

The Consumer Goods Forum Annual Report 2025

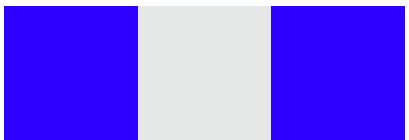
From Ambition to Execution: Building Resilient Consumer Goods Value Chains

KEARNEY



Contents

Forewords & Leadership Perspectives	03	Progress Across Coalitions of Action & Industry Solutions	20
Preface from Kearney	06	Looking Ahead: Priorities for 2026	52
The CGF Platform: A Global Engine for Change	08	The CGF Leadership	54
The Power of Convening: Connecting Leaders to Accelerate Progress	13	Appendix – Coalitions of Action & Industry Solutions Details	56





Forewords & Leadership Perspectives



Message from the CGF Managing Director

Building momentum from action to tangible results



Wai-Chan Chan
Managing Director
The Consumer Goods
Forum

In a volatile landscape, 2025 stands out as a testament to the value of the CGF. Against a backdrop of persistent economic uncertainty, geopolitical tensions, and accelerating environmental and social pressures, the CGF has remained a steady platform for pre-competitive collaboration to support action, and progress. Thanks to the work of our members, Board of Directors, and Coalitions of Action & Industry Solutions, ambition has been translated into progress for the industry. Over the past year, we have seen the CGF's role continue to mature from convenor and catalyst to a platform increasingly focused on supporting execution at scale. Our Coalitions of Action, Industry Solutions and Acceleration Areas have expanded their reach, building on established priorities and greater participation across regions and company sizes. This evolution reflects both the urgency of today's challenges and the growing expectation that collaborative initiatives deliver business-relevant results.

A key achievement in 2025 has been the strengthening of our regional engagement model. We translate global vision into local results by tailoring our approach to specific regulatory landscapes and market maturities. This ensures our strategic frameworks remain practical and provide immediate value for leaders navigating complex operational realities.

The application of the Golden Design Rules (GDRs) illustrates how this regional approach translates into practice: in Latin America, the CGF supported voluntary implementation through a partnership with the Cosmetics, Personal Care and Home Care Industry Council of Latin America (Casic), resulting in the reach of more than 200 companies, while in China the GDRs served as a practical reference for the development of national packaging standards, with two new standards drawing on these rules. Beyond these frameworks, we offer purpose-built spaces where members share high-level insights—such as AI deployment in China—to speed up knowledge creation globally. This regional grounding is essential to allow our members to take independent steps toward their own goals while benefiting from the collective intelligence of their peers.

Equally important, the CGF has continued to reinforce peer learning and open dialogue among leaders. This was reflected at the 2025 Global Summit in Amsterdam, where senior leaders from across retail, manufacturing, and service providers convened to exchange experiences, case studies, and implementation challenges across topics such as data, climate, human rights, and supply chain resilience. These foundations position us well as we look ahead to 2026, a year in which we aim to further support acceleration. The year also marked a pivotal leadership transition for the CGF.

In 2025, we welcomed Max Koeune, President & CEO of McCain Foods, and Ken Murphy, Group CEO of Tesco plc, as the new Co-Chairs of The Consumer Goods Forum. Over the next two years, they will guide collaboration to help members navigate key business challenges and support sustainable growth.

Our Co-Chairs are focused on driving innovation through our Coalitions of Action and Industry Solutions, ensuring these platforms provide the strategic frameworks leaders need to act. Beyond our core pillars, we have begun exploring new initiatives, including how to responsibly harness AI for long-term business value, which we look forward to showcasing in 2026. This forward-thinking approach ensures our global network continues to equip the C-suite with actionable insights for the long term.

This Annual Report reflects not only what we have achieved together, but how we are working differently, more collaboratively, more pragmatically, and with greater focus on delivery. I am grateful to our members for their sustained leadership and engagement, and to our Board Co-Chairs for their clear strategic direction. Together, we enter 2026 with confidence, purpose, and a shared ambition to work towards meaningful change for our industry and the communities we serve.



Message from the CGF Co-Chairs

Strengthening focus to drive regional and business relevant collaboration



Max Koeune
President & CEO
McCain Foods

We open this message with sincere gratitude to our outgoing Co-Chairs, Frans Muller (Ahold Delhaize) and Dirk Van de Put (Mondelēz International) for their visionary leadership over the past two years. The progress detailed in this report stands as a testament to their commitment. Under their stewardship, the CGF strengthened its focus, advanced collective delivery across its Coalitions of Action, Industry Solutions and Acceleration Areas, and reinforced the role of CEO-led collaboration in addressing shared industry challenges. We are grateful for their contribution and the strong groundwork they have laid for us as we assume the responsibility. As incoming Co-Chairs, we are honoured to build on this momentum.



Ken Murphy
Group CEO
Tesco

Stepping into our roles as Co-Chairs is both a privilege and an exciting opportunity. The CGF brings our industry together to address shared challenges. As we begin this work, we look forward to collaborating with leaders across our global network to champion innovation, strengthen our local and global impact, and support positive change at scale.

Looking back on 2025, we are encouraged by the progress the CGF and its members have made in strengthening collaboration and moving from intent to action. In a year marked by rapid change, the industry demonstrated resilience and a clear willingness to work together, reinforcing the value of a global, CEO-led forum for learning and delivery.

A key lesson from the year is the importance of focus. Building on the foundation laid by our predecessors, the CGF has sharpened its focus across its Coalitions of Action, Industry Solutions, and Acceleration Areas. This approach has helped bring increased cohesion to our efforts, encourage broader participation, and support engagement across regions and company sizes, while remaining grounded in business realities.

In 2025, we concentrated effort on key areas. We strengthened the role of regional teams to ensure relevance to local market dynamics, while preserving the CGF's core strength as a global platform where members learn from one another across borders.

In an increasingly divided world, the CGF remains a unifying space for retailers and manufacturers committed to responsible, collaborative business. We also sharpened The CGF's agenda to ensure it remains firmly business relevant. Alongside sustainability, human rights, and safety, this included addressing emerging

operational challenges such as AI, data management, and technological advances that increasingly affect day-to-day decision-making and resilience across the value chain. Finally, we remained focused on ensuring the CGF serves the full breadth of its membership, strengthening the exchange between larger organisations that bring scale and expertise, and smaller companies that contribute pace and entrepreneurial energy.

As we look ahead, our ambition for the CGF remains clear. We must continue to move strategically, broaden participation across the value chain, and raise the level of collective awareness. The challenges facing our industry – including the need for greater efficiency, climate transition, human rights, supply chain resilience, cybersecurity, AI, and consumer trust – demand sustained leadership and collaboration at scale. The CGF provides the global platform to help members address these industry-wide goals more effectively bringing manufacturers and retailers together to shape solutions that are practical, scalable, and deliver meaningful outcomes.

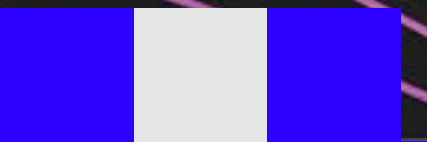
This Annual Report is an invitation to all CGF members and prospective members considering joining, to build on the momentum of 2025 by engaging actively in the year ahead. Together, we can shape the next phase of the CGF's journey and lead our industry forward.





KEARNEY
100 Years of
Impact

Preface from Kearney



KEARNEY

The consumer goods sector is navigating a period of sustained pressure, shaped by evolving regulation, heightened expectations from consumers and investors, and increasing complexity across global value chains. In this environment, the ability to act collectively has become a practical necessity rather than a strategic aspiration. The Consumer Goods Forum provides a platform where retailers, manufacturers, and service providers can collaborate on industry priorities and challenges.

By bringing leaders together in a structured, CEO-led setting, the CGF helps translate shared intent into practical pathways that support execution at scale across regions and markets worldwide.

The initiatives highlighted in this report demonstrate how collaboration can reduce fragmentation, create greater consistency, and support companies in moving from discussion to delivery. Through its Coalitions of Action, Industry Solutions, and Acceleration Areas, the CGF supports members to develop common approaches that work in practice and can be implemented within existing business operations.

KEARNEY Consumer Institute

The [Kearney Consumer Institute \(KCI\)](#) is Kearney's global think tank focused on understanding how consumers experience economic, social, and technological change. Through proprietary research, sentiment tracking, and global dialogue, KCI brings the consumer perspective into decision-making at moments of disruption, closely aligning with the CGF's commitment to helping leaders navigate change while delivering better lives through better business.

As consumer expectations reset around value, trust, health, and sustainability, KCI helps CGF members move beyond surface indicators to understand the real trade-offs shaping everyday decisions. Recent research shared with CGF members has examined shifts in spending, health, technology, and trust, from cost-of-living pressures and frugality to evolving expectations around wellbeing and AI, supporting responses that are both commercially grounded and relevant in daily consumer life.

“

As Global CGF Partnership Lead, I am proud of the role we play in supporting the CGF and its members globally, contributing perspective and structured insight across regions and priority initiatives. Together, this partnership supports the translation of shared ambition into practical actions that build resilience and create sustainable, long-term value for the consumer goods industry.

”

Dr. Mirko Warschun

Senior Partner
Kearney

“

Kearney is pleased to support The CGF in the development of this annual report, capturing progress made during the year and reflecting on how collective action continues to play a critical role across the industry. This collaboration builds on Kearney's long-standing partnership with the CGF, spanning more than two decades of joint work at both global and regional levels.

”

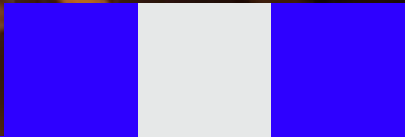
Rhiannon Thomas

Senior Partner & Global Lead
Consumer & Retail
Kearney



The CGF Platform

A Global Engine for Change



From Ambition to Delivery

Our framework for collaborative action

For over 70 years, The Consumer Goods Forum has united the world's leading retailers and manufacturers to solve industry-wide challenges. Guided by the vision Better Lives Through Better Business, our work is defined by a singular mission: Bringing together consumer goods manufacturers and retailers in pursuit of business practices for efficiency and positive change across our industry benefiting shoppers, consumers and the world without impeding competition. In an era of increasing complexity, the CGF provides the platform for leaders to come together around shared aspirations and impactful collaboration.

The CGF is CEO-led, ensuring global alignment and decision-making at the highest level of leadership. It serves as a global hub enabling collaboration across the value chain. Operating strictly within competition law and antitrust requirements, the CGF focuses on non-competitive industry priorities that are best advanced through collaborative action rather than by individual companies or regional initiatives alone. By convening senior leaders, the CGF breaks down industry silos, identifies shared priorities, and supports the development of industry best practices enabling members to move more quickly from discussion to implementation and to scale practical solutions across markets and organisations. In doing so, the CGF strengthens trust, improves efficiency, and supports responsible business practices that deliver value for both business and society.

“

The consumer goods landscape is moving at a mind-boggling speed that is too fast to navigate in isolation. The CGF works across the industry to turn fragmented efforts into real progress. From securing consumer trust through the transparency of QR codes, protecting people and planet through our landscape initiatives, to helping improve food safety and nutrition, we build the path for retailers and manufacturers to deliver impact at scale. We help the industry move faster, together.

”

Wai-Chan Chan

Managing Director
The Consumer Goods
Forum



Accelerating Progress

To translate our mission into tangible progress while delivering business value, the CGF structures its work through **Coalitions of Action and Industry Solutions**, bringing members together around clearly defined priorities where industry-wide alignment is essential for both societal outcomes and effective business execution. By working collaboratively, companies can develop scalable and commercially relevant solutions. Coalitions of Action focus on people and planet priorities, supporting systemic change, while Industry Solutions focus on business impact, providing recommended practical tools, standards, and frameworks for voluntary and consistent market adoption.

Additionally, the **Acceleration Areas**, launched in 2024, complement the CGF work by providing a more flexible, entry-level pathway for members to engage and make progress on priority topics. Designed to facilitate participation, they support companies to test ideas, share learning, and build momentum while maintaining a high agility.

Key highlights during the year demonstrate this progress in practice. In forest-positive sourcing, more than 1,200 suppliers voluntarily undertook internal deforestation- and conversion-free (DCF) assessments. In packaging, reporting companies independently adopted Golden Design Rule 2 to individually reduce their reliance on problematic packaging elements. On human rights due diligence in own operations, 91% of Coalition member companies have reached maturity in embedding systems to tackle forced labour in their own operations. Work on employee wellbeing advanced through the rollout of the Nutrition and Mental Health Guidebook, while climate action was reinforced through the launch of the Supplier Engagement Playbook to support emissions reduction across value chains.



