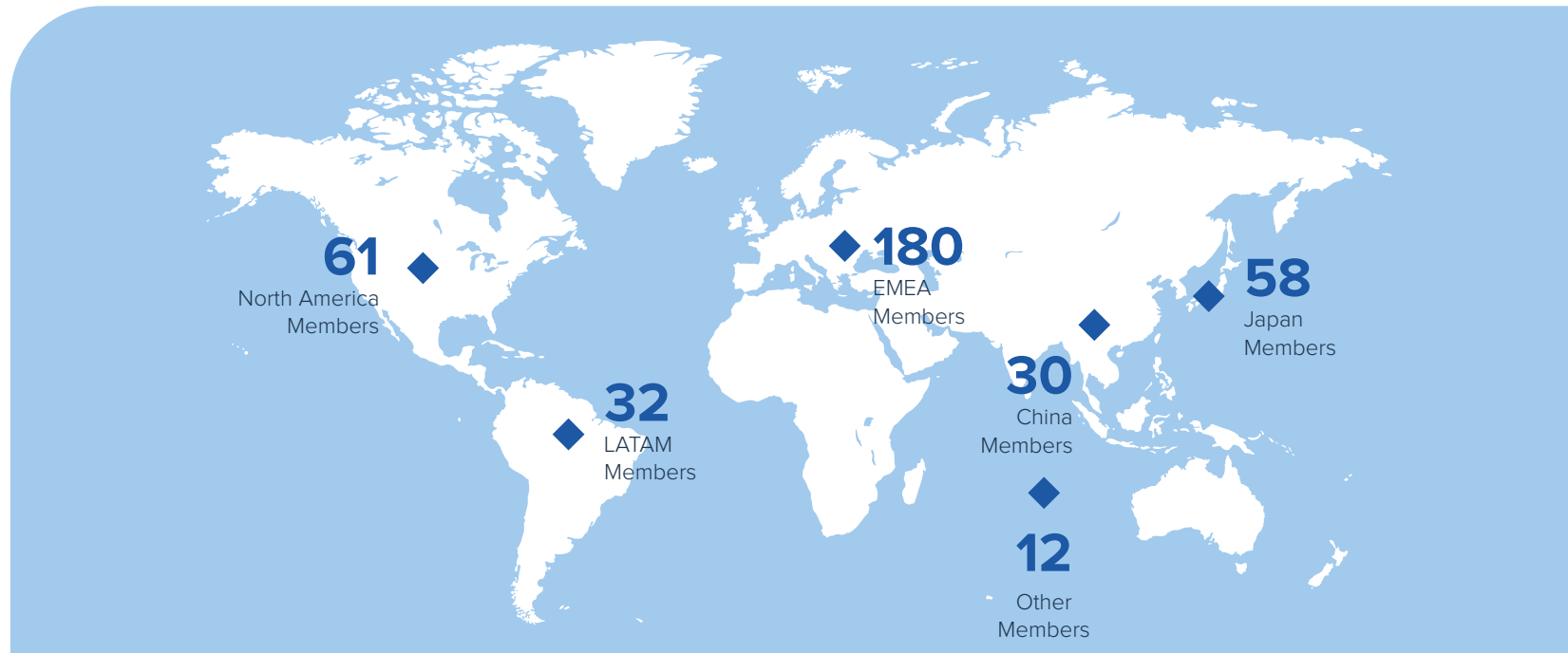
See the subsection [‘Accelerating Our Impact’](#) for more information on the AAs.

As the CGF continues to evolve in step with the changing world, it remains steadfast in its mission to address the industry's most pressing challenges through collaboration, innovation and actionable initiatives. This annual report highlights the progress made across these initiatives in 2024, the measurable impact achieved and the strategic priorities that will guide the CGF into the future.

9 Coalitions of Action



CGF across the world

**370+**

Total members

€4.6 trillion+

Annual revenue by members

50+

Board Members

9

Coalitions of Action

5

Acceleration Areas



Empowering Courageous Leadership



Forums and incubators for global leaders

At the 2024 Global Summit in Chicago, Co-Chairs Frans Muller and Dirk Van de Put urged leaders to address the ‘elephant in the room’ — complex challenges which the industry must tackle in tandem in order to allow the sector to prosper in the future. CGF members are not shying away from difficult conversations; they want to create a united voice for the industry.

This brand of vulnerable, collaborative leadership is not just a pillar of the CGF — it is deeply entrenched in everything the organisation does. The CGF brings together global leaders through a variety of in-person and virtual forums over the course of the year, providing a unique platform to discuss shared challenges, opportunities and emerging technology.

The 2024 edition of the Global Summit brought together over 1,100 C-suite executives from 42 countries and 324 companies, emphasising the event’s effectiveness in networking. CEOs use the Summit as a platform for business as well as attending plenaries, breakouts and other valuable sessions.

‘At the Chicago Summit, the CGF went further than ever before in jolting the industry into action, with diverse and thought-provoking speakers and by calling out the elephant in the room’, says Dirk Van de Put. ‘This is probably the best forum in the world, particularly as it relates between manufacturers and retailers, to get an exchange, to get joint reflection, to possibly create some collaboration.’

Brian McNamara, CEO of Haleon, agrees. *‘I just don’t think there would be a way to get the same scale of consumer goods companies together if it wasn’t for the CGF. The fact that it’s CEO led and brings together both manufacturers and retailers means it becomes a priority for the companies involved – enabling us to get critical mass across the industry’, he says.*

In addition to connecting global CEOs and other C-suite executives, the CGF is committed to fostering courageous leadership at all levels in the consumer goods and retail industry through initiatives such as the Future Leaders Programme, which had more than 50% female participation in 2024 ([see case study](#)).

The value of the CGF network is as invaluable to the Future Leaders as it is to established CEOs. *‘Sometimes we underestimate the power of the CGF network — not just in terms of our influence speaking with one voice, but also the ability that we have to change things if we chose collectively to change it,* says Noel Keeley, CEO of Musgrave.

“

Sometimes we underestimate the power of the CGF network — not just in terms of our influence speaking with one voice, but also the ability that we have to change things if we chose collectively to change it.

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Noel Keeley,
CEO,
Musgrave



Case study

Shaping Tomorrow's Leaders

How the Future Leaders Programme is building a new generation of industry trailblazers

The consumer goods and retail industry faces a pressing need to cultivate leaders ready to navigate the challenges they will face when they reach the C-suite.

The CGF therefore launched a revised version of the Future Leaders Programme in 2022 to identify and develop high-potential professionals, equipping them with the tools, insights and networks needed to thrive in leadership positions.

The 2024 cohort consisted of 57 participants, more than half of whom were women, reflecting the programme's commitment to gender parity.

Over a series of nine virtual sessions and an in-person workshop at the CGF Global Summit in Chicago, participants engaged in interactive discussions led by senior executives, including high-impact CEO panels.

The programme incorporated actionable leadership frameworks, deep-dives into global trends and opportunities for cross-industry collaboration. Feedback from participants highlighted the value of the consultant-led sessions and the live coaching sessions as stand-out moments, which broadened their horizons and honed their strategic thinking skills.

The programme achieved tangible results, with 85% of participants applying its insights to their leadership practices, particularly in areas like cultural transformation, storytelling and strategic decision-making. The in-person session at the Global Summit was particularly impactful, fostering deep connections among participants and facilitating the exchange of actionable ideas.

