



**GLOBAL
SUMMIT**

From Resilience
to Reinvention:
**Responsible Growth
in the New Era**

Executive Summary

20th-23rd
JUNE 2022

DUBLIN
IRELAND

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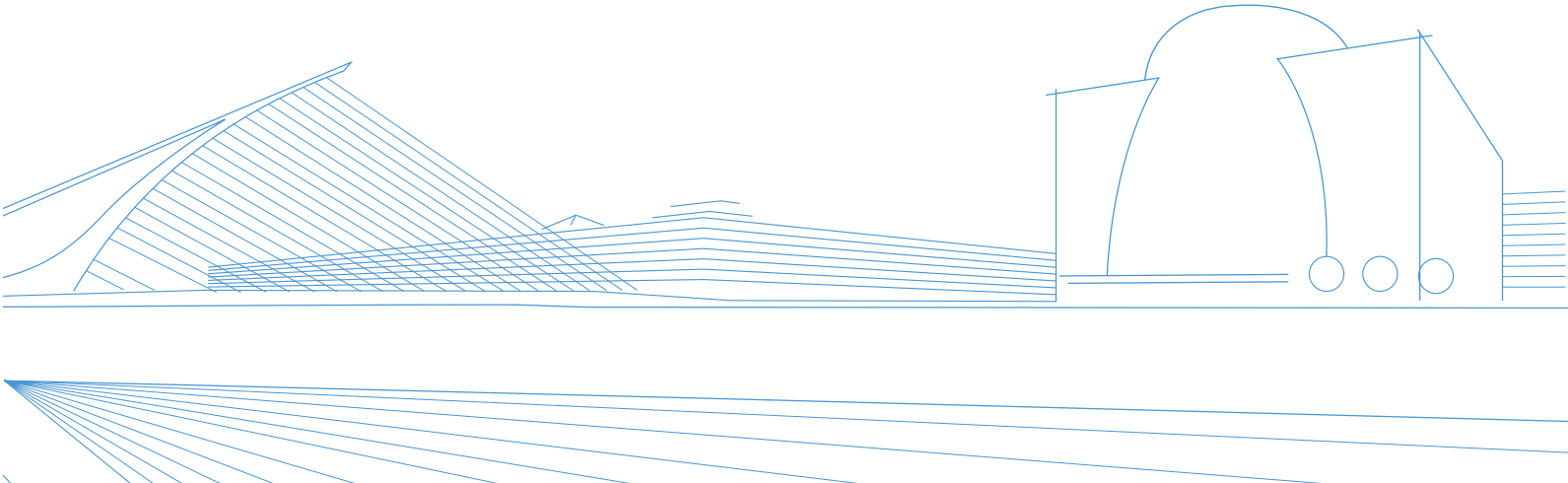
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Quotes



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

“We’re going to need to work together on many of the systemic issues that we face as an industry. It’s going to take leadership, because it’s going to be very difficult.”



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

“At CGF, if we look at our Coalitions, I think we are together because of the long term; because we share a vision of a bright future.”



Alan Jope,
CEO, Unilever

“Crisis is probably going to carry on being our norm for quite some time... and for the businesspeople in this room, we should all get into the mindset of crisis being the new normal.”



Ulrike Sapiro,
Chief Sustainability Officer, Henkel

“Is it really a challenge, sustainability? I’d like to flip it around and say it’s actually more of an opportunity.”



Christina Adane,
Co-Chair Youth Board, Bite Back 2030

“We are united by one thing, one stark and damning fact, that by the age of just 11 the health of one in three children is now at risk from the food that they eat.”



Ramon Laguarta,
Chairman of the Board of Directors and
Chief Executive Officer, PepsiCo

“I think the decision to decarbonise our companies is probably the most important decision that we have to make.”



Sherry Frey,
Vice President, Total Wellness, NielsenIQ

“When we say wellness, it’s really this idea of personal health, but it’s also the social responsibility that we have for each other, and it’s the health of the environment.”



Noel Keeley,
CEO, Musgrave

“We realised that we don’t just run the shops or the distribution networks; we realised that we actually make sure that the people of Ireland have access to food.”



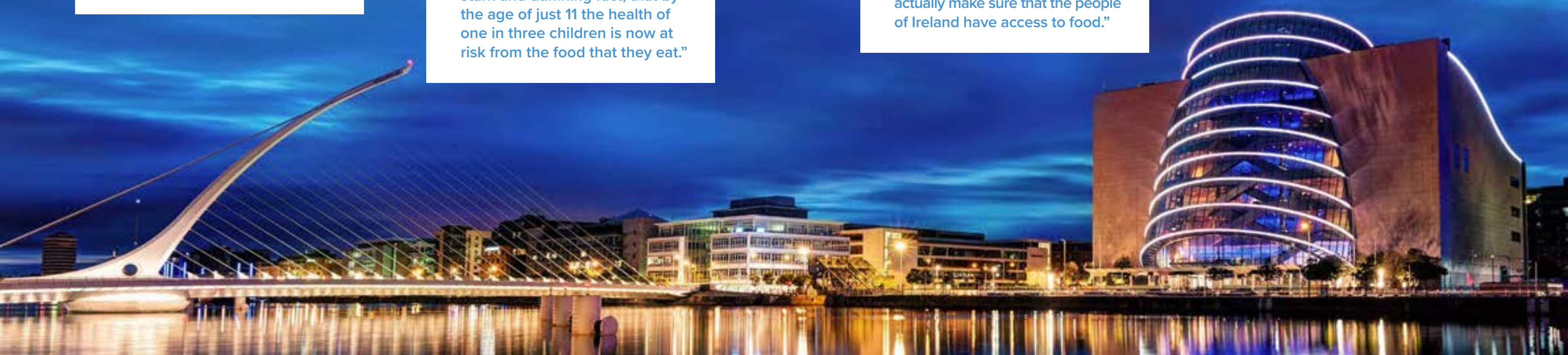
Vivien Sheehan,
Global Vice President of Research and
Development, Kerry Group

“As a society, we need to continue to strive for audacious solutions that allow us to become even more effective than what we are today... with the ultimate ambition of designing a fully circular economy.”



Sheila Aggarwal-Khan,
Director, Economy Division, UNEP

“It’s you guys who have to decide — the consumer goods industry, the other value chain players — and think through what would a global plastics treaty mean for your businesses.”





In Numbers



TOP 5 COUNTRIES	
1	USA
2	UK
3	IRELAND
4	FRANCE
5	GERMANY



244 COMPANIES

61 SPEAKERS



37

PLENARY
SPEAKERS



22

IMPACT
SESSION
SPEAKERS



23

SPECIAL
SESSION
SPEAKERS



9

I-TALK
SPEAKERS



43 PIECES OF EARNED
MEDIA COVERAGE



2.2M

POTENTIAL REACH
ON SOCIAL MEDIA



The Global Summit Committee

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Anders Svensson, ICA AB, Sweden

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Betty Quigley, L'Oréal, France
Seah Kian Peng, NTUC Fairprice, Singapore
Loïc Tassel, Procter & Gamble, Switzerland
Bjorn Timelin, McKinsey, UK



Day 1 | 21st June





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



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



Wai-Chan Chan
Managing Director,
The Consumer Goods Forum

Opening: A Warm Welcome to the Global Summit

The 2022 edition of the Global Summit marked the first time that CEOs and C-suite executives from the CGF's member consumer goods companies had convened in person since 2019 in Vancouver. The theme of the event, **"From Resilience to Reinvention: Responsible Growth in the New Era,"** reflected a readiness to learn from the lessons of a turbulent period and develop lasting solutions for the future.

However, as speakers were quick to note, the "new era" is still influenced by the tail end of the pandemic and a confluence of other crises: inflation, the war in Ukraine, food insecurity and accelerating climate change, as well as corresponding supply chain disruptions, labour shortages and other uncertainties. Acknowledging their responsibility to help consumers through this complex moment, these experts identified concrete solutions that offer benefits for business, people and the planet.

CEOs made up the largest portion of the speaker list, but the Summit stage also featured representatives of governments, intergovernmental organisations and civil society, as well as chief sustainability officers and other industry leaders helping to move their companies into the future. The central message that

emerged from three days of conversation, whether on the circular economy, food waste, health, forced labour or decarbonisation, was that collaboration between businesses and across sectors is key to achieving ESG goals while fostering growth.

Solving these long-term problems in the face of immediate crises will be no rudimentary task, as **CGF Board Co-Chair James Quincey, Chairman & CEO of The Coca-Cola Company,** said in his opening remarks. "We're going to need to work together on many of the systemic issues that we face as an industry", he said. "It's going to take leadership, because it's going to be very difficult."

Collaboration will be a major part of that leadership, said his fellow CGF Board Co-Chair **Daniel Zhang, Chairman & CEO of the Alibaba Group.** "We need to build tomorrow", he said. "At CGF, if we look at our Coalitions, when people get together, I think we are together because of the long term; because we share a vision of a bright future."

Opening the Summit with the two Co-Chairs, **CGF Managing Director Wai-Chan Chan** invited the delegates to pay attention to a few central motifs throughout the event, including long-term and short-term challenges and impact at scale, and to take advantage of the long-awaited opportunity to network with colleagues in person. "Isn't it fantastic to actually be in a room where there are physical human beings and we're all able to engage with each other?" he said, as he welcomed the 650 attendees to three days of productive conversation.



CEO Panel

Circular Economy Put to the Test

The circular economy involves restructuring every stage of a product's life cycle, from design to disposal, to allow its materials to be captured and reused. It has been held up as a model for reducing plastic waste and embraced by both environmental activists and industry leaders. This panel brought together speakers on both sides of the line to consider the potential of circularity and changes that must be made before it can be implemented.

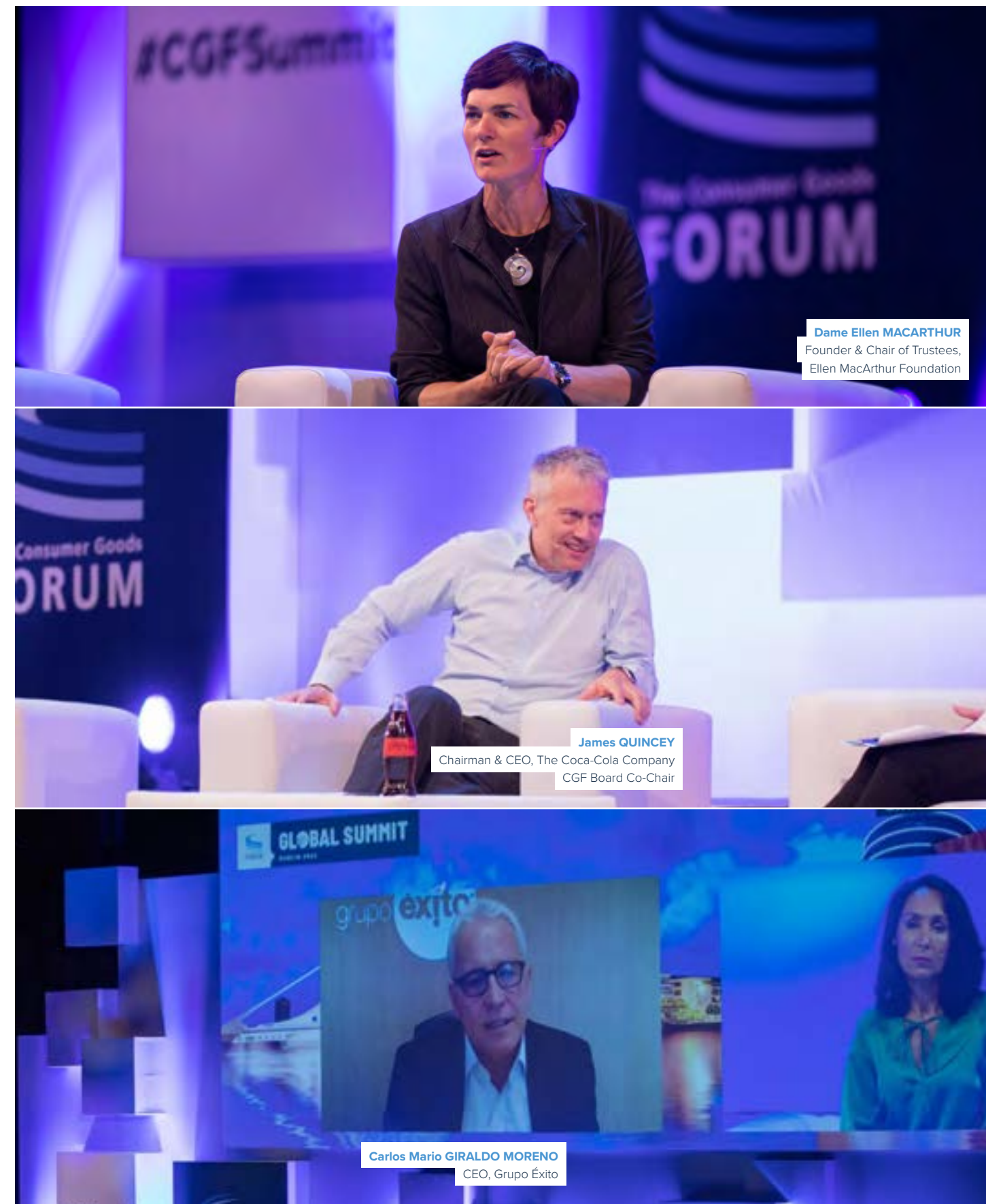
The session matched two industry CEOs with **Dame Ellen MacArthur, Founder and Chair of Trustees of the Ellen MacArthur Foundation**, who made yachting history in 2005 when she became the fastest solo sailor to circumnavigate the globe and has dedicated her post-sailing career to promoting a circular economy. Eschewing the combative relationship that sometimes exists between activists and industry, she recognised that companies are key to achieving circularity. "Do not underestimate the value and impact the collective voice has", she said, noting the active role industry CEOs played in promoting the adoption of the EU's Circular Economy Action Plan.

