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The Consumer Goods Forum Health & Wellness Progress Report 2015

www.tcgfhealthandwellness.com



Health & Wellness at The Consumer Goods Forum

How members of The Consumer Goods Forum are empowering consumers to make healthy choices

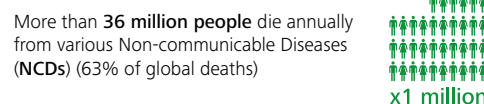
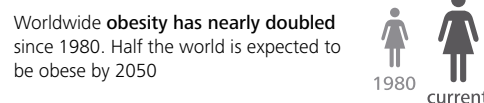
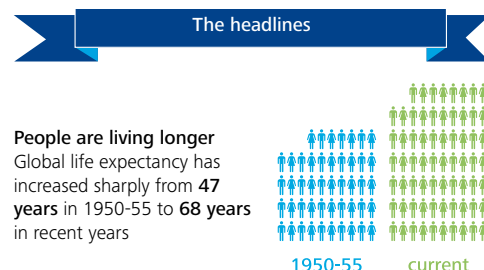
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Members can empower **7 billion** consumers to make healthier product and lifestyle choices

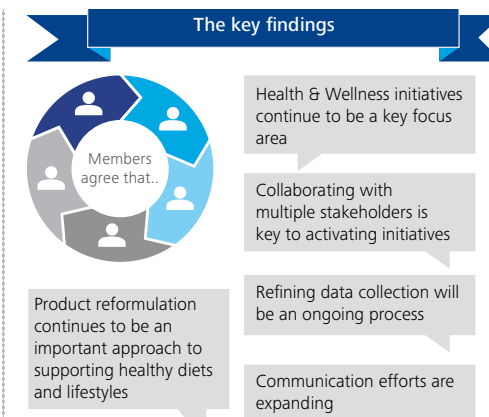
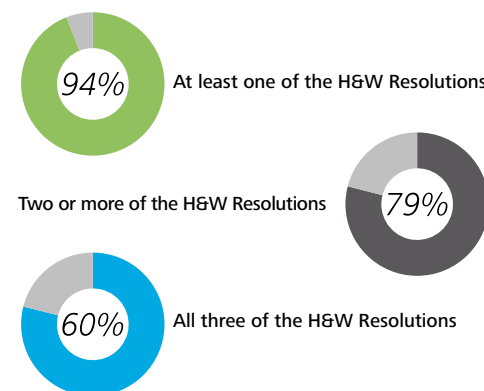
Employee wellness programmes could reach nearly **100 million** people along the value chain

In 2014, member companies reformulated more than **22,500** products to support healthier diets



Progress against resolutions

Respondents that have established policies and activated programs on:



► Foreword

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Foreword

by Dick Boer and Paul Bulcke (co-sponsors, Health & Wellness Pillar)

The mission of the Health & Wellness Pillar of The Consumer Goods Forum (the CGF) is to support leading healthier lifestyles and a culture of prevention with multi-stakeholder collaborations and partnerships.

This report, a follow-up to last year's Health & Wellness pilot survey, measures the implementation progress of the Resolutions, which are at the heart of the CGF initiative. At the same time it illustrates the complexity of the health and wellness challenges facing communities across the globe. It confirms that with so many causal factors involved, no single solution or organization can stimulate the adoption of healthier lifestyles. We hope this report helps galvanize the industry into taking action – collective action. It is quite clear that since many consumers look to their favorite brands and retailers for health and wellness guidance, product manufacturers and retailers have an opportunity to collaborate to contribute to the global health agenda by helping their consumers lead healthier lifestyles.

The actions discussed in these pages suggest opportunities for retailers and manufacturers to collectively respond to consumer expectations and needs with pro-active programs, product innovations and services which demonstrate the willingness of investing in positive change in society.

This is why it is so critical to continue measuring industry progress on implementing our Health & Wellness Resolutions, and meeting our commitments. While last year's Health & Wellness pilot targeted the 50 CGF Board companies, this year's survey was opened for the first time to the CGF membership and shows results for 63 member companies across the globe. It is the only survey of its kind in its scope and geographic coverage, and we strongly encourage the CGF community, and its strategic alliances, to sustain the effort to make it stronger every year so that it becomes the industry reference and standard.

The results are promising. It's clear that members of the CGF are actively engaging with multiple stakeholders across their individual and collective initiatives to support healthy diets and lifestyles.

We hope this report helps galvanize the industry into taking action – collective action.

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It is good to see that a high percentage of respondents have established policies and activated programs on one or more of the CGF's Health & Wellness Resolutions.

We celebrate these successes and are laying the groundwork for more. Our aim is to continue to give practical support and provide tools to help our diverse membership, retailers and manufacturers, small and big, drive health and wellness benefits to consumers around the world. Among our initiatives are an online set of toolkits for consumers, shoppers, and employees as well as a program to share case studies of how Health & Wellness Resolutions have been / can be implemented.

In addition to measuring our progress, we have also established an external scientific advisory council on health and wellness to provide us with science and guidance on our programs, and help the CGF sharpen its actions. You will find more details about our five-year plan in the pages of this report.

The results of this second year survey are encouraging. There is so much more we can do together, and we hope that this report will help you consider ways of forging new alliances and developing creative solutions that bring positive change to the lives of consumers our industry serves around the world.



Dick Boer
President & Chief Executive Officer,
Royal Ahold,
Co-Sponsor, the
CGF Health & Wellness Pillar



Paul Bulcke
Chief Executive Officer,
Nestlé S.A.,
Co-Sponsor, the
CGF Health & Wellness Pillar

Our aim is to continue to give practical support and provide tools to help our diverse membership, retailers and manufacturers, small and big, drive health and wellness benefits to consumers around the world.

We believe that Industry has to be pro-active and take the transformational individual and collective actions required to continue to build trust with consumers and communities it operates in, and its stakeholders.

This is a journey. Let's continue to act together.

▶ Executive summary

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Executive summary

The effort to address health and wellness on a global scale becomes more critical every day. In spite of great strides made in human longevity, we are confronting what the World Health Organization (WHO) identifies as “one of the major challenges for development in the 21st century” – the rise in non-communicable diseases (NCDs). According to the latest WHO estimates, 16 million people are dying prematurely – before the age of 70 – from heart and lung diseases, stroke, cancer, and diabetes¹. Moreover, the issues of obesity, diabetes, aging populations, stress, and mental health are part of a broader spectrum of concerns that include the long-recognized challenges of under-nutrition, micronutrient deficiencies, and hygiene.

The Consumer Goods Forum (CGF) has long recognized that improving the health and wellness of world populations is crucial to the prosperity and growth of the industry. Health & Wellness is one of the four strategic pillars that the Board of the CGF views as a crucial opportunity for manufacturers and retailers.

¹ World Health Organization, 19 January 2015: <http://www.who.int/mediacentre/news/releases/2015/noncommunicable-diseases/en/>

In 2011, the CGF endorsed a set of Health & Wellness Resolutions designed to improve the “physical, emotional, spiritual, intellectual, and sustainable well-being” of consumers, shoppers, employees, their families, and the communities the industry serves. These three resolutions, discussed in more detail in the appendices, focus on:

- 1 Access and availability of products and services
- 2 Product information and responsible marketing
- 3 Communication and education about healthier diets and lifestyles

Given the complexity of the issue, the Health & Wellness Pillar acknowledges the necessity of working across the industry and with external stakeholders to address these resolutions and empower consumers to make decisions that help them adopt healthier lifestyles.

The mission of the Health & Wellness Pillar is to support leading healthier lives and a culture of prevention with multi-stakeholder collaborations and partnerships; earning consumer trust and business growth through the empowerment of consumers and positive change.

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The Pillar focuses on positive change and prioritizes actions that require global collaboration across manufacturers and retailers and between food, personal care and hygiene. This is integral to the overall CGF mission of driving solutions that improve global wellbeing for an ever-increasing global population and supporting business efficiencies along the value chain.

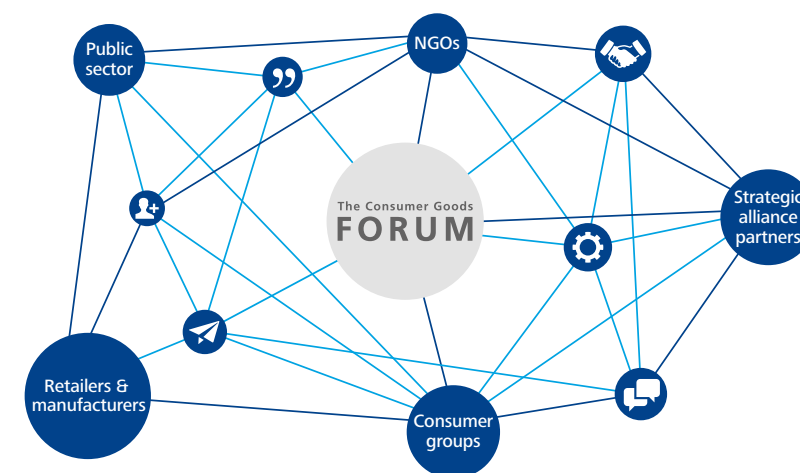
By adopting these Health & Wellness Resolutions in 2011, the CGF Board laid the foundation for a means of collecting information about industry-wide efforts in this area, for communicating the actions of industry, and for motivating and enabling future actions and engagement across the industry. The first phase of this was the pilot survey and report from 2013 that focused on its Board members. The objective was to measure progress of the implementation of the Health & Wellness Resolutions among this segment of the membership. The results of the pilot study were published in January 2014.

This year, participation was broadened to include 63 members of the CGF in order to gather information on the progress these companies are making and collect their lessons learned in addressing the health and wellness recommendations covered by the Resolutions. Participants comprised 29 food and beverage manufacturers, 26 retailers, and 8 personal care product manufacturers.

This is the only effort of its kind in the consumer goods industry and one that has the commitment of such a diverse global group of companies. Beginning with 63 companies, we will be making every effort to include results from our full membership in subsequent reports.

In 2011, the CGF endorsed a set of Health & Wellness Resolutions designed to improve the “physical, emotional, spiritual, intellectual, and sustainable well-being” of consumers, shoppers, employees, their families, and the communities the industry serves.

The Consumer Goods Forum plays a key role



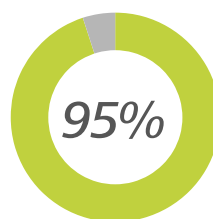
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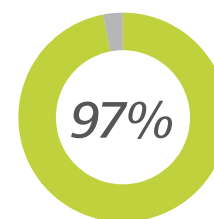
The survey solicited information on the companies' initiatives in relation to the Resolutions across three dimensions:

1	Policies	A stated position, objective, or plan to manage health and wellness issues affecting the company and its stakeholders.
2	Programs	Specific actions undertaken to support Health & Wellness Resolutions.
3	Outcomes	Effects of the programs and policies established to support health and wellness initiatives, including internal and external measures of progress.

