



**Sustainable
Retail Summit**
Paris 2026

Executive Summary

From Innovation to Impact

Scaling Solutions for People and Planet

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Introduction

The Consumer Goods Forum's 10th annual Sustainable Retail Summit (SRS) convened at a critical inflection point for the consumer goods industry.

Faced with the triple threat of climate-driven supply chain disruption, geopolitical volatility and eroding global spending power, over 250 industry leaders gathered in Paris to explore the scalable solutions required to navigate these intertwined challenges.

The theme of the event, **From Innovation to Impact: Scaling Solutions for People and Planet**, signalled this imperative. Sustainability is no longer a siloed programme within companies but a core condition for business viability. Companies are embedding decarbonisation, nature-positive sourcing and regenerative agriculture into their strategies to secure supply, manage risk and protect long-term enterprise value.

“We need to find a way to make sustainability commercially viable and compelling for consumers, businesses and partners, because otherwise sustainability will not be sustainable. Industry-wide collaboration will be critical to accelerating the business benefits of sustainability at scale.”

Ken Murphy
Group CEO
Tesco plc



250+ attendees
70+ speakers

100+ companies
30+ countries

Over the course of three days of plenaries, breakout sessions and interactive Learning Circles, discussions focused around six interlocking shifts.

Taken together, the conversations pointed to a sector moving from pledges to execution, where commercial success increasingly depends on integrating sustainability into everyday decisions. We invite you to explore key takeaways and actionable highlights from these conversations as a sample of what delegates heard, debated and can now apply within their own organisations.

Wai-Chan Chan, Managing Director, The CGF



Key themes

Climate and nature

Companies are integrating decarbonisation and ecosystem protection into long-term planning, recognising that resource stability underpins pricing, sourcing and future growth.

Regeneration and circularity

From agriculture to packaging, companies are redesigning systems to maintain supply security.

Health, nutrition and consumer trust

The market advantage increasingly lies in enabling better consumer choices, turning well-being into a driver of demand.

Responsible value chains

Traceability, human rights protections and nature safeguards are becoming the foundation of business continuity.

Data and AI

Advanced analytics and AI are emerging as the tools that allow companies to measure impact, redesign operations and scale solutions at speed.

Collaboration and governance

Industry coalitions are building shared infrastructure on pre-competitive challenges.



Climate and nature as strategic considerations

“The name of the game is to make sustainability sustainable by making it a part of the fabric of the business.”

Antoine de Saint-Affrique
CEO
Danone

Antoine de Saint-Affrique, CEO of Danone, was one of many SRS 2026 speakers who emphasised that sustainability in all its forms is now an indispensable pillar of smart business strategy.

His keynote and that of Quantis Global Nature Lead, Principal Sustainability Expert, Simon Gillet set out some of the specific reasons retail and CPG leaders are working to protect nature and climate, all of which boiled down to a key point: **Without nature, shelves are empty.**

- **Performance without sustainability has no future; sustainability without performance has no impact.** The goal isn't balancing two competing priorities — it's designing a business where financial success depends on sustainable operation.
- **Climate risks are already having drastic impacts on P&L.** For example, climate change-related drought in West Africa created volatility in cocoa prices last year, in some cases leading manufacturers to reformulate products to use less cocoa and resulting in reduced product availability on retail shelves.
- **Business depends on biodiversity.** 35% of the world's food crops depend on pollinators, which are sensitive to changes in temperature, water and other natural factors.

Climate solutions remained a key topic at SRS, especially regarding **Scope 3 emissions**. Scope 3 can be particularly challenging for retailers, for whom upstream value chain players like farmers are often far out of reach. The issue was explored in the Learning Circle breakout “**The Climate Transition: Tackling Scope 3 Emissions,**” and surfaced frequently in conversations throughout the event.

- **Over 70% of retail and CPG emissions are Scope 3,** but only 15% of companies reporting to the Climate Disclosure Project have a Scope 3 reduction target.
- **Collaborative projects may be the best way to tackle Scope 3 goals.** For example, Schneider Electric's Energize programme, sponsored by 12 global pharmaceutical companies, allowed SMEs to access renewable energy through multi-buyer purchases.
- Suppliers need **harmonised inputs and streamlined platforms** to provide usable GHG data rather than relying on spreadsheets.

Jason Wykoff, Commercial Offer Leader Supply Chain Renewables, Schneider Electric



Regeneration and circularity as business infrastructure

“When it comes to regenerative agriculture, the big challenge is taking it to scale and putting the right tools in place.”

Florence Di Nicola,
Deputy General Manager
2050NOW La Maison



Regenerative agriculture: securing long-term sourcing viability

Among the many sustainable solutions discussed at SRS, one that came up particularly often was **regenerative agriculture**. The plenary session “**Securing the Shelf Starts in the Soil: Why Regenerative Agriculture Should Be Part of the Retail Strategy**,” with 2050NOW La Maison, focused specifically on this strategy, while other speakers brought up “regen ag” (regenerative agriculture) in other sessions related to climate change and other issues. Speakers emphasised that regen ag, which replenishes soil nutrients through natural means such as crop rotation, cover cropping and composting, is no longer a fringe or retrograde practice; it is a necessary step to prevent agricultural collapse in large growing regions.