James Quincey, Chairman and CEO of The Coca-Cola Company and CGF Board Co-Chair, agreed with the plan and said that the industry's goal should ultimately be to "eradicate" plastic waste and other environmental issues, like the WHO eradicated smallpox. "In the end, we, the ones in this room, are the ones that actually need to go out and do this", he said, adding that "if value can be given to these plastics, a market can be created to recycle them."

These efforts are not only taking place in developed markets, said **Carlos Mario Giraldo Moreno, CEO of Grupo Éxito**, joining via video. His company, one of Latin America's largest retailers, has eliminated plastic bags in stores and offers incentives for PET bottle returns. Though he agreed that companies play the largest role in building the circular economy, consumers must also feel like active participants. "We have to hear the voice of consumers", he said. "We have to educate consumers in every moment of truth we have with them."

Key Takeaways

- 1 The technology to achieve a circular economy of plastics, especially PET, exists; the next step is to give value to used and recycled plastic so that less virgin plastic is created.
- 2 Companies must partner with governments and civil society to promote legislation and other actions that help build the circular economy.
- 3 Developing markets must be brought along on the circular journey for the model to have real impact.





Nicolas HIERONIMUS
CEO, L'Oréal



Malina NGAI
Chief Executive Officer & Group Chief
Operating Officer, A.S. Watson Group



Tina MÜLLER
CEO, Douglas Group

CEO Panel

When Collaboration Makes the Difference

The speakers on this panel all lead companies in the beauty industry and, to some extent, may be considered competitors. However, their discussion highlighted the importance of pre-competitive collaboration among companies on issues such as sustainability, as well as ways to foster genuine collaboration with consumers and employees.

Nicolas Hieronimus, CEO of L'Oréal, was the first to admit that his company came out strong from the pandemic, as people searched for forms of comfort and luxury they could access during lockdowns. In the face of other crises emerging at the tail end of the pandemic, "I think we are in a good position to be successful, (so) we need to invest in solving the other issues", he said. One possible channel for investment would be to use part of the marketing budget to inform consumers about sustainable solutions such as refilling.

Malina Ngai, CEO and Group Chief Operating Officer of A.S. Watson Group, also saw growth at her Hong Kong-based company, the world's largest international health and beauty retailer. However, consumers' demands have also grown, especially in Asia, where fast, free home delivery has become expected. Consumers are also increasingly concerned with products' ingredients and their environmental impacts. Companies must find ways to communicate with consumers on these issues, including empowering employees, she said. "If you don't hear (consumers') voice, you won't see them", she said, adding that "collaboration needs to also be with all your operational staff."

Tina Müller, CEO of Douglas Group, offered further methods of collaboration beyond the company, such as jointly developing a scoring system to evaluate products' sustainability. "We need to think about how we can create it in a fair way, and then implement it", she said, calling for a partnership between retail and the beauty industry. "We can really move the needle and make it a better world, not just a more beautiful world."

Key Takeaways

- 1 In order to be successful, collaboration on ESG issues should take place among companies, across sectors and between the company and the consumer.
- 2 Companies that grew during the pandemic can give back by spending marketing money on sustainability education for consumers.
- 3 Operational staff should also be empowered to inform consumers about sustainable solutions.

Fireside Chat with

Alan Jope

CEO, Unilever

In the first of many one-on-one Fireside Chats that would take place over the course of the Global Summit, **Unilever CEO Alan Jope** offered a frank and open perspective on his company's sustainability commitments and the role the industry must play in slowing climate change.

"I must say I'm quite fed up with living in unprecedented times", he said soon after he took the stage, but went on to say that the precedents will continue to accumulate. "Crisis is probably going to carry on being our norm for quite some time... and for the businesspeople in this room, we should all get into the mindset of crisis being the new normal."

This mindset could be an opportunity to build stronger, healthier companies, he said, encouraging the audience to embrace zero-carbon commitments and other sustainability efforts. These commitments are necessary to operate within the confines of new standards for environmental reporting, including US SEC and EU ISSB frameworks that are "going to place tremendous burdens on our companies to report our sustainability credentials in a very transparent way", he said. But they are also necessary to appeal to the consumers, investors and employees of the future.

In addition to attracting consumers and investors, Unilever's shifts to sustainable sourcing have saved the company \$1.2 billion, he said. But he cautioned the audience against trying to communicate their commitments to making these kinds of shifts before doing the work. "When our rhetoric gets ahead of our action, that is green-washing", he said. "That's why we firmly believe that we need to walk the walk before we talk the talk."

**Key Takeaways**

- 1 Businesspeople should adopt a constant-crisis mentality to deal with the effects of conflict and climate change in the years ahead.
- 2 Sustainable shifts don't always cost companies money; they sometimes save cost, and they often attract more consumers and investors.
- 3 "Brands and retail banners need to be acting for years before they start educating about the benefits of sustainability."

Fireside Chat with

Edmond Scanlon

CEO, Kerry Group

Bringing some local flavour to the Global Summit stage, **Kerry Group CEO and Executive Director Edmond Scanlon** opened his Fireside Chat by welcoming the delegation to Ireland. "I think I can do that as an Irish person", he said, going on to describe the County Kerry-based company's rise from a relatively small company with three dairy-focused shareholders to one of the world's leading food, ingredients and flavouring suppliers.

Scanlon contended that his company's innovations, including tools to reduce the sugar and salt content of foods without impacting taste, can play a role in making the food system more healthy, nutritious and sustainable overall. "We can develop the most nutritious product, the most sustainable product, but if it doesn't taste good, it won't be consumed", he said. "And the least nutritious product is a product that isn't consumed."

He went on to describe some collaborations in which Kerry Group helped other companies achieve their sustainability goals, including supermarkets that prevent food waste by extending the shelf life of bakery and meat products and a restaurant chain that cut down on plastic bottle use by shifting to a low-sugar, naturally flavoured beverage dispenser. Tackling these kinds of problems requires being "very transparent, very collaborative and very open to lots of different ideas", he said.

Further efforts to improve the sustainability of the food supply will involve shifting consumers from meat to plant-based alternatives, though current products still lag in terms of taste, texture and nutrition while remaining prohibitively expensive for many consumers. "More collaboration needs to happen in order to pitch these products at the same price... if not cheaper (than) the animal alternatives", he said. "In order for us to be able to achieve, as an industry, the sustainability objectives and ambitions that we have, if you see plant-based, cell-based alternative proteins playing a much bigger part of the food that we consume over the coming decades."

**Key Takeaways**

- 1 Sustainability efforts in the consumer goods industry should take into account lived realities in all markets, not only consumer demands in developed markets.
- 2 Companies must be transparent, collaborative and open to new ideas in order to admit and solve their sustainability issues.
- 3 Plant-based and other meat alternatives are key to achieving greater sustainability in the food supply.

Fireside Chat with

Brian McNamara

CEO, GSK Consumer Healthcare

Brian McNamara, CEO of GSK Consumer Healthcare, made one of his last appearances under this title on the Global Summit stage; GSK Consumer Healthcare is demerging from GSK to form Haleon, an independent listed company, [in July](#). The purpose of the company will remain the same, he said; “to deliver better everyday health with humanity.”

ESG goals are a part of that purpose, he said, citing a UN Global Compact study finding that [one fourth of all disease globally is linked to environment-related risks](#). “Our ESG agenda and focus is all about tackling the environmental and social barriers to everyday health”, he said. “We think as a healthcare company, we have to play our role to make sure the environment is also healthy.”

He listed a number of projects that fall under that agenda, including health literacy programmes that healthcare professionals can use to educate their patients and the Theraflu Rest & Recover Fund, a partnership with the Good+Foundation that offers microgrants to offset the cost of taking a day off work. In September, the company will roll out an initiative called the Health Intelligence Index in partnership with the [Economist Intelligence Unit and leading academics at the University College London](#) to identify drivers and barriers to health across 40 countries.

All of the above initiatives involve collaboration, whether with customers, nonprofits or academia, and McNamara said that The Consumer Goods Forum can serve as a platform to build further partnerships across sectors and among businesses, as seen with the work being done in Chicago as part of the Collaboration for Healthier Lives Coalition. “Environmental health is not something one company is going to solve, and we all have to play our role”, he said, urging delegates to “get involved, lean forward, figure out what we can do together in a pre-competitive way that can really move some of these big issues.”



Key Takeaways

- 1 Collaboration with nonprofits, academia and civil society can help companies achieve their ESG goals.
- 2 Pre-competitive collaboration does not make companies less competitive; in fact, it can be good for both business and the planet.
- 3 The Consumer Goods Forum can serve as a platform for the partnerships required to meet these goals.

Fireside Chat with

Alexandre Bompard

CEO, Carrefour

Alexandre Bompard, CEO of Carrefour, continued the conversation on collaboration, beginning with by chronicling how Carrefour adapted to the COVID-19 pandemic and other crises across the 30 countries it serves. In Argentina, for example, where he said inflation is sometimes 75% or 80% in a week, local managers are empowered to adapt to consumers’ needs. “Crisis is the new normal”, he said, reiterating Alan Jope’s earlier comment; “but the reality is that crisis, like in personal life, reveals who you are and what you are capable of.”

For example, Carrefour has recently found itself capable of building an omnichannel experience, though as an old-guard retailer it had some hesitation about joining the e-commerce world. [In 2020](#), the company unveiled a new e-commerce platform designed to scale with demand. “My absolute conviction is that if we manage to build this seamless experience with customer centricity ...it is an enormous competitive advantage”, he said. Employees are key to this digital transformation, so Carrefour has committed to training 100,000 employees per year in digital tools.