The coalitions remain one of the most powerful parts of CGF. When companies are willing to invest time and resources around a shared objective, that is where meaningful impact is delivered



Galen Weston
Chairman
Loblaw Companies Limited



One of my proudest achievements as Co-Chair was strengthening the CGF as a platform for action by focusing on fewer, high-impact priorities through the 5 Acceleration Areas



Frans Muller
President & CEO
Ahold Delhaize



Our Coalitions of Action, Industry Solutions and Acceleration Areas

Coalitions of Action

Industry Solutions

People

- Healthier Lives**
 Globally, enabling people to live healthier lives, creating shared value for businesses and communities
Acceleration Area
- Employee Wellbeing**
 Establishing employee wellbeing programmes to support employee health
- Human Rights**
 Leading industry actions to respect human rights
Acceleration Area
- Human Rights Due Diligence in own Operations**
 Advancing the adoption of Human Rights Due Diligence (HRDD) across the industry

Planet

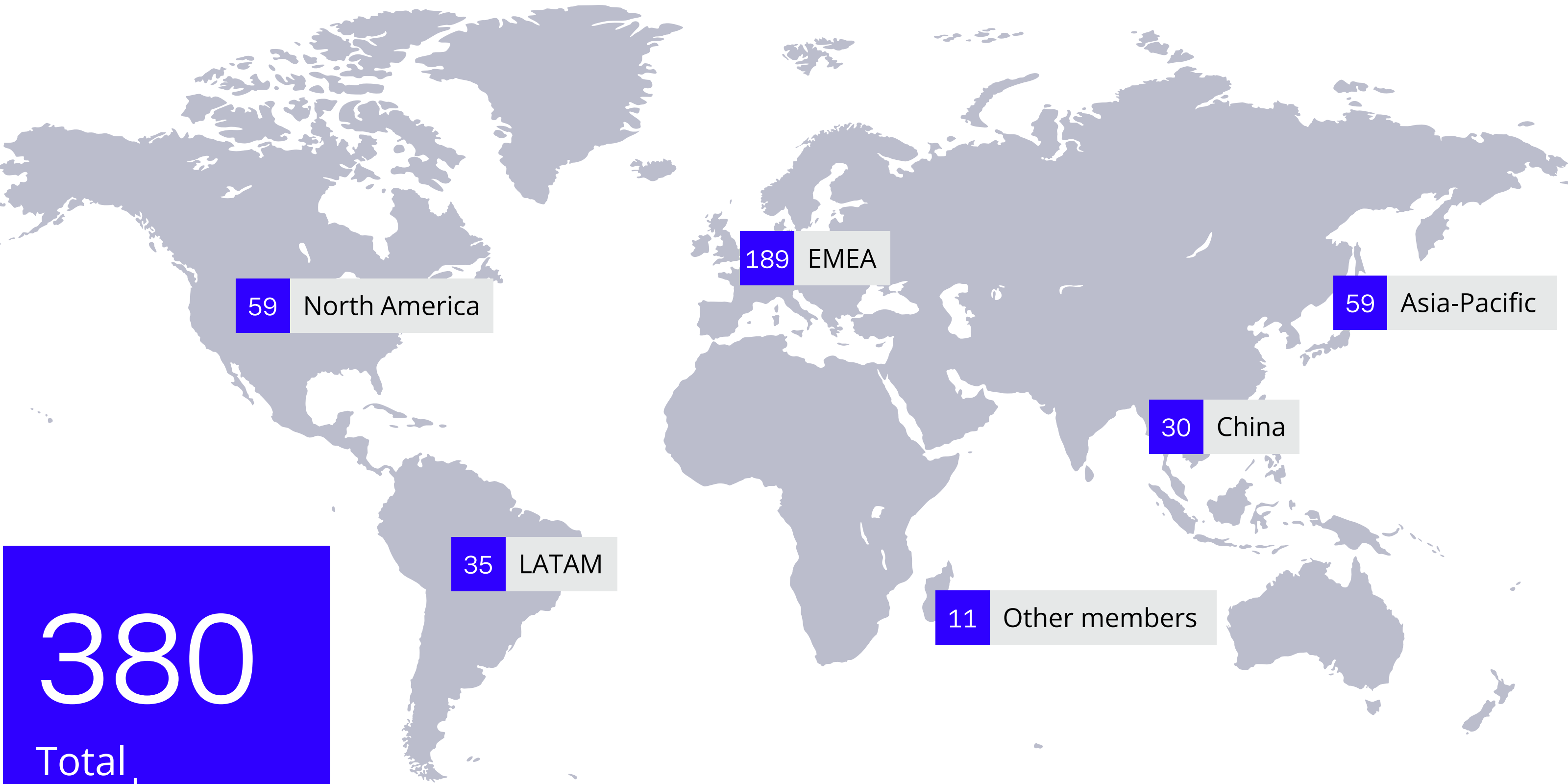
- Climate Transition**
 Accelerating emission reductions for a net zero future
Acceleration Area
- Emissions Reduction**
 Acceleration emission reduction for a net zero future
- Plastic Waste**
 Promote and support the transition to a circular economy for plastic packaging
Acceleration Area
- Golden Design Rules**
 Promoting voluntary uptake of the Golden Design Rules to enable a circular economy for plastics
- Forest Positive**
 Taking collaborative action to create a forest positive future
Acceleration Area
- Deforestation and Conversion Free Supply (DCF)**
 Scaling DCF supply approach for a forest positive future
- Food Waste**
 A global commitment to reducing food waste

- Data-Driven Value Chain (DDVC)**
 Advancing new technology and data accuracy across the consumer goods value chain
- Global Food Safety Initiative (GFSI)**
 Safe food for people everywhere
- Sustainable Supply Chain Initiative (SSCI)**
 Building trust in social and environmental standards worldwide



Global Figures

The CGF's global footprint reflects the scale and ambition at which the organisation operates. With an active presence across key regions, supported by dedicated regional teams and leadership forums, the CGF combines global alignment with execution grounded in local and regional realities.



380
Total members

“

What makes the CGF unique is its ability to bring competitors, partners, and public institutions into the same conversation – one grounded in respect, transparency, and a shared desire to create a better future. When we act together, we move faster, we scale smarter, and we create impact that endures.

”

Malina Ngai
Group CEO
AS Watson

1,500
Executives Involved

57
Board Members

70
Countries

EUR 5.2 trillion+
Combined Sales by members

10 million direct employees
Plus ~90 million additional jobs supported across the value chain



The Power of Convening

Connecting Leaders to Accelerate Progress



The Power of Convening

Connecting leaders to accelerate progress

2025 marked a year of heightened complexity for the consumer goods industry. Companies faced increasing regulatory pressure, persistent cost volatility, geopolitical uncertainty, and rising expectations on sustainability, safety, and transparency.

Against this backdrop, the ability of the CGF to convene senior leaders across markets, sectors, and disciplines proved one of our most distinctive strengths. In a volatile environment, structured dialogue at CEO and C-suite level is essential.

Global and regional events provided spaces for exchange of best practices, collaboration on priorities, and peer learning grounded in real-world challenges.

Across themes, from food safety resilience and artificial intelligence to sustainability implementation and supply chain transformation, the CGF convenings reinforced a clear message: execution requires connection.

2025 CGF Global Summit

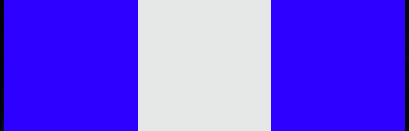
“ Stay closely tuned to what’s happening in the industry and use the CGF to spark dialogue and drive action. ”

Dirk Van de Put
Chairman & CEO
of Mondelēz International



“ Collaboration is essential – across the industry, with service partners, manufacturers, and retailers – to find real solutions for challenges the world is facing – and it is essential to work together, because that way the food industry has the ability and knowledge to make needed significant changes. ”

Frans Muller
President & CEO
Ahold Delhaize



2025 Key Events

Sustainable Retail Summit (SRS)

London, UK

From Innovation to Impact | Focused on practical implementation of sustainability and health measures to drive systemic change. 250+ attendees from 125+ companies

DDVC Springboard

Bengaluru, India

AI with Multi-Market Scalability | Explored centralised AI capabilities across global retail markets. 15 Indian retailers, manufactures and tech providers

Foro Latino

Valencia, Spain

Regional Standards Integration

The CGF China Day

Beijing, China

Shaping the Future of Consumer Goods and Retail Together | Focused on healthier choices, green transition, and digital transformation. 550+ industry leaders convened

CSO Forum

New York, USA

Peer exchange among sustainability leaders during UN Climate Week

DDVC Springboard

Amsterdam, The Netherlands

AI and Retail Media Shaping In-Store Shopper Experience
30 industry leaders for the first Retail Media SpringBoard

DDVC Springboard

Medellín, Colombia

Automation, Technology and Artificial Intelligence for Value Networks
40 retailers, manufacturers and tech providers

January

March / April

GFSI Conference

Dublin, Ireland

Global Resilience: Forging a Sustainable Food Safety Future | Addressed the intersection of food safety, environmental impact, and supply chain security. 600+ delegates from over 40 countries

CEO Knowledge-Sharing Roundtable Series

Scaling AI

Japan Day

Tokyo, Japan

SDGs and Beyond

DDVC Regional Springboard

Santiago, Chile

Regional Value Chain Efficiency
40 retailers, manufactures and tech providers

EMEA Retailer CEO Circle

Amsterdam, Netherlands

May

June

Future Leaders Programme (FLP)

Paris, France

Leading for a Sustainable Future

The Global Summit

Amsterdam, Netherlands

Accelerating Impact: The Business Case for Change | Set the global mandate for the industry and marked leadership transition at board level. 1,000+ C-suite leaders in attendance

September

October

CEO Knowledge-Sharing Roundtable Series

From Digital Transformation to Tech-enabled Value Chain Reinvention

IOO·HORIZON

Barcelona, Spain

Intelligent Sustainability | Focused on leveraging data and technology for supply chain resilience
40 technology and supply chain experts

 The Consumer Goods Forum Global Event

The 2025 Global Food Safety Initiative Conference

Convening the Global Food Safety Community to strengthen trust and collaboration

The Global Food Safety Initiative (GFSI) focused on strengthening collaboration and trust across the food safety ecosystem. A central milestone was the [2025 GFSI Conference](#), held in Dublin from 31 March to 3 April, which convened more than 600 industry leaders, certification programme owners, regulators, and experts from over 40 countries. Under the theme of “Global Resilience: Forging a Sustainable Food Safety Future,” the event examined the link between food safety and environmental sustainability. Discussions focused on identifying emerging risks as well as opportunities to build a responsible food system where environmental progress and consumer safety are managed as interdependent goals.

To ensure GFSI’s work reflects the real-world needs of the sector, this gathering introduced technical workshops on food safety culture and root cause analysis. These open sessions marked a first step toward a deeper dialogue within the food safety community. Their success confirms a strong appetite for direct exchange of best practices, an approach that will be expanded in 2026. By facilitating this kind of hands-on collaboration, the GFSI conference is evolving into a space where the wider food-safety ecosystem works together to build food safety strategies that are truly fit for purpose.

“

Food safety is a clear priority for our industry. Consumers expect safe food everywhere and delivering that requires companies to engage beyond their own operations. In that context, trusted certification frameworks such as GFSI provide an essential reference point.

”

Sean Summers
CEO
Pick N Pay

2025 GFSI Conference



The Sustainable Retail Summit 2025

Future-proofing through sustainability

Future-proofing the consumer goods industry requires a fundamental shift in mindset. At the [2025 Sustainable Retail Summit \(SRS\)](#) in London, over 250 business leaders gathered to face this reality, acknowledging that for many sustainability has evolved far beyond standalone green initiatives into a core strategy for navigating disruption and creating lasting value.

Operating under the theme “Sustainability in Motion,” the event moved the dialogue, equipping companies with the practical recommended frameworks needed to future-proof their business models.

SRS marked the launch of a dedicated Cross-Coalition Collaboration session, where over 60 steering committee members from the sustainability Coalitions and Industry Solutions convened to break down traditional silos. The session focused on the CGF’s work, prioritising opportunities where an integrated approach to social and environmental challenges can accelerate progress for people and the planet.

Sustainability in Motion: Key Insights from the Field

-  Chris FRANKE
Senior Manager, Global Sustainability
Walmart
-  Grant SPRICK
VP Climate and Environment
Ahold Delhaize



2025 Sustainable Retail Summit



The 2025 Global Summit

Accelerating impact and resilience

The 2025 Global Summit brought together more than 1,000 leaders from 488 companies across 46 countries to tackle the industry's most pressing disruptions.

Welcoming delegates to Amsterdam for its 750th anniversary, Her Majesty Queen Máxima of the Netherlands reflected on the city's heritage as a global trading hub. She observed that while the nature of trade has evolved, future success now depends on the industry's ability to create an "economic and financial ecosystem" that supports sustainable choices.

Her Majesty participated in a roundtable on circularity highlighting critical challenges and opportunities across food waste, climate, and plastics, and emphasised the need for collaborative, multi-faceted approaches, balancing global commerce with the welfare of people and the health of the planet.

It was also the launch of the CSO (Chief Sustainability Officer) Forum with a roundtable of 20 executives to share their perspectives on key trends and the evolution of the CSO role.