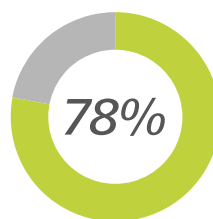
Overall it is clear that health and wellness initiatives remain an important focus area for the CGF's members:



95% of respondents have established policies on at least one of the CGF's three Health & Wellness Resolutions



97% of respondents have activated programs on at least one of the CGF's Health & Wellness Resolutions



78% of respondents are communicating publicly on at least one of the CGF's Health & Wellness Resolutions

While this report is indeed a milestone, it is part of an ongoing, multi-year journey. In June 2014, the Board of Directors committed to lead the industry on four Commitments – specific actions stemming directly from the Resolutions. These Commitments are intended to increase alignment and engagement amongst CGF members on our five-year plan, and to encourage companies to accelerate their efforts in the four specific areas shown overleaf.

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The Health & Wellness Commitments



The survey results provide an opportunity to measure progress against these Commitments for the first time. The initial results demonstrate significant progress, **with three of the four commitments completed by more than two-thirds of respondents.**

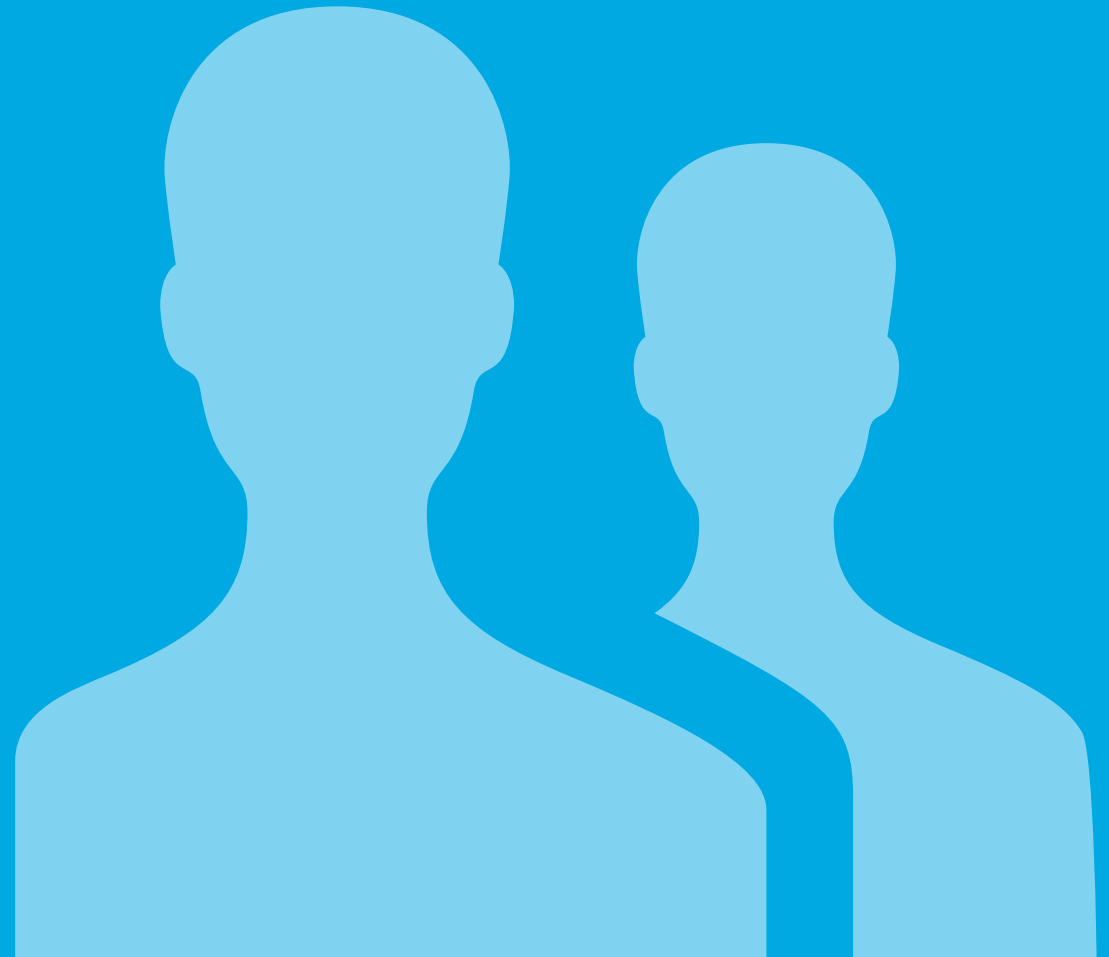
With deadlines approaching for two of the Commitments in **January 2016**, the CGF Health & Wellness Pillar will be actively engaging and sharing best practices and working to establish programs and report accomplishments in order to meet the goals described above. A **pillar scorecard** will be released next year to show progress. Given the variety of interrelated factors in the global health agenda, the CGF has been working with stakeholders across multiple sectors, among them strategic alliance partners in the Liaison Group, NGOs, consumer groups, and the public sector to support the promotion of programs that will help employees and consumers adopt healthier lifestyles.

The initial results demonstrate significant progress, with three of the four commitments completed by more than two-thirds of respondents.

The rewards of achieving these goals, both for consumers and for industry, cannot be over-estimated.

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Setting the context: lifestyle, risk factors and the role of industry

Thanks to better nutrition, personal care, and hygiene life expectancy has gone up significantly in recent years. And, as indicated below, the consumer goods industry has been making significant changes to address healthier living. Yet while some countries are making progress to reduce risk factors associated with NCDs¹, such illnesses remain a major cause of premature death and disproportionately affect low-and middle-income countries (LMIC) and individuals. In 2012, nearly three-quarters of NCD deaths (28 million) occurred in LMICs with approximately 48 percent of deaths occurring before the age of 70, compared to 26 percent in high-income countries^{2,3}.

1 For example, New Zealand has experienced notable reductions in tobacco use decreasing from 25% of the population smoking in 1996/97 to 18% in 2012/13. <http://www.health.govt.nz/publication/tobacco-use-2012-13-new-zealand-health-survey>
In the US, smoking among adults decreased from 42% in 1965 to 19% in 2011. Among high-school students, smoking decreased from 27.5% to 18.1 % in 2011. http://www.cdc.gov/tobacco/data_statistics/tables/trends/cig_smoking/index.htm?s_cid=w_c_NCCDPHP_cont_001

2 WHO Data Repository and Global Health Observatory, accessed Dec 2014. http://www.who.int/gho/ncd/mortality_morbidity/en/

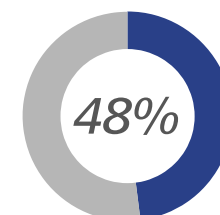
3 WHO, 2011. Global Status Report on Noncommunicable Diseases. http://www.who.int/nmh/publications/ncd_report_full_en.pdf

Current projections indicate that by 2020 the largest increases in NCD mortality will occur in LMICs. Many of these countries face a double-burden of overweight and obesity and undernutrition, often resulting in stunting in children. Both overweight and obesity, as well as undernutrition in early life are considered major risks for the development of NCDs in adulthood⁴.

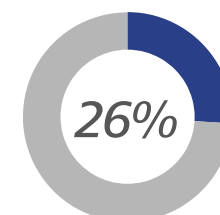
The profound impact of these illnesses goes well beyond the immediately afflicted individuals and their families. The World Health Organization estimates that from 2011-2025, cumulative economic losses due to NCDs under a “business as usual” scenario in low- and middle-income countries will be US\$ 7 trillion. At the same time, it estimates the cost of reducing the global NCD burden at US\$ 11.2 billion a year: an annual investment of US\$ 1-3 per capita⁵.

4 De Boo, H., and Harding, J., 2006. The Developmental origins of adult disease (Barker) Hypothesis., Australian and New Zealand Journal of Obstetrics and Gynaecology; 46: 4–14

5 World Health Organization, January 2015: <http://www.who.int/mediacentre/news/releases/2015/noncommunicable-diseases/en/>



48% of deaths before the age of 70 in low-and-middle-income countries



26% of deaths before the age of 70 in high-income countries

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“ Our industries have not just an opportunity but an obligation to help improve the lives of consumers. Imagine the exponential impact of working collaboratively on solutions that empower, enable and motivate consumers to lead healthier lives. **Marc Poulin, President & CEO, Sobeys Inc.** ”



Sustaining a healthy population starts with the prevention of diseases caused by lifestyle choices. While environmental and economic conditions clearly contribute, lifestyle changes, including adjustments in diet and increasing physical activity, can help manage the risk factors.

“ With the continuous growth of the Chinese economy and the steady growth of individual and family income, there is an increasing demand and need for healthy products and lifestyle choices. In the meantime, due to environmental pollution, food safety issues and lifestyle changes, the Chinese consumer is faced with many challenges to family and personal health. As a responsible Chinese grocery retailer, we must make persistent efforts to bring safe and healthy products to the market. This is our solemn promise to consumers. **Xiao An Ji, Chairman of the Board, Beijing Hualian Group** ”



► The Health & Wellness progress report: findings

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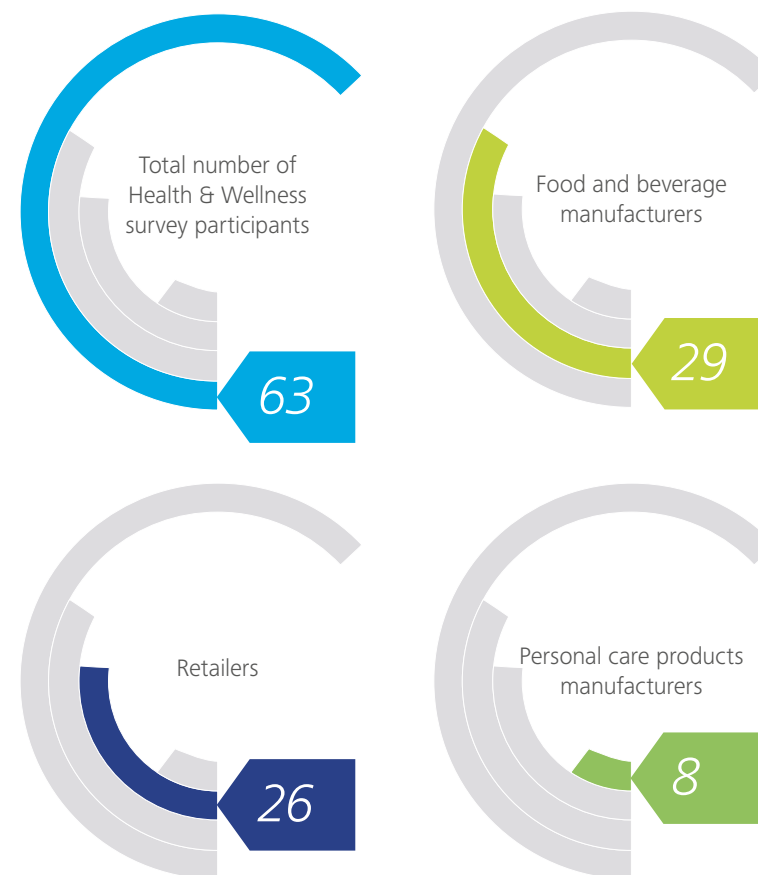


Key findings: The sample

The Consumer Goods Forum approved a set of Health & Wellness Resolutions and its framework of actions to recommend how its members can work together to improve the health and wellness of consumers, shoppers, employees, their families and the communities they serve. We continue to monitor and learn from these efforts and report on our progress.