The company has also opened itself to partnerships, including with tech startups, in order to build an “ecosystem of innovation.” But Bompard cautioned against approaching startups with the wrong mindset. “When you speak to a startup, you’re going to have two bad ideas”, he said: the first, that the startup can solve a problem that you can’t solve; and second, that you can help develop the startup. Instead, he said, startups should approach partner companies with a proposal that they’re convinced they can achieve. “After failures, I think we have a good type of partnership with them”, he said.

Bompard also addressed the subject of social mobility, which Carrefour boosts by ensuring that people in entry-level jobs at its over 12,000 stores have opportunities for promotion. “We are in countries where you can’t climb the social ladder easily, where it’s blocked”, he said. “I assure you, Carrefour is not.”



Key Takeaways

- 1 Crisis reveals what a company is truly capable of.
- 2 When partnering with startups, larger companies should consider startups’ specific project proposals, rather than attempting to serve as an accelerator.
- 3 Companies can promote social mobility by ensuring that its most entry-level employees have opportunities for career development and advancement.

Fireside Chat with

Paschal Donohoe

Minister for Finance for Ireland
and President of EuroGroup

The day's final plenary moved from the private sector into the public with a conversation with **Paschal Donohoe, Ireland's Minister for Finance and President of EuroGroup**, the informal body that convenes finance ministers from the eurozone countries. However, Donohoe is more than familiar with the consumer goods industry; he spent a decade working for Procter & Gamble, where he said he developed many skills that became valuable after he entered the world of politics.

Donohoe outlined the ways the eurozone adapted to the various crises of the past two decades, including the 2008 financial downturn. The measures put in place after 2008 helped prepare the EU's financial institutions for the current crisis, he said. "Banking systems are so much more healthy than they were a decade ago, and have proved how healthy they are." But he noted that the current situation, with record-high inflation and record-low unemployment, is fundamentally different from the 2008 downturn.

Regarding skyrocketing fuel prices, Donohoe pointed to efforts around the EU to generate more renewable energy, including wind farms on the west coast of Ireland. "Dealing with governments all over Europe on this topic, what everybody is crystal clear on, if we are going to become independent from Russia in terms of energy, then sustainable energy is the safest way forward", he said.

It's an opportunity for the EU to show its solidarity and for companies that do business within it to collaborate, he said. "It's always a challenge to maintain solidarity in situations as challenging as this ... but ultimately that solidarity persists", he said. "Our ability to reach a solidarity that holds is frequently underestimated."



Key Takeaways

- 1 Though the current financial crisis is fundamentally different from the 2008 downturn, lessons learned and plans developed during that time can inform the present.
- 2 High fuel prices can offer an opportunity to develop a more sustainable energy system that will ultimately lead to greater energy sovereignty.
- 3 The EU's "ability to reach a solidarity that holds is frequently underestimated."



Day 2 | 22nd June



Fireside Chat with

Ugur Samut

Co-Founder & Chairman of
the Board of Gorillas

“These types of conferences are not the ones I generally attend”, admitted **Ugur Samut, Co-Founder and Chairman of the Board of Gorillas**; he’s a more frequent presence at startup and tech-focused events. “But it’s so good to be here with older and wiser people and companies.”

Samut, who co-founded an on-demand grocery business that promises delivery within minutes, brought a fresh, startup energy to the day’s first session. In conversation with **Ruth Curran, Consultant at Spencer Stuart**, he shared his company’s success story based on consumer-centric, tech-savvy solutions.

Gorillas began in Berlin in May 2020, just as the retail industry was scrambling to adapt to new COVID-19 restrictions. It developed a business model based on dark stores, using electric bicycle couriers to bypass city traffic and reach customers faster. The business is now in eight countries and operates over 200 warehouses. Quickly attracting investor attention, Gorillas set a record as the [fastest startup in Europe](#) to reach unicorn status (a value of over \$1 billion).

It may have been a rapid journey, but it wasn’t an easy one, Samut said. “You have to learn adaptability, which I think is the single most important attribute you should have as an entrepreneur”, he said. “Because it is not all roses and rainbows, especially in a startup, and the number of days that it is not roses and rainbows is much higher in a startup compared to a corporate.”

Challenges are mounting as the company and its customers adapt to inflation and rising costs of doing business. Samut said the company is focusing on building partnerships with others in the retail space in order to climb beyond this obstacle. “One year ago, we thought we could do everything ourselves”, he said. “Over the course of the last year, we started talking with partners, and we learned a lot.” Through these partnerships, he said, Gorillas had learned to be “a little more corporate”, while their corporate partners learned to adapt and pivot like startups.



Key Takeaways

- 1 Partnerships between startups and corporations can be productive on both sides.
- 2 Dark stores and e-bike couriers are parts of trending business models that large companies should not ignore.
- 3 Adaptability is the most important attribute of successful entrepreneurs.

Fireside Chat with

Noel Keeley

CEO of Musgrave

As the Chief Executive of Ireland’s largest grocery distributor — founded in 1876 — **Musgrave CEO Noel Keeley** was well-placed to welcome the Global Summit to Ireland and to invite delegates to partake of “the Irish hospitality we have on offer.” He was also the right person to explain the unique position of Irish distributors, interposed between the United Kingdom and the European Union.

Keeley began by outlining how Musgrave responded to explosions in demand early in the pandemic — “equivalent to having to build 10 supermarkets in a two-week period” — and the shifts he saw in customer behaviour, such as decreased foot traffic, increased transaction size, and buying more products associated with home baking and from-scratch cooking. The latter trend has diminished, he said, but customers have continued going to the store less often and buying more when they do. They also have a greater interest in shopping online, which Musgrave has met by developing an omnichannel strategy.

As the company worked to meet demands in the face of supply chain disruptions, including barriers involved in moving products across the border between Ireland (in the EU) and Northern Ireland (in the UK), “We realised that we don’t just run the shops or the distribution networks”, Keeley said. “We realised that we actually make sure that the people of Ireland have access to food.” That realisation continues to inform how the company is adapting to inflation and other crises, such as climate change.

Musgrave is working both to reduce its sustainability footprint and to empower customers to join them in a way they can afford. “We don’t have any choice”, Keeley said, noting that business leaders wouldn’t allow themselves not to meet business targets and should be no different on ESG goals. “Climate change is the biggest challenge we will ever face as a society, and if we don’t do something about it, all the other things we do for ESG won’t matter, because we won’t have a planet to live on.”



Key Takeaways

- 1 Consumers have moved away from the home-baking and scratch-cooking trends apparent in the early pandemic, but they continue to shop less often and buy more when they do.
- 2 Companies should be as committed to meeting ESG goals as they are to meeting business targets.
- 3 Consumer goods companies, especially food companies, should be aware of their central role in consumers’ lives and act accordingly during crises.

Panel

Consumer Spending Macro & Micro Trends

To set the stage for this panel discussion, **Clarisse Magnin, Managing Partner France at McKinsey & Company** began with an introduction to trends in consumer confidence and spending. COVID-19 is still in the top three consumer concerns, while inflation and the war in Ukraine have also become top of mind. About half of consumers have already shifted to lower-priced brands and a quarter have changed their usual retail store. Moderator Isabelle Kumar then asked three industry CEOs — **Cécile Beliot-Zind of Bel Group**, **John Ross of IGA, Inc.**, and **Tobias Wasmuht of SPAR International** — how they are responding to these trends.

While Ross and Wasmuht suggested that retailers might try to hold back on increasing prices, Beliot-Zind pushed back on that idea. In wealthy regions such as Europe, “a lot of people can afford this price increase”, she said. Meanwhile, refusing to pass on price increases will impact the livelihoods of the farmers and labourers at the backbone of the industry, many of whom are located in poorer regions.

Companies must protect the profits of these players, “because what is at stake is the well-being of the farmer that will feed the people in this room. Because what is at stake is the health of those people and their kids. Because what is at stake is the health of the planet”, she said.

Ross suggested other ways to ensure that customers will still be able to feed their families despite rising prices, such as ensuring that healthy and sustainable options are available at all price points. “Our job is to take whatever customers can bring to the table, be that \$50 to spend on groceries or €50 or €30; we need to figure out ways to help empower them so they make smart choices in the store”, he said.

Speaking from the Europe context, Wasmuht said that retailers can also play a role in supporting Ukraine. Their branches could offer temporary or permanent employment to Ukrainian refugees settling in other European countries, “and that will provide revenues and income streams which will go backwards into Ukraine”, he said.

Key Takeaways:

- 1 COVID-19 remains a top three concern among consumers, along with inflation and the war in Ukraine.
- 2 Refusing to pass on price increases to the consumer may have the consequence of harming the livelihoods of workers at the first links in the supply chain.
- 3 Retailers can continue to support their customers despite price increases by offering healthy options at every price point.





Frances WAY
Executive Director,
UN Climate Champions



Ramon LAGUARTA
Chairman of the Board of Directors and
Chief Executive Officer, PepsiCo



Ken MURPHY
Group Chief Executive, Tesco



Laxman NARASIMHAN
CEO, Reckitt



Jean-Marc OLLAGNIER
CEO - Europe, Accenture

Panel

Race to Zero What's Next?

During COP26, The Consumer Goods Forum announced its status as an official Accelerator of the UN's Race to Zero campaign, achieved by more than 50% of the CGF's Board of Directors member companies committing to halve carbon emissions by 2030. In this session, **Frances Way, Executive Director of the UN Climate Champions**, asked a panel of CEOs about their efforts to get ahead in the race to zero.

"I think the decision to decarbonise our companies is probably the most important decision that we have to make", said **PepsiCo Chairman of the Board of Directors and CEO Ramon Laguarta**, a member of the CGF Board of Directors. PepsiCo is working to integrate zero-carbon efforts, including regenerative agriculture and reforestation, into all links in the supply chain. Though these shifts come with an initial investment, they will ultimately save money, he said.

Fellow CGF board member **Ken Murphy, Group Chief Executive of Tesco**, agreed, but he cautioned against taking steps without considering all possible outcomes. "There's a lot of work going on with our growers and also with how we think about food production to really ensure that as we race towards net zero there aren't any unintended consequences", he said.

Laxman Narasimhan, CEO of Reckitt, pointed out that efforts to reduce carbon emissions will ultimately benefit farmers, not to mention the rest of humanity. "We've essentially anchored on the idea that climate

change is not just an environmental issue, it's also a social issue", he said. Reckitt's efforts to address labour conditions at suppliers' farms, for example, also led to better environmental practices. "This gives us the ability to believe that over time, the supply chain will not just get socially more equal, but also environmentally much better", he said.

Jean-Marc Ollagnier, CEO of Accenture in Europe, encouraged business leaders to see decarbonisation as a way to safeguard profits and create new markets. "At the end of the day, this is the biggest reinvention of business that we have ever seen, and it's going to come in the next 10 years", he said.

Key Takeaways:

- 1 Achieving net zero is a business imperative for the consumer goods industry, not least because climate change will make agriculture less viable in many regions.
- 2 Climate change is both an environmental issue and a social issue.
- 3 Decarbonisation can be a way to safeguard profits, create new markets and gain a competitive advantage.

Fireside Chat with

Vincent Clerc

CEO of Ocean and Logistics, Maersk

“Welcome to what would have probably been, two years ago, one of the most unlikely topics to get into The Consumer Goods Forum, which is the future of the supply chain and logistics”, said **Vincent Clerc, CEO of Ocean & Logistics at Maersk**, with a smile. His comment underlined the ways the pandemic and related supply chain disruptions revealed the industry’s reliance on his field.

He went on to offer a fitting metaphor for the moment: Disruptions, he said, are like waves on the surface of the ocean; some are larger than others, but they all come and go. “What is actually really important is that we understand that under those waves there are currents, currents that in many ways were here before COVID, that have been made more acute, that have been accelerated by COVID, and that will continue to be here with us for quite a few years to come”, he said.

After more than two decades of decreasing trade barriers and low inflation, businesses are seeing the return of 20th-century challenges — but they have 21st-century tools to address them. “Consumer tastes, consumer preferences are evolving fast, and this means that the logistics of the future are different from the logistics of the past”, he said. “There is a huge opportunity for us to together leverage the data richness that you have, that we have, to create these opportunities.”

