

A Global Language for Packaging and Sustainability

A framework and a measurement system for our industry



THE GLOBAL PACKAGING PROJECT
PART OF THE CONSUMER GOODS
FORUM SUSTAINABILITY PILLAR



Dear Colleagues,

It is with great pleasure that we publish this report.

This is the first outcome of the Consumer Goods Forum Sustainability Pillar. We look forward to many more successful products emerging from the programme that will assist our businesses in this very important area.

This Global Packaging Project addresses the need in our industry for a common language to enable intelligent and informed discussion between our businesses on sustainable packaging, and paves the way for meaningful cooperation across our industries.

The team responsible for this report and the other project activities has included experts and practitioners from across the entire packaging chain; retailers, manufacturers, converters, associations and more. This embodies a principle of inclusiveness that we will ensure is part of all of our activity.

Most importantly, the report delivers a framework and measurement system that trading partners can use to help them make better, more informed decisions about packaging and sustainability. The framework includes common definitions and principles, agreed metrics and indicators and guidance on usage.

We trust that you will find time to read the report and ensure it has the right impact within your business or organisation. We would in particular ask you to:

- » ensure your company's full commitment to the pilot programme currently underway
- » start the process of internalising the work
- » engage with your trading partners to promote the framework and the measurement system.

With best wishes



Sir Terry Leahy
CEO, Tesco plc



Paul Polman
CEO, Unilever

Board Sponsors for Sustainability
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Preface

The Global Packaging Project was initiated as a result of a proposal made to the Global CEO Forum by Sir Terry Leahy and Paul Polman in November 2008.

They had identified the need in our industry for a common language to allow for intelligent and informed debate between and within companies on Sustainability; however, understanding the magnitude of this task, they proposed this should be first addressed for a more discreet, manageable area within the larger Sustainability agenda. Packaging was identified as one area of focus, hence this project.

It was also agreed by the Global CEO Forum that the project would bring together existing work taking place across our industry rather than invent from scratch. The project has succeeded in achieving this with the core input coming from projects taking place in ECR Europe, EUROOPEN, the Grocery Manufacturers Association (GMA) and the Sustainable Packaging Coalition (SPC).

This document summarises the output of the project to date and lays out the objectives and plans for the pilot phase.

For a more in depth understanding of the principles, indicators and metrics it is recommended that companies consult the additional project material and the source documents used for this project. These can be found on the project web site at <http://globalpackaging.mycgforum.com/>.

Since the formation of the Consumer Goods Forum in June 2009 this project has operated under that banner, as part of the Forum's Sustainability pillar.

AIM, the European Brands Association, has provided secretariat services and support for the project from its inception through to the publication of this report.