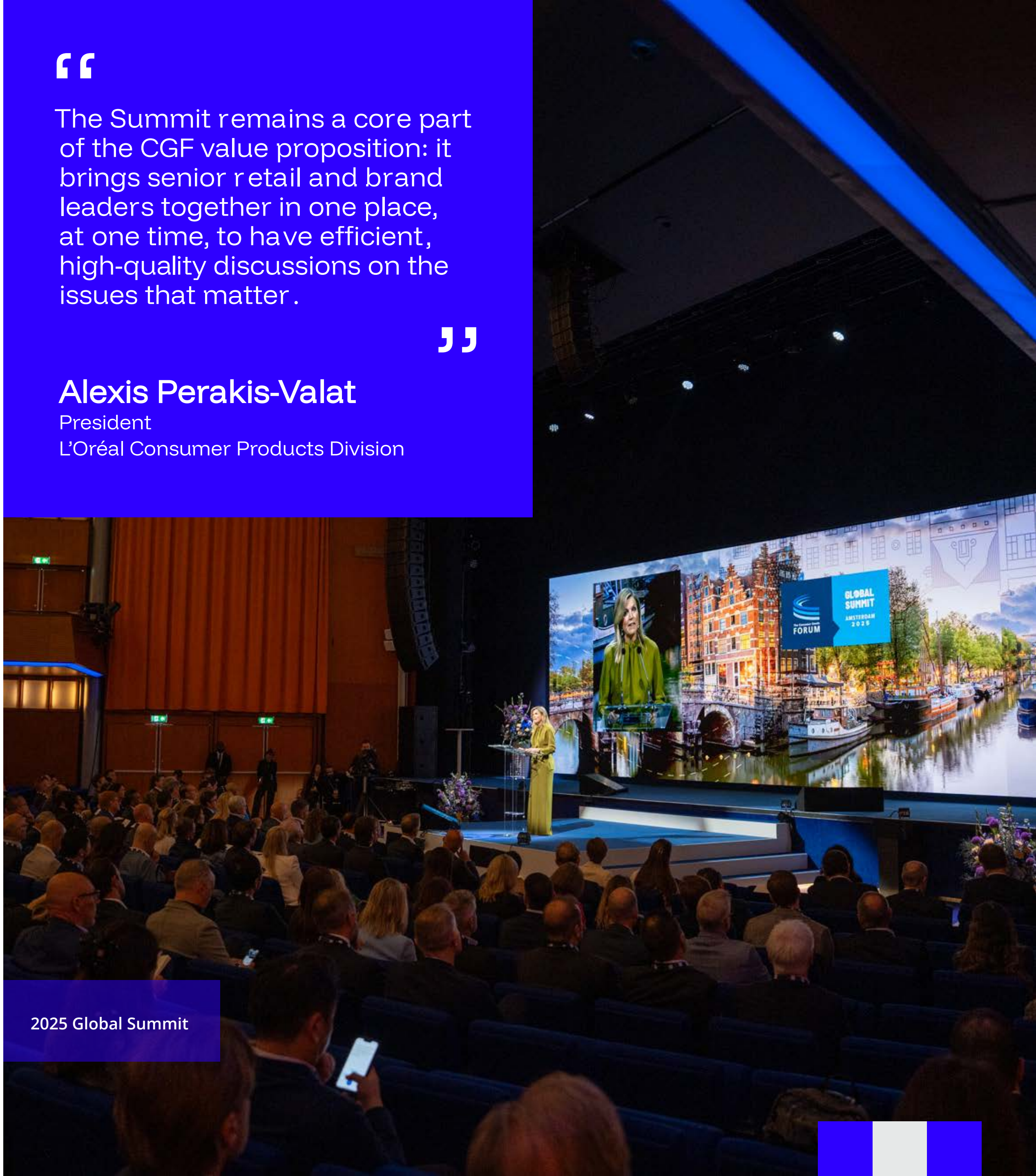
Operating under the theme "Accelerating Impact: The Business Case for Change," the Global Summit focused on execution. Discussions delivered practical blueprints on extracting measurable ROI from the AI revolution, turning sustainability mandates into drivers of long-term value, and building operational resilience in a fragmented global economy. Ultimately, the Global Summit reaffirmed its role as a premier forum for transforming complex industry challenges into recommendations and resources for practical business strategies.

“

The Summit remains a core part of the CGF value proposition: it brings senior retail and brand leaders together in one place, at one time, to have efficient, high-quality discussions on the issues that matter.

”

Alexis Perakis-Valat
President
L'Oréal Consumer Products Division



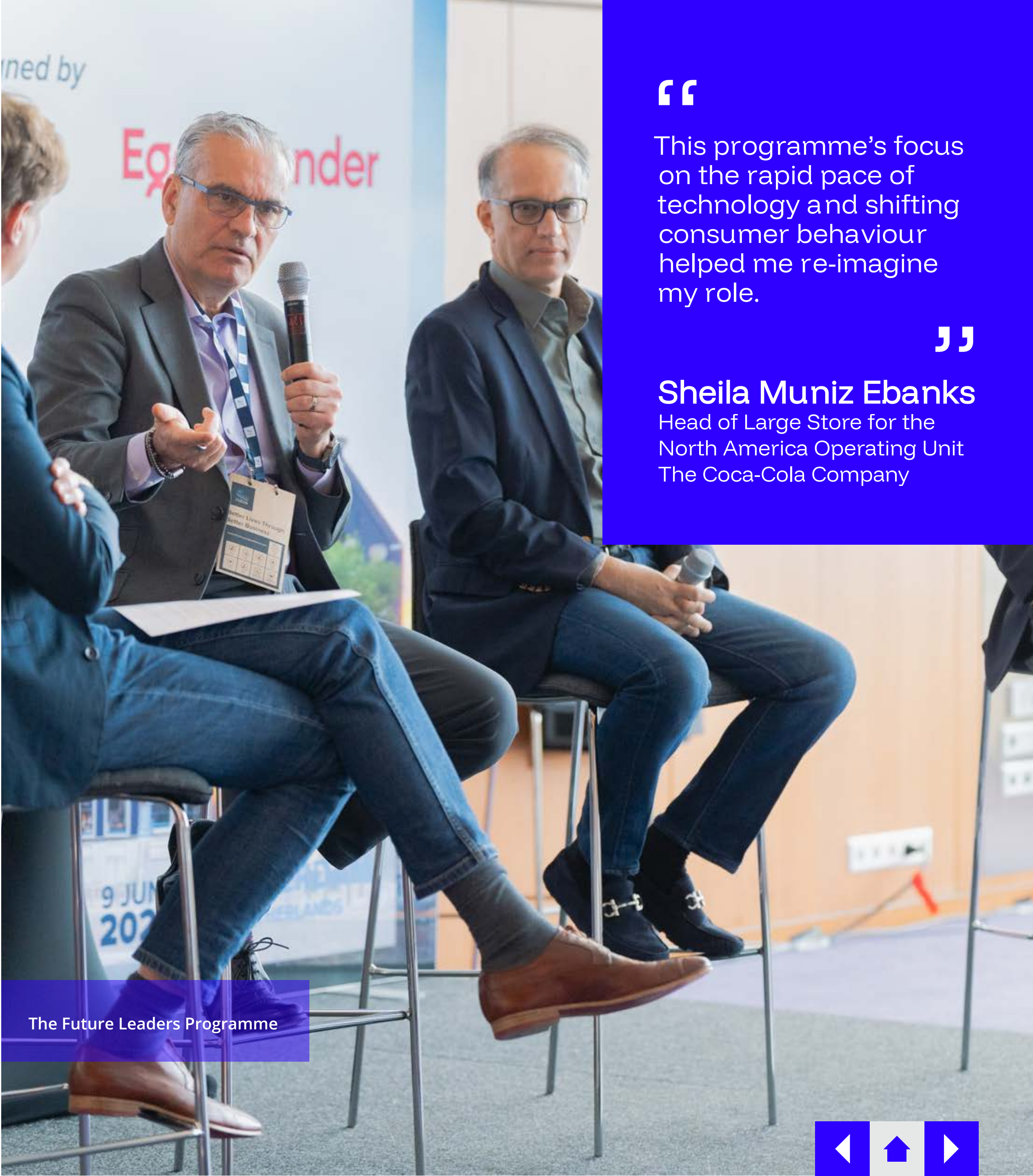
2025 Global Summit

The Future Leaders Programme

The Future Leaders Programme (FLP) is designed to support high-potential talent by blending peer learning with cross-industry collaboration. By focusing on both individual leadership potential and broader strategic challenges within the consumer goods ecosystem, the 2025 programme equipped the next generation of consumer goods executives with the connections and strategic capabilities necessary for senior leadership.

Supported by experts from Bain & Company and Egon Zehnder, the curriculum provided participants with actionable tools to drive growth, culture transformation, and innovation within their respective organisations. The cohort explored key industry issues, including technological integration and shifting consumer behaviours, and engaged in

candid conversations with global CEOs. The 2025 sessions reinforced that successfully leading the industry into the future relies on a resilient network, genuine partnership, and a strategy that puts people at the centre of transformation.



“

This programme’s focus on the rapid pace of technology and shifting consumer behaviour helped me re-imagine my role.

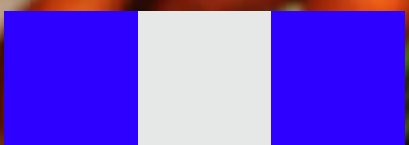
”

Sheila Muniz Ebanks
Head of Large Store for the North America Operating Unit
The Coca-Cola Company





Progress Across Coalitions of Action & Industry Solutions



Harnessing the Digital Dividend

Driving value chain efficiency and transparency through data and AI was a central priority in 2025, marked by tangible progress across multiple fronts. During the year, the CGF supported member readiness for next-generation barcodes, supported consistent implementation through the Common Data Framework, and expanded practical learning on AI, retail media, and cyber security. Through targeted education and senior leadership engagement, the CGF accelerated digital adoption and supported the transition from discussion to execution across the value chain.

“

Strengthening our industry's data foundations creates the opportunity to unlock and accelerate progress across critical priorities, from nutrition transparency and carbon footprint reporting to food waste reduction.

”

Özgür Tort
CEO
Migros

Preparing Members for Emerging Data, Technology, and Operational Challenges

As data interoperability and AI readiness become increasingly central to day-to-day operations, the CGF, through its Data-Driven Value Chain (DDVC) Industry Solution, supported members in navigating emerging technologies and operational complexity. This work focused on strengthening understanding of new digital topics, identifying technical friction points, and clarifying areas where common standards may support more consistent implementation.

The IOO·HORIZON Conference, held in Barcelona in September, provided a forum for members to discuss the operational realities of digital transformation. Driven by the Industry Solution, the three-day event focused on fostering recommended approaches to critical technologies, including next-generation barcodes, Digital Product

Passport (DPP), and The CGF's Common Data Framework. By exploring practical use cases for AI integration, participants reinforced that progress in digital innovation is most efficiently achieved through collaborative, standards-based approaches rather than isolated development.

Retail media was a key area of focus, particularly for in-store activation. Through the Retail Media Springboard and dedicated workshops, the CGF brought together retailers, manufacturers, and technology providers to explore AI applications, infrastructure readiness, and the importance of reliable data standards. These sessions supported peer learning and helped define priority areas for further development.



“

Individual organisations face a common landscape regarding evolving consumer expectations of AI, online experiences, and transparent independent sustainability practices. By facilitating the development of improved technical data formats, industry participants have the opportunity to reduce friction and improve technical efficiency as they develop their respective internal capabilities.

”

Ruediger Hagedorn
Director
Data-Driven Value Chain
The Consumer Goods Forum



Case Study: Global Lessons from China's Digital Supply Chains

At the regional level, China clearly illustrated this momentum. Our China Day in Beijing convened more than 550 participants under the theme “Shaping the Future of Consumer Goods and Retail Together.” The event demonstrated how digital priorities intersect with broader strategic agendas, exploring how digitalisation is rapidly transforming traditional supply chains into dynamic, data-driven ecosystems.

Driving automation and AI Integration

Industry leaders highlighted the critical shift from experience-based judgements to precise, data-driven decisions. Nestlé shared its collaboration with Wumart, detailing an intelligent management platform that bridges upstream and downstream data silos to analyse the root causes of stockouts and optimise shelf displays. In the e-commerce space, Alibaba outlined its phased AI rollout, noting that AIGC technology has reduced

merchant image creation costs by 70%, while AI shopping assistants have significantly boosted consumer conversion rates.

Furthermore, Meituan demonstrated how blending rapid delivery logistics with digital platforms creates new market opportunities, driving a 43% higher repurchase rate for service-oriented merchants.

Building resilience through standardised data

The event also underscored that shared, high-quality data is foundational for robust supply chain management. The Procter & Gamble Company (P&G) and GS1 China presented their successful collaboration to automate the exchange of digital product master data, effectively addressing the high costs and lengthy processing times faced by brands and retailers. In alignment with emerging global regulations like the EU's Digital Product Passport, P&G showcased its active deployment of product QR codes.

This unified data infrastructure not only enhances regulatory efficiency but also empowers consumers to easily verify product authenticity.

Through these collaborative approaches, the region provides a practical blueprint for achieving the dual objectives of supply chain resilience and sustainable, data-enabled growth.



2025 CGF China Day

Data For Impact

Turning reporting into a tool for decision-making

A major milestone in 2025 was the launch of the [Common Data Framework \(CDF\)](#), developed by the CGF through its Climate Transition Coalition (formerly the Towards Net Zero Coalition) in partnership with Boston Consulting Group and released during the Global Summit. The Framework provides a structured reference for the collection and reporting of emissions and deforestation data across global value chains, offering data principles on two critical topics: scope 3 category 1 emissions and deforestation- and conversion-free (DCF) sourcing. By establishing a consistent reference point, it seeks to reduce reporting burdens on suppliers and improve data reliability. The Framework is already being championed by members like Ahold Delhaize and Tesco, and its practical application is clearly illustrated by Carrefour's recent initiatives.



In an environment of growing regulatory reporting requirements, the Common Data Framework brings consistency and efficiency. Alignment around shared principles helps reduce duplication, eases supplier burden, and limits unnecessary cost associated with fragmented reporting and audit processes. Ultimately, protecting customers from a high cost of compliance.



Scott Price

CEO
DFI Retail Group

The [Common Data Framework \(CDF\)](#) in Action

As climate expectations intensified, Carrefour recognised that credible decarbonisation would increasingly depend on access to granular, decision-useful emissions and deforestation data across its value chain. Regulatory developments, rising expectations for product transparency, and the strategic need to differentiate its sustainability offer all reinforced the importance of improving data precision to support both internal decision-making and external reporting.

Rather than creating unnecessary complexity, Carrefour utilised the Framework's shared principles to launch three targeted initiatives: reinforcing internal data integration, helping key suppliers build emissions calculation capacity, and participating in the [joint retail platform, LESS](#). By grounding its approach in the CDF, Carrefour successfully simplified data collection, reduced duplication and eased the reporting burden, laying the foundation for scalable climate action.