Committing to net zero will also create new opportunities, he said, and will ultimately reduce the number of disruptions that affect the supply chain. Maersk has committed to becoming net zero by 2040 and has made major strides towards that goal, such as transitioning its fleet of container ships from fossil fuels to [green methanol](#) and putting 425 electric trucks on the road in the US.

Clerc separated the ways companies deal with this moment will fall into “fight” and “flee” categories. “What it means to fight here is to change the dialogue and to lean into a different world”, he said. “What flee means is to double down on the old method in the hope that this will see you through.” He encouraged the audience to choose to fight.



Key Takeaways

- 1 Disruptions are like waves on the surface of the ocean; they come and go, but they are carried by currents that are longer-lasting and more pervasive.
- 2 Though issues such as trade barriers and inflation have arisen in the past, the solutions this time around must use modern knowledge and technology.
- 3 Committing to net zero can offer a competitive advantage, and large companies that make this commitment will bring the rest of the industry along with them.

Fireside Chat with

Hani Weiss

CEO, Majid Al Futtaim Retail

As Carrefour CEO Alexandre Bompard noted in his Fireside Chat, Carrefour is one of the largest retailers in the world, with a presence in over 30 countries. **Hani Weiss, CEO of Majid Al Futtaim Retail**, helps facilitate that presence in 16 countries in the Middle East, North Africa (MENA) and Asia through a franchise agreement.

“Having a French name, everybody expects Carrefour to have the best baguette, the best croissant”, Weiss said. “Yes, we do that, but even more than that, we localise our offerings to the customers” — such as roti in Pakistan and pita in Lebanon. This requires hiring skilled local people and training them in additional skills necessary to be part of an international company. Many of these hires are women, unusual in some of the markets in which Majid Al Futtaim operates; the company has committed to bringing the share of women in leadership roles to 30%.

MENA consumers have become more digitally savvy and want the brands they use to do the same. Majid Al Futtaim has responded by creating more digital experiences for Carrefour, including a “metaverse” version of a store. More pragmatically, the company has hired more than 200 data scientists and 150 tech engineers to help achieve true digital transformation. More than 40,000 employees have been trained in the importance of data in everything they do.

Sustainability is another global concern that equally affects MENA consumers, especially younger generations. “But they need guidance, they need help, and they also need offers which are affordable for them”, Weiss said. In the UAE, for example, Carrefour now offers biodegradable bags that are made out of starch and “much, much cheaper than plastic bags.”

As consumers continue to look for new experiences, Majid Al Futtaim Retail is meeting their needs with innovations like Dubai’s [Bio](#) store, which includes a cafe and an in-store hydroponic farm, and cashless counters that use artificial intelligence and computer vision. “So next time you’re in Dubai, I invite all of you to come and visit and see what’s possible”, he said.



Key Takeaways

- 1 Companies can drive social change in the markets they operate through their hiring practices.
- 2 Local hires can serve as liaisons that help international companies authentically localise their offerings and connect with the community.
- 3 Consumers in the MENA region are no less interested in digital solutions and sustainability than their counterparts in the rest of the world.

Fireside Chat with

Sheila Aggarwal-Khan

Director, Economy Division, UNEP

Sheila Aggarwal-Khan is the Director of the Economy Division at the UN Environmental Programme, using her three decades of management expertise to facilitate dialogue and cooperation with the business community and economic decision-makers. She outlined this collaboration in her Fireside Chat with a focus on the UN's forthcoming global plastics treaty.

The UN's member state governments have agreed to negotiate this treaty over the next two years, looking at the full life cycle of plastics from production to waste. The treaty will involve changing the economy in a way that simultaneously creates benefits for industry, society and the environment.

"But we don't want to go into a process where someone else is deciding", Aggarwal-Khan said. "It's you guys who have to decide — the consumer goods industry, the other value chain players — and think through what would a global plastics treaty mean for your businesses." She invited companies to come to the table in the two years of negotiation to share what they can do.

When asked if this treaty would spell the end of the plastics industry, she demurred. "We need plastics. Look at this. There's so much plastic around us", she said, gesturing to the vinyl chairs, stage lights and countless other plastic products that surrounded the stage. "I don't think the issue is about plastics; it's about the abundant pollution part of it." Only 20% of plastic is recyclable, she said, and only 6% of what is produced is actually recycled.

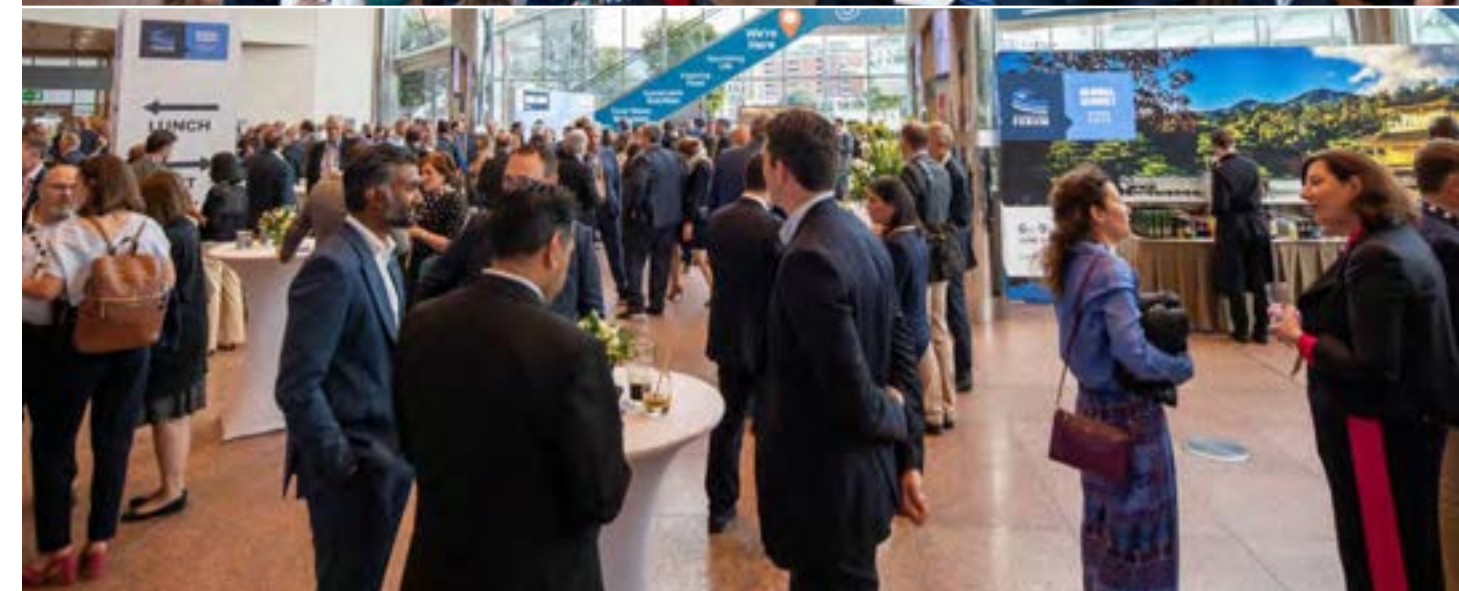
Recycling rates are even lower in developing markets, which lack both chemical and mechanical recycling facilities. Plastic solutions must include these regions, Aggarwal-Khan said. "Here's a chance, if we can do it right, to create a way for the developing world to have new jobs, new investment opportunities", she said.

She expressed confidence that the industry will rise to this task. "I think there is very much of an interest to do as much as possible, even before the agreement is concluded", she said. "It starts even now."



Key Takeaways

- 1 Industry leaders are invited to take part in the negotiation process for the UN's forthcoming plastic treaty.
- 2 The shift to the circular economy can create jobs and investment opportunities, including in developing markets.
- 3 Enthusiasm and commitment around plastic reduction is already high in the consumer goods industry.



Future Consumers: the Next Generation of Food Fighters

As she opened the day's final plenary, Moderator Isabelle Kumar called the session "one of the most important we're going to have here." Featuring the two youngest speakers of the Summit — **Bite Back 2030 National Youth Board Members Christina Adane, 18 years old, and Jacob Rosenberg, 17** — it introduced delegates to the urgent demands of their future consumers.

Christina Adane began by introducing the Jamie Oliver-founded organisation, which encourages food companies to take responsibility for their impact on child health. "We are united by one thing, one stark and damning fact, that by the age of just 11 the health of one in three children is now at risk from the food that they eat", she said, adding that children in disadvantaged areas are twice as likely to be affected by diet-related illnesses than their peers.

Her fellow National Youth Board Member Jacob Rosenberg pointed out the barrage of junk food advertisements placed where they are likely to be seen by children. "Billions are being spent every year on the marketing and promotion of high fat, salt, sugar products", he said. "They're waiting at the bus stop, when we're listening to music, watching football games, from the moment I wake up to the moment I go to sleep."

They were joined on stage by **Frans Muller, President & CEO of Ahold Delhaize**, and **Ayla Ziz, Senior Vice President of Global Sales and Chief Customer**

Officer at Danone, who said Danone was open to collaborating with Bite Back and invited the young activists to a workshop in July. "The work done by Bite Back is extremely inspiring", Ziz said, citing the recommendations the organisation listed in publications such as its [Hungry for Change Report](#). "They make sense, they inspire us and they should challenge each one of us in this room."

Frans Muller invited the young activists to join in discussions with his company and with the CGF's Collaboration for Healthier Lives Coalition of Action at a working session in October in Amsterdam, to make their recommendations a reality. "To hear you today, 18 years old, being so clear and straightforward, makes me want to invite more young people into our marketing processes", he said.

Key Takeaways

- 1 The food industry has an impact on child health and has a responsibility to ensure that their youngest consumers are empowered to make healthy decisions.
- 2 Generation Z is ready to take action on issues they care about, including health and sustainability, and will only support companies that join them.
- 3 Companies should consider not only the health and environmental impact of their products, but the impact of the way they market them.



Ayla ZIZ
Senior Vice President, Global Sales
and Chief Customer Officer, Danone

Frans MULLER
President & CEO, Ahold Delhaize



Jacob ROSENBERG
Bite Back 2030 National
Youth Board Member

Christina ADANE
Bite Back 2030 National
Youth Board Member



Day 3 | 23rd June

Fireside Chat with

Ken Murphy,

CEO, Tesco

“Terrified is the word they use”, said **Ken Murphy, CEO of Tesco**, speaking about his consumers’ response to rising inflation. “We know what more than 75% of people are... terrified about inflation and the effect it might have on their lives and on their ability to look after their families.” Murphy focused on ways to provide reliability and value to consumers during economic volatility without compromising on health and sustainability.

“Health and sustainability go hand in hand”, Murphy said, listing ways Tesco is supporting both efforts without passing the cost onto the consumer. The company sells meatballs and lasagna blended with vegetables at the same price as the pure meat versions, despite the blends costing more to produce, and price-matches on 2,000 lines central to good nutrition. “Given our size and scale, we have an obligation and responsibility to look after everyone in the community, not just the most privileged who can afford the personal trainer and nutritionist”, he said.

The food industry also has the responsibility to act on climate change, he said, considering that food production is the second-largest contributor to carbon emissions in the world and the largest contributor to biodiversity loss. Tesco has committed to becoming net zero by 2035 and has already made strides by operating stores on renewable energy and electrifying its grocery delivery fleet. However, Murphy noted that consumers’ carbon footprint dwarfs Tesco’s own; the company has committed to bringing this footprint to net zero by 2050. Comparing the latter commitment to “jumping off a cliff”, Murphy said that it would only be possible through collaboration with all the CEOs in the room.

