



Transforming the Food Sector

'Creeping incrementalism' is not fit for purpose in the face of conjoined social and environmental crises, business will have to 'transform'

Global Heating in Perspective

During the last Ice Age, 20,000 years ago the global average temperature was about 5-6C lower than today

Much of Northern Europe and North America was covered by 1000m of ice

Global population halved to just 130,000 people (smaller than Cork today)

The global population today is 8 billion, heading for 9.5 billion

0 100 200 300

The likely
endpoint

If leaders and decision
makers don't take trans-
formative actions on climate
now and in the future, a

**2.5 to
2.9°C**

**temperature rise will be
our reality.**



UN 
environment
programme

#EmissionsGap





Geopolitical Race for Green Growth and Resilience

- US Inflation Reduction Act
- EU Green Deal and Carbon Border Adjustment Mechanism
- China dominant share of Solar Panel, Battery, Wind Turbine and Critical Rare Earth Metals
- Japan and Germany have put their 'crown jewel' car sectors at risk by 'dallying' over electrification, distracted by biofuels, hydrogen and lean diesel
- Indigenous energy/food production of growing importance to deliver security and resilience

Building a Bridge to Transform

An aerial photograph of a large cable-stayed bridge spanning a deep valley. The bridge features tall, slender concrete pylars and a network of white stay cables. The surrounding landscape is a mix of green forests and golden-brown agricultural fields. A river flows through the valley below the bridge. The sky is clear and blue.

5 Key Steps

Framing the Transformation

Pressure

On Today's Economy

- More regulation
- Rising Cost Base
- Investor scrutiny
- Colleague expectations
- Customers looking for solutions

Transition

From Today to Tmrw

- Strategy Alignment
- Customer Engagement
- Culture
- Ways of Working
- Partnership

Emergence

Of Tomorrow's Economy

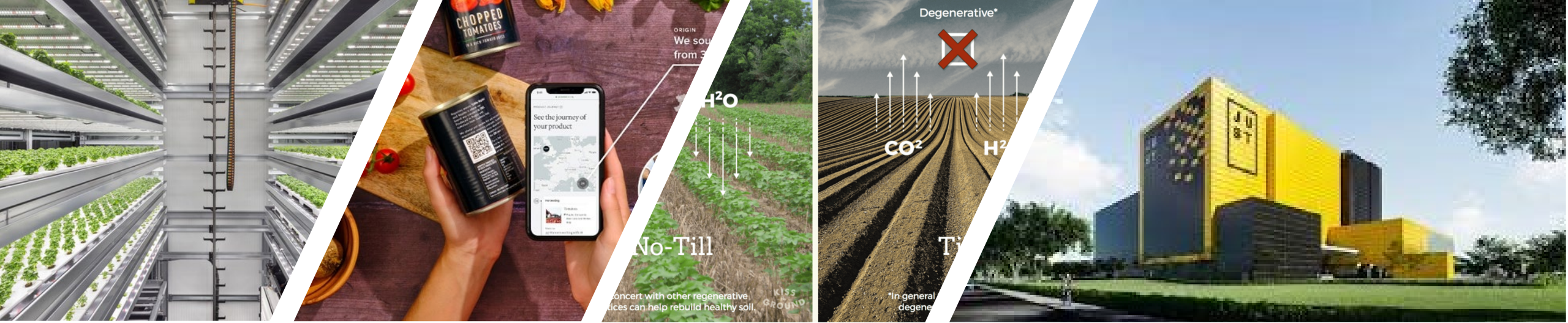
- Power – energy services
- Cars - EVs
- **Food – lower impact**
- Fashion - circular
- Technology - circular
- Travel – lower impact
- Infrastructure –
Resilient, circular, human



Step 1

Where are we going?