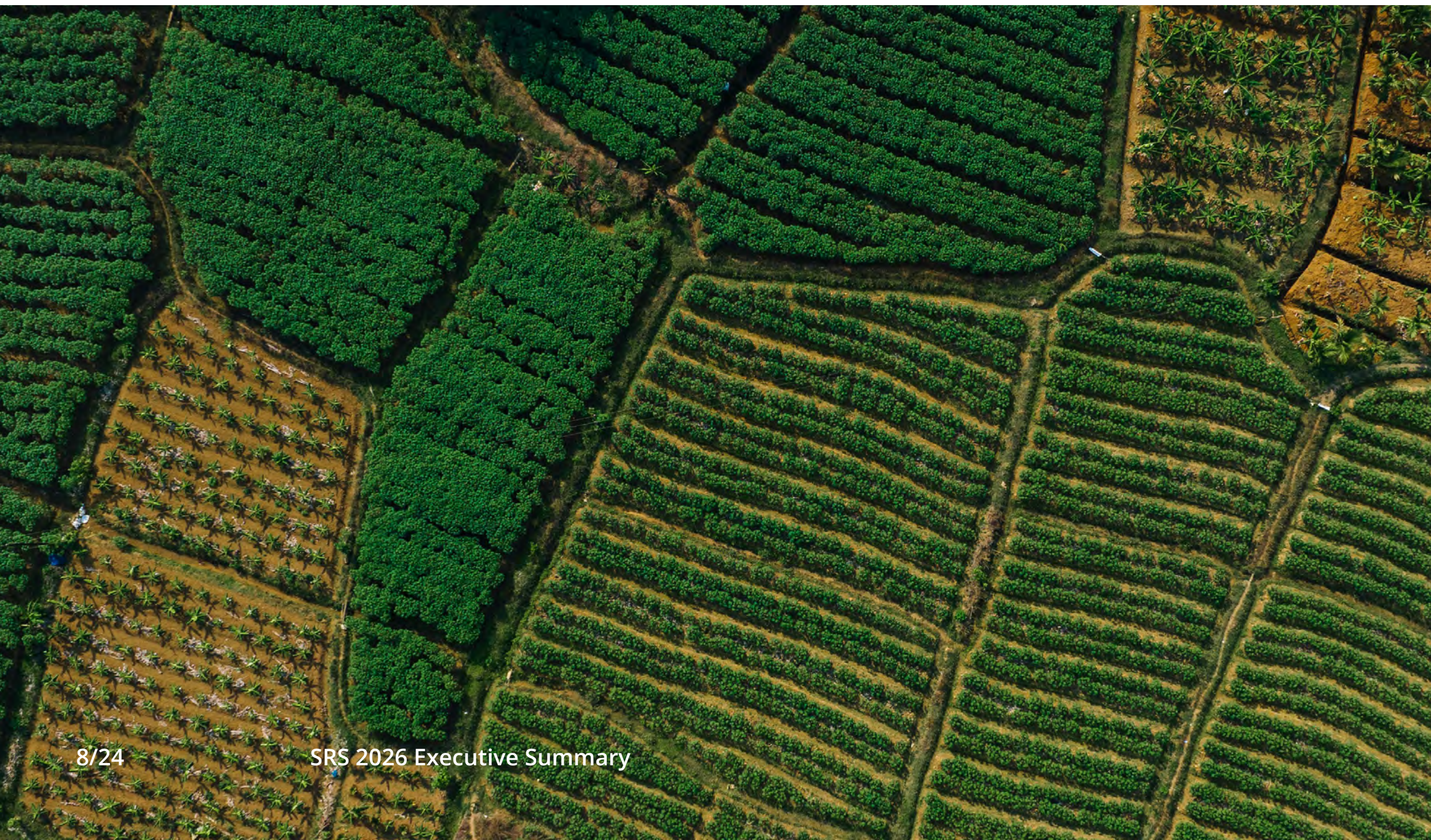
- **Conventional fertilisers can no longer offset soil depletion** in many regions, leaving soil unable to hold onto moisture or withstand drought. Research suggests that agriculture will become non-viable in these regions without investment in regen ag.
- **Farmers may not be able to make the initial investment for regen ag** without help from the companies they supply. Companies can support their suppliers in the early years of adapting to this method.
- In addition to increasing the carbon uptake of soils, 45 years of regen ag studies have demonstrated a 15% increase in protein content and higher micronutrients in produce grown in these soils.