“You would always have looked historically at the role of a CEO as someone that’s got to juggle customers and investors”, he said. “Now there’s probably five balls in the air: It’s customers, colleagues, supplier partners, investors, and environment and ESG. They all have to be kept in the air, because they’re all essential to the future success of your organisation.”



Key Takeaways

- 1 Consumer goods companies have the obligation to provide reliable value to consumers in times of economic volatility.
- 2 Health and sustainability efforts go hand in hand and are often mutually reinforcing.
- 3 CEOs historically were primarily concerned with customers and investors, but they must now also take into account colleagues, supplier partners, the environment and ESG.

Fireside Chat with

Guy Ryder,

Director-General, International Labour Organization

Guy Ryder, Director-General of the International Labour Organization, leads the UN agency whose mandate is to ensure that the world’s labourers can access productive work with security and dignity. Economic volatility and other crises arising from the pandemic has made that mandate more complex than ever. “I’m not sure that our labour market mechanisms as they operate today are ready for levels of inflation that we haven’t seen in 40 years”, he said.

Ryder went on to describe the “triple whammy” that is disproportionately affecting people in developing markets: the fuel crisis, the food crisis and the financial crisis. “This isn’t a matter of whether people can access healthy food or whether they eat better or worse”, he said. “We have food insecurity on a massive scale.”

Geopolitical issues such as the war in Ukraine have prompted a reconsideration of global supply chains and their resilience. Current systems are designed primarily for efficiency, but Ryder suggested that security and strategic autonomy will begin to take a more prominent role.

Meanwhile, forced and child labour remain pervasive in many supply chains around the world. There are over [150 million child labourers](#) in the world today and 25 million forced labourers, and both numbers are increasing. In addition, there is evidence of trafficking networks growing up in Ukrainian refugee communities. Women and girls are disproportionately affected and are also having more trouble acquiring legitimate work coming out of the pandemic, when many were saddled with child and elder care responsibilities.

Industry has the responsibility to ensure that the most vulnerable workers are protected, Ryder said, noting that the companies involved with The Consumer Goods Forum overwhelmingly demonstrate their commitments on this front. “You’re very strong voices in your peer groups of business”, he said. “Just make it clear to others what you expect them to do if you’re going to do business with people. Create a momentum that will say the good things happening here should be happening elsewhere.”



Key Takeaways

- 1 Global conflict and economic volatility are exacerbating human rights abuses such as forced and child labour.
- 2 The global supply chain is being reconsidered with security and strategic autonomy in mind.
- 3 Large companies have the responsibility not only to eradicate forced labour in their own operations but to influence others to do the same.

Fireside Chat with

Dr Wenzhong Zhang,

Founder and Chairman,
Wumart Group/Dmall

Dr. Wenzhong Zhang, Founder and Chairman of Wumart Group and Dmall Technology, is considered a pioneer in the Chinese retail industry. In 1994, before the global rise of Chinese e-commerce platforms like Alibaba, he founded China's first modern supermarket brand, which is now one of China's largest omnichannel retailers. Zhang continues to be a leader in retail digitalisation. In his Fireside Chat, he shared trends and insights from China, a country at the vanguard of the digital revolution.

Zhang approached his topic through the framework of customer centricity. In China, he said, customers are searching for “a better life”, which motivates their dedication to their work and the products that they buy. Increasingly, “a better life” includes considerations around health and sustainability, especially for younger generations living in cities.

In order to understand and meet this desire, Zhang said, retailers should adopt data-driven digital tools. “Everything is online”, he said. “Every task is online, and everybody is online, so commerce has to adopt this new tendency.” He predicted that cashless “smart stores”, already more widespread in China than anywhere else in the world, will continue to grow, and that retailers can expect home delivery to make up 30% of business.

Digital tools can also improve efficiency among store and back-office employees, he said. In China, most large retailers have a single app that can help manage all of an employee's daily tasks, including inventory and promotions. Ideally, all digital tools — both employee- and customer-facing — can be integrated into one platform to consolidate data and drive efficiency.

As the digital revolution continues, companies elsewhere in the world should keep an eye on China for a preview of the trends of the future. “Overall, if you compare China with other nations over the past two years, I think China's economy fared well”, he said. “This year is China's year. We'll see what happens.”



Key Takeaways

- 1 Global trends around digitalisation often start in China.
- 2 Customer- and employee-facing digital tools should be integrated to consolidate data and drive efficiency.
- 3 Grocery delivery, accelerated during the pandemic, will continue to represent a large share of business.



Confidence, Leadership and Teamwork

The final keynote of the Global Summit brought a new kind of voice to the stage: **Brian O'Driscoll, Former Professional Irish Rugby Football Union Player**, considered one of the greatest rugby players of all time. Now involved in a number of startups and other business ventures, O'Driscoll uses his experience as team captain to inform his approach to business leadership, which he explained in conversation with sports commentator and MC **Dave McIntyre**.

As both captain and businessman, O'Driscoll places a special emphasis on building a strong culture. “Good culture is an environment that invites people to represent themselves the best, to let individuals shine, to let people show their personality, but do it in a way that everyone thinks it should be done”, he said. On his team, for example, players were encouraged to shake hands with one another every morning to build connection. He and fellow player Seán O'Brien adopted the traditional Maori greeting *hongi* (nose-touching), and the friends still use this greeting when they meet today.

“Sometimes left-field thinking, out-of-the-box thinking, adds a different dimension to the way you do something, and that's what comes with different

personalities”, he said, building on the *hongi* story. “Sometimes the product you get out of that can be even more effective than just expecting it from the experienced team; from the senior management.” True culture, he argued, comes from the bottom and works its way up, and effective leaders should take this culture into account in their communication. “Leadership, for me, is the small stuff, it's the personal talk”, he said. “It's not just messaging for the masses, it's messaging for the individual.”

Key Takeaways

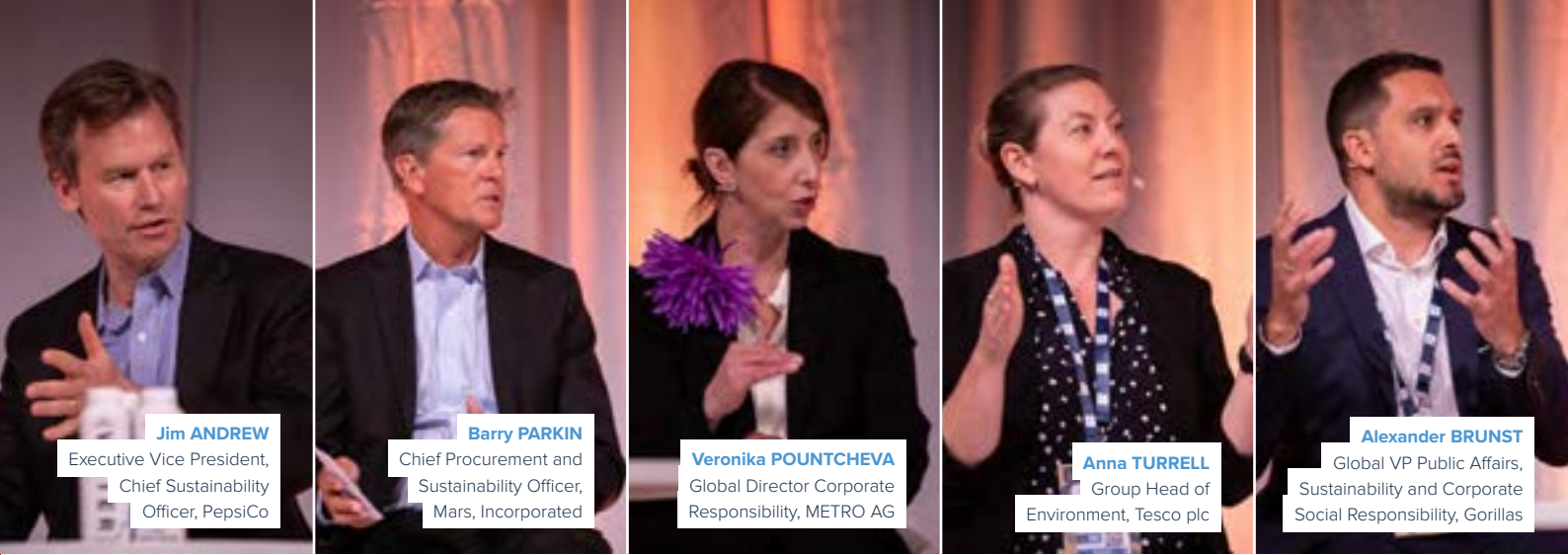
- 1 Authentic culture begins from the lower levels of an organisation; leaders can help structure and codify this culture.
- 2 A mix of personalities in an organisation fosters out-of-the-box thinking that can lead to more effective solutions.
- 3 Leader communication should focus on the individual, not messaging for the masses.

Wai-Chan CHAN
Managing Director,
The Consumer Goods Forum

Closing Remarks

In the last moments of the session, CGF Managing Director Wai-Chan Chan took the stage again to share closing thoughts. He identified three main takeaways from the event: the importance of human connection, the balance between short-term and long-term challenges, and the role of collaboration. “Ultimately, we’ve all done lots of planning”, he said. “It’s time to do, do, do!”





The Rising Role of the CSO: Driving & Implementing Sustainable Change Throughout the Value Chain

In this session, Chief Sustainability Officers and other corporate ESG leaders discussed how they can impact both sustainability and profitability, using the CGF’s Forest Positive Coalition of Action as a case study for collaboration.

In the manufacturer CSO camp were **Jim Andrew of PepsiCo** and **Barry Parkin of Mars, Incorporated**, who agreed that sustainability commitments are doubly important in companies that depend on agriculture. Their relationships with small-scale farmers around the world makes them well placed to make an impact at a grassroots level, Parkin pointed out.

Andrew, who ran multi-billion dollar businesses before PepsiCo assigned him to the sustainability role, said that an effective CSO must be fundamentally a businessperson. “You have to be able to operate on all levels”, he said, “driving the business forward, dealing with the social elements, and making sure you deliver on the environmental goals.”

Veronika Pountcheva of METRO AG, **Anna Turrell of Tesco plc**, and **Alexander Brunst of Gorillas** represented the role of sustainability in the retail space. Like Andrew, Pountcheva takes many factors into account as she makes decisions regarding the environment. “It takes a lot of perseverance to make sure that every time you’re talking (about) sustainability, you keep talking about commerce, keep talking about impact, because sustainable solutions are only sustainable if they bring your business forward in one way or another”, she said.

CEOs and CSOs must work together on this journey, said Brunst, and are already beginning to do so. “There’s no CEO here at this event that cannot say what they are doing on sustainability”, he said. “That is a massive change.”

Key Takeaways

- 1 Sustainable solutions are only sustainable if they bring business forward.
- 2 CEOs must commit to and lead their companies’ sustainability efforts.
- 3 Successful CSOs are also business experts who take many factors into account when they make decisions around the environment.

Impact
Sessions

Collaboration for Healthier Lives

Moderated by **Sharon Bligh, Healthier Lives Director at The Consumer Goods Forum**, this session introduced some of the players involved in the CGF’s Collaboration for Healthier Lives Coalition of Action and the urgent nature of their task.

Rebecca Marmot, Chief Sustainability Officer at Unilever and Co-Chair of Collaboration for Healthier Lives, outlined some of the Coalition’s recent work, split into two areas: one focused on the health of companies’ workforces, and one around collaborating to impact the world at large. “We really believe, as an industry, action has to start at home”, she said.

Inge Kauer, Executive Director of the Access to Nutrition Initiative, shared ATNI’s work towards this goal, such as its global index assessing the largest food and beverage manufacturers on factors that they can contribute to address the global malnutrition crisis. “If you look at the current environment and all the challenges that are there and the increasing rates of malnutrition, there’s still a long way to go”, she said.

