



Sustainable supply chain

Protecting
planet, people
and profits



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By Charlotte Bastiaanse

Climate change, animal welfare and food waste are among the greatest environmental problems of the century—and very few industries are ignoring the demand to drive sustainable change. For consumers in the natural products industry, sustainability is a multi-layered term that relates to more than vaguely addressed environmental issues; it refers to ethical corporate behaviour aimed at improving operations and safe food production.

Consumers are certainly drivers of sustainability activation, but investors and financial stakeholders are also evolving their evaluation of suitable partnerships and acquisition. According to Nielsen research, at the start of 2020's second quarter, consumers had already spent US\$33.6 billion on sustainable goods—up 15.8% compared to the same period in 2019. Additionally, consumers care about company history, ingredient sourcing, and how products are processed and transported. Consumers want to connect with companies they trust and believe in, and to have their purchase choices reflect their ethics and values.

There's an emphasis on accelerating sustainable action, but companies know reformation comes at a cost. Consumers care about supporting sustainable brands, but how much more will they realistically spend? Will brands accept hits to their profit margins in the interest of brand value built on ethics? Do stakeholders care about future-proofing their supply chain if it comes at a cost? How do companies stand to reap the rewards of improved corporate reputation, strengthened customer and partner relationships, and improved corporate morale? This sustainable supply chain report investigates.

Consumer attitudes

A study conducted in Q1 2020 by industry insights firm Kearney shared that consumers have become keenly aware of the direct connections between their own health and the health of the planet. In response to how the current environment has affected purchasing attitudes, 48% of respondents said it has made them more concerned about the

environment, and 55% reported they are now more likely to purchase environmentally friendly products. This year, consumers have become more selective about items they decide to bring into their homes, and partially base these decisions on whether the products will have positive impact on their lives and on the world, says Collette Kakuk, VP global marketing, Layn Natural Ingredients and HempRise. "Consumers are making it clear that they wish to engage with brands that align with their personal values, and most consumers today place great value on social responsibility, integrity, health, and the environment."

While stacks of consumer research and surveying confirms that consumers would be willing to pay for sustainable products that resonate with their individual ethics and values, willingness to pay does not necessarily a sale make. The hope of OmniActive's sustainability consultant, Rushva Parihar, is that consumers will support brands they care about even if it means paying a slight premium. "However, COVID-19 has led to a redefinition of values among consumers due to decreased spending power." He references that while Beyond Meat has seen an increase in sales, there has also been a resurgence of SPAM (canned pre-cooked meat). "There are those who are starting to see the value of brands that are better for their health because they are organic and grown in a way that keeps the nutritional value of the ingredients while also protecting the planet. But there are also those who are not in a position to consider

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anything beyond cost," Parihar says.

Elaborating on how the plant-based trend accelerated through the COVID-19 pandemic, Briony Mathieson, Chief Marketing Officer, Olam Food Ingredients, shares that Olam's own research undertaken in the UK found that one-in-five consumers (22%) say they have consumed more plant-based products since the start of lockdown—rising to 37% among 18-34 year-olds; a further 45% are open to trying plant-based products. Concern for health was cited as the

number one reason (48%) followed by concern for environment (45%). This growth is driven in part by consumers who were previously slow adopters. Only 8% of male consumers say they always purchased plant-based food pre-lockdown, yet almost a third (31%) have done so since restrictions were first introduced.

The uptick of plant-based purchases reflects health-conscious decisions, but Melissa Gaither, VP global communications & sustainability, Darling Ingredients, cautions against equating plant-based to environmentally friendly. There is a need to clarify that plant-based products aren't necessarily more sustainable than animal options, as they can have a significant environmental impact during processing. "In nutraceuticals, if we take hard capsules as an example, some plant-based excipients are chemically-modified and much less natural than gelatin, which is naturally sourced, helps to avoid food waste, and contributes to circular economy," she says.



How do they know and will they pay?

Gaither believes people are using their purchasing power to promote their ethical priorities, and are more critical towards not only companies, but also themselves—understanding that their choices have a greater impact than previously thought.

Consumer and stakeholder commitment could see the health and nutrition industry make quick progress toward a more sustainable supply chain, but how does a consumer evaluate a product for its sustainability—whether one they pick up on the grocery shelf or discover through ecommerce channels. Information displayed on the packaging is an obvious avenue of consumer communication. Andrew Hebard, CEO, Natures Crops International, notes many consumers will accept a 'sustainably sourced' statement on the packaging as enough to support a decision to purchase.

However, there are more proactive consumers than ever before conducting their own research and gaining information from a variety of


sources. As they investigate companies and brands, one of the most important aspects is authenticity.

Kakuk says: "Whether through social media, peer input, sustainability reports or product labels, it becomes clear which brands are taking true measures toward sustainability—from green packaging solutions to water conservation, alternative sources of energy, waste minimisation and more—or brands simply talking the talk."