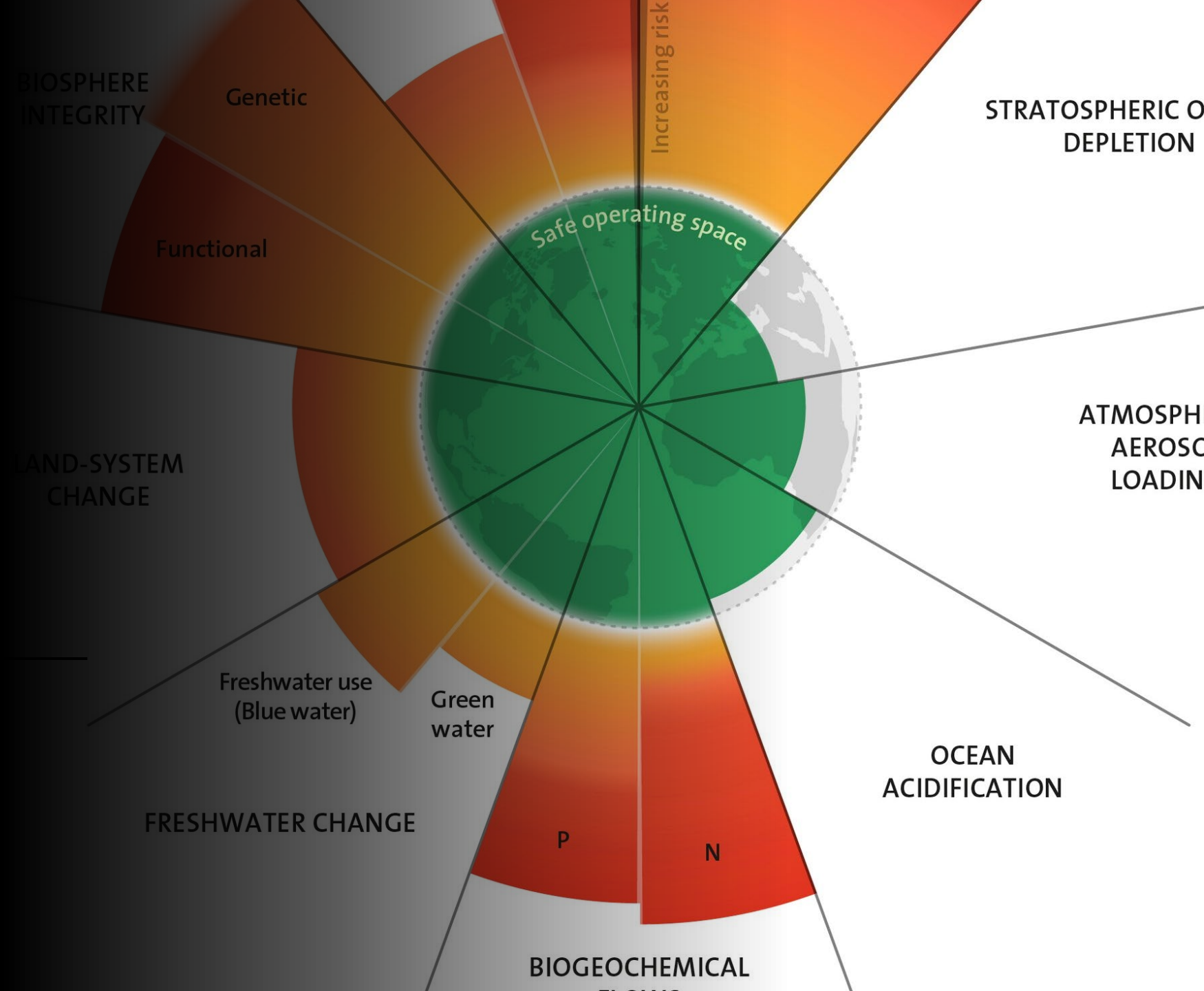
A (Fragmented) New Food System is Emerging

- 34% of GHG emissions
- 2700km³ water use pa
- 6m ha of deforestation pa
- 24 billion tonnes of soil pa
- 40% of calories wasted
- 600m smallholders