Mark Kardos,
Offering Leader for Sustainable Supply Chains & Circularity, IBM

Ambarish Mitra,
Co-founder, Greyparrot AI

Magali Deryckere,
Partner, Bain & Company



Circularity: from design To infrastructure

Just as regenerative agriculture aims to keep nutrients circulating in soil systems, SRS 2026 highlighted that the same principle now applies to packaging. Value chains cannot be sustainable if materials such as plastic leave them after a single use. The solution to this is the **circular economy**, a philosophy of keeping materials in motion through infrastructure, incentives and measurable performance. Speakers in sessions such as “**The Future of Global Packaging**,” “**The Plastic Value Chain**” and “**The Business Case for Re-Use**” with Reposit explained why incorporating circularity into product design is now a business imperative.

- **Design alone does not guarantee circularity;** even highly recyclable packaging can be discarded where collection systems don't exist. Companies, governments and the waste sector can partner to solve this infrastructure problem.

- **Reuse and return projects** deployed in cities around the world (like The CGF's upcoming [Reuse City Canada](#) project) have resulted in some key learnings: consumers are more likely to choose reusable packaging if it is shelved near the conventional product; reuse projects create repeated transactions by requiring consumers to return to stores; and projects are most successful if they are interoperable systems supported by multiple brands and retailers.
- **Circularity moves from ambition to execution when it is embedded into governance, measurement and investment decisions.** For example, the beer company Royal Swinkels built an audited “Swinkels Circularity Index” to track performance across packaging, transport, water and energy, linking it directly to management targets and incentives.

Health, nutrition and consumer trust as growth engines

“Each plate reflects a choice, a value chain from farm to factories to stores, so each plate reflects a possibility for change.

Cécile Beliot-Zind
CEO
Bel Group



While issues like climate change and plastic waste affect us all, no issue is more immediately important to consumers than their families' health.

By encouraging science-based smart choices, the consumer goods industry can have a tangible impact on global health outcomes and build lasting loyalty from consumers who know companies care about their well-being.



Fabrice DeClerck, Chief Science Officer, EAT Forum

The allergy challenge: prioritising safety to build lasting trust

Nadim Ednan-Laperouse's plenary "Turning Tragedy into Action" powerfully illustrated these stakes. Nadim founded The Natasha Allergy Research Foundation in honour of his daughter, who died from anaphylactic shock after eating a sandwich that contained undeclared sesame. He noted that food allergies are a rapidly increasing issue with wide-reaching repercussions.

- **550 million people suffer from food allergies**, including 220 million people in the Western world.
- When allergen mislabelling issues reach the news, they cause **pullback even from consumers without allergies**.
- **Households with food allergies are loyal** to brands that meet their needs to an extent rarely seen among other groups.

People with food allergies may be especially proactive at reading food labels, but consumers everywhere care about the health impacts of the products they buy. The role of health in sustainable retail was woven into several discussions at SRS 2026, including the plenaries "Building Resilient Food Systems" and "The Business Case for Change." In these sessions, chief executives and subject matter experts made the following points on health:

- Labelling options as being a healthier choice may be counterproductive. Studies show that consumers are **25% less likely to choose a vegan option if it is marked as vegan**. Instead, brands can market healthy options the same way they market other products, based on qualities such as taste and value.
- AI tools like **digital agents can nudge online shoppers towards healthier options**, driving consumer health and sales.
- Models like the [Planetary Health Diet](#), designed by the EAT-Lancet Commission, can inform decisions on balancing sustainability and health concerns.

Portfolio innovation: meeting the evolving needs of the consumer

The breakout session "Shaping Tomorrow's Plate" placed a special focus on health and retailers' role in supporting it. In this session, drawing on insights from ATNi's 2025 Retail Assessment, sustainability leaders from three global companies made the case for investing in food solutions that are both profitable and beneficial for public health.

- **Marketing to children** at the retail level can have powerful impacts. Rather than promoting unhealthy food, retailers can educate children about healthier options, like Majid Al Futtaim's Bright Bites store in Dubai that educates children about food and exercise.
- Some retailers are creating **incentives for healthier choices** by offering discounts, like Ahold Delhaize's 10% discount on products from their vegetarian Terra line in the Netherlands.
- Manufacturers can **reformulate mainstream products to be healthier**, not only healthy-choice lines. For example, Danone reformulated some of their most popular yoghurt lines to be lower sugar and saw increased sales.
- **Over 12% of adults in the U.S. are taking GLP-1 drugs**, which is having an increasing impact on consumer behaviour. Brands can consider ways to serve this growing population, such as with nutrition-dense formats and tailored serving sizes.

Responsible value chains as risk management

“Human rights defenders are often the first to identify risks, harm and injustice associated with business activities. They are not a risk to business. The real risk is a supply chain where no one feels safe enough to speak out.”