Representing the growing field of ESG investing were **Matt Towner, Portfolio Manager at Impact on Urban Health** and **Maria Ortino, Global ESG Manager at Legal & General Investment Management, Ltd.** Ortino, a leader at one of Europe’s largest asset managers, said her firm and investors ask companies to take action based on their ranking on the ATNI index. “We see obesity as a systemic risk alongside climate change”, she said.

Towner agreed and reiterated the role of the industry in reducing this risk. “The more the food industry can do to make that healthy choice the easy choice, the easier it will be for families”, he said.

Key Takeaways

- 1 Companies’ actions towards healthier lives should begin at home, by empowering their employees to make healthy choices.
- 2 ESG investors care about companies’ impact on human health and will push them to act.
- 3 In addition to the ethical impetus, providing healthier products reduces regulatory and reputational risk.



Successful ESG Starts with People

Using the Human Rights Coalition - Working to End Forced Labour as a starting point, this session (moderated by **David McGee, Partner and ESG Lead at PwC Ireland**) explored the importance of corporate social commitments and their impact on other aspects of ESG.

Didier Bergeret, Director of Sustainability at The Consumer Goods Forum, first explained some background on social initiatives at the CGF. The organisation has historically had a strong environmental focus, and it was the CGF’s CEO leaders who pushed the organisation to develop the Human Rights Coalition. The Coalition serves as “an open space and open dialogue that is constructive and jointly willing to address and put an end to issues pertaining to human rights abuses, starting with forced labour”, he said.

Paul Lalli, Global Head of Human Rights at The Coca-Cola Company and Co-Chair of the Human Rights Coalition, listed some pragmatic reasons for companies to eradicate forced labour, including increased regulation, complex benchmarks and consumers’ and investors’ demands for slavery-free products. “Business needs to be in this dialogue more, especially as regulations are being made, and the CGF really gives us an opportunity as a broad industry to have that kind of safe discussion publicly”, he said.

Christine Montenegro McGrath, SVP and Chief Impact & Sustainability Officer at Mondeľ International and Co-Chair of the Forest Positive Coalition, brought the conversation back to sustainability, pointing out that social and environmental issues are linked. The root cause for both deforestation and forced labour is poverty, she said; “so we need to work with the farmers and the communities to help them with systemic solutions.”

Key Takeaways

- 1 The root cause of both forced labour and environmentally unsustainable agricultural practices is poverty, so companies that want to solve these problems need to consider livelihoods first.
- 2 New benchmarks like KnowYourChain and national regulations like the German Supply Chain Due Diligence Act behave companies to commit to eradicating forced labour.
- 3 Businesses should communicate with each other and with regulatory bodies to help develop guidelines that make sense with their operations.

An Unconventional Approach: Connecting Consumers' Aspiration with Reality

The consumer aspiration gap is the familiar lag between consumers' stated intentions to buy more sustainable products and their real-life shopping behaviours. This session, opened and moderated by **Mirko Warschun, Senior Partner** and **Managing Director of Kearney**, proposed ways to help consumers bridge that gap through a concept called "covert forced choice."

Katie Thomas, Head of the Kearney Consumer Institute, defined covert forced choice as "eliminating less sustainable products from the market and replacing them with more sustainable items, often without alerting the consumer", such as when Kraft Singles removed artificial colours. "When you take sustainable things into the design from the outset, that's what really can become a needle mover", she said.

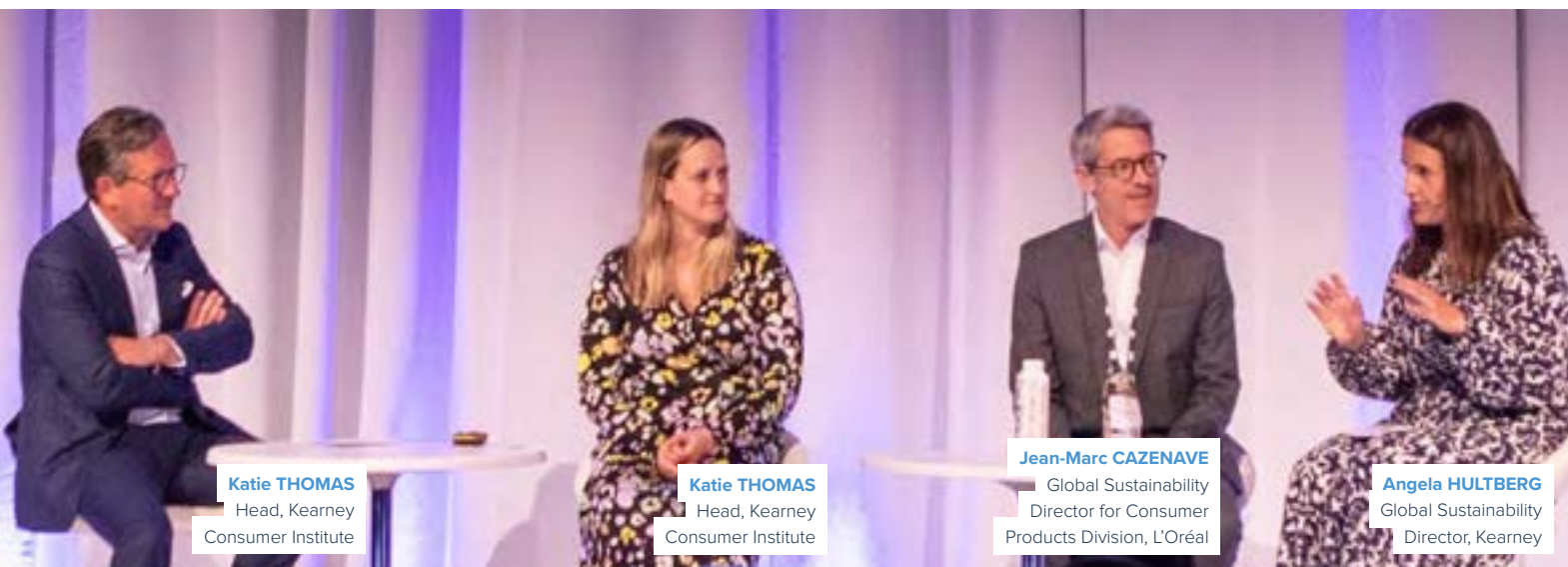
Her colleague **Angela Hultberg, Global Sustainability Director at Kearney**, further developed the concept. "We're seeing more and more design for sustainability without compromising performance", she said. "If we make the sustainable choice the most affordable and the most convenient one, it's a no brainer. Why wouldn't you?"

Jean-Marc Cazenave, Global Sustainability Director for the Consumer Products Division at L'Oréal, agreed with the idea of covert forced choice but not the name. "We are not in the forced-choice world", he said. "We are in the better-choice world, for sure." He said L'Oréal now incorporates sustainability in the design process, such as creating shampoos that rinse with less water, and has developed the **SPOT** scoring system to help consumers identify more sustainable options.

The beauty industry has formed a consortium to approve a sustainability score that will be valid across categories, he said. "So now we are going to compete within the beauty category in a race to the top."

Key Takeaways

- 1 Covert forced choice is eliminating less sustainable products from the market and replacing them with more sustainable items, often without alerting the consumer.
- 2 Companies are increasingly designing for sustainability from the beginning of a product's life cycle.
- 3 Brands can signal products' sustainability to consumers in a transparent way through standardised eco scores.



This is How We Are Using Data to Drive Our Business!

This conversation among three data-driven brands offered advice and opportunities for the majority of CPG brands that list becoming data-driven among their top priorities for 2022. It was moderated by **Rudy Hagedorn, Director of E2E Value Chain & Standards at The Consumer Goods Forum**.

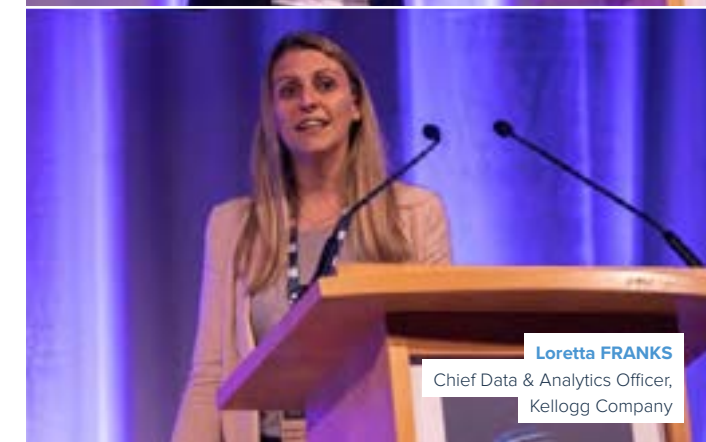
Justin Honaman, Head of Worldwide CPG & Retail GTM at Amazon delivered a detailed presentation on Amazon's extensive work in data and analytics, which enables other brands to step into this space. He identified three data-related topics companies should pay attention to as they embark on their data journey: digital manufacturing, AI and data mesh, a new concept involving decentralised data architecture.

The next speaker, **Sudeep Shetty, Chief Information and Transformation Officer at Britvic**, leads data initiatives at the British soft drinks producer. Founded in 1845, Britvic has evolved into a data-driven company that can collect information as granular as what flavours of gin and tonic its consumers choose at the pub, using IoT developed with Amazon. Data also helps the company comply with regulations around sustainability and health and to make informed decisions around inflation, Shetty said.

Fellow CPG manufacturer **Loretta Franks, Chief Data & Analytics Officer at Kellogg Company**, shared the ways data has enabled the legacy company to understand its global market. During the pandemic, Kellogg's held a virtual summit for its data analytics teams, which helped break silos and catalyse a data transformation. "Data is absolutely the new currency; it's the language of our business, and we all need to speak it, and at scale", she said.

Key Takeaways

- 1 Three key areas to consider in your data strategy are digital manufacturing, AI and data mesh.
- 2 Robust data infrastructure based on IoT can both inform business decisions and aid compliance with health and sustainability regulations.
- 3 Large companies should consider convening their data and analytics teams to break down data silos.





Randy BURT
Managing Director, AlixPartners



Anna DEL MAR
Director, AlixPartners



Emily HALPERIN
Director, AlixPartners

AlixPartners

NET ZERO: Syncing Ambition with Outcomes Across the CPG Value Chain

In order to get to net zero carbon emissions, industry will need to come to terms with a lot of other numbers — some of which **AlixPartners Managing Director Randy Burt** and **Directors Anna Del Mar** and **Emily Halperin** shared in this session. Randy Burt started with a sobering figure: The food and beverage industry is responsible for one third of all greenhouse gas emissions in a given year. “Our industry needs to be successful in our net zero journey if humanity is going to be successful”, he said.

Then, some more positive statistics: leaders in ESG and carbon in food and beverage have returned over five times stock returns over the last five years, and companies in this sector have committed about 2.5 billion metric tonnes of carbon to be eliminated or not permitted — a roughly 29% reduction. “Our view was those with advantaged access to capital will continue to widen the performance gap”, he said.

Emily Halperin added nuance to those statistics with insights from an AlixPartners executive survey. The survey found that the closer the respondents were to the consumer in the supply chain, the less confident they were about meeting their carbon reduction targets. Some possible reasons for this discrepancy included the complexity involved in measuring carbon emissions for all of a retailers’ products, as well as their generally more ambitious reduction goals.

Anna Del Mar broke down this complexity into some action points. “Focus on what needs to happen in six, 12 and 24 months time, not just in three to 10 years”, she said. “Pinpoint the people who are actually going to do the work... help those people be organised and incentivised to do the work.” She pointed out that these people must include not only sustainability teams but everyone involved in operations.

“For our industry to be successful... it’s going to be about how we behave and how we work together”, she said. “It’s time to reach beyond, get practical, speed up and scale, and make the Paris Agreements a reality.”

Key Takeaways

- 1 Companies that do not act now to reach net zero risk being at a competitive disadvantage.
- 2 Integrating data collection in day-to-day operations helps better measure and assess progress towards net zero emissions.
- 3 The work towards net zero is done primarily by operational staff, so they should be empowered to carry out the tasks developed by the sustainability teams.