Parihar adds to Kakuk's point, noting that while consumers might buy into social media storytelling and packaging claims, they must also take self-investigation steps to separate the brands that are genuinely working toward Sustainable Development Goals from those that are merely 'green washing.' He adds: "Consumers do not always take that step, so for brands, having a compelling story is important to break away from the rhetoric clutter that exists. Brands should build a narrative that encourages consumers to self-investigate, and thereby also engages them in a more meaningful way."

There's an existing mass of critical consumers, particularly younger generations, who will want to look behind the scenes of brands' acclaimed sustainability stories. Runa Haug Khoury, director sustainability and public affairs, Aker BioMarine, observes the fashion industry in which powerful influencers have been digging into the supply chain of big high street brands and disclosing bad practices—with some cases escalating to court for misleading marketing. In addition to compelling yet authentic brand stories, Khoury reminds supply chain stakeholders of strong and solid certification schemes, which are becoming broadly adopted and widely recognised by consumers. In its business of krill oil, Khoury shares that the Marine Stewardship Council (MSC) certification remains an important affiliation.

In-store, a label can be invaluable when mass awareness is required, as well as a need for third party assurance for major issues like deforestation. Mathieson references the RSPO certification label for palm oil as an example, and the SRP-verified label for rice that has just been launched by the Sustainable Rice Platform. "Few consumers are aware that rice is one of the biggest contributors of methane emissions—a greenhouse gas that is far more potent than carbon dioxide,"



Mathieson says. She adds if interaction with consumers is via social media, then storytelling is critical if it can be backed up by commitments, standards, and policies on the brand's website. "Getting hold of accurate and timely data that demonstrates real impact on the ground, at the heart of issues, has never been more important to prove impact is being made and to demonstrate transparency," she says.

Prioritised areas of the supply chain

There is always space for improvement across the food and nutrition chain, but some areas need attention more than others.

Parihar says: "As countries pledge to go carbon neutral by 2050 and in some cases as early as 2030, we must ask ourselves if we are willing to make the same commitment. Being carbon neutral means improving the way we source, manufacture, package and distribute. It starts with the intent and then it's small steps."

Laurène Aubert, SUN Business Network global partnerships manager, believes the nutrition supply chain should primarily focus on sustainable sourcing practices for large companies while considering sustainable sourcing and manufacturing practices for smaller companies. "Several SUN Business Network global members (mostly multinational companies) have indicated existing investments and close monitoring of the environmental impact of their manufacturing practices, however they can do more by supporting their suppliers in reducing food loss and waste and their overall environmental impact," she says. Small and medium enterprises (SMEs) need more guidelines and support in identifying sustainable practices and in accessing finance for the investments required for more sustainable productions.

To truly address sustainability issues, efforts must be made throughout the full supply chain, and approached holistically

as an industry. Efforts and actions are being scrutinised in every area, and suppliers must evaluate raw sourcing and quality, farming partnerships and practices, and harvesting methods, as Kakuk outlines. She adds that processing methods must be evaluated at to ensure they are safe and gentle on the planet, conserve water, reduce waste, utilise renewable energy sources wherever possible, and avoid unsafe practices and potentially dangerous chemicals.

"Addressing single areas, like packaging, without working upstream on the manufacturing and sourcing processes will certainly miss important impact opportunities," says Erin Boyd Kappelhof, Co-CEO, Eat Well Global. It will also likely lead to

distrust among consumers or accusations of greenwashing. Everything is interconnected and need to be treated as such. That's why there are no simple, short-term comprehensive solutions, she explains.

Merely complying with governmental regulations will no longer suffice, because governments are now facing additional challenges in enforcing even current regulations, let alone defending laws designed to shift towards a cleaner, greener, renewable basis for human prosperity, says Hebard. He goes on to explain that where botanical ingredients are concerned, many involve 'middle men' and the chain of custody is lost—hence the prevalence of adulteration. Buyers and formulators need to get as engaged in up-stream supply



chain sourcing as possible. The nutrition and supplement industry has tremendous leverage on the supply chain—a lot of it unrealised. Additionally, he observes: “Sourcing has the single biggest influence on sustainability as it directly impacts packaging, distribution and manufacturing. I believe COVID-19 has shown everyone just how vulnerable ‘lowest cost and fully optimised’ supply chains are, and that other metrics such as locality, seasonality, and degrees of separation from the producer will factor into buying decisions.”

Mathieson notes a significant proportion of the pain points—and therefore opportunities—mainly lie in the ‘first mile.’ Functional food, beverage and supplement products rely heavily on mass and smallholder farming. “In the first mile, the farmer base is usually very remote, highly fragmented, and the farmers have low literacy rates, little or no access to technology, poor infrastructure, and limited financing facilities,” she explains. The supply chain is complex with multiple intermediaries in play. Mathieson references the Olam Farmer Information System—a technology solution collecting and applying farmgate level data—which provides around 500,000 farmers with sustainability support including training in good agricultural practices, access to inputs like


fertiliser, healthcare and education. But scaling that is the biggest challenge to physically reach more farmers. “Fortunately, digital technology is moving forward significantly, and we are increasingly able to transact with farmers we have never been able to reach, as well as provide educational text message outreach with agri advice, or more recently COVID-19 health advice,” she says.