Step 2

Recognise it's not just a
Climate Crisis





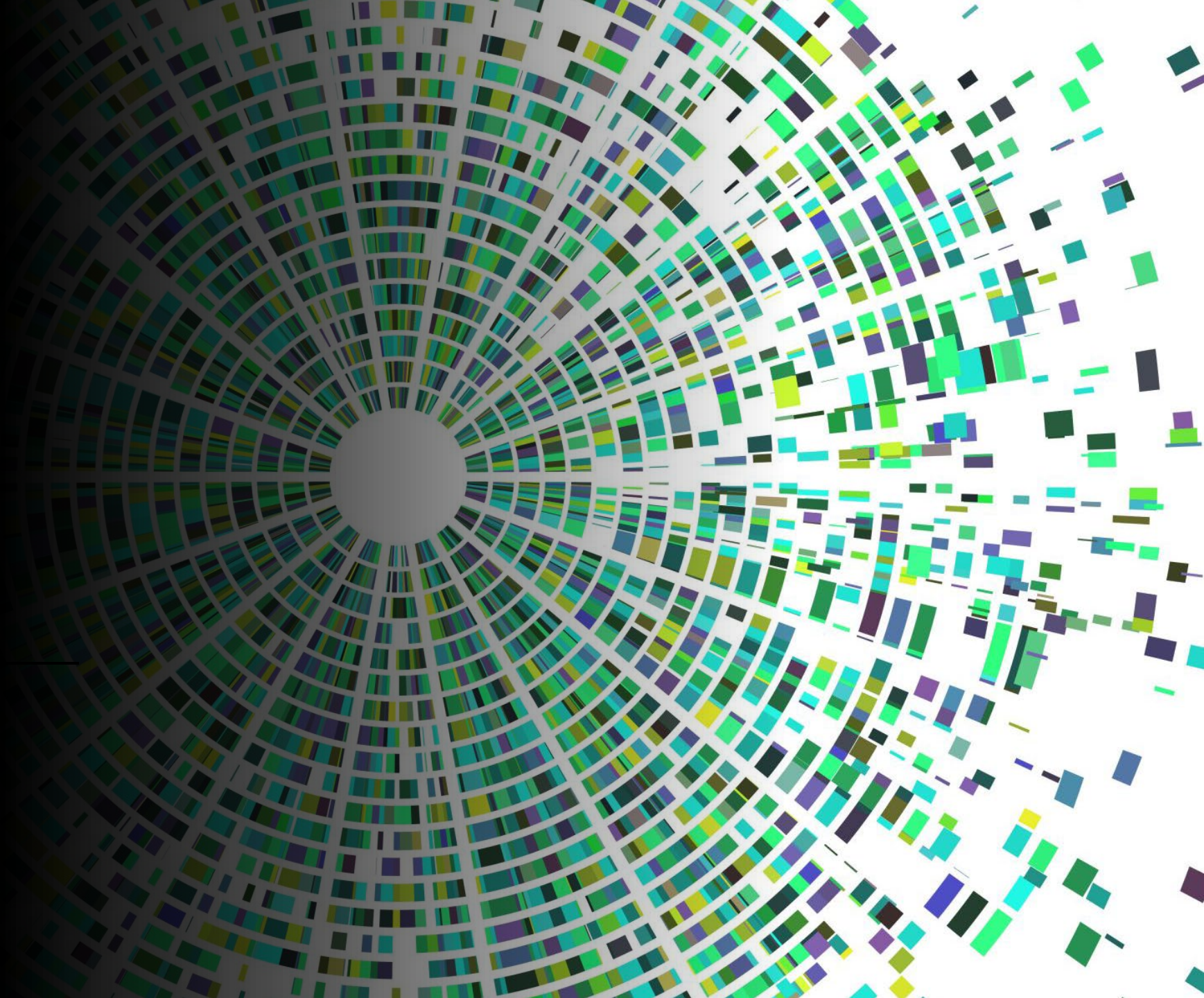
People
Nature
Circularity

- **Reckitt** - Global Net Zero AND Hull (R&D and manufacture)
- **Morrisons** - Helping 3000 farmers become Net Zero
- **Timberland** – all raw materials protecting nature