Reinforcing through leadership

This work was reinforced through senior leadership engagement, including the first CEO Roundtable under the Climate Transition Coalition, held ahead of the Global Summit, where leaders examined how improved data practices and supplier engagement can support emissions reduction.

Two additional CEO Knowledge-Sharing Roundtables created space for leaders to explore the next phase of digital maturity, including scaling AI and evolving value chain models to remain competitive in a digital-first economy.



QR Codes and GS1 Digital Link

Supporting industry readiness for next-generation barcodes

The CGF, through the Data-Driven Value Chain (DDVC), continued to support industry readiness for the transition toward QR codes based on GS1 standards, with a focus on implementation clarity and practical guidance. Building on foundational work from previous years, members were supported in understanding the technical requirements associated with QR codes and the industry's "Sunrise 2027" milestone, which signals the point at which retailers should be able to read 2D codes at point of sale.

During the year, the CGF distilled cross-border challenges into practical QR code guidance, delivered through a [structured learning programme](#) hosted on The CGF website. The programme combines short readings and videos to establish a common baseline across business, IT, and operational teams. In parallel, regional pilots progressed and insights were shared through webinars, including sessions on [QR code implementation with GS1 standards](#), allowing an exchange of practical experience related to product identification, traceability, and consumer-facing use cases.



“

When 2D barcodes give consumers direct access to reliable product information, transparency and traceability shift from technical concepts to tangible experiences, empowering shoppers to make more informed decisions.

”

Özgür Tort
CEO
Migros



Engaging members on AI and Cybersecurity

Throughout 2025, the Data-Driven Value Chain (DDVC) launched a series of webinars on AI and cybersecurity. These webinars were led by both CGF members and experts from companies with industry knowledge on the topics, showcasing use cases for application.

The webinars aimed to help members learn about emerging trends and technologies and to assess how voluntary standards could support them and prevent unnecessary technical friction in areas such as data exchange.

A key milestone was the development of draft AI ethical operational guidelines to help companies understand the basic principles of ethical AI adoption. These guidelines were created by synthesising concepts shared by CGF member companies and other companies that have publicly shared their insights.

A platform for transparent landscape reporting

As the CGF expanded its forest-positive landscape portfolio, improving transparency and visibility across initiatives became a priority. Through its Forest Positive Landscapes workstream, the CGF adopted [SourceUp](#) as its central digital reporting platform for landscape reporting. SourceUp provides a structured framework for tracking progress, governance, and funding needs, increasing data visibility for members, partners, and other stakeholders.

Currently, more than 20 landscape initiatives across key commodity production regions are reported through the platform. This enables consistent disclosure and allows initiatives to be viewed and assessed at different stages of maturity using a shared digital architecture.

This data-driven approach was highlighted at the Sustainable Commodities and Land Use Forum. There, SourceUp's founder, IDH, demonstrated how structured reporting frameworks can support monitoring and verification, link sourcing strategies with climate resilience, and inform discussions on investment. Member companies including Danone, Nestlé, and Mars shared how this improved digital transparency supports more effective engagement around landscape initiatives.

Data-driven supplier engagement to address food loss

Addressing food loss and food waste beyond individual operations requires structured supplier engagement anchored in robust data analytics. The CGF, through its Food Waste Coalition, advanced digital and data-led approaches to identify loss hotspots and support practical interventions across value chains.

Building on the "Target, Measure, Act" framework and initiatives such as 10x20x30, data-focused knowledge-sharing sessions were co-hosted with the World Resources Institute (WRI) to strengthen visibility into priority loss areas and potential interventions. A key development was the publication of Rethinking Food Waste as a Lever for Profitability and Growth, developed in partnership with Capgemini.

The paper highlights how leveraging supply chain data to map where food waste is most prevalent can generate cost savings, operational efficiencies, and stronger consumer trust. By combining data-driven hotspot analysis with peer learning, the Coalition helped members move from isolated initiatives toward systematic, digitally enabled supply-chain strategies, ultimately reducing food loss and food waste while strengthening both supplier relationships and business performance.



Securing Supply: Nature Stewardship

Protecting the long-term availability of natural resources is central to the resilience of global consumer goods supply chains. The CGF's work on nature stewardship focused on strengthening supplier transition pathways, improving transparency in forest-risk commodities, and advancing landscape approaches that support responsible land use and more reliable sourcing. In parallel, efforts to reduce food loss and waste reinforced the link between resource efficiency and supply continuity, translating environmental objectives into practical implementation across diverse geographies.



“

Circularity is a key concept, deeply embedded in nature. In nature, there's no waste; everything is about regeneration.

”

Max Koeune
President & CEO of
McCain Foods



Supplier Engagement

To advance climate resilience across value chains

Supplier engagement was a central focus in 2025, reflecting the practical need to support value chain partners in translating climate commitments into implementation. To help members move from target-setting to execution, the CGF, through its Climate Transition Coalition, launched the [Supplier Engagement Playbook](#) at New York Climate Week. The Playbook provides structured guidance for consumer goods companies to engage suppliers and support decarbonisation efforts across complex supply chains.

This guidance was complemented by member-led case studies and testimonials demonstrating how supplier engagement is applied in practice, including examples from PepsiCo, Ahold Delhaize, and Unilever across areas such as regenerative agriculture and sustainable sourcing. In parallel, the CGF supported the launch of the Decarbonisation Support Platform for suppliers in Japan, offering locally relevant tools to facilitate supplier engagement. Together, these initiatives strengthened members' capacity to advance climate-related implementation across diverse global value chains.

“

At ICA, we believe sustainability must be embedded into our overall strategy—not handled by a single department. Efforts across Scope 1, 2, and 3 should be integrated into all areas of business

”

Nina Jönsson

CEO
ICA



New York Climate Week

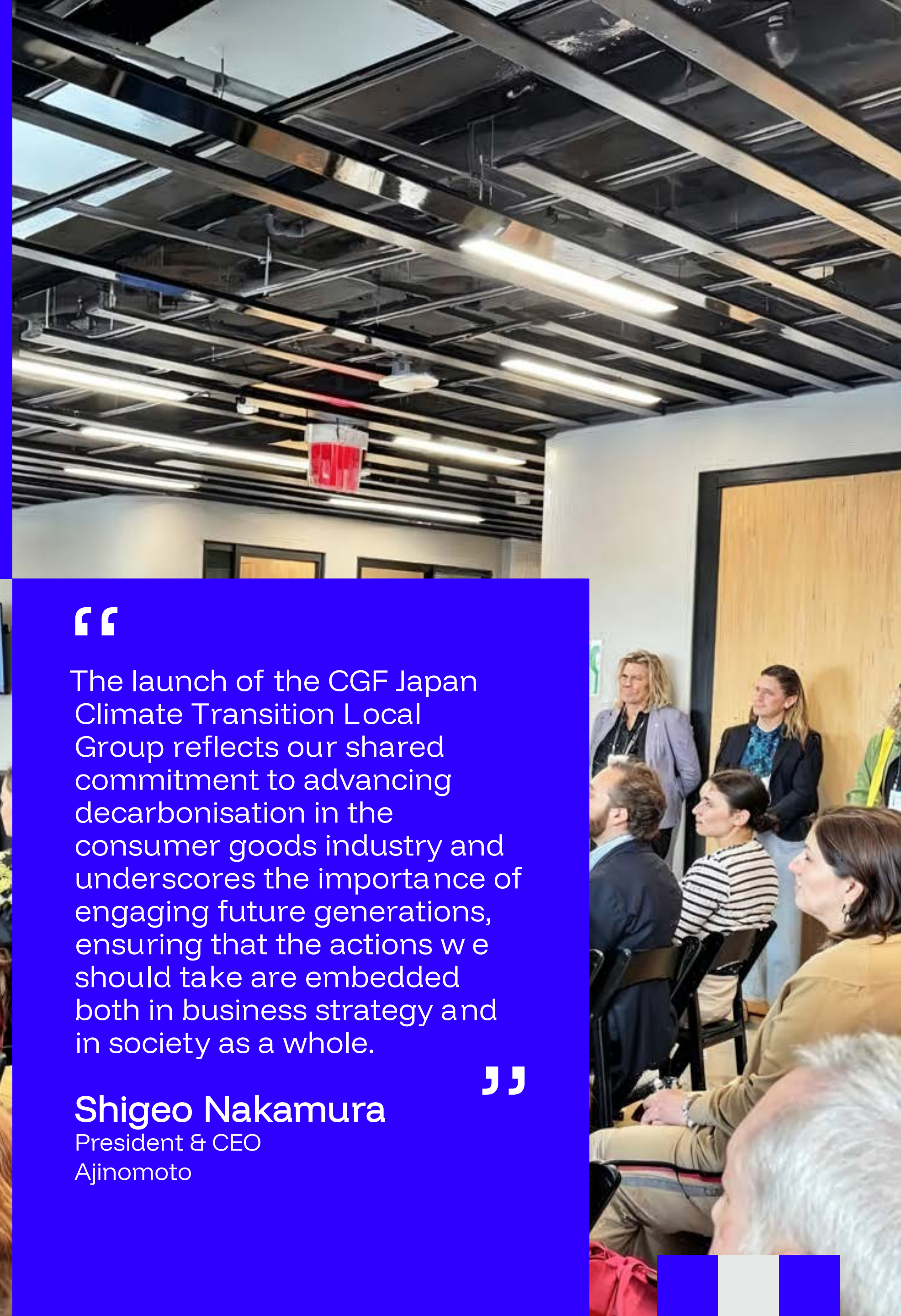
“

The launch of the CGF Japan Climate Transition Local Group reflects our shared commitment to advancing decarbonisation in the consumer goods industry and underscores the importance of engaging future generations, ensuring that the actions we should take are embedded both in business strategy and in society as a whole.

”

Shigeo Nakamura

President & CEO
Ajinomoto





Commodity Master classes

Advancing climate action in agricultural supply chains

Commodity Masterclasses served as a structured forum for members to exchange practical experience on climate implementation across key agricultural supply chains. Through six sessions in English and Spanish focused on priority commodities, over 2000 participants from the industry at large shared applied approaches to addressing emissions within complex sourcing environments.

Masterclasses led by Ferrero on hazelnuts and Grupo Bimbo on wheat provided concrete examples of how emissions reduction strategies are being integrated into agricultural sourcing. By concentrating on practical application rather than high-level commitments, these sessions supported more consistent understanding of implementation pathways across the membership.



Forest Positive Landscapes

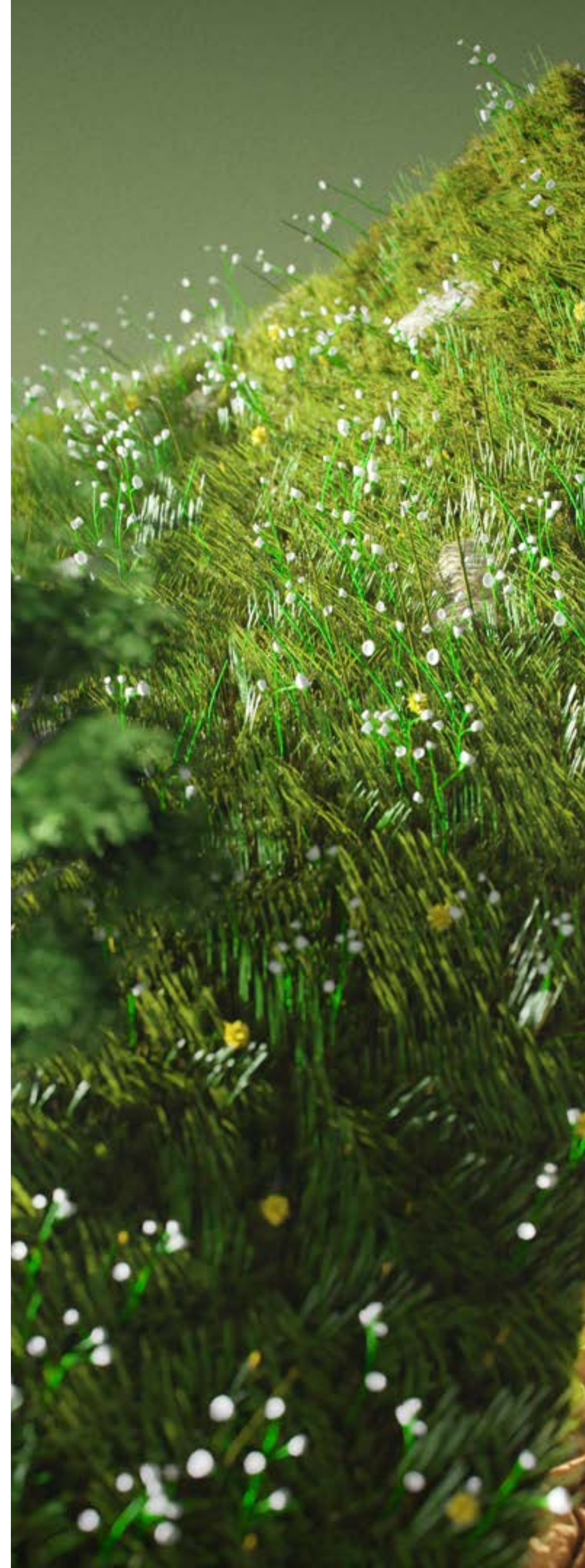
Scaling collaboration and investment at landscape level

The CGF, through its Forest Positive Coalition, continued to prioritise landscape-level engagement to address deforestation, land conversion, and ecosystem restoration risks within agricultural sourcing regions. This approach recognises that sourcing resilience depends on improved land-use governance, monitoring, and shared visibility across value chains. The importance of this work was reinforced at the Into the Forest Conference in Lisbon, hosted by member company Jerónimo Martins, where CGF leadership highlighted the link with our Sustainable Supply Chain Initiative's role across auditing, monitoring, and certification programmes in supporting responsible sourcing and long-term food system resilience.