Michael Clements
Executive Director
Business and Human Rights Centre

Supply chain integrity: addressing forced labour and operational risks

SRS 2026 shone a spotlight on some of the most vulnerable actors in the value chain, including migrant workers and the whistleblowers who draw attention to human rights abuses. **Anna Pienaar, Head of Unit - Migration, Business and Human Rights at the International Organization for Migration (IOM)**, emphasised in her plenary presentation that companies have a responsibility to protect these workers and allow their grievances to be heard.

- Migrant labourers, which includes both people who leave their country of origin and travel within their country for work, are at a **higher risk of human rights abuses**, including being pushed into forced labour.

- According to the UN, **no worker should pay for a job**. Companies that discover recruiters have been charging workers fees are increasingly adopting the “Employer Pays Principle,” ensuring fees are reimbursed.
- **Suspected forced labour can have serious operational impacts**. On suspicion of forced labour in the production of an imported food, the U.S. can enforce a Withhold Release Order that allows Customs and Border Patrol to detain the product at all ports of entry. The upcoming EU Force Labour Ban will create similar stakes in Europe.
- **IOM provides practical tools** such as recruitment **due diligence toolkits**, risk assessment templates and remediation guidance available to download on its website.



Anna Pienaar, Head of Unit - Migration, Business & Human Rights, International Organization for Migration (IOM)

Due diligence: Supporting human rights defenders to ensure transparency

Leaders from The CGF [Human Rights Coalition](#) and the Business and Human Rights Centre led a breakout session titled “**Protecting Human Rights Defenders**” dedicated to the vanguard of human rights protection: the whistleblowers, journalists, NGO workers, Indigenous groups and other concerned parties who draw attention to abuses in the value chain. In 2025, The CGF published its [Best Practice Note for Business on Human Rights Defenders](#), which highlights how businesses can more effectively identify and address risks to these important actors.

- **More than 6,400 attacks on human rights defenders** have been recorded globally in the past decade. Judicial harassment is the most common form, followed by killings.
- When defenders are silenced, **companies lose visibility into real operating conditions** and due diligence fails.
- **Third-party whistleblower hotlines**, public statements and transparent response protocols encourage reporting.
- **Regulation can support responsible practice** by aligning expectations across companies.

Amy Cunningham, Head of Employee Relations & Ethical Sourcing, Coles Group



Landscape resilience: Securing the viability of forest-linked commodities

The CGF’s [Forest Positive Coalition](#) helped develop the above note, underlining the connections between human rights and landscape protection. In a breakout session focused on the work of this coalition and other groups, “**Advancing Forest-Positive Supply Chains**,” speakers discussed specific landscape initiatives that have demonstrated success in protecting forests and the people, animals and businesses who depend on them.

- **Long-term investment in landscape initiatives** is a business imperative for companies that depend on forest-linked commodities. In addition to ensuring that these landscapes remain viable sources for decades into the future, protecting forests can reduce climate risks, natural disasters such as landslides, social unrest and regulation. As of 2026, **CGF members support 29 landscape initiatives** worldwide.
- The [Farmer First Clusters](#) initiative, developed by the Soft Commodities Forum under the World Business Council for Sustainable Development, has reduced deforestation in Brazilian soy-growing regions through shared investment. Farmers receive tools, incentives and land-use training so they can **increase production without clearing new forests**.
- The [Rimba Collective](#), a project of Lestari Capital funded by PepsiCo, Nestlé, Unilever and Procter & Gamble, is protecting 460,000 hectares across 19 sites in palm oil regions in Indonesia and the Philippines. The project protects landscapes and livelihoods while **maintaining these regions as productive palm oil sources**.

Data and AI as forces to optimise and innovate

“We need to harmonise data collection from suppliers so they only have to do it once. This then becomes a single source of truth that all retailers and clients can use.”

Astrid Palmieri
Chief Sustainability Officer
Esselunga



Unified data ecosystems: harmonisation and Actionable insights

Good sustainability decisions depend on good data, and retailers are leveraging AI to make that data even more useful. Speakers at SRS 2026 described a shift from fragmented reporting toward shared platforms, clearer product-level insights and AI-enabled analysis. As information becomes simpler to collect and easier to interpret, sustainability is moving into everyday commercial decisions: shaping assortments, guiding supplier partnerships and helping consumers choose better products. The result is a more practical model of sustainable retail, where environmental performance supports efficiency, innovation and long-term growth.

- **Single reporting platforms reduce supplier burden.** Some examples of attempts to accomplish this include the French “LESS” initiative, which aims to let companies submit Scope 3 emissions once and share it across retailers, while Italy’s Ecogentra platform helps SMEs upload ESG data and learn requirements in one place.
- **Retailers are shifting from broad emission factors to product and ingredient-level footprints (PCFs) and supplier portfolio data** so mitigation actions like renewable energy, packaging reduction or regenerative agriculture can be counted.
- **Supply-chain analytics cut emissions and cost.** Packaging redesigns (square yogurt tubs, smaller meal kits, trimmed produce) and truck-loading algorithms reduce transport needs — eliminating hundreds of truck trips annually while lowering plastic use and expenses.