Case study

Global Plastics Treaty

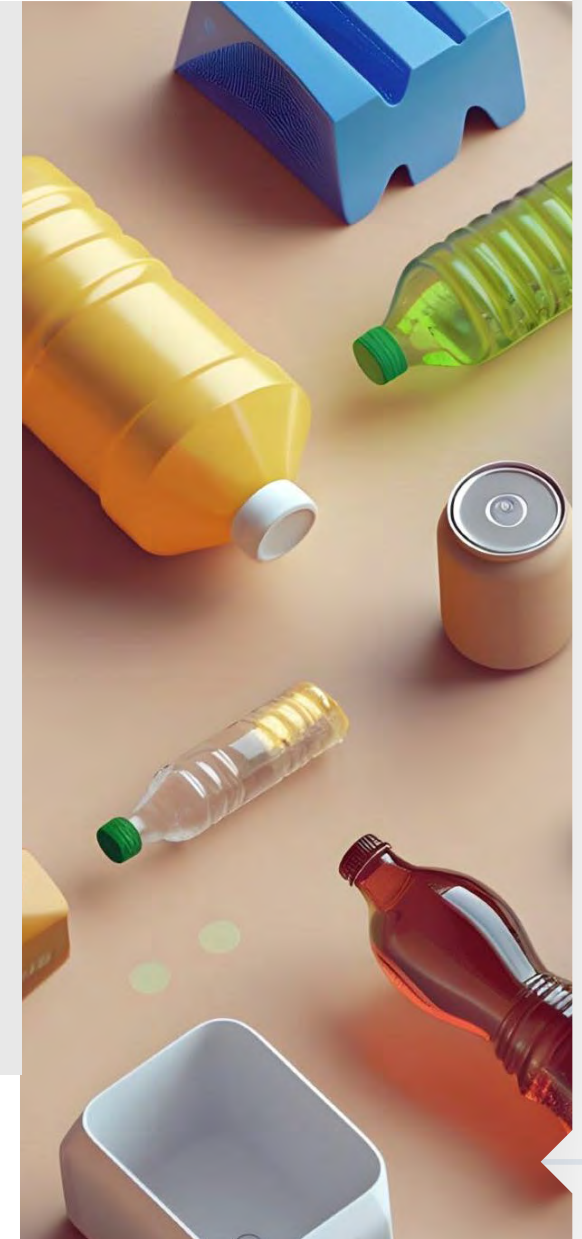
Mobilising industry leaders
for shared commitment

Plastic pollution is a pressing global challenge requiring courageous leadership and CEO buy-in. Recognising this, the CGF mobilised CEO support for the Global Plastics Treaty negotiations in Busan, South Korea, at the end of 2024.

Fifteen CEOs, including 13 CGF members, co-signed a joint letter advocating for a legally binding treaty on plastic waste. This letter reinforced the industry's readiness to align behind a sustainability framework while maintaining business viability.

The CGF's Plastic Waste Coalition of Action provided the foundation for this advocacy, leveraging years of collaboration on sustainable packaging and circular economy principles. CEO engagement in Busan signalled the private sector's commitment to developing ambitious, enforceable policies aligned with initiatives such as the CGF Golden Design Rules and Extended Producer Responsibility.

Beyond negotiations, this effort positioned the CGF as a key advocate for responsible business practices and set a precedent for future multi-stakeholder collaborations. As treaty discussions progress, the CGF will continue to support individual members in turning their independent policy commitments into tangible impact across global supply chains.





Accelerating Our Impact

An introduction to the Acceleration Areas

The activation of the Acceleration Areas was a standout achievement for 2024, significantly expanding member engagement and mobilising action for greater industry impact.

Drawn from the existing KPIs of the Coalitions of Action, these voluntary initiatives are designed to complement them by offering focused, actionable and time-bound opportunities for members to make an impact, regardless of their size, stage in the journey or resources.

'The Coalitions are going to continue to be important to us', explains Frans Muller, 'but now, for members who may have fewer resources and would like to contribute, we have the Acceleration Areas, which are more impact-focused and even more concise.'

'The areas that we focused on are easy to measure and are achievable for companies, so I would see tangible progress on the Acceleration Areas as absolutely critical', adds Dirk Van de Put.

DCF Supply

Aligned with: Forest Positive Coalition

- Works to mainstream the deforestation and conversion free supply approach, specifically targeting palm oil, soy, beef and paper industries.
- Regions and FPC are working 1:1 with participants to drive towards implementation across multiple commodities.

Employee Health and Wellbeing

Aligned with: Collaboration for Healthier Lives

- Over 6 million employees reached through initiatives from the Workforce Nutrition Alliance.
- LATAM deployed the "Se Siente Bien" local strategy, which held webinars with more than 1,000 participants per webinar and reached almost 4,000 attendees in 11 countries.
- Co-development of a common framework, the ['Seven Principles of Employee Wellbeing.'](#)

Emissions Reduction

Aligned with: Towards Net Zero Coalition

- Works towards net zero in 2050, inspired by the UN's Race to Zero 'Starting Line' framework.
- China has translated the Emissions Reduction AA to the Chinese landscape and has launched the China Green Transition Initiative as a China-specific strategy.

Golden Resign Rules

Aligned with: Plastic Waste Coalition

- Promotes the adoption of the CGF's framework for packaging design.
- Regions are investing in dedicated regional training sessions and capacity building. LATAM training has already deployed, and participants are in implementation, while China is standing up a dedicated training starting in March.

Human Rights Due Diligence

Aligned with: Human Rights Coalition

- Aims to embed Human Rights Due Diligence as the industry norm.
- Japan HRDD AA reporting shows that at each stage of the HRDD implementation journey, the percentage of participants moving towards higher maturity has increased between 2023 and 2024.

By introducing the Acceleration Areas, the CGF has broadened its approach to collaborative leadership, allowing smaller and mid-sized companies to participate more actively. *'The Acceleration Areas have made it easier for organisations who are not fully ready to commit to a Coalition of Action to "begin the journey"', says Ramon Laguarta, CEO of PepsiCo. 'They take some of the learnings from the Coalitions of Action and focus attention and action on one or two of the highest priority areas in a simple and clear manner.'*

This approach ensures that the CGF's impact is not limited to its largest members but extends across the global supply chain. As these initiatives gain momentum, they provide a platform for businesses to take their own meaningful steps, fostering a culture of responsibility.



Recognising the Unique Role of Retail



Making impact with shoppers and consumers

Retailers are fundamental to The Consumer Goods Forum's mission, acting as key drivers of industry-wide transformation through their influence over supply chains and consumer behaviour. Their direct engagement with consumers and operational reach make them essential in advancing sustainability, responsible business practices and operational efficiencies. While they share common challenges with manufacturers, their reach into local communities, the extensive workforce they employ and their supplier base present different issues and opportunities.

Recognising this pivotal role and the barriers that may prevent companies from fully using it, the CGF has prioritised retailer engagement by creating platforms that enable knowledge-sharing and collaboration. Through dedicated workshops and industry dialogues, retailers have the opportunity to support work on

shared challenges, exchange best practices and help accelerate progress.

Howard Popoola, Vice President of Corporate Food Safety, Quality and Regulatory Compliance at The Kroger Co., emphasises the value that the CGF offers to retailers in ensuring progress towards shared goals, such as food safety.

'You look at retailers, major retailers in the world, they all stand solid behind GFSI', he says. *'There's nothing, absolutely nothing, more critical to us than the safety of consumers.'*

One of the most significant areas of focus in 2024 has been the adoption of the CGF Golden Design Rules for Plastics, with the CGF supporting retailers in integrating at least one recommended rule into their operations. Additionally, retailers have played a key role in advancing sustainability frameworks, participating in initiatives focused on emissions reduction and human rights due diligence, with the CGF actively

supporting them in meeting these evolving regulatory and industry expectations.

A key moment in 2024 was the introduction of Retail Day at the Global Summit, an outgrowth of the CGF's broader focus on its retail value proposition. This event, set to take place again in 2025, is designed to deepen retailer participation in CGF discussions and provide clear, actionable roadmaps that companies can choose to use for integrating responsible practices and digital technologies into their operations. The CGF's annual Japan Day also had a heightened focus on retailers, led by a partnership with the Japan Retailers Association.

'Participating in CGF Japan Day has enabled us to take the first step towards strengthening collaboration between retail and consumer goods industries in Japan', says Hidefumi Kobayashi, Executive Director of the Japan Retailers Association.

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You look at retailers, major retailers in the world, they all stand solid behind GFSI.

”

Howard Popoola

Vice President of Corporate Food Safety, Quality and Regulatory Compliance, The Kroger Co.



Case study

Inspiring Retail Transformation

How Retail Day 2024 leveraged global insights

The third day of the 2024 Global Summit, Retail Day, emphasised retailers' evolving and powerful role in an increasingly digital and consumer-driven world.

Retail Day led to a significant increase in retailer attendance at the Summit compared to previous years. Speakers included the CEOs and founders of companies in the sector, such as Ahold Delhaize USA, SPAR International and Wumart/Dmall China, sharing insights and trends from North America, Europe and Asia.

The diversity of speakers allowed for a valuable comparison and contrast among consumers in different regions, including areas as far apart as Kazakhstan and arctic Norway. Though each region has its own tastes and challenges, consumers everywhere seek the same basic services, convenience and affordability. Digital technology is increasingly helping to meet those needs through solutions such as omnichannel integration, automated fulfilment and desire prediction.

Retail Day concluded with a clear message: the future of retail hinges on seamless integration across digital and physical spaces while preserving the trust and familiarity of local connections. Whether through AI-driven marketing, data-powered sustainability efforts or hyper-personalised shopping experiences, retailers must remain agile and forward-thinking. As new business models emerge, companies that embrace innovation while staying attuned to economic and environmental shifts will define the next era of global retail.