Engagement with key commodity traders continued through the WBCSD's Soft Commodities Forum, alongside deeper dialogue with financial institutions, including through the Finance for Resilient Landscapes programme, to support co-funding mechanisms for landscape initiatives.

By connecting commercial actors and financial partners around clearly defined sourcing risks, this approach seeks to strengthen existing initiatives while reducing fragmentation across projects.

A prime example of this on-the-ground collaboration is Earthworm's [Aceh Landscape](#) initiative in Indonesia, focused on palm oil sourcing across approximately 257,000 hectares. Tracked transparently via the SourceUp platform (see Digital Dividend section), the initiative brings together local implementers, suppliers, and multinational companies to address land-use risks and support alternative livelihoods. Linking local action with global forest-positive sourcing objectives, allows the CGF to support these critical landscapes with the targeted investment and governance support they need to thrive.



“

In my role at PepsiCo, I work every day toward advancing forest stewardship. We don't do this alone – the Coalition is built on deep relationships with traders, implementation partners and local stakeholders, especially through landscape initiatives.

”

Emily Kunen

Senior Director
Positive Agriculture
PepsiCo

Deforestation- and Conversion-Free (DCF) Supply Chains

Strengthening consistency, transparency, and supplier transition


DCF supply remains a core component of the CGF's forest-positive work. According to the [Forest Positive Coalition's 2025 Report](#), 75% of members publicly disclosed progress against the Coalition's recommended DCF KPIs, reinforcing transparent, commodity-level reporting as the foundation for tracking progress toward DCF supply chains.

At the same time, as reporting practices evolved, the need to simplify classification became clearer, leading to the launch of a new workstream to streamline voluntary reporting while preserving transparency and comparability.



75%

of members disclosed on the DCF supply recommended KPI across commodities



On the supplier side, more than 1,200 suppliers were internally assessed on their performance against the Coalition's DCF approach. In addition, the Coalition published four commodity-specific videos focused on soy, palm oil, and beef, and pulp, paper, and fibre-based packaging, to clarify supplier transition pathways and expectations. These resources supported supplier engagement and improved clarity by outlining methodologies, timelines, and implementation options across commodities.



Strengthening Food Waste Measurement and Reporting Frameworks

In 2025, the Food Waste Coalition sought to strengthen its focus on food waste reduction and began exploring ways to broaden its work across the value chain. Members are increasingly recognising that focusing solely on waste volumes within individual operations is not sufficient to unlock meaningful, scalable outcomes.

The Coalition worked downstream to address food waste at the point of consumption. Recognising that a substantial share of waste occurs in households, members are exploring pre-competitive approaches to consumer engagement including the [#TooGoodToWaste campaign](#), clearer labelling, storage guidance, and portioning innovations. By promoting consistent messaging informed by behavioural insights, this work seeks to reinforce the value of food and preserve the gains achieved across supply chains.

As a result, the Coalition is moving toward a more holistic, business-relevant approach that aims to connect measurement and reporting with upstream food loss, supplier engagement, and consumer behaviour. By striving to combine data, practical tools, and collaboration between retailers and

manufacturers, the Coalition aims to help members transition from isolated actions toward system-wide solutions that reduce waste, improve efficiency, and create value for both businesses and society.

The Food Waste Coalition continued to build on the baseline established in 2023, with members voluntarily reporting progress against a common reference point. This ongoing tracking remains a critical anchor for transparency, maintaining momentum toward the Coalition's ambition to support the UN Goal of halving food waste by 2030.

The continued development of a voluntary measurement framework remains a priority. Moving beyond basic tracking, this initiative aims to provide members with the tools to demonstrate the wider environmental and social impacts of their efforts, while specifically quantifying the internal ROI and business value of waste reduction. By establishing this data-led foundation, the Coalition strives to empower members to build stronger business cases for investment and communicate progress more effectively to both internal stakeholders and external partners.

“

We know how important both transparency in reporting and collaboration are in driving progress on food waste. By embracing a consistent reporting approach, we can improve data quality and transparency, ultimately enabling better decision-making and more impactful interventions. We want to drive meaningful progress across the food industry in tackling food waste, ensuring that we can act with greater efficiency and scale to meet our 2030 commitments – and this is an important step in achieving that

”

Ken Murphy
Group CEO
Tesco

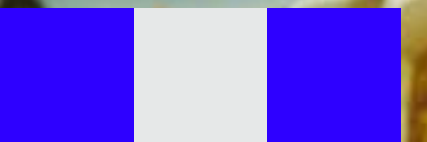
Max Koeune
President & CEO
McCain Foods

Case Study: Upstream Food Loss

Extending action beyond own operations

Reducing food waste effectively requires visibility beyond losses recorded within own operations, as this provides only a partial view of where inefficiencies arise across the value chain. In 2025, the Food Waste Coalition also focused on upstream food loss, recognising that significant loss often occurs at harvest and post-harvest stages.

To support more consistent measurement and prevention, the Coalition promoted the use of the Global Farm Loss Tool among members and their suppliers, and worked with WWF to convene targeted sharing sessions aimed at improving buyer and supplier understanding of upstream loss drivers. These efforts helped strengthen collaboration and supported more informed, preventive action earlier in agricultural supply chains.



Reuse

Building viable packaging-as-a-service models

Reuse is a critical lever for reducing plastic waste, yet its success depends on moving beyond fragmented, brand-specific trials toward integrated, city-scale systems. Viable models require shared infrastructure, active collaboration across brands and retailers, and consumer propositions that offer the same convenience as single-use packaging.

Throughout 2025, the Plastic Waste Coalition reached a significant milestone by completing the detailed design and infrastructure phase for The Reuse City Canada Project in Ottawa. Developed in partnership with the reuse platform Reposit, this preparatory work established the technical and logistical foundations for a pioneering packaging-as-a-service model. Scheduled for a full-scale launch in Q3 2026, the initiative focuses on high-volume personal

and home care categories, bringing together an unprecedented cross-value chain group including Walmart Canada, Loblaw Companies Limited, Unilever, L'Oréal, and Procter & Gamble.

The project tests a standardised, interoperable system designed to reduce costs and deliver a new option to consumers while maintaining brand identity. By utilising a shared pool of returnable containers, differentiated only by labelling and closures, the model limits infrastructure investment and allows consumers to return packaging to any participating location. By testing these circular logistics and consumer engagement strategies at city scale, the Coalition is building the practical data needed to validate the commercial viability of reuse.

“

The Ottawa reuse initiative matters because it tests an ambitious vision in real conditions and at scale. It captures the essence of the CGF, retailer–manufacturer collaboration, shared investment, and the persistence required to move from alignment to delivery, while helping the industry understand whether circularity is viable and under what conditions.

”

Alexis Perakis-Valat

President
L'Oréal Consumer Products
Division



Golden Design Rules

Strengthening packaging consistency and regulatory readiness

In 2025, the recommended Golden Design Rules (GDRs) continued to serve as a global resource for voluntary, industry-driven design standards. Among reporting companies, four of the five GDRs related to recycling value reached over 80% adoption. These results suggest a growing voluntary adoption of shared recycling principles. In markets with emerging packaging regulations, the GDRs are increasingly used as a practical reference point for early implementation. For instance, in China, two new national packaging standards scheduled for 2026 draw

upon these technical rules and in Latam a partnership was established with the Cosmetics, Personal Care and Home Care Industry Council of Latin America (Casic) to promote voluntary implementation of the recommended GDRs across the region, reaching more than 200 companies. Further progress was facilitated by a Retailer Taskforce, where nine retailers shared independent experiences on circular packaging to inform the development of technical guidance and supplier engagement resources.



>80%

Alignment achieved on four of five Golden Design Rules related to recycling value



“

The adoption of elements of the Golden Design Rules within the regulatory framework in China is a significant milestone. It demonstrates both the global reach of the initiative and the scale of impact that the CGF can achieve.

Galen Weston
Chairman
Loblaw Companies Limited

”

Cultivating Trust in the Supply Chain

Trust in global supply chains depends on credible standards, transparent assurance mechanisms, and predictable governance. The CGF helped strengthen confidence in food safety and responsible sourcing systems by advancing benchmarking requirements, reinforcing certification governance, and expanding structured engagement with regulators, scheme owners, and other stakeholders. In parallel, work on due diligence tools, packaging design guidance, and policy readiness supported clearer expectations and more consistent implementation across markets, reinforcing integrity as a foundation for resilient supply chains.



“

When we combine clear rules with practical tools, promises become real actions. From promoting the Golden Design Rules and working with suppliers on decarbonization, we are creating simple and effective pathways for companies to move from saying it to doing it.

”

**Jose Antonio
Fernández Garza**
CEO Femsa



Strengthening Food Safety Trust Through Benchmarking and Governance

Benchmarking and Harmonisation remained the foundation of the GFSI mandate in 2025, providing a common reference point for trust and consistency across global food safety systems. Following the release of the updated Benchmarking Requirements (BMRs v2024), GFSI focused on structured engagement with Certification Programme Owners (CPO), certification bodies, regulators, and regional partners to build shared understanding and readiness for implementation in 2026.

A major milestone in our stakeholder engagement was the launch of the CPO Forum. This dedicated platform fosters a structured dialogue between GFSI and recognised CPOs, providing a space to share ideas and discuss practical concerns.

The valuable insights gathered through this forum are used to help inform the policies and strategic decisions made by the GFSI Steering Committee. Ultimately, this collaborative channel builds a stronger foundation of trust across the food safety community.

In line with our commitment to continuous improvement, GFSI published a new version of our Governance Rules to strengthen industry trust. This update delivers a more transparent framework for managing complaints, escalations, and sanctions by improving the independent appeals mechanism and clarifying process timelines.



GFSI exemplifies the impact of collaborative efforts. Through the CPO Engagement Forum, manufacturers and retailers are deepening relationships with Certification Programme Owners by engaging in dialogue on benchmarking expectations and operational realities. By prioritising improvement and collaboration, we are strengthening trust and credibility across the system, an outcome no single company could achieve alone



Yoshinori Isozaki
Representative Director & CEO
Kirin Holdings

Public - Private Engagement to Strengthen Food Safety Oversight

The GFSI reintroduced the Government-to-Business (G2B) Forum as a platform for structured engagement between public authorities and industry on food safety oversight. The G2B Forum convenes national, regional, and intergovernmental regulators alongside GFSI member companies to support practical dialogue on implementation and regulatory interaction.

Building on the April meeting in Dublin, which examined how voluntary third-party assurance can support regulatory frameworks, the G2B team met with regulators in Rome during the November Codex Alimentarius Commission (CAC48). This move reflects a more proactive approach to partnership; by meeting regulators on their own ground, GFSI is facilitating a two-way exchange of expertise and data aimed at the common goal of safer food.

Participants shared success stories from regulators who are using these recognised programmes within their own food control systems, demonstrating how industry assurance can support public authorities.

Looking ahead, the G2B Forum has agreed to work on shared priorities, including digital transformation within food safety, the creation of GFSI guidance materials tailored for regulatory authorities and increased opportunities for peer-to-peer learning.



GFSI China Day

Strengthening Global Food Safety through local leadership

The work of our local groups remains a vital component of GFSI's outreach, providing the necessary link between global strategy and regional application. Engagement with regulators and technical experts continues through a network of local groups across China, North America, EMEA, Japan and Asia-Pacific and Latin America, which translate GFSI's global vision into regional action.

A primary example of this impact is the GFSI China Local Group, which has demonstrated significant maturity after more than a decade of activity. The group has evolved into a sophisticated platform for public-private partnerships, streamlining food safety management systems across one of the world's most dynamic markets.

This local expertise was showcased at GFSI China Day 2025, which reinforced the importance of a risk-based approach, audit credibility, and end-to-end supply chain oversight. The event highlighted a strategic shift towards preventative, data-driven management, with industry leaders sharing practical applications of digital traceability and AI-powered monitoring to secure vulnerable links in the value chain.

These local efforts are directly interconnected with our global priorities; by elevating certification standards in China, the local group strengthens the integrity of the entire global framework. This synergy ensures that local achievements in digital transformation and regulatory alignment contribute to the broader goal of building global resilience.



“

CGF plays a critical role in aligning manufacturers, retailers, and stakeholders around common priorities, while respecting the specific regulatory and market context of China.

Through initiatives ranging from food safety and climate transition to packaging and digital supply chains, CGF helps turn global standards into practical guidance that manufacturers can apply at scale. This balance between global alignment and local relevance supports more consistent progress across the value chain.

”

Gao Fei

CEO
Mengniu Group

“

When supporting thousands of growers across global fresh produce supply chains, the alignment of standards is absolutely critical. The SSCI proves how the CGF turns collective ambition into practical value, directly reducing audit duplication and delivering clarity for producers, buyers, and retailers.