Joëlle de Montgolfier, Practice Executive Vice President, Bain & Company

Ai-enabled execution: translating information into commercial value

If better data makes sustainable retail possible, AI is what turns it into action. Speakers in sessions like “What’s Next for Sustainability,” with Bain & Company, and “Sustainable Tech to Accelerate Your Stores’ Business,” hosted by Vusion, showed how retailers are using artificial intelligence to translate information into everyday decisions: predicting demand, guiding customers toward healthier and lower-impact products, redesigning operations and even reshaping how people shop. AI is already embedding sustainability into efficiency and customer experience, making it easier to waste less, choose better products and build new commercial value around responsible consumption.

- **AI enhances demand forecasting to reduce waste.** Carrefour improved demand-forecast accuracy by about 9% using the AI-powered tool [DEAVA](#), which recommends the optimal discount on near-expiry items to sell them before they become waste.

- **Consumers are using AI to make sustainability decisions.** Around 54% of users already ask AI for shopping advice, including advice on which products are most sustainable, and algorithms prioritise brands with transparent sustainability information. Companies can use GEO — generative engine optimisation — to make their sustainability information accessible to these tools.
- **Companies can use AI to develop packaging that meets regulatory requirements,** such as California’s SB 54 and Europe’s PPWR, while balancing environmental and financial trade-offs. The company Neta AI, which hosted a Learning Circle at SRS, has developed one such tool.
- **AI offers visibility into the post-consumption world.** AI-enabled waste flow cameras like Greyparrot AI can help companies redesign products based on real-life material outcomes.

Aurélien Escartin, VP Innovation and AI Transformation, Vusion

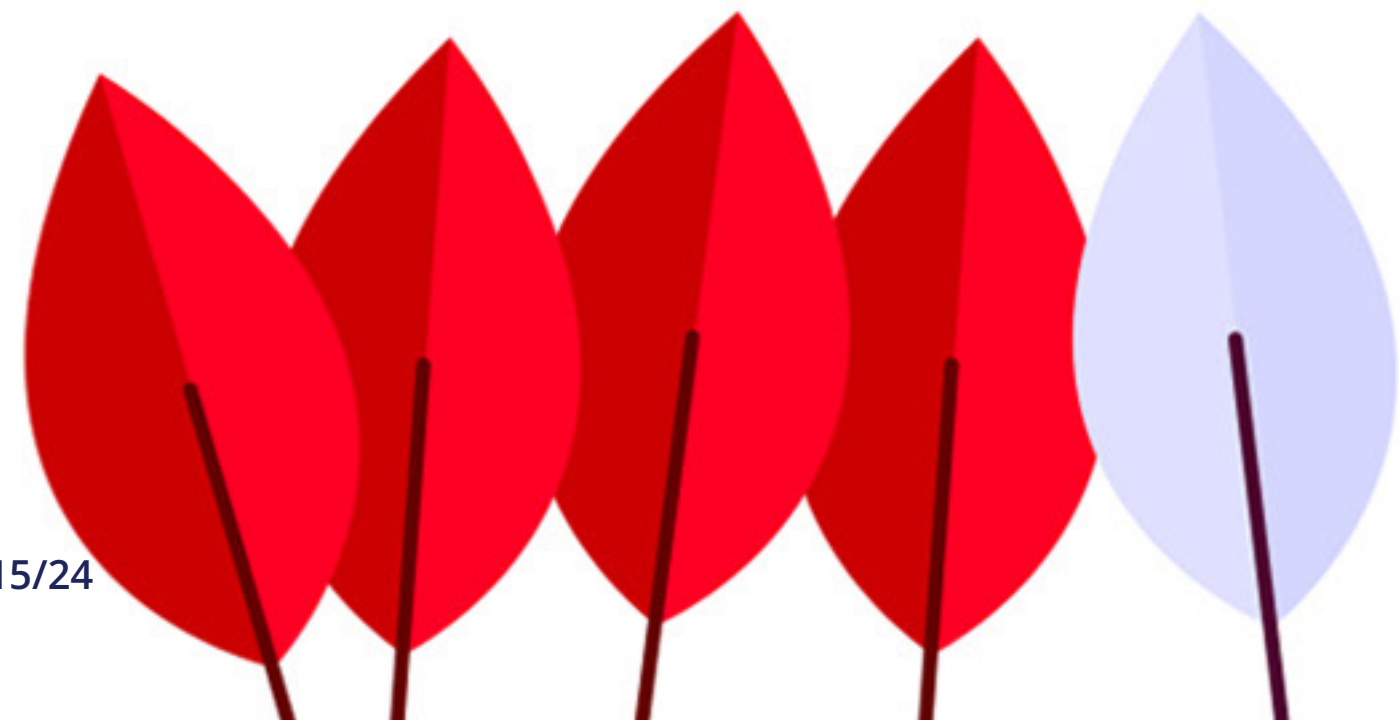


Consumers expect sustainability

4 in 5

say they choose brands that deliver sustainable impact

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Collaboration as a governance and delivery imperative

“To have transformation at scale, it is really necessary for us to collaborate with players who are bigger, who are closer to the ground and work together on the transformation.”