With each of its surveys, the CGF is building up a broader picture of the efforts undertaken by its members to support healthier lifestyles and gauging members' progress against the CGF Health & Wellness Resolutions and Commitments (primarily refers to data collection collected for the 2013 calendar year).

Of the 63 member companies that participated this year, 29 are food and beverage manufacturers, 8 are personal care products manufacturers, and 26 are retailers. Because this is an opt-in survey, there will be slight variations in companies represented each year. Nevertheless, the findings show members making progress and actively engaging with consumers.



The findings show members making progress and actively engaging with consumers.

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The 2014 Health & Wellness progress report: key findings

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1. The CGF members are collaborating with multiple stakeholders in activating initiatives promoting healthy diets and lifestyles

- Respondents indicate that they are partnering with healthcare professionals, schools, local and national governments, and non-governmental organizations (NGOs) among others
- 98 million children reached through healthy diet and lifestyle promotions in partnership with schools

89 million
individuals reached through
partnerships with healthcare
professionals

2. Communication efforts are expanding

- The CGF members are using digital technology to scale their engagement efforts with consumers and shoppers, as well as with their own employees
- Six respondents report a collective 55 million visits to websites promoting healthy diets and lifestyles
- Eight respondents report 1.6 million unique visits to employee health and wellness websites

3. Product reformulation continues to be an important approach to supporting healthy diets and lifestyles as does education about portion control and balanced eating approach

- Respondents have formulated or reformulated more than 22,500 products to support healthier diets and address public health priorities
- ## 4. Refining data collection will be an ongoing process
- While the CGF members demonstrate their engagement in health and wellness initiatives, the complexity of collecting data across multiple systems and tracking outcomes across many stakeholders and operating regions remains a challenge

22,500
REFORMULATED PRODUCTS

Respondents reported to have formulated or reformulated more than 22,500 products to support healthier diets and address public health priorities.



The Health & Wellness progress report: progress against resolutions

The results indicate that health and wellness continues to be a key focus area among CGF member companies. As shown below, the majority of respondents have established policies and activated programs on at least one of CGF's Health & Wellness Resolutions.

Respondents that have established policies and activated programs on:

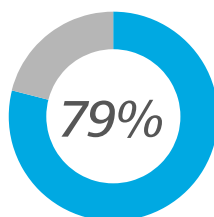


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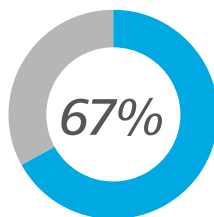


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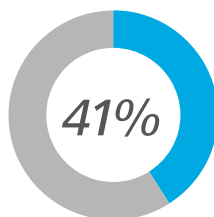
Participants overall are also making efforts to set goals for their programs targeting the Resolutions:



79% of respondents have set targets/goals

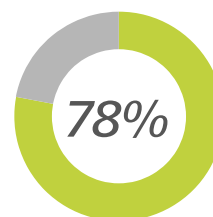


67% of respondents have set quantitative targets/goals

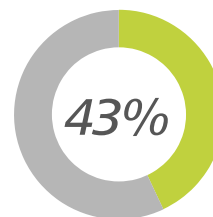


41% of respondents have set qualitative targets/goals

Additionally, companies are communicating publicly to a diverse stakeholder community regarding their health and wellness initiatives:



78% of respondents have communicated publicly about their health and wellness initiatives



43% of respondents have communicated such messages as part of a CEO statement and/or Annual Report to shareholders

Participants overall are making efforts to set goals for their programs targeting the Resolutions and communicating publicly to a diverse stakeholder community regarding health and wellness initiatives.

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Resolution #1

Resolution #2

Resolution #3

Survey results on Resolution #1: Access and availability of products and services

Offer consumers and shoppers a range of products and services that supports the goals of healthier diets and lifestyles.

91%

91% of member company respondents have or are in the process of having a policy in place to support resolution #1

79%

79% of member company respondents have both established policies and activated programs to support resolution #1

52%

52% of member company respondents report that both their policies and programs to support resolution #1 are applicable across their entire organisation

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Resolution #1

Resolution #2

Resolution #3

Survey results on Resolution #1: Access and availability of products and services

Offer consumers and shoppers a range of products and services that supports the goals of healthier diets and lifestyles.



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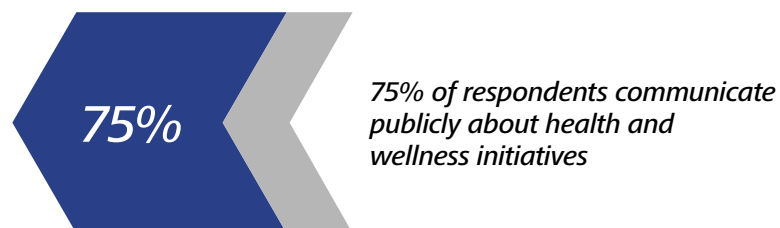
Resolution #1

Resolution #2

Resolution #3

Survey results on Resolution #1: Access and availability of products and services

Offer consumers and shoppers a range of products and services that supports the goals of healthier diets and lifestyles.



The priority of these initiatives is also being communicated. Food and beverage manufacturers lead in reporting via a CEO statement, annual report to shareholders, and/or voluntary communications, while the personal care products manufacturers lead in reporting via other media.

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Resolution #1

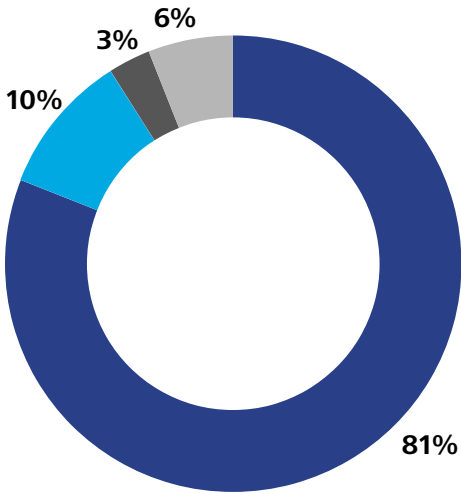
Resolution #2

Resolution #3

Survey results on Resolution #1: Access and availability of products and services

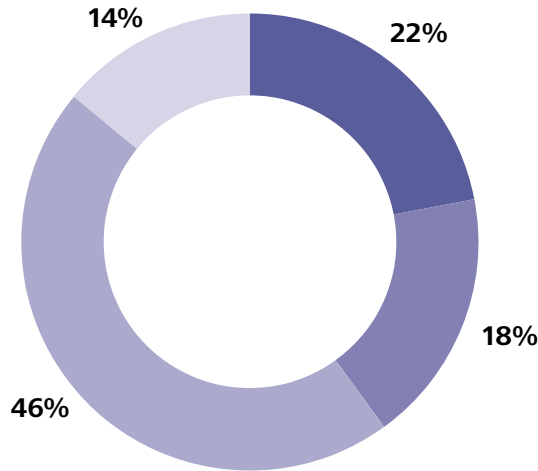
Offer consumers and shoppers a range of products and services that supports the goals of healthier diets and lifestyles.

Do you have a policy to support this resolution?



- 81% Yes, we have a policy to support this resolution
- 10% No, but we are planning on implementing a policy to support this resolution in the next 6 months
- 3% No, and we are not planning on implementing a policy to support this resolution
- 6% This is not applicable to our business

If so, how do you communicate it?



- 22% Yes, in mainstream financial reports (annual reports, 10K reports etc.)
- 18% Yes, in our company's CEO statement
- 46% Yes, in voluntary communications (CSR, websites etc.)
- 14% Yes, in other media

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Resolution #1

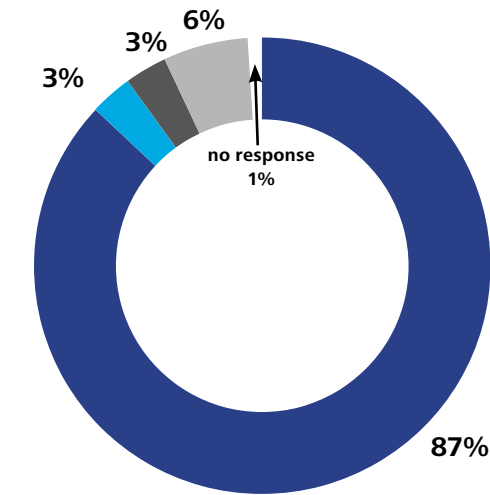
Resolution #2

Resolution #3

Survey results on Resolution #1: Access and availability of products and services

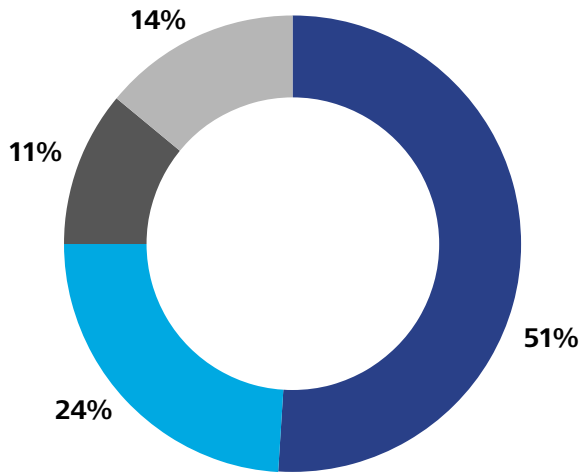
Offer consumers and shoppers a range of products and services that supports the goals of healthier diets and lifestyles.