”

Tamara Muruetagoiena

Vice President of Sustainability International Fresh Produce Association & Co-Chair of the SSCI

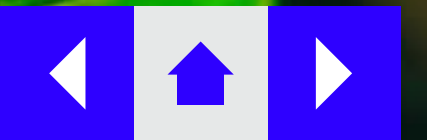
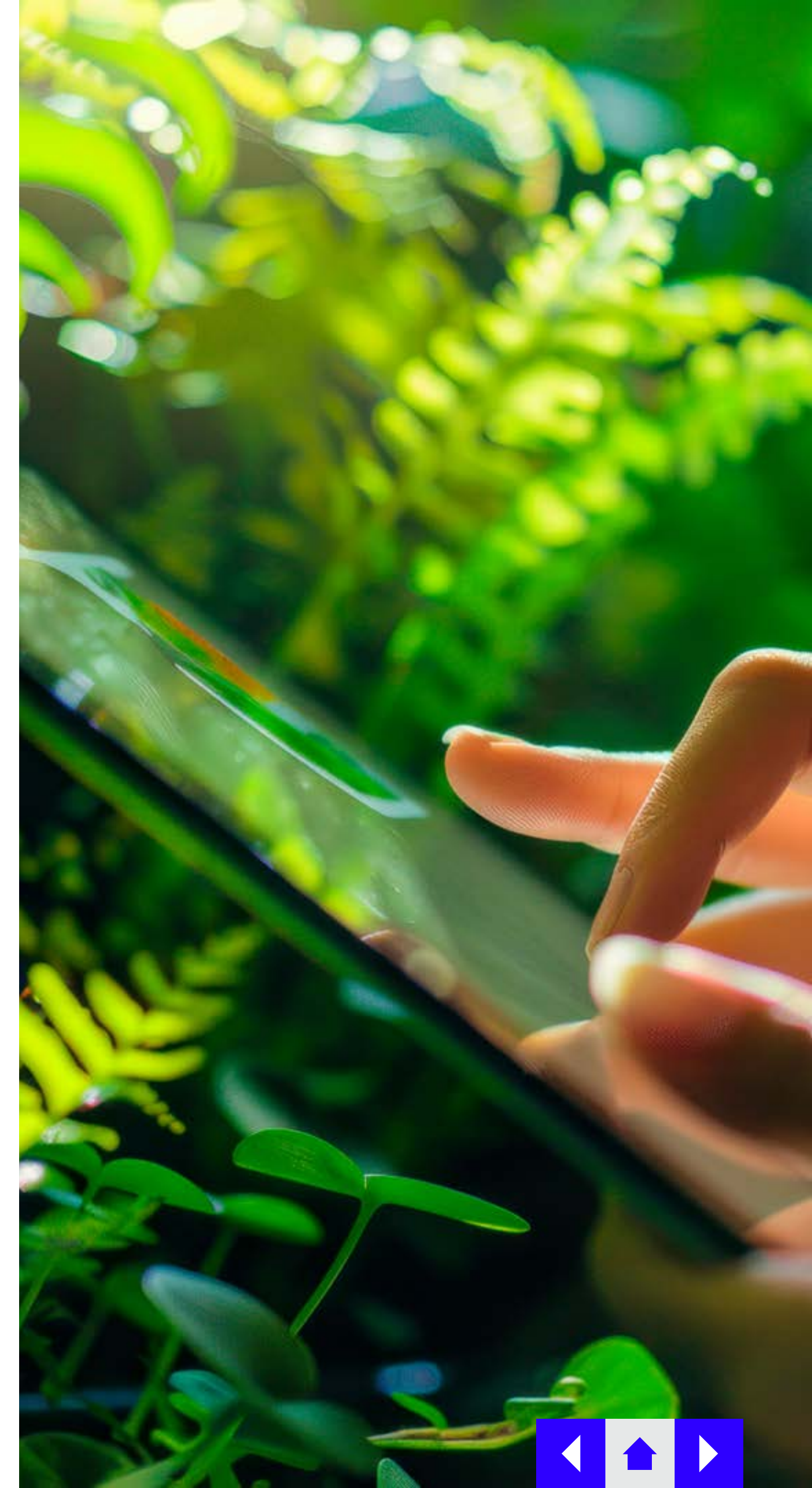
Building Trust in Social and Environmental Sustainability Standards

The Sustainable Supply Chain Initiative (SSCI) continued to serve as an industry reference point for assessing auditing, monitoring and certification programmes. By assessing these programmes against defined Benchmark Criteria, the SSCI provides an additional layer of oversight for schemes that seek recognition. This process offers businesses clearer and more comparable information to inform independent sourcing and sustainability decisions, while maintaining diversity of approaches and competitive choice among programmes.

Expanding to Environmental Due Diligence

During the year, the SSCI accepted its first applicant, [Florverde® Sustainable Flowers, under the Environmental Compliance Benchmark](#), extending its framework beyond social compliance and supporting a more structured evaluation of environmental due diligence approaches.

More broadly, 15 auditing, monitoring, and certification programmes were engaged in the SSCI benchmarking activities across social and environmental scopes in 2025.



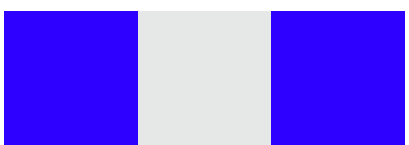
Scaling impact through Sedex recognition

Our impact is further amplified by aligning with the industry's most widely used tools. We recently completed the assessment of [Sedex SMETA 7.0 against the SSCI Benchmark Criteria](#). With Sedex supporting responsible sourcing data for more than 90,000 businesses and 115,000 employment sites across 180 countries, this significantly extended the SSCI's coverage of social compliance tools used at scale.



Driving trust in the €54 billion floriculture sector

The global flower trade involves millions of workers across complex supply chains, where inconsistent health, safety, and labour protections remain a significant business risk. Today, [the SSCI-recognised standards cover nearly 80% of the global flower trade](#). This provides support to 380 CGF member companies to source with confidence, so environment and social responsibilities are met - from farm to florist.





Strengthening Collaboration to Scale Sustainable Sourcing

Beyond setting standards, the CGF, through the SSCI, continued to convene stakeholders to examine due diligence challenges, with particular focus on seafood supply chains. A key milestone was the launch of a Technical Working Group on Seafood in partnership with the Global Sustainable Seafood Alliance (GSSI). Bringing together more than 15 organisations, including global certification bodies, manufacturers and NGOs, the group focuses on improving transparency, traceability, and labour practices across seafood supply chains, responding to increasing expectations on human rights due diligence.

Engagement with the wider responsible sourcing community also expanded through targeted industry forums and multi-stakeholder dialogues. The SSCI participated and hosted roundtables and panels around Fruit Logistica in Berlin, and at the [International Fresh Produce Association's \(IFPA\) Global Produce and Floral Show in Anaheim.](#)

These discussions supported clearer understanding of how benchmarking frameworks can reduce audit duplication and strengthen confidence in third-party assurance systems.

Global engagement was reinforced through participation in major industry forums such as the [Conxemar International Congress in Vigo](#), where the SSCI contributed to discussions on strengthening credibility in seafood certification, highlighting how benchmarking can help companies navigate complex supply chains. In addition, the SSCI is part of a multi-stakeholder working group with IDH – The Sustainable Trade Initiative to advocate for the integration of adequate living wages within sustainability standards.



Case Study: Ethical Recruitment Marketplace

Building a responsible recruitment ecosystem

Recruitment-related labour risks remain complex and fragmented across global supply chains. To address this, the CGF advanced the development of the Ethical Recruitment Marketplace, an initiative designed to address one of the systematic drivers of forced labour: exploitative recruitment practices.

Global estimates highlight the scale of the challenge. Recruitment fees and related costs account for around 15% of the illegal profits generated from forced labour each year. With forced labour generating tens of billions in illegal profits annually, exploitative recruitment practices remain a significant driver of worker vulnerability. In response, the Marketplace focuses on tackling the economic and structural barriers that allow these practices to persist across recruitment corridors.

A collaborative industry approach

Led by the Woolworths Group and shaped by contributions from Coalition members including Heineken, Mondelēz International, McDonald's, Nestlé and Unilever, the initiative brings together stakeholders across the recruitment journey, from countries of origin to countries of destination. The aim is to strengthen responsible recruitment practices by sharing practical tools, improving transparency on recruitment costs, and supporting labour agencies as they progress towards recognised ethical recruitment standards.

Deploying at scale

During 2025, the Coalition engaged companies, recruitment experts and civil society organisations across the Asia-Pacific region through co-creation workshops and dialogue, including an interactive panel at the United Nations Forum on Business and Human Rights. Building on this engagement, the initiative is due to launch in Malaysia and Thailand in 2026.

“

The Human Rights Coalition is working to build an ethical recruitment marketplace with a broad multi-stakeholder approach. A pre-competitive space where we can foster a virtuous cycle of supply and demand for ethical recruitment. So we can make ethical recruitment the norm. Bringing everyone together because none of us can solve it alone.

”

Rachel Elliott

General Manager Sustainability
Impact Narrative & Human Rights
Woolworths Group



Human Rights is Everybody Business
The CGF Global Summit 2025

“

Leveraging CGF's shared frameworks and collective momentum, we initiated an internal programme to assess forced labour risks within our supply chain and established a structured screening process that enables early identification and systematic response.

”

John Ross

CEO
IGA



Strengthening the Social Contract

Sustained commercial resilience depends on responsible business conduct and credible protections for people across operations and supply chains. The CGF advanced this agenda by strengthening due diligence approaches to forced labour risks, supporting market-based mechanisms for responsible recruitment, and expanding practical programmes on workforce wellbeing and nutrition. In parallel, work on consumer health and informed choice, together with testing of reuse models, supported practical implementation that links social outcomes with business continuity and trust in consumer markets.



“

Our shared efforts created momentum that no organisation could have achieved alone. We proved that when our industry unites around common values, we can drive positive, systemic change at scale and change that benefits consumers, communities, and our planet.

”

Malina Ngai
Group CEO
AS Watson

Advancing Human Rights Due Diligence Across Operations and Supply Chains

Strengthening Human Rights Due Diligence (HRDD) remains central to addressing forced labour risks in both own operations and supply chains.

The global urgency of these efforts was underscored at the 2025 Global Summit. Speaking alongside John Ross, CEO of IGA, The Rt Hon. Theresa May, Former Prime Minister of the United Kingdom and Chair of the Global Commission on Modern Slavery and Human Trafficking, issued a clear directive: the industry must move beyond transparency and actively embed HRDD to eradicate forced labour in line with SDG Target 8.7.

Building on our aim to embed these practices, the Human Rights Coalition’s maturity assessment in 2025 found that 91% of reporting members have established mature HRDD systems. These results, published

in the [Tackling Forced Labour Through Human Rights Due Diligence report](#), reflect sustained progress in embedding governance, risk assessment, and mitigation processes in own operations.

Building on this progress, the CGF advanced the extension of Human Rights and Environmental Due Diligence (HREDD) into supply chains. In partnership with AIM-Progress, members piloted a new [Converged HREDD Assessment Tool](#) integrating human rights and environmental risks, developed with support from the Fair Labor Association and Proforest and now being embedded into a digital platform. The CGF also continued engagement with suppliers and recruitment agencies in the palm oil sector in Southeast Asia, focusing on high-risk contexts as part of the [Forest Positive Palm](#) project.



This report underscores a simple truth: tackling forced labour starts with strong governance, clear expectations, and leaders willing to hold their own organisations accountable. By making this assessment public, the Human Rights Coalition shows how important it is to keep due diligence front and centre.



John Ross
CEO
IGA

91%

Reporting members with mature human rights due diligence systems in place





Forest and People Positive

Protecting Human Rights defenders in high-risk sourcing contexts

Human rights risks linked to land use and deforestation are closely connected to threats against Human Rights Defenders, particularly in agricultural and forest-risk supply chains. These risks often sit beyond the control of individual companies and require collaboration across value chains and stakeholders.

To support companies in addressing these challenges, the Human Rights Coalition and the Forest Positive Coalition published a Best Practice Note for Business on [Human Rights Defenders](#) in May 2025, providing practical guidance on integrating Defender considerations into human rights policies, due diligence processes, and response mechanisms, aligned with the UN Guiding Principles on Business and Human Rights.

A follow-up webinar in September supported implementation and peer learning. In parallel, collaborative engagement was explored through social and forest-related grievance cases, working with relevant stakeholders to address systemic risks that require a collaborative industry approach.

Employee Health & Wellbeing

Turning employee wellbeing into action

The CGF and the Global Alliance for Improved Nutrition (GAIN) co-founded the [Workforce Nutrition Alliance \(WNA\)](#) in 2019 to advance employee health and wellbeing. Since then, more than 6 million workers across 55 countries and 100 organisations are now being supported through workforce nutrition programmes, with the objective of reaching 10 million workers by 2030.

This year, the WNA updated their [Guidebook series](#) with publication of the [Mental Health and Nutrition Guidebook](#) and launched the [Smallholder Farmer Scorecard](#) tool, which provides companies with practical guidance on integrating nutrition into diverse workplace health strategies. In parallel, the Healthier Lives Coalition strengthened its external engagement on workforce nutrition by engaging in discussions ahead of the World Health Assembly with representatives from the Ministry of Health and Family Welfare, Bangladesh,

the International Labour Organization (ILO), the World Health Organization (WHO), hosted by GAIN. The dialogue focused on advocating for the development of practical guidance for businesses on workplace nutrition.

Furthermore, to support the implementation of the **Seven Principles to Foster Employee Health & Wellbeing**, developed in collaboration with the McKinsey Health Institute in 2024, the CGF shared [eight employee wellbeing case studies from member companies](#) across different regions, providing practical examples of how the principles are being applied in diverse organisational and cultural contexts. In Latin America, members also undertook a benchmarking exercise aligned with the Seven Principles, enabling companies to assess how employee wellbeing is embedded within their organisational culture and identify areas for further development.



“

With the Seven Principles to Foster Employee Health & Wellbeing as a shared framework, we achieved a common standard, saw what works best, and understood where we need to improve.