Case study

Japan Day

Strengthening retailer engagement in Japan

Retailer involvement in CGF initiatives in Japan had room for growth, with opportunities to strengthen engagement in global efforts, particularly within the Coalitions of Action. Enhancing this connection would ensure that Japanese retailers could fully contribute to and benefit from the CGF's broader initiatives.

To further integrate Japanese retailers, the CGF's Japan office invited the Japan Retailers Association to its annual Japan Day event, strengthening collaboration between the CGF and key retail stakeholders in the region. The initiative successfully increased engagement,

securing participation from Japan's leading retailers and driving renewed interest in the CGF's sustainability initiatives.

In addition, a project is underway to launch a Towards Net Zero platform to generate new interest in CGF sustainability programs and attract new CGF members, including major Japanese retailers.

The strengthened partnership with the Japan Retailers Association marked a major step toward long-term retailer involvement in the CGF's global agenda.





Emphasising Regional Relevance



Actions that **benefit local communities** and **support global change**

'The world is becoming more local. When there is insecurity and tension, people look inwards, focusing on how we can operate in the countries where we are,' observes Nina Jönsson, CEO of ICA. Indeed, global supply chains are under increasing pressure from geopolitical instability, economic uncertainty and shifting consumer expectations, encouraging companies to seek regional solutions. In alignment with this perspective, CGF members are strengthening their collaboration with local and national governments, launching targeted pilot projects that address region-specific challenges such as circular economy gaps, labour rights and sustainability issues.

In Latin America, pilot projects are tackling complex environmental issues, including improving harvest and storage efficiency and addressing deforestation. In 2024, the Collaboration for Healthier Lives Coalition of Action also worked to scale employee

wellbeing programmes in LATAM, including workshops on mental health and financial wellbeing. These workshops reached over 3,000 participants and reinforced the link between corporate responsibility and workforce resilience.

Carlos Arenas Cadena, outgoing Managing Director of OXXO Mexico, says that the local expertise at the CGF LATAM, headquartered in Bogotá, Colombia, proved invaluable during his career. *'We follow the global agenda, but we have the flexibility to focus on particular regional issues'*, he says. *'That makes the CGF more valuable, because the regional groups define their own focus areas.'*

Meanwhile, the CGF's China office is expanding its membership base and adapting initiatives to meet the specific needs of consumers in the country. The sixth annual China Day, held in April

2024 in Shanghai, focused on the theme *'Pursuit of Harmony in Turmoil: Working Together to Make a Difference'*. The event, which facilitated in-depth discussions on key topics such as sustainability, digital transformation and consumer behaviour trends, catalysed government support for the CGF's work in China.

'I am very proud of the remarkable development of the consumer goods industry since the last Consumer Goods Forum China Day. Shanghai is committed to building itself into an international consumer centre', states Pu Shaohua, President of Bailian Group. *'We want to make our consumers enjoy a better life'*.

By embedding regionalisation into its strategy, the CGF ensures that global ambitions translate into local impact, creating solutions that are both scalable and responsive to the realities of different markets.

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The world is becoming more local. When there is insecurity and tension, people look inwards, focusing on how we can operate in the countries where we are.

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Nina Jönsson

CEO,
ICA



Case study

The Asia Retailer Circle CEO Roundtable

Fostering industry collaboration across regions

With technology, sustainability and consumer expectations evolving rapidly, retailers in Asia face growing complexity in balancing innovation, competitiveness and collaboration. While many challenges are shared across the industry, solutions remain fragmented.

The CGF identified the need to foster senior-level engagement to accelerate progress on key topics.

To address this, the CGF hosted a CEO Roundtable as part of the Asia Retailer Circle in Singapore, convening senior executives for focused discussions on topics including AI and automation, sustainability, healthy eating and private label strategies.

The programme included store visits, offering first-hand exposure to innovative retail models.

'The idea there was that retailers tend to be local compared to fast-moving consumer goods companies, which typically operate in multiple countries, and consequently benefit from a network that fosters collaboration', says Vipul Chawla, group CEO of Fairprice. 'An outcome was that the entire partnership has gotten stronger in terms of the exchange of ideas.'

The Roundtable provided a forum for CEOs in the region to highlight high-level industry insights, priorities, and potential solutions. Discussions drove clarity on practical AI adoption, sustainability-driven growth and affordability without compromising quality.

By fostering engagement with decision-makers, the CGF helped us lay the foundation for further cross-sector partnerships and initiatives.

Case study

Addressing Forced Labour

The People Positive Palm Project's impact on the Malaysian palm oil industry

The Malaysian palm oil industry has faced long-standing concerns over forced labour, prompting The Consumer Goods Forum's Human Rights Coalition (HRC) to launch the People Positive Palm (P3) Project.

This initiative brings together consumer goods companies and palm oil suppliers to strengthen human rights due diligence and help companies eliminate forced labour from supply chains.

The project provides suppliers with access to collaborative learning workshops and tailored advisory services, helping them implement their own responsible

recruitment practices and improve labour management systems.

Since its launch, P3 has impacted over 300,000 workers and engaged 65 organisations, including 35 palm oil companies, through in-person workshops in Malaysia and Indonesia.

These sessions have provided practical tools for identifying and mitigating human rights risks.

Government collaboration has been a key factor in the project's success. Malaysia's Deputy Prime Minister and the Minister of Plantation and Commodities have publicly supported P3, recognising its role in strengthening the industry's global reputation. By 2025, participating suppliers are expected to have implemented their robust human rights due diligence systems, aligned with international standards and national regulations.





Taking a Value Chain Approach

A value chain approach to sustainability

The CGF has the unique opportunity to demonstrate the value of business propositions supported by sustainability: what is good for the people and planet is often also good for business. The voluntary programmes help companies tackle industry-wide issues such as plastic waste, deforestation, decarbonisation and human health.

One promising path towards reducing emissions while increasing profit is tackling food waste, the mission of the Food Waste Coalition. Their [2024 report](#) estimates that food loss and waste represents a \$10 billion hidden impact among members alone.

Meanwhile, the new Towards Net Zero Coalition is supporting members' work to understand and reduce their greenhouse gas emissions through supplier sustainability targets. The supplier sustainability targets are designed to help companies set a floor, not a ceiling,

of ambition, in recognition that some companies are at different stages of their journeys.

Several CoAs are taking a holistic approach on the intersection between environmental and social issues. For example, in addition to tackling deforestation, the Forest Positive Coalition is also making significant strides in addressing land rights issues. This includes working with local communities and Indigenous groups to ensure their rights are respected, as well as providing grievance resolution strategies to support fair practices and sustainable land use.

The CGF also provides a unique opportunity for member companies to develop sustainability solutions together and test them in a way that better mirrors real-life outcomes.

One notable example of a CGF-fostered pilot project took place in Ottawa in 2024 and tested a collaborative approach to the reuse-refill model ([see case study](#)).

'We're all envisioning a world where people will bring their packaging back to the store and then refill it,' says Alexis Perakis-Valat, President of Consumer Products at L'Oréal. 'We never had an opportunity to test them live. So now, for the first time ever — and I think only the CGF can provide this type of platform — we have the opportunity to test in one significant city. I think this is a one-of-a-kind opportunity.'

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We never had an opportunity to test them live. So now, for the first time ever — and I think only the CGF can provide this type of platform — we have the opportunity to test in one significant city. I think this is a one-of-a-kind opportunity.

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Alexis Perakis-Valat

President of Consumer
Products,
L'Oréal



Case study

Scaling Circular Solutions

How the Canada Reuse City Programme in Ottawa envisions a circular future

Plastic waste remains a critical challenge for the consumer goods industry, with global regulations tightening and consumer expectations shifting towards more sustainable solutions.

While packaging redesign and recycling efforts are essential, reuse-refill models offer a promising path toward reducing single-use plastics and enhancing circularity.

However, scaling these models has proven complex due to operational, regulatory and consumer adoption barriers.

The CGF is addressing these challenges through the Canada Reuse City Programme,

a large-scale initiative focused on reusable standardised packaging systems for personal care and home care products.

This programme brings together six key industry players, including manufacturers, retailers and reusable packaging platform Reposit, to develop and implement a citywide reuse-refill system in Ottawa.

The Ottawa system is set to launch in Q1 2026, with a comprehensive consumer engagement campaign planned to drive adoption.

Early findings suggest promising results, with indications that reuse-refill models can be successfully scaled if the right infrastructure, incentives and consumer engagement strategies are in place.

The insights from this pilot will contribute to global efforts in reducing plastic waste, demonstrating the feasibility of reusable packaging systems and influencing regulatory frameworks to support wider adoption.