Are you taking action to support this resolution?



- 87% Yes, we have taken/are taking action to support this resolution
- 3% No, but we are planning to take action in the next 6 months
- 3% No, and we are not planning to take action
- 6% This is not applicable to our business

Have you set quantitative targets/goals?



- 51% Yes, we have set quantitative targets/goals
- 24% Yes, we have set qualitative targets/goals
- 11% No, we have not set targets/goals, but we have plans to do so
- 14% No, we have not set targets/goals, and we are not planning on setting targets/goals

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Resolution #1

Food manufacturing and retail companies are reviewing and implementing opportunities not only to reduce selected ingredients identified in the list below, but to add nutrients or make ingredient substitutions that will increase the nutritional benefits of their products.

Overall, more than 22,500 products have been formulated or reformulated by the CGF member companies to support healthier diets and address public health priorities in the last three years:

- Over 10,500 products have lower energy levels
- Over 11,500 products have lower salt/sodium levels
- Over 11,000 products have lower sugar levels
- Over 11,500 products have lower saturates
- Over 16,500 products have lower trans-fat levels
- Over 600 products have additional enhancements (e.g. whole grains, Omega-3, Vitamins) to support healthier diets and address public health priorities.

Resolution #2

CGF member companies are working closely with stakeholders on initiatives to support this resolution, for example by helping people achieve a healthier diet, increase their levels of physical activity, drink sensibly, and understand the health risks of their lifestyle choices.

The majority of the impacted products described above are reported by retailers with respect to their private brand labels.

Access and availability of products and services is clearly a complex global challenge requiring multi-stakeholder solutions. Initiatives are ongoing at various levels. For instance, in Europe many CGF member companies are involved via FoodDrinkEurope and EuroCommerce in the EU Platform for Action on Diet, Physical Activity and Health. This brings together stakeholders committed to concrete initiatives in areas such as product reformulation and innovation, responsible marketing and advertising to children, food information and labeling, and the promotion of healthy and active lifestyles. At the national level, many companies are involved in public-private partnerships. Many respondents signed up to the United Kingdom Department of Health's Public Health Responsibility Deal (PHRD) to foster a more collaborative approach to tackling the challenges caused by lifestyle choices.

Resolution #3

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Resolution #1

In the U.S., some members are working with the Healthy Weight Commitment Foundation, which focuses its efforts on two critical areas – families and schools. In Asia, Food Industry Asia (FIA) takes a multi-stakeholder approach to the dual problem of over-consumption and under-nutrition and works to address the issues of marketing to children and nutritional labeling in that region.

Resolution #2

To help address nutritional deficiencies of vulnerable populations, several respondents are members of multi-stakeholder platforms such as Business Platform for Nutritious Research (BPNR). These groups focus on defining, funding, and disseminating new public research that will lead to increased private investment in and development of new products and services that can improve nutrition in the developing world. Identifying and addressing relevant gaps in nutritious products and services could foster nutrition as core to business and thus be mutually beneficial for both the private and public sector.

Resolution #3

“Alleviating poverty and promoting healthy living are fundamental goals of the Post 2015 Development agenda. Achieving this requires us to raise the level of our ambition and to push for transformational – and not just incremental – change. We also have to work differently, increasingly in partnerships across all sectors. This is the way to enable and inspire people to lead better, healthier and more productive lives. We still live in a world where nearly 850 million people go to bed hungry and suffer from effects of stunting or malnutrition while another 1.9 billion are obese and overweight and at increased risk of Type II diabetes or cardiovascular heart disease. We are at a tipping point – where the cost of inaction is outstripping the cost of taking action. We all have a responsibility – and an opportunity – to help create healthier communities. **Paul Polman, Chief Executive Officer, Unilever**”



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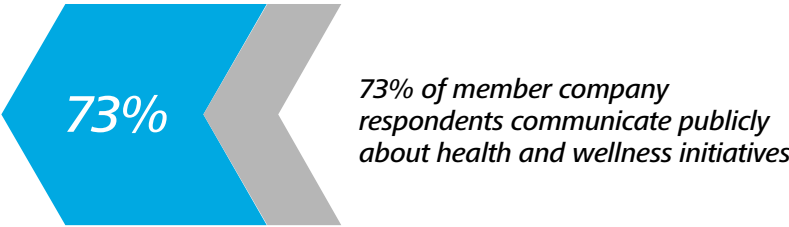
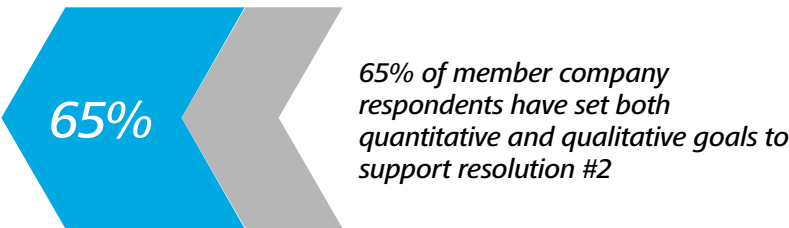
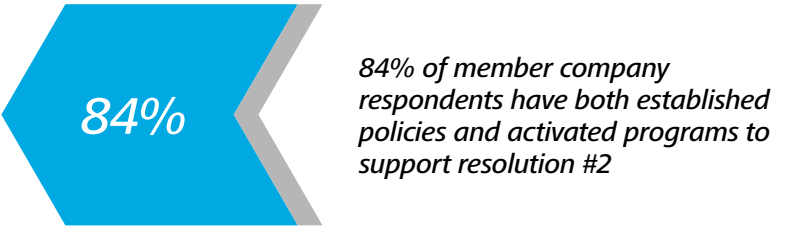
Resolution #1

Resolution #2

Resolution #3

Survey results on Resolution #2: Product information and responsible marketing

Provide transparent, fact-based information that will help consumers and shoppers make informed product choices and usages.



Members have embraced this resolution with 84 percent of respondents having both established policies and activated programs to support resolution efforts. **Over half of the respondents (59 percent) report that both their policies and programs are applicable across their entire organization.**

These initiatives are being measurably driven, with 65 percent setting both quantitative and qualitative targets/goals. Food and beverage manufacturers and retailers report having more quantitative targets/goals, while personal care products manufacturers only report qualitative targets/goals.

Nearly three-quarters of respondents (73 percent) communicate publicly about health and wellness initiatives. Again, the food and beverage manufacturers lead in reporting as part of a CEO statement, Annual Report to shareholders, and voluntary communications, while the personal care products manufacturers lead in reporting via other media.

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Resolution #1

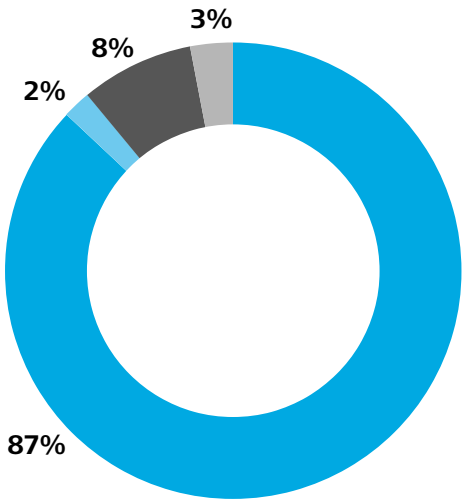
Resolution #2

Resolution #3

Survey results on Resolution #2: Product information and responsible marketing

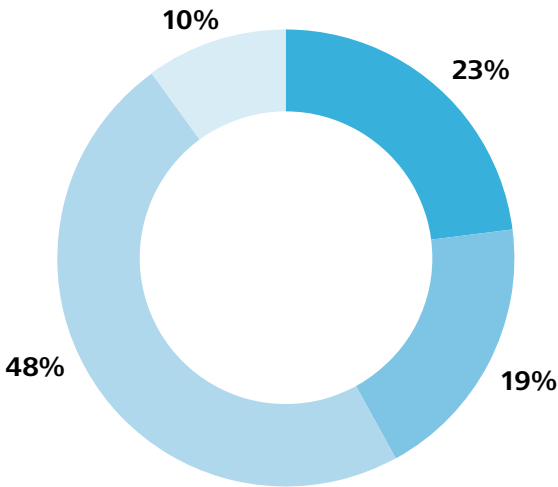
Provide transparent, fact-based information that will help consumers and shoppers make informed product choices and usages.

Do you have a policy to support this resolution?



- 87%** Yes, we have a policy to support this resolution
- 2%** No, but we are planning on implementing a policy to support this resolution in the next 6 months
- 8%** No, and we are not planning on implementing a policy to support this resolution
- 3%** This is not applicable to our business

If so, how do you communicate it?



- 23%** Yes, in mainstream financial reports (annual reports, 10K reports etc.)
- 19%** Yes, in our company's CEO statement
- 48%** Yes, in voluntary communications (CSR, websites etc.)
- 10%** Yes, in other media

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Resolution #1

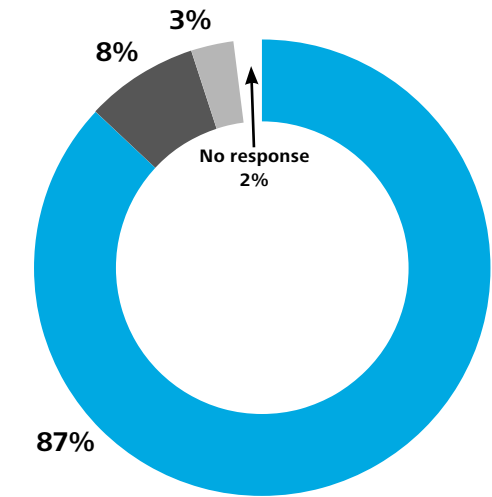
Resolution #2

Resolution #3

Survey results on Resolution #2: Product information and responsible marketing

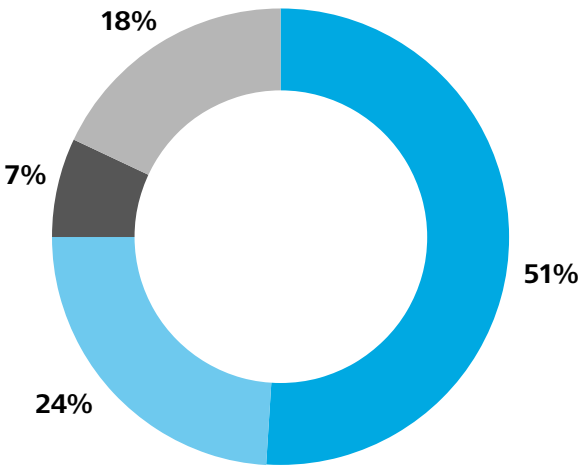
Provide transparent, fact-based information that will help consumers and shoppers make informed product choices and usages.