Special
Sessions



David CLARK
Vice President, Sustainability, Amcor



Dr. Tony WORBY
Director, Minderoo Foundation



Bhavesh UNADKAT
Head of Brand, Marketing and Content
frog, part of Capgemini Invent



Rebecca MARMOT
Chief Sustainability Officer, Unilever



Sander DEFRUYT
Lead, Ellen MacArthur Foundation



Kees JACOBS
Vice President, Global Lead for
Insights & Data, Capgemini



Stefan BOLSIUS
Chief Customer Officer -
Europe & Nutrition, Unilever

Alex OWENS
CMI Vice President, Global Head
of People Data Centres, Unilever



Winning Against Plastic Waste: **Working Together and Competing to Go Faster**

Split evenly between sustainability leaders from industry and nonprofits, this panel offered actionable, operational details on the circular economy, a subject that would be more broadly illustrated in the afternoon's plenary.

David Clark, Vice President of Sustainability at Amcor, began with a primer on what must still be built in order to achieve circularity: better, more consistent infrastructure across localities, products designed around that infrastructure, and participation from consumers. “We need all three to come together to make it work”, he said, positing the CGF as a forum to foster this.

Rebecca Marmot, Chief Sustainability Officer at Unilever, outlined some of the ways Unilever is tackling this problem, including committing to a 50% virgin plastic reduction by [2025](#) by increasing its use of refill models and recycled and non-plastic packaging. Unilever is also working with the UN and governments to promote circular economy legislation and infrastructure. “It’s absolutely critical and essential that we work in these kinds of forums to make sure that we make progress”, she said.

Representing civil society were **Dr. Tony Worby of Minderoo Foundation** and **Sander Defruyt of The Ellen MacArthur Foundation**. Dr. Worby introduced Minderoo’s Plastic Waste Makers Index calling out the 20 most plastic-polluting companies; the foundation also partners with companies to develop plastic-reducing innovations. Defruyt agreed that companies are key and that collaboration with governments must go both ways. “If you’re asking governments to step up their game while you’re massively missing your targets, the credibility of your ask is definitely impacted by that”, he said.

Key Takeaways

- 1 The main areas to be developed to achieve the circular economy are infrastructure, product design and consumer participation.
- 2 Refill models are one of the best ways to reduce plastic waste, followed by non-plastic and recycled plastic packaging.
- 3 Collaborating with the public sector is key to circularity, but companies must match their own commitments to those they ask for from governments.



Fueling Retailer-Manufacturer Partnerships with Consumer Intelligence in Ways Never Imagined Possible

During the pandemic, when so much of our lives moved online, consumer data became more powerful than ever. To better understand and harness this data, Capgemini partnered with Unilever to develop the [People Data Centre](#), a social and business analytics capability geared towards fine-tuning campaign content.

The Capgemini faction in the panel included **Bhavesh Unadkat, Head of Brand, Marketing and Content at frog, part of Capgemini Invent**; and **Kees Jacobs, Vice President and Global Lead for Insights & Data**. Jacobs opened the session with a primer on the ways consumer intelligence has changed over the decades, from traditional market research in the 1990s to the countless data points provided by social media today. Unadkat outlined some more modern ways to analyse and read data, including natural language processing, data artistry and data storytelling. The latter two processes involve experts who visualise and present data in a way that makes sense, taking into account context and bias.

They were joined by Unilever leaders **Alex Owens, CMI Vice President and Global Head of People Data Centre**, and **Stefan Bolsius, Chief Customer Officer - Europe & Nutrition**. Stefan shared some of the challenges involved in modern data analysis, including the requirement for data clean rooms to share aggregated data with advertisers without violating user privacy.

Owens, who heads the People Data Centre at Unilever, was optimistic that the tool would help bridge these challenges and more. “Ultimately, we believe that the People Data Centre at Unilever gives us the advantage to be able to truly understand consumers... to use data to better target consumers, to drive value for them, drive value for us and ultimately drive value for you.”

Key Takeaways

- 1 The past few years have introduced both opportunities and challenges in consumer data: There is more data than ever before, but privacy regulations complicate the work of analysis.
- 2 Data artists and data storytellers can help make data more understandable and situate it in a context that takes bias into account.
- 3 Marketers must understand how consumers’ demands and perceptions change based on geography and other demographic factors in order to deliver relevant campaign content.



How to Win the Sustain Game?

This session, moderated by **Roland Berger Senior Partner Patrick Müller-Sarmiento**, raised more points to support the thesis that sustainability is good for business.

Tobias Göbbel, Global Head of Consumer Products at Roland Berger, began with a few bold hypotheses: first, decarbonisation will become key to safeguard profits due to carbon taxes; and second, business models that consumers perceive as sustainable will “flush all other models out of the market.” His third hypothesis involved Maslow’s Hierarchy of Needs, which models motivations as a pyramid with physiological needs at the bottom and spiritual needs like environmentalism at the top. In the face of conflict and financial crisis, he predicted that physiological needs will again become dominant motivations over spiritual concerns.

Four consumer goods leaders — **Ulrike Sapiro of Henkel, Chester Twigg of Bicworld, Deepak Jose of Mars Wrigley** and **Eija Hietavuo of Tetra Pak** — then joined to add industry context to these predictions. “Consumers are not distracted by the immediate challenges that they’re facing”, said Chester Twigg, pushing against the Hierarchy of Needs prediction.

“When you research them, you see that sustainability is still high on the agenda.”

Eija Hietavuo offered ways to meet these demands, such as designing packaging for the circular economy. Deepak Jose added that virtual reality may offer opportunities to engage with consumers on this front and also deliver sustainability benefits; reducing travel needs, for example.

“Is it really a challenge, sustainability?” said Ulrike Sapiro. “I’d like to flip it around and say it’s actually more of an opportunity.”

Key Takeaways

- 1 In the face of increased regulation and taxes around carbon emissions, decarbonisation will become key to safeguard profits.
- 2 In the face of global conflict and inflation, consumers will put more focus on basic needs, but they will still desire sustainable solutions.
- 3 Sustainable products must remain affordable and provide real value to consumers.



How Will Web3 and the Metaverse Change Consumer Attention and Interaction and Create Opportunities for CPG and Retail Brands?

Pierre-François Marteau, Principal at Boston Consulting Group, held the stage to present a crash course on Web3 and the Metaverse, two distinct but interrelated ways to use the internet that are poised to disrupt how we work, socialise and do business.

Web3, he explained, is a version of the internet based on blockchain technology, which will allow it to evolve away from the centralised model built by big tech companies like Google and Amazon — the bastions of Web 2.0. (Web 1.0 refers to the first stage of the World Wide Web, before the rise of social media). Token-based economics, including NFTs (non-fungible tokens), are a hallmark of Web3. On Web3, “you would be able to own digital belongings and be able to have more control on your digital life, including your personal data”, he said.

The Metaverse, meanwhile, is a proposed vision of the internet as an immersive, seamless experience that users can move through like a physical space. Though this vision has yet to be fulfilled, something like it can be seen in game worlds like Roblox and Fortnite. The pandemic accelerated the growth of these platforms, where young people could meet their friends and build community while other social

spaces were shuttered. There are already millions of users on these platforms, Marteau noted, and “the best way forward is to go where consumers are.”

He outlined a path for brands to participate in “metaverses” and token-based economics by building engaged communities, cautioning against inauthenticity. “If you build the right experiences to generate awareness and if you target the right communities, for sure you will find ways to create value.”

Key Takeaways

- 1 Web3 is a blockchain-based model for the World Wide Web that will enable decentralisation and token-based economics.
- 2 The Metaverse is a proposed vision of the internet as an immersive, seamless experience that functions like a physical space; games like Fortnite mirror this future.
- 3 Brands can use Metaverse-like spaces and token-based economics to build community and awareness.



Assuring Supply & Staffing When Market Forces are Unpredictable

“The last couple of years has been frenetic”, said **David Croft, Global Sustainability Director of Reckitt**, in his understated opening, describing the familiar disruptions and shortages that further tangled the already-complex global supply chain. These knots create more gaps for forced labour and other issues to creep into the supply chain as businesses scramble to meet needs without assessing ESG concerns. But IBM has come up with a solution: a data-based approach that can identify human rights risks in the supply chain in time for companies to take action.

Part of this approach involves knowledge engineering, which **IBM Lead Architect James Stewart** defined as “taking information that exists out there in the real world in people’s minds, but really trying to model the way that the real world operates.” For example, IBM engaged with companies and subject matter experts who held data on palm oil to build a model that represents the end-to-end value chain.

“We can recreate these very complex scenarios across the supply chain, and the magic really happens when we start to hydrate that with information from lots of different sources”, he said, adding that collaborating with these sources — experts at NGOs, governments

and companies like Unilever and Reckitt — was the highlight of his career.

Investing in and contributing data to these platforms makes sense both ethically and economically, said **Luq Niazi, Global Managing Partner at IBM**. “I think what you’ll start to see is communication around the social impact that these platforms have”, he said. “It becomes a much more powerful narrative with which to engage consumers, and that helps drive opportunities.”

Key Takeaways

- 1 The disruptions of the past two years have created gaps through which forced labour and other violations can creep into the supply chain.
- 2 Knowledge engineering, or modelling real-world scenarios through data, can help predict ESG risks in the supply chain.
- 3 Consumers connect with and appreciate companies’ efforts to remove forced labour from the supply chain, which can lead to a return on the initial investme



Are We Innovating at the Pace Needed to Ensure Global Food Security?

Vivien Sheehan, PhD, Global Vice President of Research and Development at Kerry Group, used her time on the stage to present a call to action for companies to protect the food security of the world’s most vulnerable people. In the face of the climate crisis and war, the number of people at risk of food insecurity will spike, she said. “We need to seize this moment and leverage our collective power to ensure that we’re making the world a better place.”

She suggested regenerative agriculture, which prioritises soil health and biodiversity, as a key way for industry to protect their supply chains against the effects of environmental degradation. On the food safety front, she echoed her CEO Edmond Scanlon’s assertion that better preservatives can both prevent food waste and deliver nutrition in regions without robust cold chains. “As a society, we need to continue to strive for audacious solutions that allow us to become even more effective than what we are today ... with the ultimate ambition of designing a fully circular economy”, she said.

Sheehan’s final suggestion was to accelerate innovation in the meat alternative space, because “when you consider the calories derived from animal derived products, it’s difficult to support the carbon footprints

and the resources needed to produce these products.” However, adoption of these alternatives still lags because consumers demand products that taste better and feel less processed.

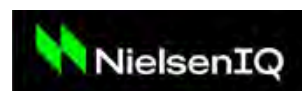
If companies take steps to protect and decarbonise the food supply chain, the future will be “one where we will all enjoy and live without the worry of food insecurity”, she said in closing.

Key Takeaways

- 1 Regenerative agriculture can help future-proof the food supply by improving soil health, preventing desertification and sequestering carbon.
- 2 Modern preservatives can reduce food waste in the most-wasted categories — bakery products and meat — and ensure food safety in regions without a robust cold chain.
- 3 Meat alternatives have less environmental impact than meat, but must improve in taste and texture.



Sherry Frey
Vice President of Total
Wellness, NielsenIQ



Unpacking New Consumer Outlooks

Sherry Frey, Vice President of Total Wellness at NielsenIQ, presented new research that demonstrates consumers' evolving priorities as they emerge from the COVID-19 pandemic, including insights from the recent report "The Leading Edge". "Consumers are becoming more intentional with what they're putting in their bodies, what they're putting on their bodies, what they're feeding their families and even what they're feeding their animals", she summarised.

The pandemic put a spotlight on comorbidities such as diabetes, heart disease and obesity, and brands have the opportunity to help consumers address those issues, as well as trending areas such as mental and digestive health. Companies can also help meet the need for at-home health solutions, a category that has grown since the COVID-19 normalised telehealth and self-testing. As consumers continue to put more focus on wellness, the boundaries will begin to blur between categories like food and OTC medicine.