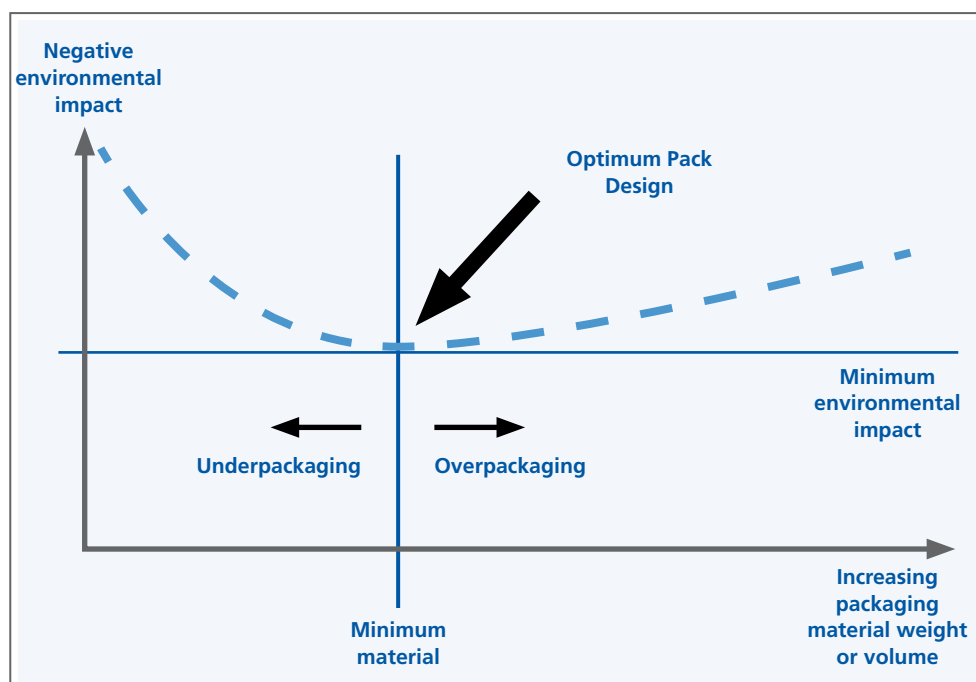
1 Executive Summary

Packaging plays a critical role in the consumer goods industry. It protects and preserves our products and raw materials as they transit through our supply chains.

By its nature packaging is very visible and in world of scarce resources it is something that attracts the attention of consumers, the media and environmentalists. They often challenge us to address it.

The industry has a responsibility to review the packaging it uses and to ensure that any negative impact arising from its production or disposal is minimised. But this analysis of impacts must be done in the round. It must include the impact of product losses that may result from the use of **too little** packaging as well the impacts of using **too much**.

Finding the balance between under-packaging and over-packaging is the aim for all of our businesses.



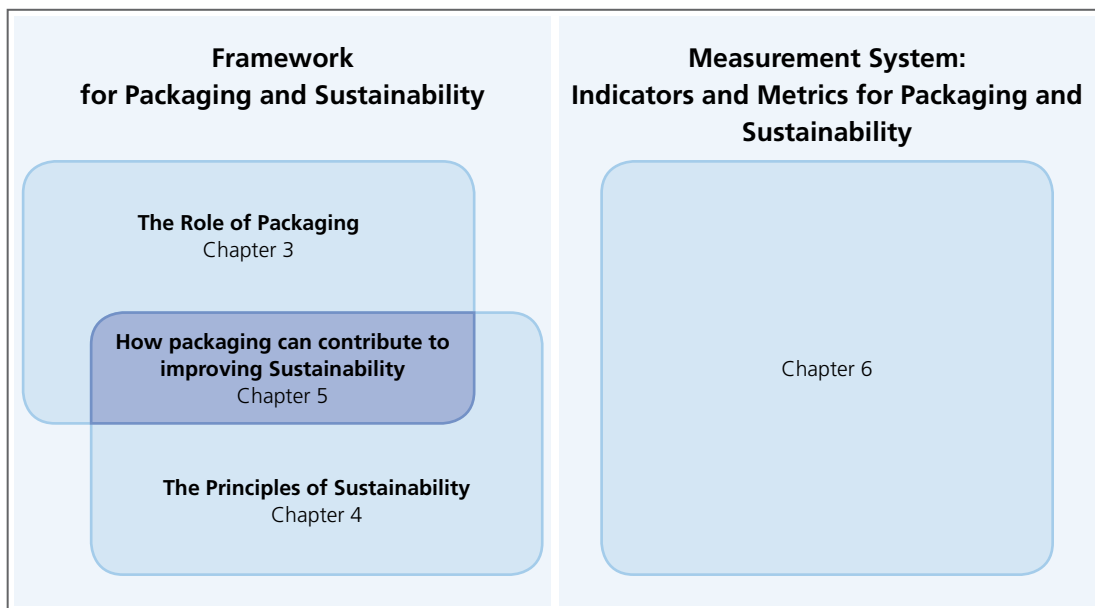
Optimum Packaging: The Inventa AB model shows that the environmental consequences of product losses caused by excessive packaging reduction are far greater than guaranteeing adequate protection through an incremental excess of packaging.

Packaging spans the entire value chain and is a shared responsibility for all trading partners.

To be able to address this responsibility effectively trading partners need to have a common way of talking about packaging and of sustainability. This project delivers to our industry a language and simple metrics to enable more informed dialogue between trading partners about the relationship between packaging and sustainability.