Are you taking action to support this resolution?



- 87% Yes, we have taken/are taking action to support this resolution
- 0% No, but we are planning to take action in the next 6 months
- 8% No, and we are not planning to take action
- 3% This is not applicable to our business

Have you set quantitative targets/goals?



- 51% Yes, we have set quantitative targets/goals
- 24% Yes, we have set qualitative targets/goals
- 7% No, we have not set targets/goals, but we have plans to do so
- 18% No, we have not set targets/goals, and we are not planning on setting targets/goals

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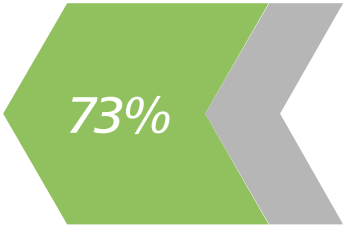
Resolution #1

Resolution #2

Resolution #3

Survey results on Resolution #3: Communication and education about healthier diets and lifestyles

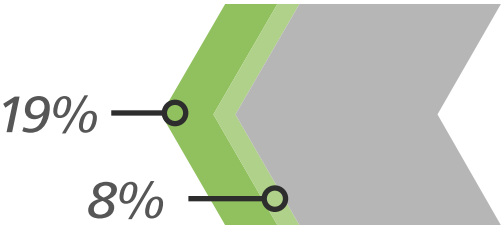
Use communication and educational programs to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles.



73% of member company respondents have a policy in place to support resolution #3



79% of member company respondents have taken or are taking action to support resolution #3



19% of retailers are planning on implementing a policy in the next six months and 8% of retailers are planning to take action in the next six months to support resolution #3

Fewer respondents have established policies and activated programs to support this resolution as compared to the other two resolutions. 73 percent of respondents have a policy and 79 percent have taken or are taking action to support the resolution. However, 19 percent of retailers are planning on implementing a policy in the next six months and 8 percent of retailers are planning to take action in the next six months, so those with policies and programs may increase overall next year.

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Resolution #1

Resolution #2

Resolution #3

Survey results on Resolution #3: Communication and education about healthier diets and lifestyles

Use communication and educational programs to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles.



Nearly three quarters of respondents (70 percent) with active programs report having either quantitative or qualitative targets or goals by which they measure the success of their programs. However, just 33 percent of respondents have quantitative targets/goals and 22 percent of respondents have qualitative targets/goals. Respondents from the personal care sector are lagging food and beverage and retailers in terms of goal setting.

Fifty-two percent of respondents have both a policy and programs in place that are applicable across their entire organization, with 71 percent communicating publicly about health and wellness initiatives.

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Resolution #1

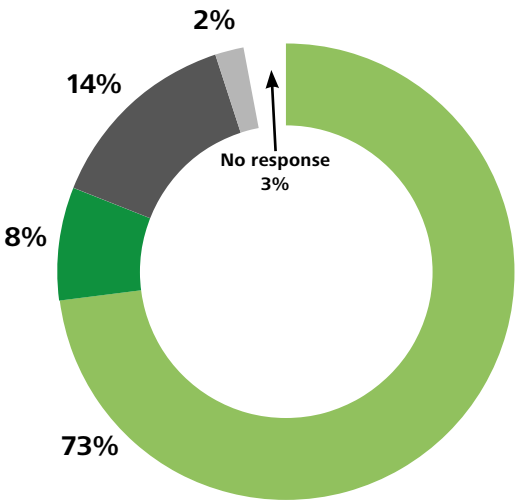
Resolution #2

Resolution #3

Survey results on Resolution #3: Communication and education about healthier diets and lifestyles

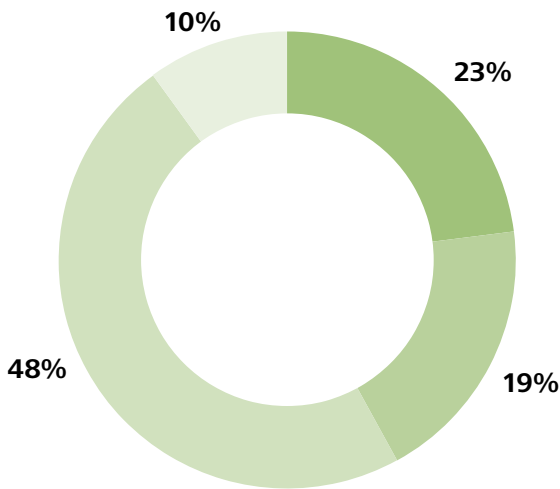
Use communication and educational programs to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles.

Do you have a policy to support this resolution?



- 73% Yes, we have a policy to support this resolution
- 8% No, but we are planning on implementing a policy to support this resolution in the next 6 months
- 14% No, and we are not planning on implementing a policy to support this resolution
- 2% This is not applicable to our business

If so, how do you communicate it?



- 23% Yes, in mainstream financial reports (annual reports, 10K reports etc.)
- 19% Yes, in our company's CEO statement
- 48% Yes, in voluntary communications (CSR, websites etc.)
- 10% Yes, in other media

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Resolution #1

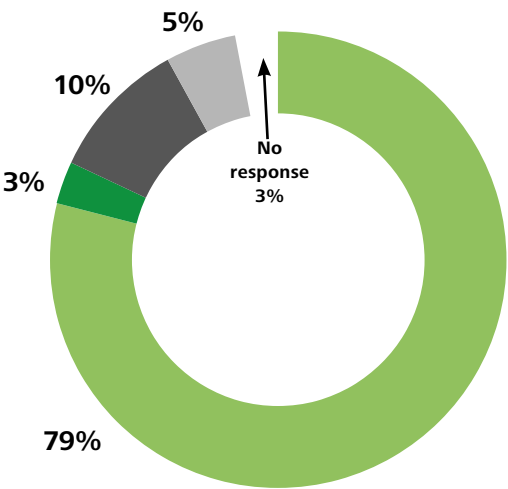
Resolution #2

Resolution #3

Survey results on Resolution #3: Communication and education about healthier diets and lifestyles

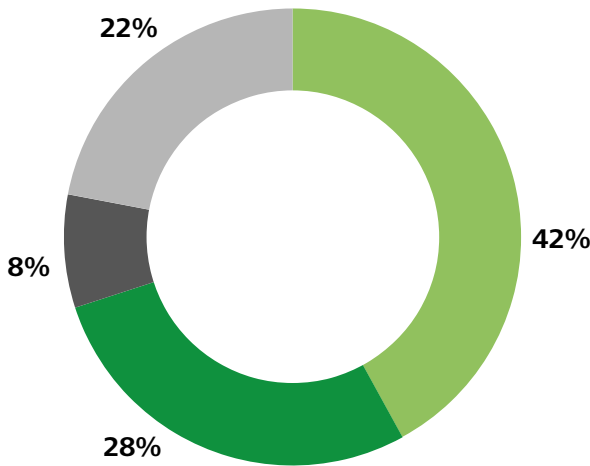
Use communication and educational programs to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles.

Are you taking action to support this resolution?



- 79%** Yes, we have taken/are taking action to support this resolution
- 3%** No, but we are planning to take action in the next 6 months
- 10%** No, and we are not planning to take action
- 5%** This is not applicable to our business

Have you set quantitative targets/goals?



- 42%** Yes, we have set quantitative targets/goals
- 28%** Yes, we have set qualitative targets/goals
- 8%** No, we have not set targets/goals, but we have plans to do so
- 22%** No, we have not set targets/goals, and we are not planning on setting targets/goals

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Resolution #1

Resolution #2

Resolution #3

Survey results on Resolution #3: Communication and education about healthier diets and lifestyles

Use communication and educational programs to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles.

According to responses, the number of people reached through initiatives designed to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles has increased significantly over the past year.

Members report that over 2.7 million employees have been reached by company health and wellness programs, and over 1.6 million employees have been reached by internal health and wellness websites in 2014, a significant increase over the previous year. Retailers are leading the majority of these efforts.

There was also a significant increase in the number of consumers reached with programs to help them make informed choices and become more physically active.

- More than **91 million consumers** have been reached through education programs, the majority of which were conducted by personal care products manufacturers
- More than **55 million consumers** have been reached through websites, predominantly designed by retailers

- Nearly **3 million consumers** have been reached through other means of promoting healthy food choices and increased physical activity, predominantly by retailers

Partnerships played an important role in helping member companies reach consumers. Respondents said they partnered with:

- More than 47,000 school communities to conduct health promotions, with 98 million children being reached with information that supports developing habits of sensible, balanced diets, good hygiene, and regular physical activity. This compares to members partnering with at least 17,000 schools, reaching over 53 million children, in 2013
- More than 236,000 healthcare professionals, reaching over 89 million people in 2014, a significant increase over the previous set of responses

The number of people reached through initiatives to inspire healthier diets and lifestyles has increased significantly over the past year.

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Resolution #1

Resolution #2

Resolution #3

Survey results on Resolution #3: Communication and education about healthier diets and lifestyles

Use communication and educational programs to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles.

Respondents describe a variety of actions taken to support this resolution, particularly in terms of promoting healthier food choices and increased physical activity. For example, many respondents participate in programs that aim to address and help eliminate childhood obesity through better eating habits and regular exercise.

The Healthy Weight Commitment Foundation (HWCF) brings together a network of over 255 retailers, food and beverage manufacturers, restaurants, sporting goods and insurance companies, trade associations, NGOs, and professional sports organizations to reduce obesity, especially childhood obesity. In just five years, HWCF members removed 6.4 trillion calories from the U.S. marketplace, well exceeding their commitment to collectively remove 1.5 trillion calories from the food supply by 2015. This reduction equates to 78 calories per person per day in the U.S. Other HWCF initiatives include a public education campaign, Together Counts, and the Healthy Schools Partnership program, aimed at providing healthier nutrition options and raising awareness of the energy balance approach (balancing calories consumed with calories

burned) in schools. More than 15 million students are engaged in the Together Counts campaign, which encourages families to make a pledge on its social media platform to engage in more family meals and physical activity.

Some respondents also partner with EPODE, the world's largest obesity prevention network (30 countries, 40 programs), to reduce childhood obesity prevalence through sustainable strategies based on Community Based Programs. These companies reported working with the Epode International network (EIN) on a project called Epode for the Promotion of Health Equity (EPHE), which focuses on reducing socioeconomic inequalities in health-related diet and physical activity behaviors of families with children between the ages of 6 and 12 living in seven different European countries (the Netherlands, Belgium, Romania, Bulgaria, Portugal, Greece and France). The EPHE project will analyze the added value of implementing an EPODE methodology, based on local initiatives with the active involvement of all stakeholders (families, schools, and local communities), for the reduction of health inequalities.