The specific demands associated with wellness differ by region; India wants natural ingredients, while Korean consumers look for dietary supplements. Consumers are also increasingly interested in prod-

ucts that satisfy concerns under the ESG umbrella, including animal welfare, carbon emissions and plastic waste. Vegan food is becoming increasingly popular, despite only 2% of the population ascribing to veganism.

"So when we say wellness, it's really this idea of personal health, but it's also the social responsibility that we have for each other, and it's the health of the environment", she said. "We do believe that we are at a point now where this is a key area to drive growth."

Key Takeaways

- 1 Consumers increasingly demand products that support overall wellness, including the health of their bodies, the environment and society.
- 2 The pandemic created opportunities in solutions for at-home health, mental health and digestive health.
- 3 The wellness trend is global, but the specific demands associated with it differ by geography.





I-Talks



Eduardo GIMENEZ
Partner, Bain & Company



Laure MADDENS
Partner, Bain & Company

Growth for Both: How CPGs and Retailers Grow Their Profit Pool



This I-Talk led by **Bain & Company Partners Laure Maddens** and **Eduardo Gimenez** covered the idea of “win-win” business plans between consumer goods suppliers and retailers — that is, plans which successfully delivered value to both parties, defined as growing both the trade margin of the retailer and the gross margin of the supplier. Their research demonstrated that win-win situations make up a small fraction of all retailer-supplier plans, but companies can take steps to ensure that they join this privileged minority.

Key Takeaways

- 1 Many traditional retailers will see a smaller share of the profit pool in the future because of an influx of new players and business models.
- 2 Suppliers in on-trend categories are more likely to see returns, but this factor does not account for all of the discrepancies in retailer-supplier business plans.
- 3 The best example of customer centricity is when a company really understands the economics of the retailer.



Maria MAZZONE
Managing Director, Accenture

Step Inside the Metaverse with Accenture



Accenture Managing Director Maria Mazzone invited the audience to step inside the Metaverse-based, immersive experiences that tens of millions of users are already enjoying on platforms like Fortnite and Roblox. By 2024, she said, these games and their descendants could create **\$800 billion** in revenue opportunities. “With the Metaverse, we just happen to know we are not going to have 10 years to adapt to it the way we had 10 years to adapt to the internet”, she said. “We are lucky to get 10 months to adapt.”

Key takeaways

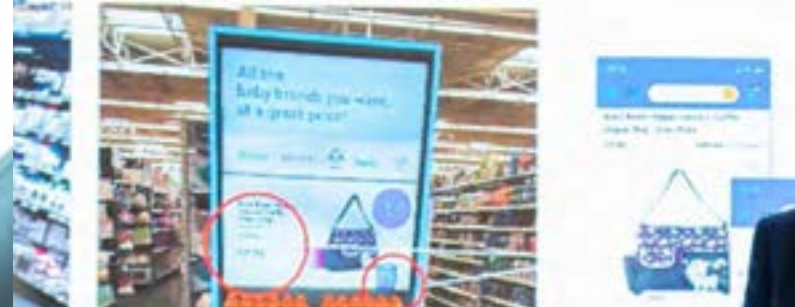
- 1 The Metaverse may offer \$800 billion in revenue opportunities by 2024.
- 2 Over 50 million people are already using immersive social gaming platforms.
- 3 Before investing in the Metaverse, companies should consider if they plan to use it to create new revenue streams, drive visibility or collect data.



Scott D. ANTHONY
Senior Partner, Innosight



Claudia PARDO
Partner, Innosight



Nick EVERITT
Director of Advisory EMEA,
Edge by Ascential



Dispelling the Myths of Consumer-Centricity

Many companies espouse the benefits of consumer-centricity, but fewer can articulate what the phrase means. This I-Talk with **Innosight Senior Partner Scott D. Anthony** and **Partner Claudia Pardo** offered a survey course on the subject, starting with the words of Harvard Business School economist Clayton Christensen (the creator of disruptive innovation theory) and continuing to case studies from companies that apply the concept successfully. Anthony and Pardo argued that companies should focus on the job that consumers are trying to get done when they use a product, rather than trying to build detailed profiles of who their consumers are. “The decisions you make are all about unearthing and solving those jobs to be done”, said Anthony.



Key Takeaways

- 1 The key to consumer-centricity is understanding the job that the consumer wants to get done.
- 2 Strategy is about choice: Think about the future environment and what jobs you can excel at.
- 3 The jobs framework can help organisations align around the consumer, better understand their choices and behaviours, and identify opportunities for innovation.

Preparing for the Store of the Future

Nick Everitt, Director of Advisory EMEA at Edge by Ascential, brought the audience on a tour of some of the most innovative retail locations in the world in his presentation. “The store has continued to evolve into a future state where we see it being even more frictionless, even more experiential, but also increasingly a way for retailers to drive incremental profit and new revenue streams”, he said, as he displayed photos of Carrefour’s cashless Flash store in Paris, JD.com’s robotic “ochama” in the Netherlands, and other cutting-edge models. Though e-commerce continues to grow, physical retail will remain important as a “theatrical exhibition” and a place to access staff expertise, customer service and sustainability solutions such as plastic recycling and refilling.



Key Takeaways

- 1 Despite the growth of e-commerce, consumers will continue to visit physical stores for experiences, convenience, customer service and sustainability solutions.
- 2 Smart stores still have low use rates because of friction points like the requirement to download an app before entering, but lower-friction versions already exist.
- 3 Knowledgeable staff and thoughtful service will remain one of the main reasons consumers visit physical stores, even as robotic and cashless models become more widespread.



Scott RANKIN
National Advisory Leader for
Consumer and Retail, KPMG LLP



Polly MILES
Lead Legal Advisor for Corporate Compliance
with the UK’s Modern Slavery Act, PwC



Emanuela PETTENÒ
Consumer and Markets Deals Leader, PwC

The Performance Playbook: Leveraging Data to Accelerate Growth in a Time of Disruption



Scott Rankin, National Advisory Leader for Consumer and Retail at KPMG LLP, packed this I-Talk full of information on the disruptions and behavioural shifts of the past two years and ways to use data to grow beyond them. He identified four key themes companies should keep in mind as they plan their strategies: economic headwinds, the impact of ESG; the home as the new hub; and the fact that digital has changed everything. “Leading organisations are collecting hundreds or even thousands of different data sets and bringing them together into a fully allocated view to actually get a sense of where they’re making money”, he said.

Key Takeaways

- 1 Innovating products to meet consumers where they are — at home — will remain critical in the future.
- 2 Every line in the P&L has gone up, and companies need to be ruthless in evaluating what costs are adding real value.
- 3 Using data to drive new insights can allow organisations to focus on what matters.

Supply Chain Due Diligence: Do You Have the Right Risk Management Tools and Processes to Evaluate Whether Your Target Company is Using Forced Labour in Their Supply Chain?



Following Guy Ryder’s sobering Fireside Chat on the pervasiveness of forced labour, this I-Talk presented concrete steps companies can take to identify and eradicate unethical hiring practices in their supply chains. PwC leaders **Polly Miles, Lead Legal Advisor for Corporate Compliance with the UK’s Modern Slavery Act** and **Emanuela Pettenò, Consumer and Markets Deals Leader** outlined the tools companies can use to support their due diligence processes, including data resources compiled by nonprofits like the Human Rights Resource Centre. “Fundamentally, I think we need to think of the three tenets of freedom, fairness and fortitude and how they all come together in the drive for social change for good”, Miles said.

Key Takeaways

- 1 Because unethical hiring practices are often at the root of forced labour, due diligence processes should focus on identifying and eradicating these practices.
- 2 Data is key to due diligence, and many free resources are available from nonprofits and academia.
- 3 Third-party certifications and recognitions are among the tools companies can use to evaluate suppliers’ ethical standards.



Store Tour

The Store Tour programme offered Summit delegates the best of the Irish retail scene, on a full day of visits to the most relevant players composing the Dublin retail kaleidoscope. The programme provided an opportunity to learn from the first-hand experiences of store managers and executives running operations by exchanging with them on the shop floor.



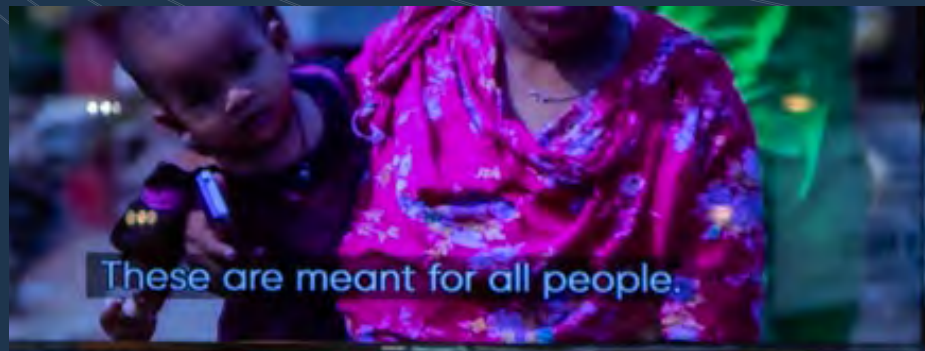
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A [pre-tour presentation](#) of the particularities of the Irish Retail Scene was conducted by **Karen Coyle, Bord Bia**.

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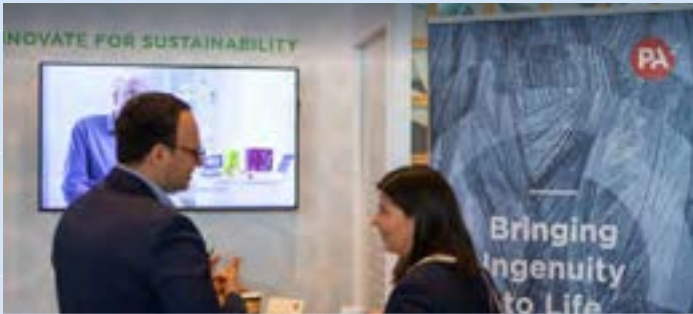
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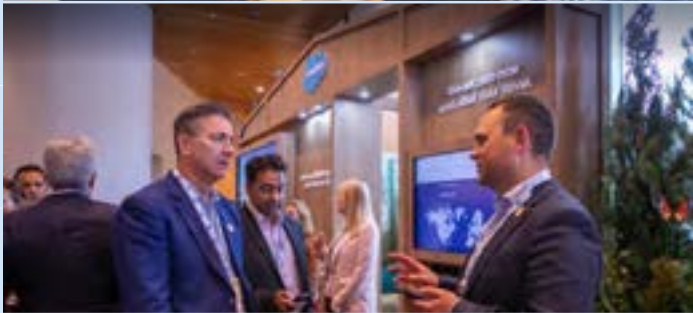
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The Consumer Goods Forum is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide. Uniquely positioned as the organisation bringing consumer goods retailers, manufacturers and their service providers together globally, the organisation is expertly placed to drive positive change across the industry to benefit both people and planet, and help members secure long-term, sustainable business growth.

www.theconsumergoodsforum.com

The Global Summit: The Premier FMCG Business Network

The Global Summit of The Consumer Goods Forum is the business event that unites CEOs from some of the world's most successful retailers, manufacturers and service providers. This unique event is the essential destination where 700 business leaders and key stakeholders gather under one roof every year. It is where CEOs talk to CEOs with additional insights and learnings from global and regional experts. It is the place to voice and discuss the key issues and challenges facing our industry now and in the future.

EMEA – International HQ

membership@theconsumergoodsforum.com

Asia-Pacific Office

tokyo@theconsumergoodsforum.com

Americas Office

washington@theconsumergoodsforum.com

China Office

shanghai@theconsumergoodsforum.com

LatAm Office

bogota@theconsumergoodsforum.com



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