Emily Kunen
Senior Director – Sustainable Agriculture
PepsiCo

The coalition model: supporting progress through shared learning

Collaboration sits at the heart of SRS and The CGF because health and sustainability challenges often extend across global value chains.

Platforms such as The CGF's Coalitions of Action provide a forum for companies to exchange knowledge, develop practical tools and guidance, and support companies in taking action within their own operations. The session "The State of Play: The CGF's Coalition Progress for 2026" offered updates on Coalition initiatives. Co-chairs outlined recent developments and highlighted how common frameworks, practical tools and implementation guidance are supporting progress by member companies.



Grant Sprick,
VP,
Climate& Environment,
Ahold Delhaize

Emily Kunen,
Senior Director,
Sustainable Agriculture,
PepsiCo

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

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

Annabelle Souchon,
Global Circular Economy Lead,
Bel Group

Food waste

The coalition is developing a digital decision-making tool to quantify food-waste reduction impacts on CO₂ emissions and food accessibility.

Healthier lives

The coalition introduced a new life-stage wellness workstream to support consumers' health needs throughout different stages of life.

Human rights

Members achieved 91% maturity in human-rights due-diligence systems across about 25 companies, covering hundreds of thousands of workers in their own operations.

Forest positive

Coalition members now support 29 landscape initiatives worldwide that bring companies, local governments and communities together around land-use plans.

Plastic waste

The coalition is prioritising policy, design, and reuse to help members navigate global regulations, align on material design and recycling pathways to unblock supply chains and test the viability of reuse models through pilots.

Climate transition

Members launched "no-regrets" priority actions for suppliers including renewable energy and heat, deforestation-free sourcing and regenerative agriculture.

Harmonising standards: simplifying global sourcing and compliance

The CGF's [Sustainable Supply Chain Initiative \(SSCI\)](#) hosted its own breakout on recent accomplishments and the importance of third-party certification, focusing on the flower industry — an unusually complex sector with short product life cycles and localised environmental and labour impacts — and related certification bodies. Speakers emphasised that certification works best when it simplifies requirements across markets, improves working conditions and gives retailers confidence in sourcing.

- Sustainability certification is increasingly a market expectation, as major buyers require it for sourcing.
- Cultural differences should not impact the intent of requirements. They may impact how companies approach these requirements (such as providing culturally specific accommodations to workers), but worker and environmental issues are fundamentally similar across regions.
- With more than 90 standards globally in flowers and ornamentals, **SSCI benchmarking helps ensure consistency** by giving buyers clearer signals on which schemes meet credible social expectations.



Annabelle Souchon, Global Circular Economy Lead, Bel Group



Tamara Muruetagoiena,
Vice President, Sustainability,
International Fresh Produce Association