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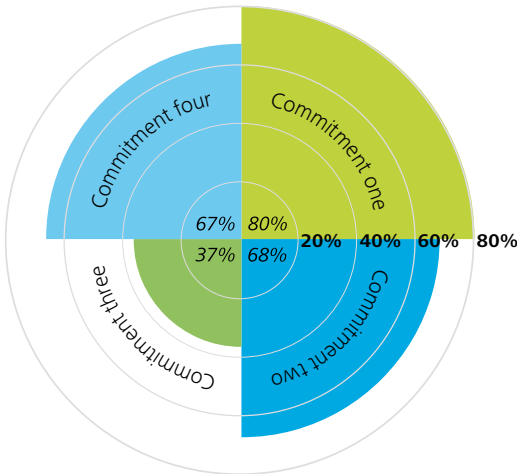


The EPODE methodology is based on four main pillars: a strong political will; a coordinated organization and approach; a multi-level, multi-stakeholder approach; and sound scientific background, evaluation, and dissemination of the program.

Progress against commitments

In June 2014, the CGF Board of Directors committed to lead the industry on a number of specific actions based on the Resolutions. These newly adopted Commitments are important to bringing focus and accelerating the positive impact on the global health and wellness agenda. As mentioned earlier in this report, the Commitments are intended to enhance stakeholder engagement and give us a public position with regard to targets and timelines.

Commitments completed by respondents



Initial findings show significant progress, with three of the four commitments completed by more than two-thirds of respondents.

The 2014 survey results provide an opportunity to measure progress against the four CGF Health & Wellness Commitments for the first time.

Note: Percentages in this graphic are specific to the Commitments and were evaluated slightly differently than metrics specific to the Resolutions.

Given the timing of this survey, the initial results shown opposite should be considered a directional snapshot. **Nevertheless, initial findings show significant progress, with three of the four commitments completed by more than two-thirds of respondents.**

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The Health & Wellness Steering Committee is applying lessons learned from this survey to improve the measurement process and develop KPIs for future efforts. In the meantime, to provide more context we include snapshots of what CGF members are doing to address some of the Commitments. We are developing an activation toolkit to inspire further progress.

Commitment #1: Make company policies on nutrition and product formulation public

This involves publishing quantified company objectives to improve the nutritional composition of products in mainstream financial reports, CEO statements, and corporate communications. To support implementation companies will receive details on industry standards and information on nutritional composition of products.

Commitment #2: Implement employee health and wellness programs

CGF members reported that making health and wellness a priority for their employees was a central element of their overall efforts to promote health and wellness.

Commitment #3: Industry-wide implementation of consistent product labeling and consumer information to help consumers make informed choices and usages

Providing clear, consistent product information is an ongoing challenge for consumer goods manufacturers and retailers as regulations and standards differ across geographies.

Product nutritional information requirements and guidelines continue to progress within individual markets with significant adoption among CGF members of front-of-pack (FOP) labeling to supplement existing back-of-pack (BOP) nutritional information. 19 of 55 respondents in the food and beverage and retail sectors (reporting with respect to private label) indicated that 100% of their products clearly display product nutritional information on packaging. An additional 12 reported that more than 75% of their products had such labeling. In the personal care and hygiene sector, four of seven companies reported that 100% of their products had clear product usages on packaging.

Respondents indicating that 100% of their products clearly display product nutritional information on packaging or clear product usages on packaging:



19 of 55 food and beverage and retailer respondents



Four of seven personal care product manufacturers

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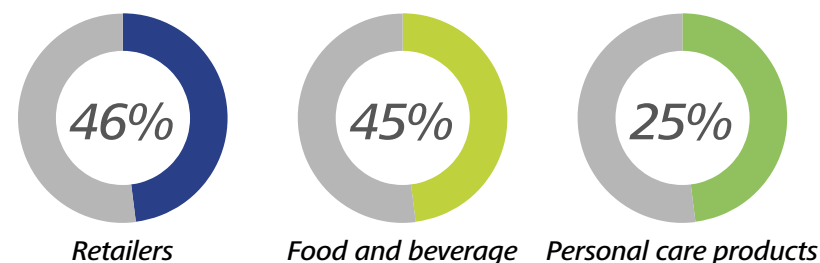


Commitment #4: Stop targeted advertising to children under 12 for products that do not fulfill specific nutritional guidelines

Consumer goods manufacturers and retailers face a challenge in restricting advertising to children, as the number of marketing and advertising channels proliferates and access to those channels evolves. Leading practices in restricting advertising to children goes beyond compliance with regulations and pledges to proactively managing and monitoring the rapidly changing environment. To support this commitment the CGF is currently working on a partnership with the World Federation of Advertisers (WFA) to implement their Responsible Advertising program and local pledges. WFA recognizes that special care is required when advertising to children and is leading a global coalition of the advertising industry to identify, promote, and replicate good practice and champion socially responsible initiatives, which go beyond compliance with industry standards. The CGF also supports several other initiatives, including the EU Pledge and the WHO recommendations on the marketing of food and beverages to children.

CGF member companies' initiatives in support of this commitment work closely with governments, trade associations, their peers and other health and wellness experts in order to align activities, approaches and methodologies and accelerate the impact of their collective efforts.

Survey results indicate that 40 percent of respondents have a policy governing advertising to children. By sector, the percent saying they *did not* advertise to children was as follows:



56% of respondents with a policy have had their compliance rate audited by an external agency such as the above-mentioned EU Pledge, the International Food and Beverage Alliance (IFBA), or local regulatory agencies.

“Retailers and manufacturers have made a good start in helping consumers live healthier lives. But the scale of the challenge facing humanity keeps getting bigger. The Consumer Goods Forum is uniquely positioned to help our members rise to that challenge by working collaboratively together and helping drive positive actions globally. **Peter Freedman, Managing Director, The Consumer Goods Forum**”



The 2014 Health & Wellness progress report: recommended next steps

The survey process is continuously being refined and adapted based on participant feedback. Improvements for the next phase will focus on:

1 Simplifying the survey to better fit the diversity of the CGF's membership and reduce duplication with other health and wellness surveys.

2 Building alignment globally on measures of the industry's impact on the global health agenda, including a global baseline.

3 Defining a set of benchmarks on implementation of the Resolutions and providing it to members.

4 Expanding participation of CGF members through ongoing engagement by CGF Board members and other companies that responded to the 2014 survey.

“ Every single person in any part of the world has something in common: they want their family to live healthy and well. We have a great opportunity to join the talents of our organizations to help make this aspiration come true, for ourselves, for our customers, and for the entire world. **Antonio Coto Gutierrez, Director Ejecutivo América, DIA Internacional** ”



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► Further industry actions: the power of collaboration

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Further industry actions: the power of collaboration

The challenge of health and wellness is far too complex and the scope too broad to be handled by one organization or individual sector. The CGF recognizes that a collective approach to health and wellness will likely be most effective in the long-term, and will help accelerate positive actions presently. For example, in its examination of a public health crisis, obesity, The McKinsey Global Institute (MGI) surveyed the impact of a wide range of interventions for abatement and concluded that while effective change is possible, public-private partnerships and aligned incentives are critical¹.

1 McKinsey Global Institute. 2014. Overcoming Obesity: An initial economic analysis.

Among the 18 categories of interventions they cite, ranging from portion control to public health campaigns, they concluded that **only a broad combination of interventions will affect change** and that a wide range of stakeholders – manufacturers, retailers, government, NGOs, educators, community leaders, and employers – will need to be aligned for the broad set of interventions to work. MGI also adds that a high degree of coordination is likely to be required to capture potentially high-impact industry interventions, given that there are market share risks facing any first mover. The CGF sees the public sector and NGOs playing a vital role in driving the global health and wellness agenda and is committed to partnering with these groups to drive positive change.

“Improving the health and wellness of society is a shared priority requiring collaborative solutions. No single organization, government or company can do it alone. Progress demands that each of us play our part by embracing our role in helping consumers to lead healthy lifestyles. Our industry has already achieved significant results and we’ll continue to build on our success in the years ahead. **Indra K. Nooyi, Chairman and Chief Executive Officer, PepsiCo, Inc.**”



The CGF sees the public sector and NGOs playing a vital role in driving the global health and wellness agenda.

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Indeed, businesses, local communities, and NGOs have already been working together to launch programs addressing health and wellness. The World Economic Forum's 'Future of Healthy Living,'¹ for example, aims to bring together governments, the private sector, and civil society to make a positive and measurable impact on healthy living and NCDs. Similarly, the Clinton Foundation² focuses on prevention by identifying small measures that could improve public health and scaling up those measures to benefit larger sections of society. The foundation has run approximately 25 programs related to food and nutrition, chronic diseases, and employee health in which major companies are playing roles, including:

- **Alliance for a Healthier Generation:** The American Beverage Association has partnered with this alliance, funded by the Clinton Foundation and American Heart Association, to reduce beverage calories consumed per person by 20 percent by 2025
- **Clinton Health Matters Initiative:** Nike and Verizon are working actively with this initiative to address the threat of NCDs as a part of the goal to improve the health and well being of U.S. Citizens

As mentioned earlier in this report, The U.S based **Healthy Weight Commitment Foundation** (HWCF) and the **EPODE** International Network (EIN) are two NGOs, which have made a significant impact at the national and regional levels on fighting childhood and adult obesity. The CGF is currently looking at ways of scaling up these two programs to create a unique industry initiative which will drive positive change and impact.



In France, the EPODE program has resulted in a 22% reduction in the prevalence of overweight children in nursery schools in EPODE towns

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Collective action frameworks like these provide a platform to tackle health and wellness challenges by harnessing the diverse perspectives and power of the public sector, NGOs, and multinationals. Such collective actions enable businesses to solve complex challenges jointly with partners and to create value by doing so.

To this end, the CGF, through its regional and global strategic alliances, continues to work closely with regional collaborative platforms and with the strategic partners and alliances that are identified as key to helping to drive positive change globally and who are committed to the enrichment of the shoppers and consumers that our industry serves.

“Working across the Golden Triangle of business, government and civil society, we can make real progress against some of the most challenging health and wellness issues of our time. Cross-sector collaboration is absolutely essential, unleashing the unique strengths of each part of society and helping the three sectors make a much greater combined impact than any single part could hope to achieve alone. **Muhtar Kent, Chairman and CEO, The Coca-Cola Company**”



► The journey ahead

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The journey ahead

This Health & Wellness progress report is part of a longer journey, and the CGF is committed to measurement and reporting to share tangible progress annually. More broadly, the CGF five-year plan in Health & Wellness calls for specific actions to galvanize the industry and maximize the potential of our diverse membership in support of the WHO Action Plan on Non-communicable Diseases at the global, regional, and community levels. These actions will focus on:

Accelerating engagement with CGF members and strategic alliances to drive widespread adoption of the Health & Wellness Resolutions and Commitments.