Case study

Addressing On-Farm Waste

How measuring post-harvest food loss can help farmers and drive efficiency

Approximately 1.2 billion tonnes of food, equating to 15% of total production, are lost on farms annually, according to research from WWF and TESCO.

This significant loss not only exacerbates food insecurity but also leads to unnecessary environmental impacts, such as increased greenhouse gas emissions.

A primary obstacle in addressing this issue is the lack of consistent tools for farmers to measure and understand the extent of on-farm food loss, in order to work with their buyers to reduce these losses.

Together with the World Wildlife Fund (WWF), the CGF developed the Global Farm Loss Tool, a web-based platform that assists farmers in measuring food loss hotspots and understanding the underlying causes,

The Food Waste Coalition supported the beta testing of the tool with their growers, ensuring its practicality and effectiveness across diverse agricultural contexts. The tool was launched in 2024.

McCain's Canadian suppliers used the tool to estimate food loss during the harvest season, leading to internal discussions on redirecting surplus produce for alternative uses. Similarly, Freshouse, a supplier to Ahold Delhaize, used the tool to capture comprehensive data across various commodities, enabling targeted interventions to reduce losses.





Raising the Bar for the Industry

Developments in **benchmarking** and **standards**

All CGF member companies have achieved as much as they have by setting a high bar for themselves. One of the most important roles of the CGF is to define where that bar is.

'Common definitions, tools, reporting frameworks and other infrastructure make it simpler for even more people to collaborate together', notes Emily Kunen, Senior Director of Positive Agriculture Capabilities in PepsiCo's Global Sustainable Agriculture group and Co-Chair of the Forest Positive Coalition.

A prominent example is CGF's work in food safety programme benchmarking. In December, GFSI released the Version 2024 of the Benchmarking Requirements, the first new edition of the widely-recognised benchmarking document since 2020. The revised requirements, aligned with Codex Alimentarius and ISO 22003, now include an emphasis on food safety culture, a more streamlined benchmarking process, tailored

processes for multi-site operations and new implementation guidance.

Another widely-recognised CGF project, the Sustainable Supply Chain Initiative Benchmark, added an environmental component in 2024. This new scope recognises the tight interlink between social and environmental sustainability and is available for third-party schemes and programmes in the manufacturing and processing, primary production and forestry industries.

'The environmental benchmark is a game-changer — helping schemes meet the growing demand for credible sustainability practices', says Elles de Jonge-Bosch, Manager Quality and Sustainability at EMD and Co-Chair of SSCI.

The CGF continues to set a high bar with the CGF Golden Design Rules, a set of nine proposed rules for companies to consider in packaging design developed by the Plastic

Waste Coalition. In 2024, the Coalition completed a comprehensive review of the rules, resulting in a set of updates to ensure continued relevance and alignment with legislation and industry guidance.

Led by the Collaboration for Healthier Lives Coalition of Action, the CGF is also making strides to provide guidance on healthier products. In March, the Coalition launched its first Preventative Health Playbook, developed in partnership with Kearney to help companies empower consumers to make healthier choices.

Malina Ngai, Group CEO of AS Watson, says that the collaborative process behind the development and implementation of the playbook exemplifies the CGF's approach to constructive collaboration. *'This playbook features the sharing of best practices that enable companies to learn from each other and are useful to our industry to amplify the changes for wider impact'*, she says.

“

This playbook features the sharing of best practices that enable companies to learn from each other and are useful to our industry to amplify the changes for wider impact.

”

Malina Ngai

Group CEO,
AS Watson



Case study

Redefining Responsible Supply Chains

Building trust in social and environmental standards worldwide

The Sustainable Supply Chain Initiative provides benchmarking for certification programme owners that recognise social and environmental responsibility in the supply chain.

Acknowledging the tight interlink between social and environmental issues, SSCI realised that an environmental scope was necessary to ensure the benchmark's applicability and relevance.

SSCI worked with a wide range of stakeholders to develop environmental criteria in sectors such as manufacturing and processing, primary production and forestry that corresponded with and enhanced the benchmark's social criteria. These criteria were designed through collaborative engagement with businesses, NGOs, academia and intergovernmental organisations and launched in 2024.

An increasing number of third-party schemes and programmes have applied for SSCI benchmarking since the addition of the environmental scope, demonstrating industry's continued trust in the benchmark and its growing relevance.

Case study

Strengthening Global Food Safety

How the 2024 GFSI Benchmarking Requirements are keeping consumers safe

In December 2024, GFSI released its latest Benchmarking Requirements (BMRs v2024), introducing key enhancements that streamline certification processes, improve alignment with international food safety frameworks and reinforce the role of food safety culture.

Developed in collaboration with industry stakeholders and regulatory bodies, the revised BMRs are fully aligned with the Codex General Principles of Food Hygiene and ISO 22003, ensuring consistency across regions and supply chains.

One of the most significant updates in BMRs v2024 is a stronger emphasis on food safety culture, recognising that effective food safety management extends beyond technical compliance. By integrating food safety culture as a core component of certification, the revised requirements encourage businesses to embed best practices into their daily operations, fostering a proactive approach to risk mitigation.

The 2024 update also simplifies the benchmarking process for Certificate Programme Owners, introducing clearer eligibility criteria and assessment procedures. A brand new development for this publication is the creation of an implementation handbook to provide clear guidance on how to demonstrate alignment with the BMRs. These improvements reduce administrative burdens for businesses while maintaining the rigour necessary to uphold food safety standards.





Transforming the Sector through Technology



The power of technology in enabling transparency and efficiency

The CGF is showcasing the power of technology to reshape the consumer goods and retail sector, helping companies address sustainability challenges, improve efficiency and adapt to changing regulations. The organisation is uniquely poised to enable cross-industry transparency, especially between the retail and manufacturing sectors.

As Silvia Davila, Danone's Latin America Regional President, notes: *'We need to make sure technology is an enabler and an accelerator; a means, not the ends.'*

Ayla Ziz, Senior Vice President of Global Sales and Chief Customer Officer at Danone, agrees. *'We see technology as an opportunity to anticipate consumer trends, simplify processes and optimise our value chain to deliver the best products possible to our shoppers and customers,'* she says.

The CGF keeps this approach in focus, including at events like the Global Summit. Held in Chicago in June, the 2024 Summit

was designed as an immersive, digitally integrated experience that reflects the realities of the consumer goods sector today. Technology was embedded throughout the Summit programme, ensuring that discussions around AI, automation and digital transformation were not only thematic priorities but also woven into the very fabric of the event. The integration of technology elevated the Summit's position as the leading platform for future-oriented discussion in the consumer goods and retail industry.

'Retailers need more data from manufacturers for many different reasons.' says Kristian Gatewood, Senior Vice President of Global Sales Strategy & Innovation at P&G. *'How do we find new and innovative ways to exchange needed data much faster, in a much more automated way that has really strong data integrity?'*

The Product Data Coalition is leading this charge, enabling members' piloting to enhance federated sustainability data exchange through cloud based AI enabled technology and 2D barcodes.

Our members dare to imagine a future in which every link in the global supply chain is safe, secure, and sustainable. *'We're probably halfway through a supply chain transparency revolution,'* says Barry Parkin, Chief Sustainability Officer at Mars, Inc. *'Now we know most of the hundreds of thousands of farmers that produce our raw materials; we know the sizes and locations of their farms, and in many cases we know how their crops are doing, what crop improvements they have adopted and how they and their families are doing overall. We don't have this yet in all of the hundreds of materials we buy from hundreds of countries, but we will have it in 10 years' time.'*

“

How do we find new and innovative ways to exchange needed data much faster, in a much more automated way that has really strong data integrity?

”

Kristian Gatewood

Senior Vice President
of Global Sales Strategy
& Innovation,
P&G

Case study

Revolutionising Data Transparency

How 100·HORIZON is shaping frameworks for sustainable supply chains

In 2024, the coalition inaugurated a new model for its annual conference, 100·Horizon, facilitating collaborative discussions on data frameworks.

The event used digital tools and promoted data sharing practices to drive transparency and efficiency across the value chain.

'100·HORIZON created an exciting environment that underpins the success that the CGF is achieving,' Kristian Gatewood said of the event.

100·HORIZON is a vital initiative for identifying emerging trends and aligning the CGF's work with future industry needs. The importance of using this platform to anticipate challenges and drive innovation should not be underestimated.



Case study

Transforming Product Data Exchange with 2D Barcodes

With the rapid evolution of digital commerce and supply chain management, the CGF identified a pressing need to help companies enhance product data sharing and traceability in the supply chain.

Traditional one-dimensional (1D) barcodes have served the industry well for decades, but they fall short in providing the depth of information required by retailers, manufacturers and consumers. The increasing demand for real-time, transparent and detailed product information has made the transition to two-dimensional (2D) barcodes an industry imperative.