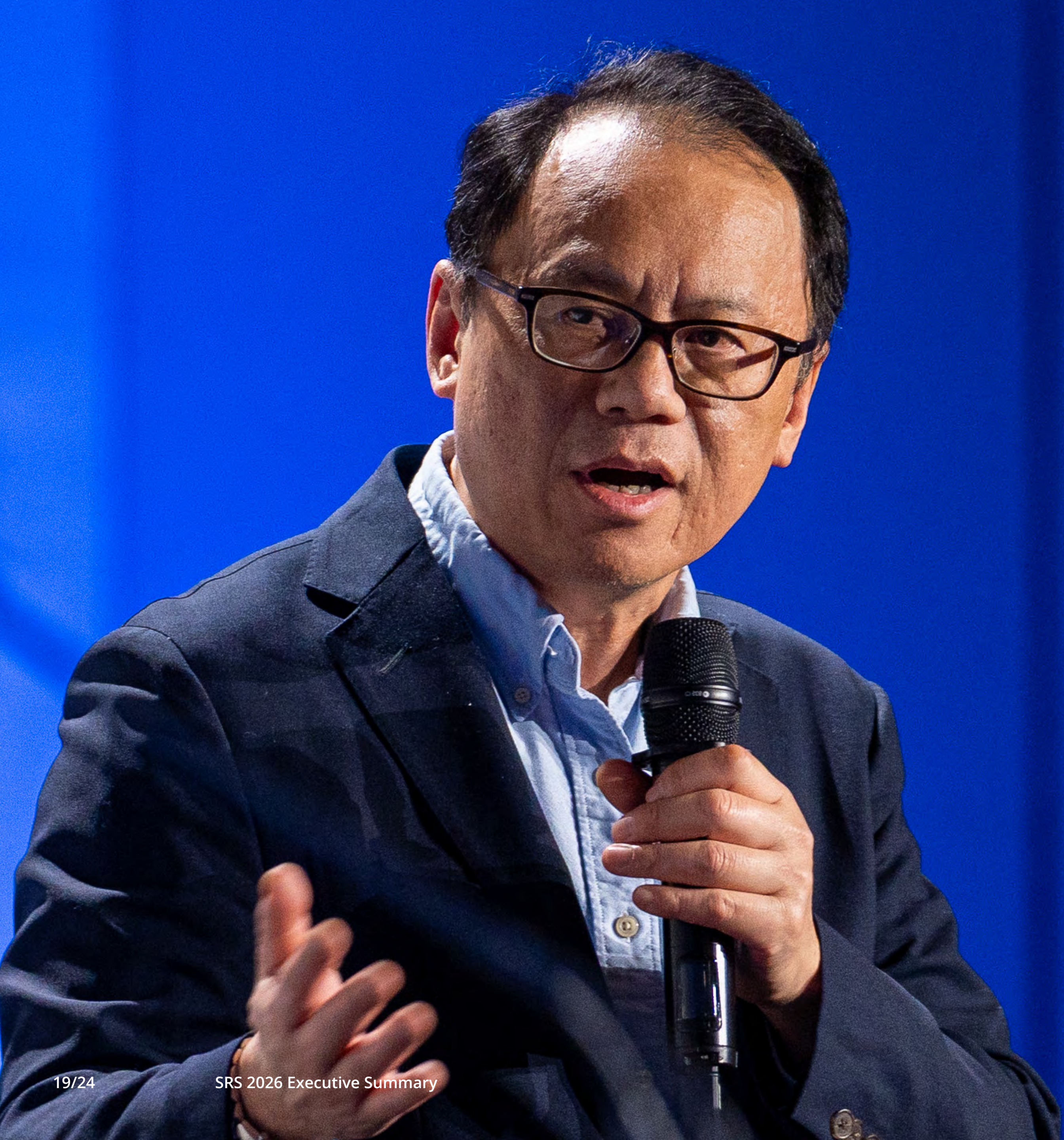
Daniela España,
Director, Florverde, Sustainable Flowers

Dr. Yogendra Chaudhry,
Vice President,
Professional Services & ESG, ECO Canada

Market transparency: navigating regulation and consumer trust

Another session highlighted a collaborative project outside of but aligned with The CGF: the [Retail4Impact Initiative \(RII\)](#), led by UN Environment Programme's One Planet Network Consumer Information Programme. This coalition of leading retailers, brands, consumer groups and ecolabel organisations aims to help companies provide accessible and trustworthy claims to consumers at the point of sale.

- **Greenhushing is becoming common.** Companies are still improving sustainability performance but communicating more cautiously due to legal, political and regulatory risks around environmental claims.
- **Transparency is shifting from marketing to proof.** As regulatory scrutiny grows worldwide, verified claims (ecolabels, standards, data-backed information) are displacing broad sustainability messaging as the market standard.
- **Emerging markets are driving expectations.** About 58% of Chinese consumers are willing to pay more for environmentally safe products and 73% of Brazilian consumers expect companies not to harm the environment, making the Global South and East a major force shaping retail transparency.
- **Digital tools will define the next phase.** Digital product passports, AI product comparisons and standardised certification systems will increasingly help consumers evaluate products and push companies toward verifiable disclosure.



“We are at a defining moment for the consumer goods industry. With concrete advances already underway through The CGF’s Coalitions of Action and Industry Solutions, the message was clear and energising at the summit: the tools, partnerships and momentum exist, collaboration is what will drive our industry forward, while ensuring a strong link to the economics as well.”

Wai-Chan Chan
Managing Director
The CGF

Conclusion

After the presentations and discussions at the SRS 2026 conference venue, the conversations continued at vibrant networking events, including the official opening cocktail sponsored by PEFC & SFI, networking breaks kindly hosted by The Coca-Cola Company and the official dinner hosted by Bain & Company — the latter taking place at the Musée du quai Branly within sight of the Eiffel Tower. The setting, in the heart of a city that has long fostered grand ideas by convening great minds, underscored the SRS's purpose.

What emerged most clearly from conversations on and off the conference stage is that progress now depends less on individual ambition and more on shared execution. Accessible data, harmonised standards and practical tools are the vehicles that will bring us to a more fair, circular and sustainable future. Thank you to all speakers and participants who contributed insights, candour and energy to this year's SRS. Together, we are advancing the transition from innovation to impact.

To move from ambition to execution in your own organisation, we invite you to engage with The CGF's Coalitions of Action or access our open-source implementation toolkits today.