Establishing metrics of success and an externally audited mechanism for monitoring and reporting progress.

Creating a signature program, “Consumer Goods for Better Lives” to stimulate health and wellness and contribute to the global health agenda in line with the overall vision of The Consumer Goods Forum.

A major part of this effort will be to develop a program showcasing innovative examples of health and wellness that have an impact on the consumer, shoppers, employees, their families, and the communities the industry serves. The program will provide an online platform of easy-to-use tools for consumers, shoppers and employees and will be supplemented by a mobile app and a physical presence at key events. Advances in digital technologies (wikis, texts, tweets, etc.) that greatly facilitate collaboration, as well as visualization technologies such as concept and geo mapping offer exciting new possibilities for companies.

Accelerating engagement, establishing metrics of success & creating a signature program.

For members of the CGF, the program will highlight case studies and examples of the implementation of the Health & Wellness Resolutions and commitments and all initiatives will be shared among members and beyond.

To provide further guidance for our programs, a global, cross section scientific based external body has been formed, comprised of 5 experts from academia. As the partner of choice, the CGF Health & Wellness Pillar will provide a neutral platform to leverage the network of science and invite stakeholders to participate in the evolving health and wellness agenda.

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We invite you to join the collective movement with The Consumer Goods Forum on www.tcgfhealthandwellness.com to share your stories and successes. Being part of this industry alignment will also support greater business efficiencies along the entire value chain.



The challenge of consumer health and wellbeing presents every company with an opportunity to show that it is forward thinking, to build the trust of consumers, and to demonstrate it is engaged in helping consumers, shoppers and employees to live better lives. But collaboration is key.

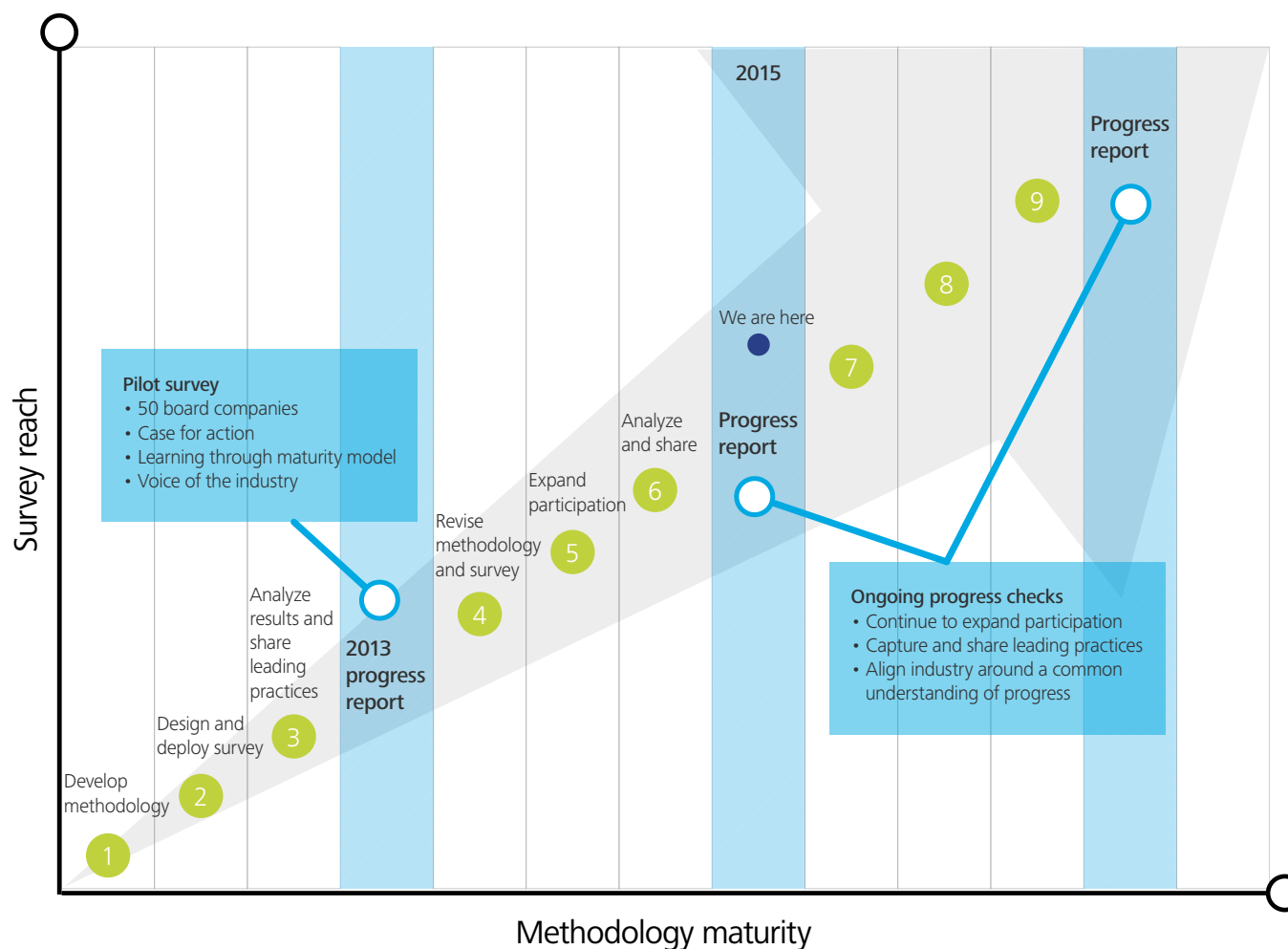
Being part of this industry alignment will also support greater business efficiencies along the entire value chain.



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Progress report. Vision: to stimulate health and wellness

The approach is a multi-year process for building a mature methodology that aligns industry reporting on progress against health and wellness initiatives.



► Appendix: detailed descriptions of Health & Wellness resolutions

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Appendix: detailed descriptions of Health & Wellness resolutions

Endorsed by the CGF in 2011, the Resolutions detailed below are intended to set expectations for the contributions by industry sector – food and beverage manufacturers, personal care and hygiene manufacturers, and retailers – in addressing key public health concerns and in providing solutions that improve and enrich consumers' lives.

The adoption of these Health & Wellness Resolutions by the CGF Board laid the foundation for collecting information about industry-wide efforts in this area, for communicating the undertakings of industry, and for motivating and enabling future actions and engagement across the industry.

The CGF identified specific actions that companies could take to achieve the goal of each resolution, thus reducing the incidence of obesity, physical inactivity, and NCDs. These actions also align with the expectations of industry as outlined in the World Health Organization (WHO) 2003 Global Strategy on Diet, Physical Activity, and Health and in subsequent recommendations by the WHO on strategies to address obesity and NCDs.

Resolution #1: Access and availability of products and services

Offer consumers and shoppers a range of products and services that supports the goals of healthier diets and lifestyles.

For the food sector, this includes: continuing to develop/improve affordability and availability of existing products and services that support the goal of healthier diets and lifestyles.

- 1.1** Reducing the overall energy, salt/sodium, sugars, saturated and trans-fat content of our foods and beverages to help address public health priorities.
- 1.2** Enhancing our products with respect to ingredients and nutrients that should be encouraged in the diet.
- 1.3** Seeking opportunities to address nutritional deficiencies of vulnerable populations.
- 1.4** Providing healthier choices of products and services for a range of budgets.
- 1.5** Developing product sizes for a range of consumer needs.
- 1.6** Promoting consumption of fruits and vegetables.

This resolution encourages the use of a wide range of channels for distribution to reach the most underserved populations.

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For the personal care sector, this includes:

- 1.7 Continuing to develop / improve affordability of existing products that support the goal of healthier lifestyles.
- 1.8 Developing product sizes for a range of consumer needs and budgets.
- 1.9 Providing better access to personal care through public and private channels.

It is imperative that the widest range of socioeconomic groups feasible has the means to attain healthy products. This might mean providing a wider range of sizes to align with the diversity of global cultures and economies. It could also mean varying formulations that can enable a wider range of price points. In tandem with affordability, availability is essential. Thus, this resolution encourages the use of a wide range of public and private channels for distribution in order to reach some of the most underserved populations around the world. These populations would benefit greatly from access to the most recent innovations in health and wellness products.

Companies also have an opportunity to increase the amount of nutrients in their products. Specifically, this would include nutrients that have been identified as healthy but are currently deficient in the diet. The importance of this was discussed in the context-setting part of this report: since fiber is an important part of a healthy diet, enhancing products with fiber or

providing education about pairing foods with foods that naturally contain fiber, such as fruits and vegetables, could improve the nutritional profile of the appropriate product or meal where it is served. There are also countries – many in the developing world – that are still at risk from protein-energy malnutrition, iron deficiency, iodine deficiency, and vitamin A deficiency. Companies can help address these deficiencies by fortifying their products destined for these markets with essential vitamins and minerals in line with relevant guidelines.

In the personal care product area, the quality, affordability, and availability of personal care products can have direct impacts on the personal hygiene, oral health, skin condition, personal appearance, and other important health and wellness factors across populations. Personal care products can play a preventive role by enabling better hygiene, which reduces the risk of illness and disease, as well as enhanced body image, which encourages better health habits to maintain that image.

The goal of this resolution is to offer and make affordable to consumers a range of products and services that support the goals of healthier diets and lifestyles. This resolution extends to the sub-resolutions described above. For example, companies should develop and distribute products in a way that makes them accessible to most geographies and affordable to most incomes.

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Resolution #2: Product information and responsible marketing

Provide transparent, fact-based information that will help consumers and shoppers make informed product choices and usages.

To achieve the goals of health and wellness, the CGF recognizes the important role product information plays in responsibly engaging the public. This resolution recommends that companies establish a global policy providing for relevant, easy to understand information on-pack for at least seven parameters: energy, carbohydrates, total sugars, protein, fat, saturated fats, and sodium.

Plain language and simple messaging are also key “rules of the road” for establishing consumer trust in the **CGF’s Consumer Engagement Principles**.