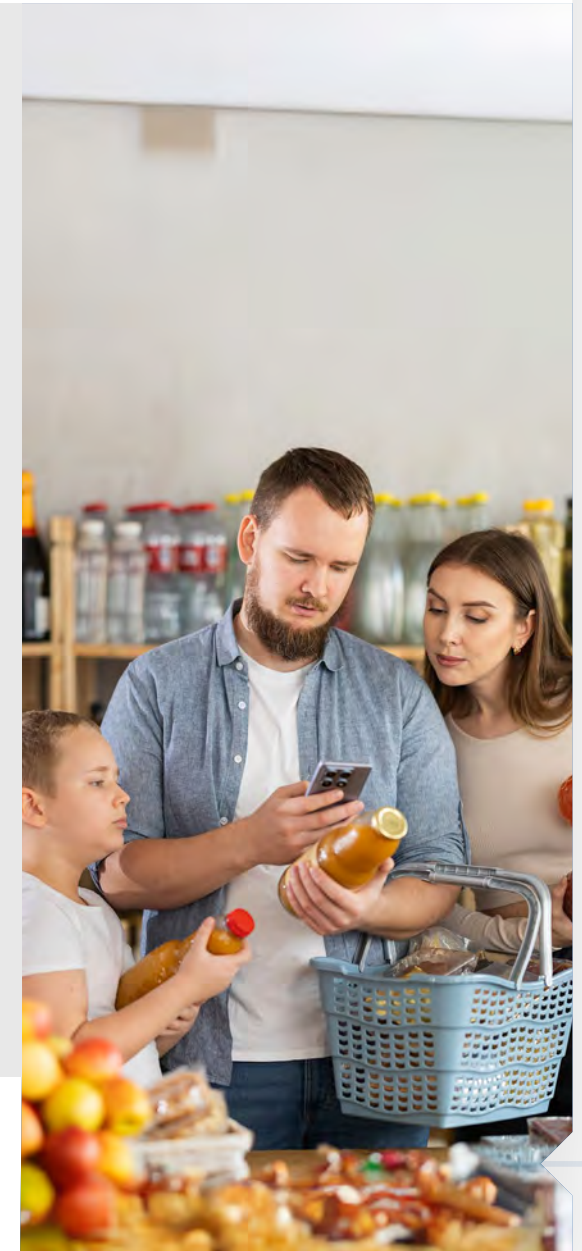
The CGF therefore launched a global initiative advocating for the adoption of 2D barcodes, such as QR codes with GS1 Standards.

Unlike traditional 1D barcodes, which are mainly used for price lookup at checkout, these enhanced barcodes can store significantly more information. This includes expiration dates, sustainability credentials, batch numbers and consumer engagement content. With a simple scan, consumers can access real-time product details, fostering greater transparency and engagement.

The CGF's initiative involved pilot programs in key markets, including the world's first Global Migration to 2D (GM2D) demonstration area in Zhejiang Province, China. This project saw the implementation of over 315 million 2D barcodes across 37,300 product types from 86,000 market entities, with over 386 million scans recorded.

These results demonstrated the potential of 2D barcodes to revolutionise supply chain efficiency, reduce waste and enhance consumer trust.

 [Learn more](#)





Breaking Down the Silos

Initiatives that leverage cross-coalition collaboration

Since its origins, the CGF has been designed to foster collaboration among companies and sectors while allowing for focused work on specific topics.

Participants within each coalition tend to be specialists, such as packaging or procurement experts, whose focus does not naturally extend beyond their specific area of expertise. Without direct intervention from CEOs or senior leaders, opportunities for cross-coalition engagement often remain untapped. In 2024 the CGF intensified efforts to drive integration across Coalitions.

This shift is not just about organisational efficiency; it is fundamental to addressing global challenges. *‘There is not one company that’s going to be able to tackle a global issue like food waste,’* says Chris Franke, Senior Manager, Strategic Initiatives, Walmart Inc. and Retailer Co-Chair of the Food Waste Coalition of Action. *‘That’s where these great initiatives come in — with our manufacturers, with our supplier partners, through Coalitions.’*

As Chris Franke notes, the Food Waste Coalition has made especially significant progress in collaborating with other Coalitions, such as the Collaboration for Healthier Lives Coalition of Action ([see case study](#)). The Coalitions aim to replicate this success across other areas, particularly in initiatives that require coordinated efforts, such as decarbonising value chains, reducing plastic waste and embedding human rights protections into business operations.

The intersection of sustainable materials presents another opportunity, linking paper-based packaging initiatives with forest-positive goals to drive meaningful progress.

Another prime example of enhanced coalition collaboration is the Human Rights Coalition’s launch of the open-source Human Rights and Environmental Due Diligence (HREDD) tool. Developed in partnership with AIM-Progress, the tool allows businesses to proactively identify, prevent and address human rights and

environmental risks and impacts. By ensuring that deforestation risks and human rights concerns are addressed together, this initiative demonstrates the potential for Coalitions to reinforce one another’s work rather than operating independently.

This commitment to integration is central to the CGF’s strategy in 2025, with a renewed focus on using coalition intersections to help drive systemic change. As Virginie Mahin, Senior Director of Global Social Sustainability and Stakeholder Engagement at Mondelēz and Co-Chair of the Human Rights Coalition, notes, *‘Our vision is to make human rights due diligence the norm across the consumer goods industry.’*

“

There is not one company that’s going to be able to tackle a global issue like food waste. That’s where these great initiatives come in — with our manufacturers, with our supplier partners, through coalitions.

”

Chris Franke

Senior Manager,
Strategic Initiatives,
Walmart Inc.



Case study

Cracking the Code on Consumer Engagement

How The Sustainable Kitchen is driving behavioural change

The consumer goods industry faces the challenge of not only reducing food waste but also encouraging healthier cooking habits. While individual efforts have been made in both areas, fragmented messaging has often hindered widespread behavioural change. Without clear, accessible communication, consumers struggle to translate sustainability and health goals into everyday actions.

That's why the Food Waste and Collaboration for Healthier Lives Coalitions joined forces to create [The Sustainable Kitchen](#): an online hub for companies to use at a corporate level to inspire consumer engagement campaigns to facilitate behaviour change towards reducing food waste while adopting healthier dietary habits.

“

Food waste is a critical environmental and social issue, and addressing it requires a collective effort. The Sustainable Kitchen not only provides practical solutions for reducing waste but also encourages a more mindful approach to food. We call for all food actors to help their consumers adopt more sustainable habits.

”

Annabelle Souchon,
Responsible RSE,
Bel

Case study

Fostering Shared Solutions

How the Commodity Masterclasses are advancing decarbonisation across sectors

To accelerate shared learning and support consistent approaches by companies to decarbonisation in their supply chains, the CGF's Towards Net Zero Coalition, supported by Boston Consulting Group (BCG), launched the Commodity Masterclasses, a series of collaborative sessions where members highlight decarbonisation insights and case studies focused on critical commodities across the consumer packaged goods and retail value chains.

These masterclasses cover commodities such as dairy, potatoes, cocoa and coffee, featuring contributions from industry leaders like Bel, Danone, PepsiCo, Mondelēz International and Ahold Delhaize. By fostering an environment of shared learning, the initiative aims to support companies in developing their own effective strategies for reducing emissions and promoting sustainable practices across the industry.

The Commodity Masterclasses support companies in developing practical best practices for decarbonisation strategies, helping them implement effective emission reduction projects within key commodity sectors. This collaborative approach has enhanced industry-wide understanding of sustainable practices, contributing to companies' progress toward net-zero goals. The learning report from 2024 is available [here](#).





Our Focus for 2025

Building on a **strong foundation**

The milestones achieved over the past year laid down a strong foundation to build upon as we transitioned into 2025. We entered the year with a clear set of priorities and an unwavering commitment to delivering on our mission, shifting from pilots to impact at scale.

Our KPIs for 2025 underscore the importance of measuring and amplifying the impact of our Acceleration Areas (AAs) and Coalitions of Action (CoAs). For the AAs, we are focusing on implementation and reporting in order to ensure the effectiveness of this new model. The CoAs are also putting an emphasis on measurable impact with updated stakeholder engagement plans and milestones.

We continue to consider new areas where we can make a difference within and beyond the existing AAs and CoAs.

Our efforts and those of our members will be enhanced by technology-driven solutions, including using data and automation.

On the membership front, we strive to deliver an enhanced retail value proposition that fosters appropriate collaboration and growth among flagship retailers. We will further expand our global reach through targeted efforts to grow membership in key regions, such as China and North America, where opportunities for impact and influence remain substantial. Additionally, our commitment to improving capabilities through training, role modelling and financial control will foster unity and collaboration across all activities.