It will enable better decision making, both within companies and across the value chain. In turn this will result in cost reductions, reduced environmental impact and improved consumer perception

The diagram below shows how the framework and measurement system are presented in the report



The framework first explains the **role of packaging** which is to:

- » **Protect** the product
- » **Promote** the product
- » Provide **information**, on product, usage, health and safety, disposal, etc.
- » Enable the **convenient** transportation and usage of the product
- » Allow **unitisation** of the product through the supply chain
- » Support efficient **handling** of the product, again, throughout the supply chain

Next, the framework considers the **principles of sustainability** – specifically the **environmental, economic** and **social** aspects. It also explains the importance of taking a **Life Cycle** approach, covering the consecutive and interlinked stages of a product system, from raw material acquisition or generation from natural resources to final disposal. This can also be referred to as a cradle-to-grave process.

The final part of the framework is the **intersection** between the role of **packaging** and the principles of **sustainability**. It addresses how packaging can positively contribute to the sustainability of a product by being:

- » designed holistically with the product in order to optimise overall environmental performance
- » made from responsibly sourced materials
- » able to meet market criteria for performance and cost
- » manufactured using clean production technologies
- » efficiently recoverable after use
- » sourced, manufactured, transported and recycled using renewable energy.

Underpinning the framework is a set of **indicators and metrics** that ensure that the detailed dialogue between trading partners is based on common terms, measures and values. For each indicator there is a clear definition, some examples, usage guidance and links to existing industry protocols where available.

The framework and 'version 1' of the measurement system are now complete. The next stage, already underway, is a series of pilot projects testing the practicality and ease of use of the framework and measurement system in real business environments.

Each pilot takes as its starting point a business question, relating to packaging and sustainability that the trading partners want to address. It might, for example, be to compare different packaging formats for the same product or to consider the impact of changes in secondary and tertiary packaging to support logistics changes.

The results of these pilots will be shared with the industry at the end of 2010 and will inevitably result in a refinement – a 'version 2' – of the measurement system.

Even the completion of the pilots will not herald the end of the project.

For the project to deliver the benefits that have been identified, the framework and the measurement system need to become part of the way we do business. This means full adoption within the companies that have participated in the project, the wider Consumer Goods Forum and across our industry in general.

So, rather than being a conclusion, this document is more a call to action, a call to:

- » ensure your company's full commitment to the pilot programme
- » start the process of internalising the work
- » engage with your trading partners to promote the framework and the measurement system.

2 Introduction

2.1 The Vision for the Project

This project delivers to our industry a common language to enable more meaningful and informed dialogue between trading partners and within industry groups about the relationship between packaging and sustainability.

We believe that this will, in turn, ensure better decision making, both within companies and collectively.

The common language proposed herein includes common definitions regarding packaging sustainability, principles, indicators and metrics, and guidance on how to use this framework and the measurement system.

2.2 The Business Case

Sustainability has risen dramatically up the agenda in recent years. Once the preserve of NGOs and pressure groups it is now a central part of business strategy and increasingly relevant to the consumers we serve.

Companies increasingly understand that an effective approach to sustainability helps to manage risk, reduce costs, become more innovative and efficient, and grow customer loyalty. There is a risk, though, that action is not always sufficiently co-ordinated; that we, as businesses, do not work as closely together as we might, and, as a result, our response is less strong and less efficient than it could be.



Consumers, and regulators, see packaging as a key concern. They want an end to what they perceive as over packaging and they want consistency of information, including clarification on what packaging can and can't be recycled.

Businesses, however, whether they are manufacturers or retailers, judge the environmental sustainability of their products from different perspectives and use different approaches.

For example, some companies focus on weight reduction, believing it provides a reasonable proxy for sustainability through lower raw material inputs, reduced transport, less waste and lower CO2 emissions. But this emphasis on weight has some unintended consequences, including greater wastage if the packaging becomes too fragile.

Other companies use life cycle analysis to help them measure sustainability. This is a more comprehensive approach but it can be costly in both resources and time and there are not always commonly agreed measurement approaches.

To support an effective industry response, there is a need for common metrics and definitions on how companies should measure the sustainability of their packaging – bringing together the work of existing programmes which touch on similar areas and adding a global dimension and CEO leadership to the issue.

The more unified approach of a packaging and sustainability measurement system will not only enable organisations to work together more effectively but also allow them to realise new opportunities and manage risks.

The benefits include:

» Cost reduction:

By harmonising our approach for measuring and asking for packaging information, organisations can work together more effectively – setting clear expectations of each other and reducing the time needed to respond to requests.