For the food sector, this includes:

- 2.1 Providing globally, wherever feasible, on-pack nutrition information on products, for at least seven (7) parameters: energy, carbohydrates, total sugars, protein, fat, saturated fats, and sodium. In addition to the seven, this also entails providing nutrient information when nutrition or health claims are made. This includes per serving/portion and per 100 g/ml, if required, and may include the contribution to the diet as a percentage of the official daily intake guidance, where such values are available.
- 2.2 Displaying energy information (at minimum) on the front of pack in markets where there is currently no specific recommendation for front of pack nutrition information.
- 2.3 Acknowledging that there are other existing front of pack labeling systems in various parts of the world – particularly those supported by local governments – so as to create synergies with already established on-pack information standards.
- 2.4 Committing to voluntary, company-specific measures to ensure that any advertising to children under 12 is only for products fulfilling specific nutrition criteria based on scientific evidence and /or applicable national and international dietary guidelines; barring that, not advertising at all on media directed to children under 12.

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For the personal care sector, this includes:

- 2.5 Displaying clear product usages on packaging.
- 2.6 Partnering with school communities, including parents and educators, to provide information consistent with developing habits of safe product usage.
- 2.7 Partnering with healthcare professionals to develop holistic solutions for managing the health and wellness of their patients throughout the various life stages.

Where nutrition and health claims are made, this resolution also requires that the nutrient levels be specified on a per-serving size and/or per 100 g/ml basis. It also requires contribution to the diet as a percent of official daily intake guidance in regions where such guidance is provided. To simplify consumer decision-making even further, the CGF promotes the practice of front-of-pack labeling for (at a minimum) energy information, recognizing that execution of this would vary according to existing front-of-pack labeling systems supported by local governments.

This resolution recommends policies ensuring that any direct advertising to children under 12 is only for products that fulfill specific nutrition criteria or that companies adopt policies not to advertise at all to children under 12. The CGF also encourages properly displaying product usage on the packaging, partnering with school communities to provide information on safe product usage, and partnering with healthcare professionals to develop solutions for managing the life-stage health and wellness of their patients.

This resolution recommends policies ensuring that any direct advertising to children under 12 is only for products that fulfill specific nutrition criteria or that companies adopt policies not to advertise at all to children under 12.



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Resolution #3: Communication and education about healthier diets and lifestyles

Use communication and educational programs to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles.

Healthier lifestyle choices can be encouraged from an early age by partnering with schools and healthcare professionals to promote healthy behaviors. This resolution encourages such partnering with educational, healthcare, and community institutions to raise overall health literacy with regard to diets, hygiene, lifestyle, and physical activity.

For both the food and the personal care sectors, this includes:

- 3.1 Providing opportunities for our consumers and employees to lead healthier lives, including smoke free environments and employee wellness programs.
- 3.2 Encouraging and supporting our consumers of all ages to make informed choices and become more physically active.
- 3.3 Promoting overall physical and mental health (both cognitive and emotional). Partnering with school communities, including parents, educators and

authorities, to provide information that support developing habits of sensible and balanced diets, good hygiene, and regular physical activity.

- 3.4 Supporting public health and civil society initiatives, particularly those that inform consumers about good hygiene and achieving energy balance through healthier diets and lifestyles, and increased physical activity.

This resolution encourages such partnering with educational, healthcare, and community institutions to raise overall health literacy.

For the personal care sector, this also includes:

- 3.5 Promoting healthy skin through UV protection (sunscreen and personal behavior).
- 3.6 Encouraging self-confidence through healthful practices and positive body image
- 3.7 Partnering with healthcare professionals to encourage prevention.
- 3.8 Advancing community wellness thorough health literacy, education, and promotional initiatives that increase public understanding of basic health indicators and how to effectively access health resources.

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Acknowledgements

Health & Wellness – Measurement & Reporting Taskforce

Onno Franse, Royal Ahold (Chair)

- Megan Hellstedt, Delhaize Group
- Mary Sophos, GMA
- Sarah Delea, Mondelez International
- Saliha Barlatey, Nestlé S.A.
- Petra Klassen-Wigger, Nestlé Group
- Janis Herzig, PepsiCo
- Karen Tonks, Tesco
- Mary Kearney, Unilever

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Manufacturer Co-Chair: Laurent Chastain, Nestlé Group

- Kyoko Sato, Aeon Co., Ltd
- Raymond Mccall, Ahold USA
- Takeshi Kimura/ Kazuya Onomichi, Ajinomoto Co Inc.
- Robert Ciati, Barilla Group
- Cynthia Salicrup/Liliana Mejia, Grupo Bimbo
- Hervé Gomichon, Carrefour S.A.
- Rhona Applebaum, The Coca Cola Company
- Megan Hellstedt, Delhaize Group
- Maha Tahiri, General Mills Inc.
- Joachim Neukam, GlaxoSmithKline
- Mary Sophos, GMA (Liaison Group representative)
- Kim Kirchherr, IGA Inc.
- Len Greer/Enrico Toja, Johnson & Johnson
- Hideyo Nakamura/Takuji Yasukawa, Kao Corporation
- Brigitte Gwynn, Kellogg Company
- Sangduk Suh, Lotte
- Jean-Dominique Tortil, L'Oréal
- Fritz Schröder-Senker, Mars, Incorporated
- Britta Gallus, Metro Group
- Saliha Barlatey/Petra Klassen-Wigger, Nestlé Group
- Sarah Delea, Mondelez International
- Paul Boykas/Richard Black, PepsiCo Inc.
- Dawn Elvin, The Procter & Gamble Company
- Jason Tutty, Sobeys Inc.
- Karen Tonks, Tesco Stores Ltd.
- Anne Heughan, Unilever
- Jeff Berkowitz, Walgreens Boots Alliance
- Gordon Farquhar, Walgreens Boots Alliance
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About The Consumer Goods Forum

The Consumer Goods Forum (“the CGF”) is a global, parity-based industry network that is driven by its members. It brings together the CEOs and senior management of some 400 retailers, manufacturers, service providers, and other stakeholders across 70 countries, and it reflects the diversity of the industry in geography, size, product category and format. Its member companies have combined sales of EUR 2.5 trillion and directly employ nearly 10 million people, with a further 90 million related jobs estimated along the value chain. It is governed by its Board of Directors, which comprises 50 manufacturer and retailer CEOs.

The CGF’s mission is, “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”. It provides a unique global platform for the development of global industry processes and standards as well as sharing best practices. Its activities are organised around the following strategic priorities: Sustainability, Product Safety, Health & Wellness, and End-to-End Value Chain & Standards, each of which is central to better serving consumers.

The CGF’s success is driven by the active participation of its members who together develop and lead the implementation of best practices along the value chain. With its headquarters in Paris and its regional offices in Washington, D.C. and Tokyo, the CGF serves its members throughout the world.

For more information, please visit:

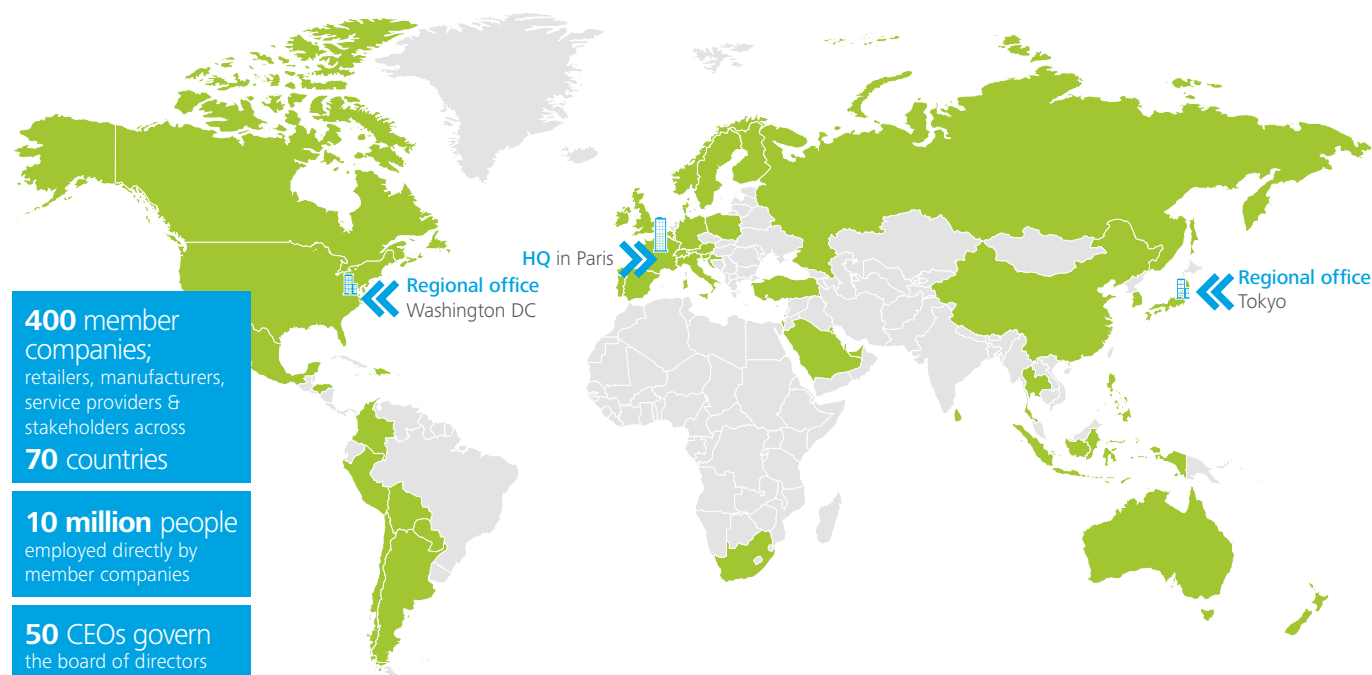
www.theconsumergoodsforum.com



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Our Strategic Alliance Partners – The Liaison Group

- | | | | | |
|---|---|--|---|---|
| <ul style="list-style-type: none"> • AIM
European Brands Association • ANTAD • AFGC
Australian Food and Grocery Council • ConMexico | <ul style="list-style-type: none"> • ERRT
European Retail Roundtable • EuroCommerce • FCPC
Food & Consumer Products of Canada | <ul style="list-style-type: none"> • FIA
Food Industry Asia • FMI
Food Marketing Institute • FoodDrinkEurope | <ul style="list-style-type: none"> • FGC
The New Zealand Food & Grocery Council • GMA
The Grocery Manufacturers Association | <ul style="list-style-type: none"> • GS1 • NACDS • RCC
Retail Council of Canada |
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CGF Strategic priorities



Product
Safety



Health &
Wellness



End-to-End
Value Chain
& Standards



better
serving
customers
& driving
business
efficiencies

Health & Wellness Timeline

2011
Resolutions



2012
Framework
of Actions



2013
Measurement
and reporting



2014
Commitments



2015+
Implementation



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