”

**José Antonio
Fernández Garza**
CEO
FEMSA



Tasty Week

Dietary Shifts

Making healthier choices more visible, affordable, and desirable for consumers and business

Dietary shifts represent a significant opportunity to improve community health while securing long-term category growth. These shifts are increasingly influencing consumer expectations and driving retail innovation. Progress depends on collaboration across the entire value chain—from source to consumer—supported by robust data and translated into practical activation at the point of purchase.

These initiatives deliver the greatest impact when they are tailored to regional consumer health needs and local market realities. In France, the Healthier Lives Coalition collaborated with members including

Carrefour, Danone, Savencia who worked with consumers to co-design and activate seasonal recipes through an in-store initiative during 'Tasty Week'. During that time, sales of [the featured products increased by 108%](#), demonstrating that supporting customers to cook with more seasonal and sustainable ingredients is good for business and the planet.

Another collaboration with METRO France engaged chefs across the country changing [recipes](#), growing demand for healthier and environmentally-conscious food choices. The online hub ["the sustainable kitchen"](#) co-created with the Food Waste Coalition continues

to inspire how companies can engage consumers to enable healthier cooking and reduce food waste.

To complement the local activations the global Coalition supported the EAT-Lancet 2.0 Call to Action, the CGF supported the mobilisation of 41+ organisations in the consumer goods sector to develop a [Food Retail & Manufacturer Action Brief](#) and ambitious stories of progress to shift the narrative from food system challenges, to solutions to support an urgent transition to healthy, safe, and just food systems.

“

We all know health is one of the things our customers care about most – for themselves, and for their loved ones. But for too many families, the barriers to healthier eating feels insurmountable.

”

Oonagh Turnbull

Head of Health and Sustainable Diets Campaigns at Tesco

Life Course Wellness

Delivering wellbeing across life stages

Life Course Wellness focuses on addressing evolving health needs at different stages of life through practical and scalable approaches. Priorities included health transitions, self-care, and longevity; areas where consumer demand and business capability increasingly intersect. [Expert discussions in China and Japan](#) reinforced the importance of regional insight in shaping approaches that can be adapted across diverse markets.

This work emphasises structured partnership models that combine retail reach, manufacturer expertise, and community delivery mechanisms to address health and wellbeing challenges. In the United Kingdom, [Tesco provided an example through its initiative to address hygiene poverty](#) in partnership with hygiene product manufacturers and the charity In Kind Direct. Embedded within everyday retail operations,

the model demonstrated how cross-sectoral engagement can deliver practical support to vulnerable communities while maintaining measurable outcomes.

[Additional case studies](#) from AS Watson, Haleon, Kerry, Philips, Walmart and Ahold Delhaize highlighting in-store and digital activations are available on the CGF website.





Strengthening Transparency to Enable Informed Consumer Choices

Enabling informed and sustainable consumer choices depends on credible frameworks, clear communication, and practical implementation across markets. A major milestone in this effort was the official launch of the CGF China Green Consumer Goods Selection Guide. Developed through broad industry collaboration, the Guide provides a unified reference framework to support consistent identification and communication of greener products, laying the foundation for a more transparent green consumption ecosystem in the region.

This focus on consumer-facing clarity is further reflected in retailer-led implementation across diverse markets:

Retailer Activation:

AS Watsons' "Sustainable Choices" campaign across Asian markets embedded defined sustainability criteria into product selection and communication, broadening access to products meeting established environmental standards.

Educational Engagement:

In Japan, a Climate Transition working group introduced a hands-on school programme linking students with local retailers to explore how everyday purchasing decisions connect to decarbonisation.

Health & Nutrition: The Japan Salt Reduction Working Group successfully advanced reduced-salt school lunch recipes across 107 elementary schools through public-private collaboration.

Taken together, these initiatives demonstrate how structured guidance and practical activation can strengthen transparency and support informed consumer decision-making globally.





Looking Ahead

Priorities for 2026



Looking Ahead

Priorities for 2026

Looking ahead to 2026, the CGF will continue to place a strong emphasis on execution, by focusing on what helps members turn their ambitions into practical outcomes. Across Coalitions of Action, Industry Solutions, and Acceleration Areas, this means keeping structures lean, sharpening priorities, and ensuring that time and effort are directed toward activities that deliver clear value for retailers and manufacturers.

As digitalisation accelerates, the CGF will deepen its engagement on topics beyond sustainability such as data, artificial intelligence, retail media, and cybersecurity, which are areas that increasingly shape operational resilience and trust. By providing a space to share experience and explore emerging risks and opportunities, the CGF can help members learn from one another and identify areas where greater collaboration would support progress.

Building bridges will remain core to how the CGF operates. Global and Regional Summits, working sessions, and informal

exchanges play an essential role in enabling productive discussion and accelerating peer learning. These interactions are a distinctive strength of the CGF and a critical driver of progress, helping turn member priorities into measurable progress across the value chain. The Global Summit in Vienna in 2026 will be a key moment to reinforce this momentum, bringing leaders together to discuss the issues that matter most to members.

Finally, 2026 will place greater emphasis on regional engagement, with particular focus on North America, Latin America, and Asia. Growing retailer engagement and expanding membership geographically will be central to ensuring the CGF remains relevant to the places where key commercial decisions are made. By strengthening its presence in regional markets, while continuing to connect insights globally, the CGF aims to broaden participation, reinforce its global reach, and ensure its agenda reflects the realities of how members operate.

“

As we look toward 2026, the CGF has an opportunity to deepen regional engagement and sharpen its strategic priorities on the issues shaping and reshaping our industries. By building new relationships and networks, we can share insights and best practice, adding value for our businesses and our customers, while ensuring that global dialogue translates into tangible outcomes.

”

Ken Murphy

Group CEO
Tesco

“

The year ahead is about ensuring the CGF remains firmly aligned with the real challenges facing our industry. By consolidating initiatives and deepening engagement on critical priorities, including data, artificial intelligence, technology, and sustainability, we can further strengthen the CGF's role as a global CEO-driven platform that connects manufacturing and retail leaders, empowers regional teams, and drives collaboration across markets.

”

Max Koeune

President and CEO
McCain Foods





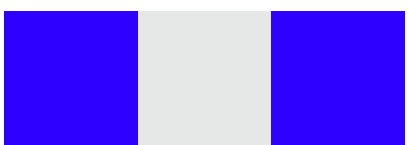
The CGF Leadership



The CGF Leadership

In 2025, the CGF Board of Directors was composed of 57 Chief Executive Officers from leading global retailers and manufacturers

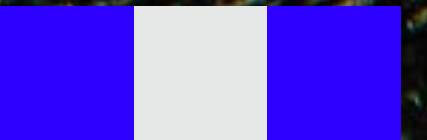
The Board sets the organisation’s strategic direction and oversees its governance framework, ensuring that the CGF’s work remains relevant to the priorities of the consumer goods industry. Board members are elected by the General Assembly for a two-year term in accordance with the CGF Statutes.





Appendix

Coalitions of Action & Industry Solutions Details



Climate Transition

Board Co-Sponsors

Nina Jönsson
President and CEO
ICA Gruppen

Scott Price
CEO
DFI Retail Group

Antoine de Saint-Affrique
CEO
Danone

Co-Chairs

Archana Jagannathan
Chief Sustainability Officer
PepsiCo Europe, Middle East
and Africa

Grant Sprick
VP
Climate & Environment
Ahold Delhaize

The CGF Lead

Sharon Bligh
Director
Health & Sustainability

Focus Areas

Supplier Engagement

Education & Knowledge Sharing

Data for Impact

The Challenge

Climate change poses an urgent and complex challenge that no single company can address alone. Within the consumer goods industry, fragmented approaches, inconsistent data practices, and uneven capabilities across value chains limit the ability to drive consistent and measurable decarbonisation at scale.

For retailers and manufacturers, these challenges increase complexity, slow execution, and reduce the effectiveness of climate action efforts. Addressing these challenges requires shared tools and collaboration across the value chain, supporting companies in moving beyond isolated initiatives toward more scalable approaches implemented to meet their independently adopted climate goals.

The Mission

Accelerate progress toward net zero by enabling collaboration, knowledge-sharing, and leadership across the consumer goods industry.

Why Join?

The consumer goods industry is responsible for up to 60% of global emissions when accounting for full value chain impacts, including agriculture, manufacturing, logistics, and consumption. Food, beverage, home, and personal care products in particular contribute to Scope 3 emissions.

Without systemic change, emissions from the sector are projected to grow, putting global climate goals at risk. To avoid this trajectory, industry leaders are working to overcome challenges and achieve measurable emissions reductions. The Coalition exists to support this transformation and scalable solutions across the value chain.



Data-Driven Value Chain (DDVC)

Board Co-Sponsors

Tobias Wasmuht
CEO
SPAR International

Co-Chairs

Camilla Björkqvist
Senior Director Data Governance
Mondelēz International

Ethem Kamanlı
Group Program Management
Officer and Business Development
Director
Migros Ticaret

John S. Phillips
SVP Customer Supply Chain &
Go-to-Market
PepsiCo

Tom Rose
Head of International Operations
Spar International

The CGF Lead

Ruediger Hagedorn
Director
Data-Driven Value Chain

Focus Areas

QR Code Implementation &
Consumer Experience.

AI Adoption & Application

Simplifying Sustainability Data
Exchange

GTIN Management

Education and Knowledge Sharing

The Challenge

The consumer goods value chain is facing significant inefficiencies and avoidable costs as digital transformation accelerates. Data exchange remains fragmented, and poor-quality or inconsistent product data continues to undermine consumer trust, contribute to lost sales, and create operational friction, particularly in e-commerce and omnichannel environments.

Inaccurate or incomplete product data limits retailers' and manufacturers' ability to engage consumers effectively, deliver consistent experiences, and operate efficiently across supply chains. At the same time, inconsistent data standards make it harder for companies to scale digital solutions and rely on data for decision-making.

Addressing these challenges requires shared best practices and more reliable frameworks for product data exchange, enabling companies to improve accuracy, enhance consumer trust, and support operational efficiency across the value chain.



The Mission

Support greater efficiency and innovation across the consumer goods value chain by focusing on improved supply chain processes, automation, data, technology, and AI.

Why Join?

The Data-Driven Value Chain provides a pre-competitive platform for companies to engage on data and technology challenges that drive cost, complexity, and inefficiency across the consumer goods value chain. By aligning on common approaches where fragmentation limits progress, members can benefit from shared understanding while preserving competition and independent decision-making.

Participation supports improvements in product data accuracy, reduced operational friction, and stronger consumer trust through more consistent data exchange practices. Members also benefit from peer learning on emerging topics such as AI adoption, sustainability data exchange, Global Trade Item Number (GTIN) management, and new digital capabilities, helping them navigate digital transformation more effectively and at scale.

Food Waste

Board Co-Sponsors

Max Koeune
President and CEO
McCain Foods

Ken Murphy
Group Chief Executive
Tesco

Co-Chairs

Chris Franke
Senior Manager of Global
Sustainability
Walmart

Annabelle Souchon
Group CSR Manager
Bel

The CGF Lead

Sharon Bligh
Director
Health & Sustainability

Focus Areas

Measurement & Reporting

Upstream Food Loss

Supplier Engagement

Consumer Engagement

The Challenge

Reducing food loss and waste represents a major environmental, social, and economic opportunity. Around one third of all food produced globally, approximately 1.3 billion tonnes each year, is never eaten, while one in nine people worldwide continues to experience hunger.

Food loss and waste also carry a significant economic and environmental cost. Globally, it represents an estimated USD 940 billion in lost value each year. From an environmental perspective, food waste accounts for around 10 percent of total 3.3 billion tonnes of global greenhouse gas emissions.

If food waste were a country, its carbon footprint would rank behind only China and the United States. These impacts highlight the scale and complexity of the challenge. Food loss and waste occur across the value chain, from production and processing to retail and consumption, and cannot be addressed by individual actors acting alone.

The Mission

Support the shared ambition to contribute to halving food loss and waste by 2030.

Why Join?

The Food Waste Coalition provides a pre-competitive platform for retailers and manufacturers to collaborate on addressing food loss and waste across the value chain. Recognising the gravity of the issue, members of the Coalition are voluntarily committed to actively reducing food loss within their supply chains to foster meaningful change for both people and the planet.

By aligning on approaches, tools, and data, members can address systemic inefficiencies while continuing to act independently. Participation allows companies to learn from peers, test practical solutions, and apply proven approaches across markets. The Coalition supports members in improving efficiency and strengthening food systems through voluntary initiatives that respect independent company decision-making.



Forest Positive

Board Co-Sponsors

Alexandre Bompard
CEO
Carrefour

Noel Wallace
Chairman, President and CEO
Colgate-Palmolive

Co-Chairs

Emily Kunen
Senior Director
Positive Agriculture
PepsiCo

The CGF Lead

Didier Bergeret
Director
Sustainability

Focus Areas

DCF Supply
DCF Suppliers
Forest Positive Landscapes

The Challenge

Despite a recent slowdown in global deforestation rates, forest loss remains significant at approximately 10 million hectares per year. At the same time, nearly 75 percent of tropical rainforests are experiencing reduced resilience, increasing risks to biodiversity, climate stability, and the long-term reliability of commodity supply chains.

Eliminating deforestation and conversion is a financial necessity to protect the natural capital supply chains depend on, as ecosystem degradation drives up costs through climate-driven disruptions and a narrowing field of viable sourcing regions. As investor due diligence increasingly prioritises nature-risk, broad participation allows the industry to fulfill climate, nature, and regulatory mandates more efficiently while sharing the challenge of building long-term market resilience.

For the consumer goods industry, deforestation, forest degradation, and conversion represent material risks linked to the sourcing of commodities.



These challenges call for collaborative, systemic approaches that operate beyond individual supply chains and engage producers, traders, manufacturers, retailers, governments, and local stakeholders.