» Reduced impact:

Analysing packaging data will help identify sustainability “hot spots” that can then be addressed. It will also help identify opportunities to reduce costs,

» Improved consumer perception:

Through measurement and understanding organisations can identify opportunities to deliver consumer expectations.

» Improved decision making:

A common and robust set of metrics provide us with a common, rounded, fact based foundation for us to understand priority sustainability issues, agree appropriate industry actions – and understand the implications.

» Extended influencing:

Demonstrating leadership by proactively managing the issues related to packaging can allow organisations to:

- demonstrate that by informing and empowering consumers, much more can be achieved than is possible through regulation
- work with local authorities and government to support the development of an efficient recycling infrastructure and maximise the recovery of packaging materials
- respond swiftly and accurately to requests for information on our packaging optimisation work
- demonstrate progress and build the case against the need for further regulation

3 The Role of Packaging

Whilst the fundamental role of packaging is to deliver the product to the consumer in perfect condition, it also serves a variety of other purposes.

Good packaging uses only as much of the right kind of material as necessary to deliver what is required. As packaging is reduced, the range of scenarios under which product losses occur rises, until eventually a point is reached where the increase in product loss exceeds the savings from the use of less packaging material. Any reduction in packaging beyond that point is a false benefit, since it increases the total amount of waste in the system.

Consumers generally only see the primary product packaging, that being the packaging of the product that they pick up at the shelf. Secondary and tertiary packaging, used for grouping and transporting products, also play an important role in both the function and impact of packaging.

Well-designed packaging will meet the requirements of the product while minimising the economic, social and environmental impacts of both the product and its package.

Function	Features
Protection	<ul style="list-style-type: none"> » Prevent breakage (mechanical protection) » Prevent spoilage (barrier to moisture, gases, light, flavours and aromas) » Prevent contamination, tampering and theft » Increase shelf life
Promotion	<ul style="list-style-type: none"> » Description of product » List of ingredients » Product features & benefits » Promotional messages and branding
Information	<ul style="list-style-type: none"> » Product identification » Product preparation and usage » Nutritional and storage data » Safety warnings » Contact information » Opening instructions » End of life management
Convenience	<ul style="list-style-type: none"> » Product preparation and serving » Product storage » Portioning
Unitisation	<ul style="list-style-type: none"> » Provision of consumer units » Provision of retail and transport units
Handling	<ul style="list-style-type: none"> » Transport from producer to retailer » Point of sale display

Table: Functions of Packaging



4 The Principles of Sustainability

4.1 Sustainable Development

In 1987 the Brundtland Commission developed the most commonly applied definition of Sustainable Development: *“Development that meets the needs of the present without compromising the ability of future generations to meet their own need. This involves addressing **economic, social and environmental** factors and their interdependence in an organization’s decision-making and activities.”*

4.2 Sustainability Claims

Within this context, the term ‘sustainable’ does not have a specific definition but is used in its usual (dictionary definition) sense, for instance: “to maintain or keep going continuously”. However there is a strict ISO requirement (14021) that claims of achieving sustainability shall not be made for self-declared environmental claims.

4.3 Sustainability for Organisations

Sustainability in the corporate sector encompasses strategies and practices that aim to meet the needs of stakeholders today while seeking to protect, support and enhance the human and natural resources that will be needed in the future.

4.4 Understanding Life Cycle Thinking

Genuine environmental improvements require a **Life Cycle Thinking** approach to packaging/product systems that covers the *“consecutive and interlinked stages of a product system, from raw material acquisition or generation from natural resources to final disposal”*. This can also be referred to as a cradle-to-grave process.

The United Nations Environmental Program has proposed that *“the purpose of life cycle thinking is to prevent piecemeal approaches and avoid problem shifting from one life cycle stage to another, from one geographic area to another, and from one environmental medium to another.”*

Life Cycle Assessment applies a rigorous quantitative process to Life Cycle Thinking and is the predominant tool used to substantiate the environmental impacts for goods and services. It involves careful compilation and evaluation of the inputs, outputs and the potential impacts of a product system throughout its life cycle.