As we execute our 2025 priorities, the CGF continues to prioritise regionalisation within its agenda, ensuring that our initiatives

remain both locally and globally relevant. By embedding these principles into our operations, we will not only strengthen our ability to drive meaningful, lasting change across the industry but also foster growth and shared value in all regions, with an emphasis on the Global South.

Together, these goals and strategies will propel the CGF into 2025 with renewed purpose and determination. With the support of our members, partners and stakeholders, we look forward to advancing our mission and delivering on our vision of a better, more sustainable future for all. There has never been a better time to join our efforts. We encourage you to reach out today.





Coalitions of Action



Collaboration for Healthier Lives Coalition

Board co-sponsors

Frans Muller,
CEO,
Ahold Delhaize

Brian McNamara,
CEO,
Haleon

Laurent Freixe, CEO, Nestlé

Co-chairs

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

Oonagh Turnbull,
Head of Health and Sustainable Diet
Campaigns, Strategy and Campaigns,
Group Communications,
Tesco

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 year¹. In 2022, 2.5 billion adults were overweight, including 890 million who were living with obesity.

About a third of all human-caused greenhouse gas emissions is linked to food². Behaviour change of consumers through dietary shifts offers the industry a crucial opportunity to tackle climate change.

Almost 60%³ of the world population is employed and only 54% of employees in the

consumer sector report good holistic health⁴.

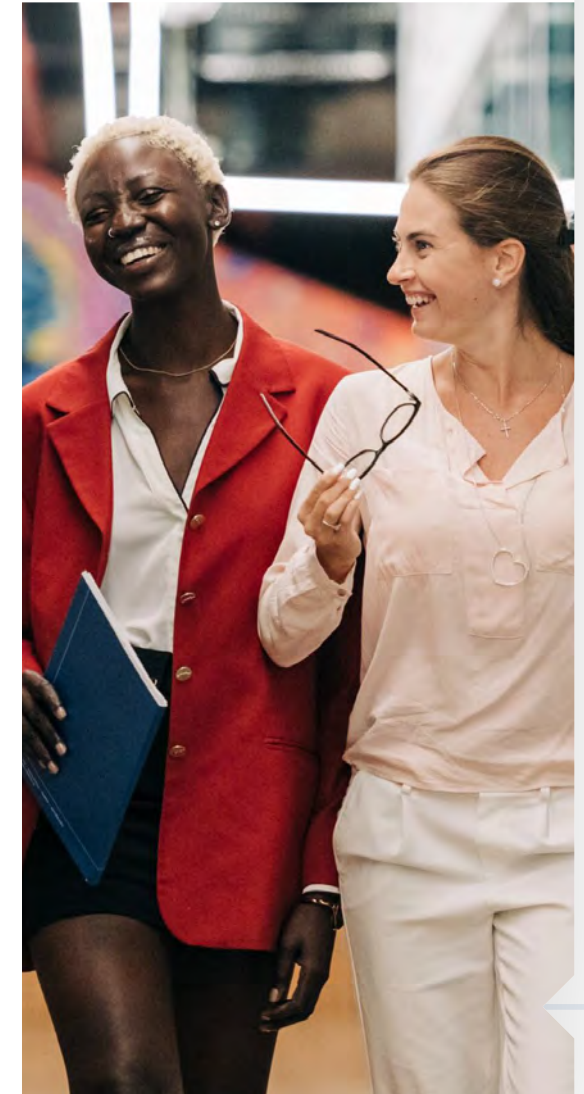
A supportive work environment fosters health and wellbeing, providing purpose and stability. But poor working conditions can harm mental wellbeing, reducing both job satisfaction and productivity.

In a world facing growing health challenges, the Collaboration for Healthier Lives Coalition of Action (CHL) stands to bring together retailers, manufacturers and external stakeholders to collectively promote healthier living around the world.



The mission

Empowering people to live healthier and more sustainable lives.



¹From United Nations News ²From United Nations News ³From The World Health Organization ⁴From The World Health Organization



Collaboration for Healthier Lives Coalition

Key actions in 2024

The Coalition is led by manufacturers and retailers in partnership with public health authorities, local communities, academia and other stakeholders. Its commitment is to help 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.

- 1. Creation of a [Preventative Health Playbook](#) a toolkit containing best practices and innovative case studies that serves as a guide for designing digital solutions for preventative health and empowering self-care initiatives for consumers.
- 2. Development of [The Sustainable Kitchen](#) website in collaboration with the Food Waste Coalition of Action, was created for businesses to showcase best practice examples of consumer communication, designed to inspire, drive awareness and facilitate behaviour change towards reducing food waste while adopting healthier dietary habits.
- 3. [Seven Principles for Employee Health & Wellbeing](#), co-developed with the McKinsey Health Institute, to establish an evidence-based recommended wellbeing framework and set of principles; fostering employee health and wellbeing.

- 4. Reached **6m+ workers** through workforce programmes in organisations and across supply chains designed through the Coalition's Workforce Nutrition Alliance partnership, **exceeding the Alliance's 2025 goal by 200%**.
- 5. Collaborating with CHL local partners to share insights, and highlight best practices, driving healthier, more sustainable diets. Features examples from [CHL China](#), [France](#), and [Turkiye](#).

Why join?

The Collaboration for Healthier Lives Coalition of Action is more than just an initiative; it is a commitment to building a healthier future.

Collaboration between retailers and manufacturers is more important than ever. At The Consumer Goods Forum, we invite you to join us on this journey to increase your impact and be part of a global movement that changes lives.

Focus areas

Better options: Improve accessibility of healthier & more sustainable products for consumers

Better choices: Drive consumer choices and behaviour to encourage and enable healthier and more sustainable habits

Better communities: Empower employee health and wellbeing initiatives

[Learn more](#)



Food Waste Coalition

Board co-sponsors

Ken Murphy,
Group Chief
Executive,
Tesco

Max Koeune,
President and CEO,
McCain Foods

Co-chairs

Janelle Meyes,
Chief Sustainability Officer,
Kellanova

Chris Franke,
Senior Manager,
Strategic Initiatives,
Walmart Inc.

Director

Sharon Bligh,
Director,
Sustainability & Health,
The Consumer Goods Forum



The challenge

The global impact of food loss and waste is enormous, requiring urgent whole-chain action. A third of food produced is never eaten, about 1.3 billion tonnes each year, while one in nine people worldwide goes hungry every day.

Food loss and waste accounts for one quarter of fresh water used in agriculture every year, and it represents an economic cost to the global economy of USD \$940 billion.

According to the World Resources Institute (WRI), food loss and waste is responsible for 8-10% percent of annual global greenhouse gas emissions, so if food waste were a country, its carbon footprint would be third only to China and the US. United Nations Environment Programme (UNEP) data indicates that approximately 60% of total food waste is generated in homes, contributing significantly to climate change and resource depletion.



The mission

Leading a global commitment to halve food loss and waste by 2030.



Food Waste Coalition



Key actions in 2024

- Launched The Sustainable Kitchen, an online hub showcasing best practices in consumer communication to reduce food waste and promote healthier diets.
- Released concise one-pagers highlighting FLW's role in tackling climate change.
- Members tested WWF's Global Farm Loss Tool before its launch.
- Hosted 2024 Knowledge Sharing Sessions on key FLW reduction topics.
- Release of publication: '[Climate Impact of Food Waste Reduction](#)'.
- Local working groups in Japan, China and Latin America continued to drive change and raise awareness in their regions.



Why join?

With 2025 marking the halfway point to our 2030 goal, now is the time to accelerate action on food waste. Tackling this challenge is not just about reducing hunger—it's a triple win for people, the planet, and business.

Since the release of our baseline report in 2023, we have moved from measurement to meaningful action across the supply chain. Our focus is on embedding food waste reduction into companies' climate strategies and ensuring it remains a priority on the global agenda.

No company can solve this problem alone. The strength of our Coalition lies in learning, sharing, and collaboration to drive real, systemic change. Join us in delivering impact—together, we can go further and faster in reducing food waste.