Discover
more about
The CGF



Our speakers

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Vice President of Sustainability

Ferrero Group

Nathalie Alquier

Chief Sustainability Officer

Danone

Charlotte Bande

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Climate Action Network (CAN) France

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Oonagh Turnbull

Head of Health and Sustainable Diet Campaigns, Strategy and

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Imke Van Gasselt

VP Healthy & Sustainable Diets

Ahold Delhaize

Noortje van Genugten

VP Product Operations

Albert Heijn

Mar Velasco

Co-founder

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Wouter Vermeulen

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The Coca-Cola Company

Freddie von Kaufmann

Researcher

Access to Nutrition Initiative (ATNi)

Jason Wykoff

Commercial Offer Leader

Supply Chain Renewables

Schneider Electric

Michal Zrust

Founder and Chief Executive Officer

Lestari Capital

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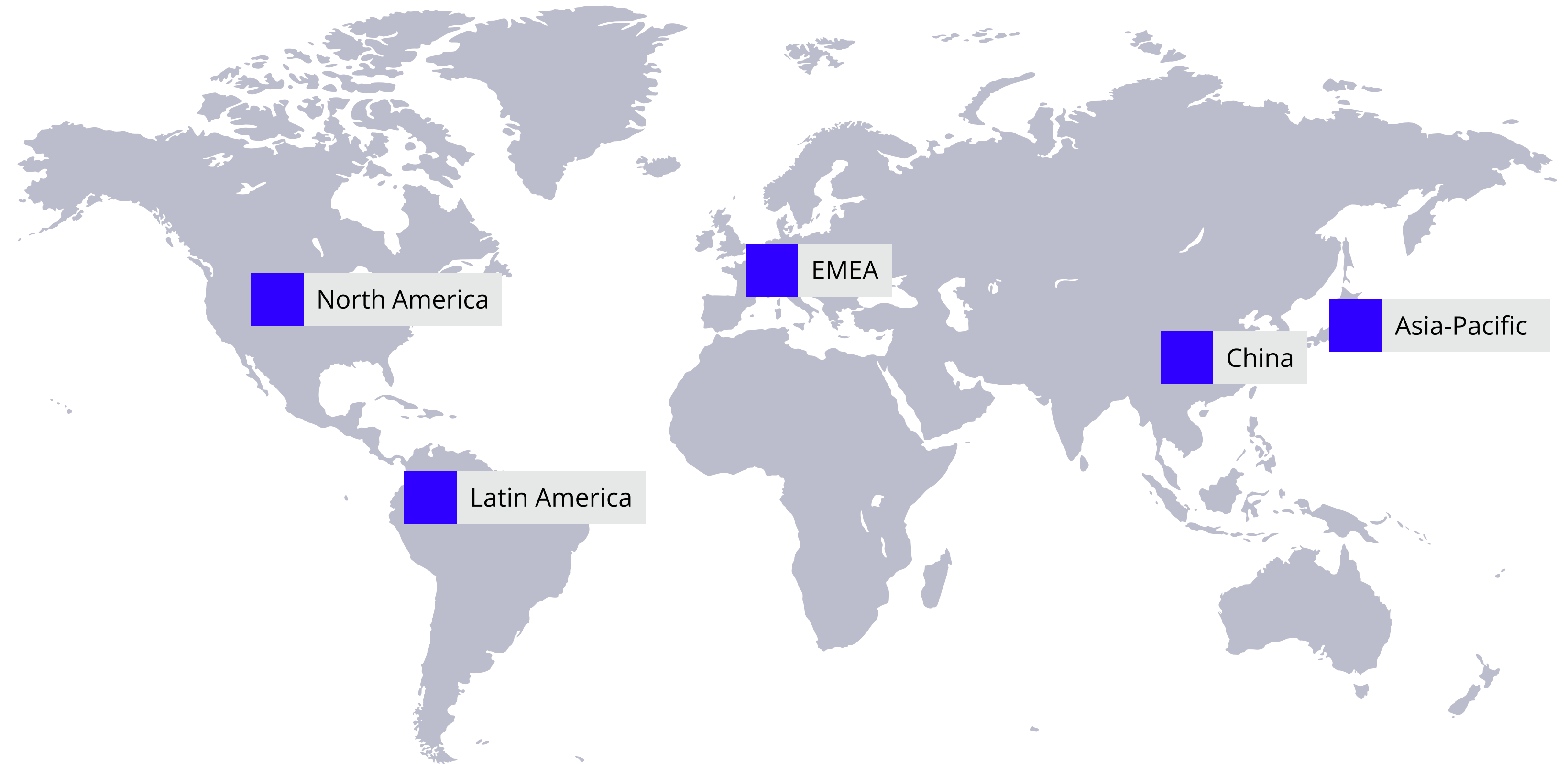
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About us

For over 70 years, The Consumer Goods Forum (The CGF) has united the world's leading retailers and manufacturers to solve industry-wide challenges.

Guided by the vision Better Lives Through Better Business, our work is defined by a singular mission: Bringing together consumer goods manufacturers and retailers in pursuit of business practices for efficiency and positive change across our industry benefiting shoppers, consumers and the world without impeding competition. In an era of increasing complexity, The CGF provides the platform for leaders to come together around shared aspirations and impactful collaboration.





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