5 How packaging can contribute to improving Sustainability



In viewing how packaging can contribute to improving sustainability there are some key principles that always need to be considered:

- » Packaging makes a valuable contribution to economic, environmental and social sustainability through protecting products, preventing waste, enabling efficient business conduct.
- » It also provides consumers with easier purchasing decisions and, of course, the benefits of the products it contains.
- » The fundamental role of packaging is to deliver the product to the consumer in perfect condition.
- » Attempts to reduce packaging impacts should only be pursued if they maintain or reduce the impacts of the packed product.
- » Because of its role in protecting the product packaging can only be properly evaluated as part of a complete product life cycle
- » Optimal performance is achieved when product and packaging are designed together from conception
- » Packaging design also needs to factor in the post-consumption disposal opportunities available in the local market
- » There is no such thing as a fundamentally good or bad packaging material: all materials have properties that may present advantages or disadvantages depending on the context within which they are used.

Products generally represent far greater resources and have a much higher inherent value than the packaging used to protect them. Thus, product losses due to underperforming packaging are likely to cause much greater adverse effects on the environment than the gains made through excessive packaging reduction.

However, it is also true that across our industry there are opportunities to optimise packaging and so increase its contribution to the overall sustainability of the packaged product.

To positively contribute to the sustainability of a product, packaging should increasingly be:

- » designed holistically with the product in order to optimise overall environmental performance
- » made from responsibly sourced materials
- » manufactured using clean production technologies
- » efficiently recoverable after use
- » sourced, manufactured, transported and recycled using renewable energy

In addition the packaging will need to:

- » meet consumer choice and expectations
- » be beneficial, safe and healthy for individuals and communities throughout its life cycle
- » meet market criteria for performance and cost

When these principles are respected, the impact of packaging is minimised and the benefits maximised.



6 Measurement System: Indicators and Metrics for Packaging and Sustainability

6.1 Principles

The comprehensive Indicators and Metrics laid out herein:

- » Consider packaging in the context of the packed product and account for the complete packaging system
- » Can be used by all members of a packaging supply chain (although not all indicators and metrics are relevant for all organisations or all types of packaging and associated supply chain functions).
- » Cover the complete packaging life cycle
- » Clearly define terminology
- » Address the need to establish goals and set the measurement boundary and scope
- » Offer a common approach to enable members of a supply chain to measure the same packaging attributes and normalise the data in the same way.

6.2 Understanding Indicators & Metrics

The measurement system developed for this project is based on the use of **indicators** and **metrics**.

An **indicator** is used as a proxy for an issue or characteristic an organisation wants to measure. An indicator describes a concept and can express movement – whether positive or negative – toward a goal. Generally, an indicator focuses on a piece of a system that can provide a sense of the bigger picture. For example, the indicator “small business survival rate” provides information about the overall economic health of a region.

A metric is the method used to express an indicator. Metrics are often computational or quantitative, but can also be a qualitative assessment. Metrics are typically expressed as a numerator and a denominator, i. e., “A per B.” For example, a metric to quantify the indicator “virgin material content” could be expressed as “% of total virgin material used per tons of packaging component.”

Indicators and metrics serve distinct purposes in the measurement process. Together, indicators and metrics provide an effective means by which an organisation can understand where they are, where they are going and how much further they need to go relative to a stated goal or objective. Therefore it has become commonplace to use “metrics” to refer to an indicator and metric as a single entity.

6.3 The Measurement System

The project team, starting from a base of the SPC Indicators and Metrics work, has developed a measurement system for assessing the sustainability of packaging in the context of the packaged project. For the first time this provides a globally agreed language for trading partners to undertake business discussions about how to implement packaging sustainability programmes.

6.3.1 Indicators

The project team have identified 52 indicators, covering the environmental, economic and social pillars of sustainability. These are laid out in the table below.