Focus areas

Measurement & Reporting

Scaling up the 10x20x30

Consumer Engagement

Upstream Losses

Forest Positive Coalition

Board co-sponsors

Alexandre Bompard,
Chairman & CEO,
Carrefour

Noel Wallace,
Chairman,
President and CEO,
Colgate-Palmolive

Co-chairs

Emily Kunen,
Senior Director,
Positive Agriculture Capabilities &
Forest Risk,
PepsiCo

Mikel Hancock,
Senior Director of Sustainable Food &
Agriculture Strategic Initiatives,
Walmart

Director

Didier Bergeret,
Director of Sustainability,
The Consumer Goods Forum



The challenge

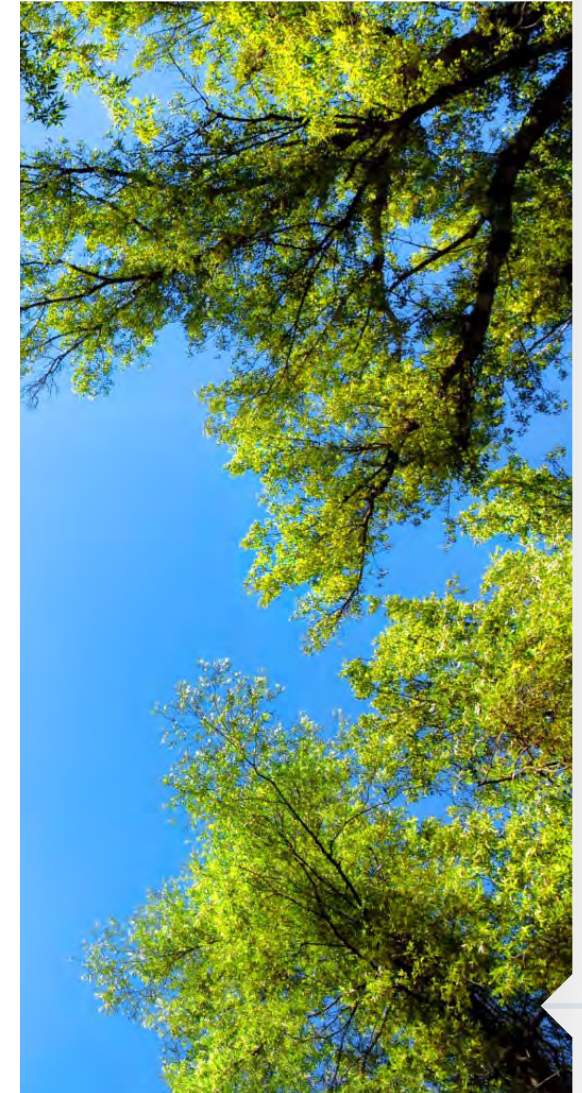
Forests cover almost 30 percent of the world's land area, but they are disappearing at an alarming rate. In 2022, primary tropical forests saw a shocking loss of 4.1 million hectares — equivalent to 11 football fields — vanishing every minute, driven largely by surging demand for agricultural commodities 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 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 communities, and help combat climate change.



Forest Positive Coalition



Key actions in 2024

In 2024, the Forest Positive Coalition made significant strides in transparency and collaboration to address deforestation and ecosystem conversion.

Reporting on Deforestation and Conversion Free (DCF) commitments rose to 83% across key commodities, including palm oil, soy, beef, and paper, pulp and fibre-based packaging (PPP). The Coalition convened in Brazil ahead of COP30 to address sustainability in soy and cattle supply chains, protecting vital biomes like the Amazon and Cerrado.

Key initiatives included launching a USD \$5.2 million Sustainable Landscapes Partnership for Brazil's Cerrado and adopting SourceUp. Stakeholder engagement expanded, with over 150 organisations collaborating to advance sustainable practices and shared goals.



Why join?

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, where together members can minimise reputational risk, raise awareness to support implementation — and enhance the supply of forest-positive commodities while exploring the potential for accessing emission reductions.

Focus areas

Accelerate efforts to remove deforestation from key commodity supply chains

Encourage transformational change in key commodity supply chains and landscapes

Develop transparency metrics and work towards consistent reporting methodologies

[Learn more](#)

Global Food Safety (GFSI) Coalition

Board co-sponsors

Sean Summers,
CEO,
Pick n Pay

Dirk Van de Put,
Chairman & CEO,
Mondelēz
International

Co-chairs

Mark Fryling,
VP of Global Food Safety,
General Mills

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

Director

Erica Sheward



The challenge

Access to safe food is a critical global issue, with over 600 million people falling ill annually from contaminated food and drink.

These preventable illnesses cause significant human and economic losses, underscoring the need to prioritise food safety across the supply chain—from producers to consumers.

The Global Food Safety Initiative (GFSI), The Consumer Goods Forum's Coalition of Action on food safety, addresses this challenge through three strategic priorities: harmonising

and benchmarking food safety certification programmes to ensure trust in food standards; building food safety capabilities for small and medium enterprises (SMEs) to close safety gaps; and fostering collaboration with the public sector to align efforts globally. By advancing these priorities, GFSI aims to ensure that safe food reaches every table, everywhere.



The mission

To harmonise and enhance global food safety systems, enabling markets to deliver safe food to people everywhere.



Global Food Safety (GFSI) Coalition



Key actions in 2024

In 2024, GFSI advanced food safety globally by recognising six new versions of previously recognised certification programmes.

The Coalition revised the 2020 version of Benchmarking Requirements to align with the latest international standards, ensuring improved oversight and credibility, and launched v2024.

To address the shortage of proficient food safety auditors, GFSI introduced an Auditor Training and Professional Development Framework, raising the bar for audit integrity.

Additionally, GFSI's GmaP™ toolkit, launched in late 2023, gained 600 users, supporting SMEs in enhancing their food safety systems. By driving innovation and collaboration, GFSI continues to build trust and confidence in global food safety.



Focus areas

Advancing the 'Race to the Top' reform agenda to strengthen food safety systems globally

Benchmarking and harmonisation to enhance oversight and build trust in third-party certification standards

Empowering SMEs to identify and close food safety gaps through tailored capability-building tools

Strengthening public-private partnerships to address global food safety challenges collaboratively with regulators

Why join?

In today's interconnected world, unsafe food risks can quickly escalate from local issues to global emergencies. With rising challenges like allergens, antibiotic resistance, climate-driven disruptions, and increasingly complex supply chains, ensuring food safety has never been more crucial.

[▶ Learn more](#)

Human Rights Coalition

Board co-sponsors

John Ross,
CEO,
IGA

**Lipton Teas
and Infusions**

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,
Impact Narrative & Human Rights,
Woolworths Group

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

Director

Didier Bergeret,
Director of Sustainability,
The Consumer Goods Forum



The challenge

Despite much progress around the globe, human rights abuses continue to exist within consumer goods industry 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 human rights due diligence (HRDD), mandatory measures are helping spark business and government action and collaboration to plug the gaps.

The framework of corporate HRDD 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 to make human rights due diligence the industry norm.



The mission

The Human Rights Coalition is a collective of consumer goods companies strengthening due diligence throughout their business practices to ensure workers' rights are protected, respected and remedied at every step of the value chain.

Human Rights Coalition



Key actions in 2024

In 2024, the Human Rights Coalition advanced its work through key initiatives and collaborations.

New sponsors, including John Ross of IGA and Lipton Teas and Infusions, joined the Coalition, reflecting growing industry commitment to human rights. The coalition actively engaged

stakeholders to develop a Human Rights Defenders best practice note and launched discussions connecting people and planet agendas.

Additionally, the Coalition introduced the recommended Converged Human Rights Environmental Due Diligence (HREDD)

Assessment Tool, aiding businesses in addressing human rights and environmental risks amid evolving supply chain regulations.

The project received high-level government engagement in Malaysia through the P3 project, which trained 44 palm oil industry recruitment agencies and 64 organisations, including key palm oil suppliers.



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

Why join?

Working closely with governments, civil society and initiatives on the ground is intrinsic to the success of the Coalition's 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.

[Learn more](#)



Plastic Waste Coalition

Board co-sponsors

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

Galen Weston,
Chairman,
Loblaw Companies
Limited

Co-chairs

Barry Parkin,
Chief Procurement and Sustainability
Officer,
Mars Incorporated

Rob Nicol,
Vice President Corporate Affairs,
Walmart Canada

Director

Cédric Dever,
Director,
Sustainability,
The Consumer Goods Forum



The challenge

Plastic waste is one of the most pressing global challenges, with rising consumer expectations, increasing regulatory pressure, and growing scrutiny on corporate commitments. The regulatory landscape is evolving rapidly, with the upcoming UN Plastics Treaty offering a unique opportunity for global harmonization—but also the risk of fragmentation if it fails. Businesses must prepare for mandatory rather than voluntary action, as policymakers move to enforce Extended Producer Responsibility (EPR), reuse mandates, and design-for-circularity rules.

Recognising that no company can solve this alone, the CGF's Plastic Waste Coalition was created in 2020 to accelerate change. By aligning on recommended Golden Design Rules, scalable reuse models, and policy advocacy, the Coalition ensures a collaborative, pre-competitive approach to overcoming barriers. With 43 member companies covering 10% of global plastic use, we are driving real impact—less plastic, better plastic, and better systems—to make circularity the new standard.