Step 3

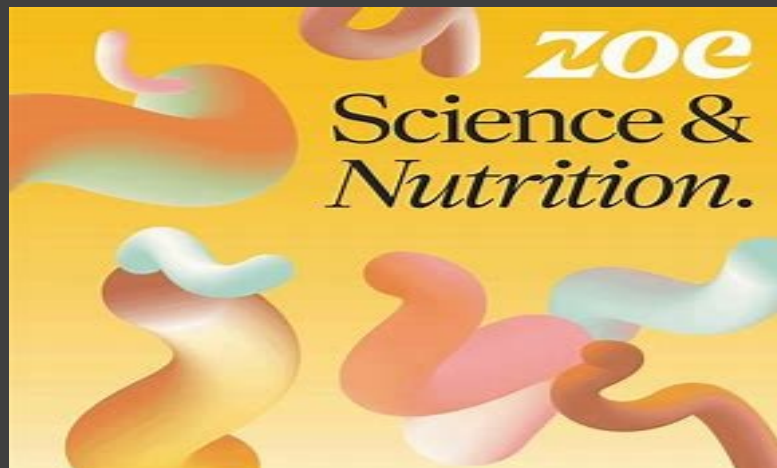
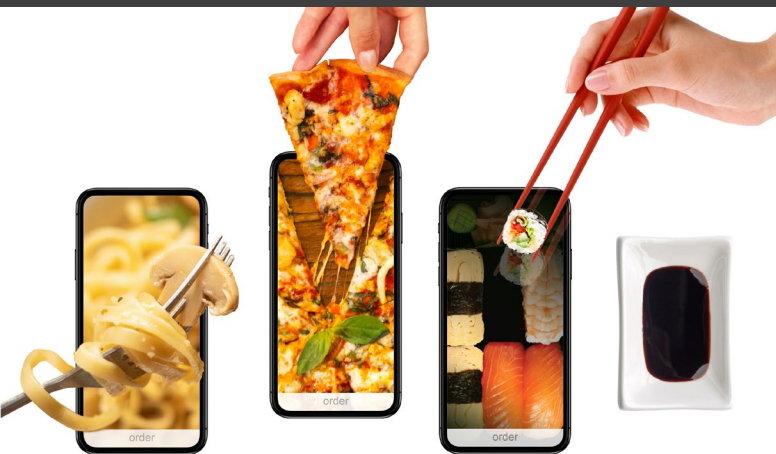
Engage People in Better Choices





Simpler Choices

- Putting a complex label on 10000s of different products and asking people to make a choice is not the answer
- We have to offer customers 'short cuts' to help them make 'better choices' by:
 - Removing bad choices
 - Using a 'stamp of approval'
 - Communal decision making
 - Using digital tools to aid and reward decision making
- Fusing Good for me with Good for the Planet



Step 4

Implement Ways of Working to
Accelerate and Scale Transformation



Pathways to Scale

- Measure the Business Case
- Put digital/data at the heart of what you do
- Innovate then scale



Step 5

Build Partnerships



Actively Support Suppliers and Work with Sector

- Create an **Internal supplier hub** –e.g. Ikea, Unilever and Mars
- **Supplier finance** – PVH, H&M, Walmart
- **Value chain partnerships** – Walmart with General Mills and PepsiCo
- Partner with **competitors and peers** to solve challenges e.g. Bord Bia, Consumer Goods Forum, Zero Carbon Forum
- Shape an **enabling policy** framework



Delivering Transformation

WHY do I need to become sustainable?

- Insight – *customer, marketplace disruption, science, investors, policy makers, employees*
- Strategy – *embracing disruption, radical shift in what and how you sell*
- Leadership – *confident, eloquent, transparent, humble, inclusive*

WHAT do I need to commit to do to become sustainable?

- Targets – *ambitious not iterative, all encompassing not single issue, business relevant*
- Governance – *‘the delivery machine’, tight control, clear accountability, action orientated*
- Reporting – *regular not annual, two way not one-way report, transparency*

HOW do I integrate sustainability into all that I do?

- Employees + suppliers – *relevance, clarity, skills, ideas, reward + recognition*
- Customers – *aspirational, better for you, better for others, easy + rewarding, the norm*
- Partnerships – *change the system together to make your ambitions possible*