GPP Indicators			
Environmental			
Packaging weight	Total material input	Packaging weight reduction	Packaging to product weight ratio
Material waste	Virgin material content	Recycled content	Renewable content
Chain of custody	Toxicants concentration	Water used from stressed resources	EMS use
Energy audits	Packaging recycling rate	Selling unit cube efficiency	Transport packaging cube efficiency
Packaging composting rate	Packaging reuse rate	Packaging energy recovery rate	Packaging landfill rate
Life Cycle Indicators			
Cumulative energy demand	Cumulative energy demand renewable	Water consumption	Land occupation
Climate change	Ozone depletion	Toxicity (cancer)	Toxicity (non cancer)
Particulate emissions	Ionizing radiation (human)	Photochemical ozone creation potential	Acidification potential
Eutrophication potential	Freshwater ecotoxicity potential	Resource depletion	
Economic			
Total cost of packaging	Packaged product wastage	Life cycle embodied energy protection	Packaging service value
Social			
Product safety	Packaged product shelf life	End-of-life communications	Community investment
Child labour	Forced or compulsory labour	Freedom of association and/or collective	Discrimination
Excessive working hours	Remuneration	Occupational health	Safety performance
Responsible work place practices			



6.3.2 Examples of Indicators

For each indicator the project team have laid out supporting information that clearly defines the indicator, gives the metric and guidance on what and where to measure. These will, of course, be refined during the pilot phase.

Below are three examples of the detailed indicator information.

Environmental Indicator: Recycled Content

Definition

The ratio of recycled material to total material used in packaging constituents, packaging components, or packaging systems. For certain materials such as glass, steel and aluminium, all incoming material destined for recycling is introduced in the material manufacturing process as recycled content does not sensibly change the properties of the material itself. The recycled content will therefore vary over time as a function of supply of recycled material and demand for the material in question. Therefore, these industries argue that it makes more sense to refer to recycling rates than recycled content.

Metric

Percent recycled material of total quantity of material used per packaging constituent, packaging component or packaging system. Pre-consumer and post-consumer recycled content shall be specified separately.

Examples

- » % recycled content/packaging constituent
- » % recycled content/packaging component
- » % recycled content/packaging system

What to Measure

Measure post consumer recycled material and pre-consumer (recycled material which cannot be used in the process generating the material) as per ISO 14021. For additional guidance, refer to standard ISO 14021.

Environmental Life Cycle Indicator: Water consumption

Definition

The water consumption indicator reflects the aggregated net volume of fresh water withdrawn, used and degraded by the product system under investigation, causing this water volume to become unavailable for direct or immediate use. All possible fresh water sources should be considered (e.g. groundwater, public network, river stream), except for rain water. We recommend measuring the fresh water consumption indicator at a data inventory level. Despite considerable work on methodological development in recent years (e.g. the water footprint), no broad consensus yet exists on how to weight different water qualities (e.g. river vs. fossil groundwater) and on how to model the impact on the environment and human health related to the water use.

Metric

m³ fresh water/functional unit

Whom/What at the end am I damaging?

Water is essential to sustain life. Although renewable, water is locally and temporally a finite resource. As such, fresh water needs for industrial, agricultural and domestic purposes may raise situations of competition and overutilization, with detrimental impacts on the environment and the local communities. Examples can be found in many areas of the world (e.g. Lake Aral). Fossil groundwater extraction can even be considered as a resource depleting activity, where the recharge rate is not as great as, or greater than, the rate of depletion. This indicator deals with water quantity rather than issues of water quality which are considered under other impact categories.

How do I damage?

The consumption of water limits the ability of the environment or human society to use this resource. In some parts of the world the overall needs for water are in good balance with the water availability in that region, and no situation of competition exists. Conversely, in other regions, where water is a scarce, or relatively scarce, resource including for example parts of the U.S. and Europe, consumption of water can significantly affect other users and/or the environment. Such situations of imbalance are expected to increase as a consequence of climate change, population growth and lifestyle changes.

Why does it matter?

Water is essential to human health and ecosystem quality. Lack of or limited access to fresh water can result in detrimental hygiene conditions, resulting in the spread of diseases, and water shortages for irrigation or ingestion, resulting in malnutrition. Similarly, ecosystems like wetlands, which present a considerable plant and fauna diversity, would not be able to fulfill their ecological functions without sufficient water input.

What do I have to check, take into account in my supply chain?

Agriculture is by far the largest consumer of water resource. Packaging material sourced from agricultural feedstock might thus score higher on fresh water consumption, especially if they rely on irrigation. Further, waste recovery activities such as recycling might have larger water consumption scores than alternative treatments due to the need to clean the end-of-life material after collection.

When do I have to use/select/consider this indicator?