The mission

Accelerating the transition to a circular economy for plastic packaging waste.



Plastic Waste Coalition



Key actions in 2024

Design: Accelerate uptake and implementation of CGF's recommended Golden Design Rules (GDRs) for plastic packaging and activating the Acceleration area

Reuse/refill: Scale reuse/refill with a proven business case

EPR: Support strengthened Extended Producer Responsibility (EPR) schemes across global markets

Alternative Materials: Understand entry points for alternative materials for flexibles and unlock solutions

UN Treaty: Drive an ambitious Plastic Treaty together with the Business Coalition for a Global Plastic Treaty (BCGPT)



Focus areas

Packaging Design:
CGF Golden
Design Rules

Extended Producer
Responsibility (EPR)

Flexible Packaging

Reuse/Refill

Harmonized rules
(UN Treaty)

Why join?

The **CGF Plastic Waste Coalition of Action** unites **43 leading companies** to drive change in plastic packaging. With regulations tightening — especially the upcoming **UN Plastics Treaty** — businesses must act now to ask for global rules, stay competitive, and ensure long-term resilience.

The Coalition delivers impact through **five key focus areas:**

- **Golden Design Rules** to redesign the packaging for circularity
- **EPR advocacy & implementation** to fund recycling systems
- **Scaling reuse/refill models**, like Reuse City Ottawa
- **Solving the flexibles challenge** with alternative materials
- **Navigating policy uncertainty** to harmonize global rules

Joining means staying ahead of regulation, reducing costs, enhancing credibility, and accessing industry expertise. The future is circular — be part of the solution. Act now. Lead the change.

[Learn more](#)

Product Data Coalition | End-To-End Value Chain

Board co-sponsors

Jon Moeller,
CEO,
P&G

Alibaba

Co-chairs

Kristian Gatewood,
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Tom Rose,
Head of International Operations,
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Director

Ruediger Hagedorn,
Director,
CGF Product Data Coalition |
End-To-End-Value Chain



The challenge

Data exchange and improving accuracy are critical challenges often faced in the consumer goods industry. Poor-quality product data undermines consumer trust and results in lost sales, particularly in e-commerce. To address these issues, we remain committed to building and championing industry best practices and capabilities for product data. These best practices enable brands and

retailers to engage consumers in innovative ways, enhance consumer experience and foster trust. Additionally, they drive operational efficiencies within the supply chain and support companies in achieving their sustainability objectives by providing a more reliable framework for product data exchange.



The mission

Enhancing data exchange, improving accuracy and operational efficiency.





Product Data Coalition | End-To-End Value Chain

Key actions in 2024

The Product Data Coalition | End-To-End Value Chain 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, it is members who remain committed to driving industry with the best practices and capabilities related to product data, enabling brands and retailers to engage consumers in digitally disruptive ways — that enhance the consumer experience and build trust. These should also drive operational efficiencies in the supply chain and support sustainability objectives.

In 2024, we launched a 45-minute curriculum of knowledge on our CGF website, co-created by GS1 Global.

This initiative aimed to illuminate the path toward QR Codes implementation using GS1 best practices, equipping businesses with the essential tools and insights to navigate this transformative journey.

Through a series of engaging online workshops and webinars, we embarked on a mission to define foundational ESG recommended best practices. This effort included co-creating a robust knowledge base covering sustainability data taxonomy, service provider capabilities and the evolving regulatory landscape.

We also pioneered new ways of data reporting models — TrueCode, DataPorts and now we are piloting how to use AI/Agents to enable automated and confidential data reporting, setting a new benchmark for efficiency and security.

Our members and partners in LATAM and China actively drove coalition initiatives by building 2D barcode capacity, accelerating transportation optimisation and advancing SCOPE 3 supply chain projects, particularly in LATAM on decarbonisation in transport. Additionally, the Coalition conducted local pilots on selected supply chains to explore innovative methods for connecting data points, supporting ESG reporting and enhancing product transparency for the consumer.

Building on the success of the 2023 Annual Data & Supply Chain Conference, we proudly hosted the third edition of the event, 100-HORIZON, in Barcelona, bringing together industry leaders and innovators to drive progress in the data and supply chain landscape.

Why join?

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 value by improving business efficiencies and driving consumer trust through pre-competitive collaboration on business challenges across the industry.

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.

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

Focus areas

QR Codes Implementation with GS1 Standards

New Ways of Data Exchange: Fractals Pilot

ESG Data Reporting

Sustainable Supply Chain Initiative Coalition

Co-chairs

Jessica Meisinger,
Global Sustainability Lead,
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Elles de Jonge-Bosch,
Manager Quality and Sustainability,
European Marketing Distribution

Director

Didier Bergeret,
Director of Sustainability,
The Consumer Goods Forum



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 best practices 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 companies' individual decision becomes more challenging given that not all auditing, monitoring and certification schemes cover social and environmental sustainability measures the same way, resulting in misalignment in the industry and distrust in audits.



The mission

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





Sustainable Supply Chain Initiative Coalition

Key actions in 2024

In 2024, the SSCI advanced to offer benchmarking and recognition for environmental best practices alongside social sustainability. Two new applicant schemes, Ethiopian Horticulture Producer Exporters Association (EHPEA) and MPS, joined six recognised schemes and four under benchmarking.

Our forthcoming partnership with the Global Sustainable Seafood Initiative will to drive social responsibility in global supply chains, with a Technical Working Group planned to address human rights in the seafood sector and align both organisations' criteria to enhance the benchmarking process for at-sea operations. SSCI also introduced updated criteria for

non-accredited assurance programs, ensuring transparency and integrity without formal accreditation. These initiatives reaffirm SSCI's commitment to being an industry source for sustainability best practices and advancing social and environmental compliance across supply chains.



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

Why join?

The SSCI 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 and due diligence, helping meet the 2030 UN Sustainable Development agenda, stakeholder and regulatory requirements, and risk mitigation goals more efficiently.

[Learn more](#)

Towards Net Zero Coalition

Board co-sponsors

Scott Price,
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Nina Jönsson,
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Antoine de Saint-Affrique, CEO, Danone

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Corporate Affairs Officer,
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Sharon Bligh,
Director,
Health and Sustainability,
The Consumer Goods Forum



The challenge

Climate change presents challenges of unprecedented scale, yet the responsibility to address them is collective. Collaboration is paramount as stakeholders across sectors – companies, countries, cities and more support the common goal of achieving net-zero.

The consumer goods sector is poised to lead this transformation, with our members actively pursuing their own targets and leading the charge in supporting positive change.



The mission

Accelerating emission reductions.



Towards Net Zero Coalition



Key actions in 2024

Supplier Engagement:

The Coalition members independently released sustainability targets covering 220M tons of CO2 emissions in scope across 23 members.

The Coalition built out the Decarbonisation Solutions Hub including case studies, tools, learnings and more to help companies to navigate their climate journeys.

Commodity Decarbonisation:

The team launched Commodity Masterclass Series and conducted 5 successful sessions with Key Takeaways report published on CGF website.

Common Data Framework:

The Framework aims to harmonize the carbon metrics retailers request from their suppliers, enhancing transparency and creating consistency across the sector.



Focus areas

The Coalition has now agreed on key areas to action and topics to amplify, aligned to Net Zero workstreams:

CGF to Act on: Support supplier targets and engagement, commodity decarbonisation, consistent data framework

CGF to Amplify: Regenerative Practices, Forest Protection, Packaging and Plastic Waste

Why join?

The Consumer Goods Forum's Towards Net Zero Coalition offers a unique platform for companies to tackle the challenge of Scope 3 decarbonisation. These emissions, often the largest source for consumer goods businesses, are too complex for any single company to address alone. The Coalition provides critical building blocks: it fosters supplier target setting and engagement, offers commodity masterclasses, and is developing a common data framework for retailers and manufacturers. By joining, your company gains access to resources, best practices and collaborative projects that amplify individual efforts. Furthermore, the Coalition is already looking beyond 2030, exploring the vital innovations needed for climate adaptation and a just transition.

Joining means contributing to and benefitting from this forward-thinking approach, supporting solutions to a global problem. Be part of the change, accelerate your net zero journey and help shape a sustainable future for the consumer goods industry.

[Learn more](#)



For more information visit:
www.theconsumergoodsforum.com

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: Collaboration for Healthier Lives, Food Waste, Forest Positive, Global Food Safety Initiative (GFSI), Human Rights, Plastic Waste, Product Data, Sustainable Supply Chain Initiative and Towards 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.