The Forest Positive Coalition provides a platform to support voluntary, company-led efforts to address deforestation, forest degradation, and conversion from commodity supply chains, recognising that protecting forests is essential to resilient sourcing regions and long-term business continuity.

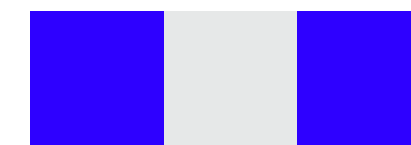
The Mission

Accelerate the removal of deforestation, conversion, and forest degradation from commodity supply chains, drive transformational change in landscapes, and develop transparency metrics aligned with existing recommended reporting methodologies.

Why Join?

The Forest Positive Coalition provides a platform for companies to collaborate pre-competitively on addressing deforestation, forest degradation, and conversion risks in key commodity supply chains. By engaging at landscape scale while acting independently, members can address systemic risks that cannot be resolved through isolated company actions.

Through shared frameworks, common approaches to reporting, and engagement with partners across the value chain, the Coalition supports members in strengthening transparency, aligning sourcing practices, and contributing to scalable approaches that support forest protection, resilient supply chains, and local livelihoods.



Global Food Safety Initiative (GFSI)

Board Co-Sponsors

Sean Summers
CEO
Pick N Pay

Dirk Van de Put
Chairman & CEO
Mondelēz International

Co-Chairs

Mark Fryling
Vice President Global Food Safety & Quality
General Mills

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

The CGF Lead

Elizabeth Andoh-Kesson
Interim Director
Global Food Safety Initiative

Focus Areas

Benchmarking and Harmonisation

Public Private Partnerships

Food Safety Capability Building

The Challenge

Food safety remains a critical global challenge with direct implications for public health, business continuity, and consumer trust. According to the World Health Organisation (WHO), an estimated 600 million people, almost one in ten globally, fall ill each year after consuming contaminated food. As supply chains become more complex and interconnected, food safety risks increasingly transcend national borders and individual company operations.

For consumer goods companies, ensuring safe food requires consistent standards, credible assurance systems, and effective collaboration across markets. Differences in regulatory approaches, oversight capacity, and implementation practices can create fragmentation, increasing risk and inefficiency. GFSI Coalition members collaborate to address these challenges across their supply chains and the markets in which they operate, strengthening trust and helping to raise the food safety bar globally.



The Mission

Once recognised, accepted everywhere.

Why Join?

In today's interconnected world, food safety risks can escalate rapidly from local incidents to global disruptions, with direct implications for consumer trust, regulatory confidence, and business continuity. Through GFSI, companies align on standards, assurance systems, and regulatory expectations, while continuing to operate independently.

Participation provides access to a trusted, business-led platform that supports greater consistency in food safety frameworks, facilitates constructive dialogue with regulators, and helps organisations operate with increased confidence in an increasingly complex and demanding environment.

Healthier Lives

Board Co-Sponsors

Brian McNamara
CEO
Haleon

Frans Muller
President & CEO
Ahold Delhaize

Antoine de Saint-Affrique
CEO
Danone

Co-Chairs

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

Ayla Ziz
Global Chief Customer Officer &
SVP Commercial Europe
Danone

The CGF Lead

Sharon Bligh
Director
Health & Sustainability

Focus Areas

Dietary Shifts

Life Course Wellness

Employee Health & Wellbeing

The Challenge

The world faces significant and interconnected health challenges that place growing pressure on individuals, communities, and healthcare systems. Today, one in three people worldwide is malnourished, at an estimated global cost of \$3.5 trillion per year, while 2.5 billion adults are overweight, including 890 million living with obesity. At the same time, rates of preventable health conditions continue to rise, driven by lifestyle factors, dietary patterns, and limited access to practical health solutions.

These health challenges are closely linked to broader systemic pressures. Around one third of human-caused greenhouse gas emissions are associated with food, highlighting the role of diets and consumption patterns in shaping both health and environmental outcomes. Demographic shifts, including an aging global population, are further increasing demand for health and wellbeing solutions that evolve across life stages.



Consumers are becoming more health-conscious, yet there remains a significant gap between awareness and action, with people lacking clear, accessible guidance on how to adopt healthier behaviours in everyday life. Against this backdrop, demand for health and wellbeing solutions that are affordable, relevant, and tailored to diverse consumer needs continues to increase. As a sector that reaches billions of people every day, the consumer goods industry is uniquely positioned to help support healthier lives through scalable products, services, and partnerships that complement public health systems.

The Mission

Globally, enabling people to live healthier lives, creating shared value for businesses and communities.

Why Join?

The Healthier Lives Coalition supports retailers and manufacturers to pioneer scalable solutions for global health and wellbeing. By uniting in a pre-competitive space, members accelerate progress and transform shared insights into high-impact, commercially viable results that no single company could achieve alone.

Through structured programmes, partnerships, and shared frameworks, the Coalition helps companies translate growing consumer health expectations into actionable initiatives. By leveraging peer insights and proven tools, members accelerate global implementation through a purpose-driven culture, building deeper trust with consumers and employees while driving long-term value.



Human Rights

Board Co-Sponsors

John Ross
CEO
IGA

Co-Chairs

Rachel Elliott
General Manager Sustainability
Impact Narrative & Human Rights
Woolworths Group

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

Nadia Youds
Senior Manager Human Rights
Strategy & Reporting
Unilever

The CGF Lead

Didier Bergeret
Director
Sustainability

Focus Areas

Leadership and Continuous
Improvement

Driving Action for Systemic
Change

Elevating Human Rights

The Challenge

The UN Guiding Principles on Business and Human Rights establish that businesses have a responsibility to respect human rights and to address and prevent negative impacts linked to their operations and supply chains. For the consumer goods industry, one of the most severe and persistent risks is forced labour. Today, an estimated 28 million people are trapped in situations of forced labour across industries and regions, reflecting deep, systemic vulnerabilities in global supply chains.

While many companies have made progress in strengthening human rights due diligence within their own operations, risks increasingly sit beyond direct control, particularly in extended supply chains, recruitment practices, logistics, and labour service provision. At the same time, expectations on due diligence are rising as voluntary commitments give way to mandatory requirements driven by legislation, consumer scrutiny, and investor demands.



Human rights risks are closely linked to environmental and social challenges, including deforestation, land use, and the protection of communities and human rights defenders. Addressing these interconnected risks requires collaboration across the value chain, supported by credible due diligence systems and collaboration between businesses, governments, and civil society.

The Mission

Drive collective action and accelerate progress towards a sustainable future by supporting members to implement effective Human Rights and Environmental Due Diligence (HREDD), fostering collaboration, advocating for systemic change and demonstrating the business value of proactive engagement.

Why Join?

The Human Rights Coalition provides a pre-competitive platform for companies to collaborate on strengthening human rights due diligence across operations and supply chains. By aligning on recommended steps, tools, and approaches, members can reduce fragmentation, share practical solutions, and address systemic risks that no single company can resolve alone.

Through collaboration, the Coalition supports members in moving beyond compliance toward more consistent and effective implementation of human rights due diligence. Participation allows access to shared frameworks, peer learning, and initiatives that help companies manage risk, respond to evolving regulatory requirements, and contribute to advancing the adoption of human rights across the industry.



Plastic Waste

Board Co-Sponsors

Alexis Perakis-Valat
President
L'Oréal Consumer Products
Division

Galen Weston
Chairman
Loblaw Companies Limited

Co-Chairs

Mario Abreu
Chief Sustainability Officer
Ferrero

Rob Nicol
Vice President Corporate Affairs
Walmart Canada

The CGF Lead

Cédric Dever
Director
Plastic Waste

Focus Areas

Policy and Emerging Issues

Design (Golden Design Rules)

Reuse

The Challenge

Plastic waste presents a global environmental crisis and a strategic risk for the consumer goods industry. Estimates suggest 11 million tonnes of plastic enter the ocean annually, a figure projected to triple by 2040 without system improvements. Packaging is a primary factor; approximately 80% of plastic packaging is currently not recycled. Concurrently, global regulatory pressure is increasing via EPR fees, plastic taxes, and the development of a Global Plastics Treaty. These dynamics increase the risk of fragmented requirements and rising operational costs.

No single company can address these systemic inefficiencies alone. Progress depends on pre-competitive collaboration that supports voluntary, independent company action across the value chain, alongside industry leadership to maintain credibility and help inform effective policy. Today, the Plastic Waste Coalition brings together 43 member companies, providing a platform to support individual transitions toward a circular economy for plastic packaging.

The Mission

Facilitate the transition to a circular economy for plastic packaging waste, with a focus on optimised packaging, better plastic and better system.

Why Join?

The Plastic Waste Coalition of Action supports companies in addressing one of the industry's most complex challenges through a structured, pre-competitive platform for collaboration. By bringing together retailers and manufacturers, the Coalition supports technical alignment on design, reuse, and policy approaches, while all implementation decisions remain voluntary and company led.

Participation provides access to shared technical frameworks, peer learning, and real-world pilots that help companies translate environmental goals into practical implementation and regulatory readiness. Through industry-led collaboration, members can contribute to credible solutions that strengthen trust, reduce fragmentation, and support the transition to a circular economy for plastic packaging.



Sustainable Supply Chain Initiative (SSCI)

Co-Chairs

Elles de Jonge
Manager Quality and Sustainability
European Marketing Distribution

Jessica Meisinger
Global Sustainability Lead
MSD Animal Health

Tamara Muruetagoiena
Vice President of Sustainability
International Fresh Produce Association (IFPA)

The CGF Lead

Didier Bergeret
Director
Sustainability

Focus Areas

Benchmark of choice on social and environmental compliance

Improving credibility of sustainability programs

Contributing to the Global Responsible Sourcing conversation

The Challenge

With hundreds of social and environmental schemes and programmes available globally, organisations face increasing complexity in determining which tools are credible, relevant, and fit for purpose. This fragmented landscape creates confusion for buyers and suppliers, increases audit duplication, and makes it harder to build consistent expectations across supply chains.

As regulatory scrutiny and due diligence requirements continue to grow, the lack of alignment across schemes presents a material risk for companies seeking to demonstrate responsible sourcing and credible social and environmental compliance. Greater voluntary alignment and transparency are needed to support informed decision-making and build trust in sustainability standards used across global supply chains.

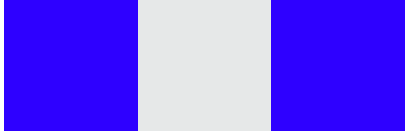
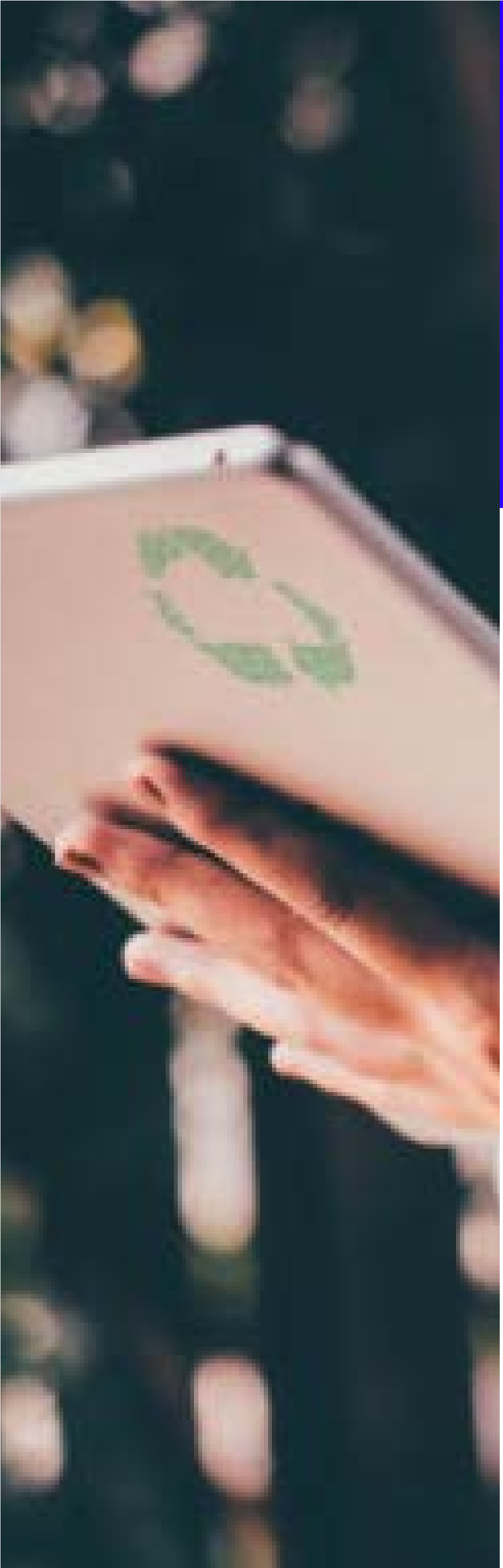
The Mission

Build trust in social and environmental standards worldwide by benchmarking, to support credible and transparent auditing, monitoring and certification programmes that can support corporate due diligence expectations.

Why Join?

The Sustainable Supply Chain Initiative provides an industry-led mechanism to bring greater clarity to the social and environmental compliance landscape. By benchmarking schemes against clear, industry-defined criteria, the SSCI helps companies navigate complexity, reduce duplication, and make informed choices, while implementation decisions remain voluntary and company-led.

Participation provides increased confidence in the tools companies choose to use, improved transparency across supply chains, and a more efficient approach to due diligence. Through pre-competitive engagement, the SSCI supports clearer understanding between buyers, suppliers, and standards, helping to build trust and consistency without limiting independent decision-making.



Thank you