The selection of the water consumption indicator is recommended if the packaging material presents a high content of biogenic raw materials derived from agricultural feedstock. Water consumption may merit deeper consideration and investigation where parts of a supply chain operate in areas of water shortage or scarcity.

How specific can I interpret the resulting indicator?

The water consumption indicator refers to the aggregated water consumption only. This indicator does not address the local aspect of water sourcing, i.e. does not differentiate the impacts related to e.g. water withdrawal from a water-stressed vs. water-abundant well. An indicator of water consumption by itself is therefore not adequate to assess use of water resources from a sustainability perspective. It should further be noted that existing inventory data is often incomplete and inconsistent in its treatment and quantification of water. The indicator should therefore be treated and interpreted with caution.

How can I reduce uncertainty & evaluate the significance of an impact?

A separate accounting of water use in water-stressed regions, and of water depletion, would greatly improve the significance of the indicator results.

Whom to ask, where to look at?

The ReCiPe handbook contains only a generic chapter on water consumption. The reader is further referred to the Water Footprint Network Website (www.waterfootprint.org) for more information on the emerging water footprint methodologies. The UNEP – SETAC working group on water use in LCA and the ISO working group on the accounting and impact modeling for water in LCA are recommended as additional information source.

Economic Indicator: Packaged Product Wastage

Definition

The value of packaged product lost due to packaging failure.

Metric

Cost of packaged product lost or returned plus cost of the product's packaging per functional unit, e.g. number of servings.

Examples

» \$ of packaged product + \$ of packaging lost/
10,000 units of sales packaging

What to Measure

Calculate the total cost of a unit of sales packaging. Add that cost to the stated value of the lost or returned product. Include the cost of primary and secondary packaging.

What not to Measure

Do not include the cost of transport packaging unless there is bulk product loss due to failure at the transport system level.

6.3.3 Where to go for more information

The measurement system, including the detailed descriptions and supporting information for the metrics will be continuously updated during the pilot phase. The most up to date version of the measurement system is always available from the GPP project web site at <http://globalpackaging.mycgforum.com/>



7 Implementation – Pilot Programmes

The project team has developed this framework and measurement system which are now published. This effectively brings to an end the development phase for this project. However, the project is certainly not finished. The hardest part remains: getting industry implementation, which starts with piloting the framework and the measurement system.

A pilot programme involving more than 25 companies started in April 2010 and will continue until September 2010.

7.1 Pilot Objectives

The objective of the pilots is to prove the applicability and value of the measurement system (consisting of indicators and metrics) for packaging in the context of sustainable development. The indicators and metrics, along with the framework, need to provide companies with a common language that can be used internally or jointly with trading partners, to shape discussion and action designed to improve sustainability performance.

The feedback from the pilots will be used to update and finalise the GPP framework and measurement system.

Further to this, the pilot projects are expected to highlight which data is readily available within the industry, what are the limiting factors in obtaining data and what processes should be developed to ensure data availability in the future.

7.2 Pilots Underway

The companies listed below have committed to participate in the pilot programme. The framework and measurement system can be implemented internally as well as multi-company but the majority of the pilots involve two or more companies.

AEON	Dyna Pack	KAO	Procter & Gamble
Alcan Packaging Beauty	Freudenberg	Kraft Foods	Reckitt Benckiser
Ardagh Glass	General Mills	Kroger	SC Johnson
Beiersdorf	Green Bay Packaging	Leeb Flexibles	Sobey's
British Glass	Hannaford	L'Oréal	Target
Carrefour	Heineken	Mettler Packaging	Tesco
Coca-Cola	Henkel	Nestlé	Tetrapak
Colgate-Palmolive	Hillex Poly	PepsiCo	Unilever
Duro Bag	Janes Fine Foods	Power Pack	WalMart

All of the pilots start by establishing a business context which leads to a business question which needs to be answered by the pilot. The quality of the business question is critical to determining the scope of the pilot study. The quality of the question can be enhanced by having established the performance requirements prior to considering the business question.

The question can be simple or complex and could focus on an internal question or it can focus on external factors.

An example of a business question is included in the Henkel example pilot illustrated below.

Case Study: Henkel and Shelf Ready Packaging

Henkel undertook a pre-pilot to check the validity of the proposed pilot process. The result of this pre-pilot also serves as an example of a good pilot programme.

All pilots start, of course, with a business question. Henkel focused on Shelf Ready Packaging (SRP) and formulated the business question as: "Do SRP solutions result in higher or lower levels of sustainability across the value chain (within a selected product category)?"

Once the business question was formulated a sub-set of the indicators in the measurement system were identified that were relevant to the question. For the Henkel study this included indicators from all three pillars – environmental, economic and social.

The Henkel team then set about populating the metrics which came from several different departments across the organisation. In some cases this was available from existing Henkel LCA work, but it was recognised that for some companies this data may not be readily available and may be sourced as industry averages from external databases.

In analysing the results the weight given to different impacts is of course subjective and becomes the basis for the discussion with trading partners.



American box solution



SRP solution

7.3 Pilot Completion

All pilots are due to complete in September 2010 with a summary of the results to be published in November.

At this time the framework and measurement system will be reviewed to incorporate any substantial findings, and an implementation programme will be launched throughout the industry to support companies in embedding the principles of this common language in their daily business activity.

8 Acknowledgements

More than 70 people from a wide variety of companies have actively contributed to this project. The industry is indebted to them for their efforts.

Retailers

Asda, Carrefour, Giant Eagle, Hannaford, Harris Teeter, Kroger, Loblaw, Marks & Spencer, Metro Group, Migros, Pick'n Pay, Royal Ahold, Sam's Club, Safeway, Supervalu, Target, Tesco Stores, Wakefern Food Corporation, WalMart

Manufacturers

Beiersdorf, Campbell, Colgate-Palmolive, Conagra Foods, Danone, Freudenberg, Fritolay, General Mills, GSK, Heineken, Henkel, JM Smucker, Johnson & Johnson, KAO Corporation, Kellogg, Kimberly-Clark, Kraft Foods, L'Oréal, Mars, McCormick, Nestlé, PepsiCo, Procter & Gamble, Reckitt Benckiser, Sara Lee, SC Johnson, The Coca-Cola Company, Unilever.

Packaging Converters

Arcor, Arcelor Mittal Packaging, Ball Packaging, Crown Europe, Dow Chemical, Dupont, Exxon Mobil Chemical Films, Mead West Vaco, Novelis, Owen Illinois Inc, SCA Packaging, Sealed Air Corporation, Tetrapak, Treofan

Organisations

AIM, CCGD, EUROPEN, FCPC-PACC, FEVE, FPE, FMI, GMA, GS1, IGD, INCPEN, PAC, RPA, SPC, WRAP

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The project was managed by Alain Galaski and Katrin Recke from AIM – the European Brands Association – on behalf of the Consumer Goods Forum.

About the Consumer Goods Forum

The Consumer Goods Forum is an independent global parity-based consumer goods network. It brings together the CEOs and senior management of over 650 retailers, manufacturers, service providers and other stakeholders across 70 countries.

The Forum was created in June 2009 by the merger of CIES - The Food Business Forum, the Global Commerce Initiative (GCI) and the Global CEO Forum. The Consumer Goods Forum is governed by its Board of Directors, which includes an equal number of manufacturer and retailer CEOs and Chairmen. Forum member companies have combined sales of €2.1 trillion.

The Forum provides a unique global platform for thought leadership, knowledge exchange and networking between retailers, manufacturers and their partners on collaborative, non-competitive issues. Its strength lies in the privileged access it offers to the key players in the sector as well as in the development and implementation of best practices along the value chain.

It has a mandate from its members to develop common positions on key strategic and practical issues affecting the consumer goods business and to focus on non-competitive collaborative process improvement.

With its headquarters in Paris and its regional offices in Washington, D.C., Singapore, Tokyo and Shanghai, The Consumer Goods Forum serves its members throughout the world.

Sustainability in the Consumer Goods Forum

The activities of the Consumer Goods Forum is organised into a series of strategic pillars. 'Sustainability' is one of the strategic pillars.

Sir Terry Leahy, CEO of Tesco, and Paul Polman, CEO of Unilever, sponsor the Sustainability pillar on behalf of the Board of the Consumer Goods Forum.

A Sustainability Steering Group consisting of twenty five business leaders from across the Forum companies lead the activities within the pillar on behalf of the sponsors.