Obstacles to progression

There’s a clear emphasis on reformation needed at the base of the supply chain, especially at agricultural level—so what are the major obstacles preventing companies from addressing change across the supply chain?

Andres Jordan, director of operations, Monteloeder, holds that the continuous pursuit of maximum profit in the shortest possible time causes many companies to put sustainability aside in favour of short-term profits. Hebard concurs: “Whether it’s using plastics, pesticides or petrochemicals, these often deliver a quick and cheap solution to supply chain problems and finding alternatives often comes at a cost or premium. We need to either command higher prices for enhanced sustainability or innovate to find lower cost solutions.”

As the saying goes, ‘when money talks, few are deaf.’ Erik Bruun Bindslev, founder of MERIKA Advisory, perceives that the marketplace is not level, and for too long, government regulations have been promoting an extractive and finite model which now lacks credibility and jeopardises life on the planet. “In the European Union and European Economic Community, carbon tax, import duties and differentiated VAT which punishes extractive and non-regenerative sourcing both from land and sea is needed. A full costing model including the social and environmental cost of sourcing would further be a way to force the marketplace to rapidly change,” he shares.



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There's also a need to redesign waste models and approach reformation from a commercial perspective. "At Aker BioMarine, having a good offset of our waste into circular waste streams is something we are currently focusing on," Khoury says. "Waste is just a resource astray—and my goal is to convert our main waste streams into future revenue streams."

Additionally, Aubert says the SMEs from low- and middle-income countries (which make up most of SUN Business Network's members) would benefit from contextualised advice to support sustainable practices. Current research and recommendations are often focused on high income countries context. By considering the

sustainability, nutrition and economic challenges faced by SMEs in low- and middle-income countries, we could support larger sustainability gains.

Approaching with profit in mind

One of the quickest ways to rethink the approach to sustainability is from a commercially driven perspective, from which brands appreciate the profit protection or generation they stand to gain by adjusting business models. In today's climate, sustainability efforts are unavoidable to stay relevant and are no longer a 'nice to have' in some cases.

"When it comes to improving a brand's own industrial footprint, sustainability is so often about improvements and efficiency gains that will also spur cost-cuts," says Khoury. Adapting new ways may call for an initial CapEx investment, but reduced operational costs long-term very often ensures a good business case.

This sentiment resonates with Parihar, who says if brands started looking at the long-term picture rather than a quarter to quarter to cycle, they would automatically see the benefits of moving toward a more sustainable practice. "For example, if a business considers investing in renewable energy in its production facilities, the short-term cost on the new installation is often offset in savings over approximately three to five years." This is in addition to the benefits of reducing carbon footprint, ecological benefits, and competitive market positioning.

There are many small changes and improved efficiencies that can help brands move towards building more sustainable supply chains that do not necessarily cost a lot of money. If brands start to see the value in being more sustainable, they will be willing to start with small changes. For example, Parihar highlights ways to improve water efficiency. He shares: "In factories, this can be in the form of harvesting of rainwater and recycling of water when possible. In farms, this can be looking at setting up systems like drip irrigation that help reduce water wastage by almost 90%."

"Supply chain optimisation still has a big part to play in cost avoidance and margin enhancement, starting with sourcing—how you buy, where you buy, when you buy," says Hebard. "Sourcing greatly determines the down-stream activities of logistics, processing and packaging." These all come at a cost (financial and environmental) and a good starting place is to ask the question: how can we do less of them without compromising quality?

Hebard adds cutting corners on sustainability is not only short-sighted; it runs counter to key demographic and science-driven trends raising awareness about threats to health and well-being, particularly among young people.

When thinking about the starting block, Bindslev's advice is that brands begin the journey to achieving B-Corp status, which will analyse every aspect of operations. "It is the best tool available to begin the journey to sustainability—often with massive savings to following from the increased awareness of the business operating model and where gradual improvement is possible."

Protecting the consumer from absorbing all the cost

Sustainable reformation inevitably requires funding or capital restructure—whether in the form of improving the livelihoods and wages of farmers, installing 'green' technology or investing in upcycling waste projects. These costs stack up across the supply chain, impacting the final sale price to the consumer, who ultimately decides if they believe in a brand enough to buy.

Considering the decreasing spending

power in today's economic crisis, brands can no longer expect the consumer to carry the full cost. There's every belief that they want to support brands that they deem to be better for planet, but when the differences become significant and come down to a matter of cents, the

decision will quickly be made in favour of the cost-effective—and likely less credible—alternative. How can brands rethink their approach to profit margins, yet remain committed to their sustainability goals?

One long-term strategy is to clean up the supply chain and prioritise what a company's vision and revised unique selling point should be in the marketplace. "The price and availability of non-resilient, non-regenerative sources will see wild fluctuations making it harder and harder to manage the cost of goods sold (COGS) and innovation," says Bindslev. He adds: "Consumers are picking up the non-sustainable brands' mess through taxes going toward repairing the social and environmental impact of non-sustainable practises. Each day we come closer to a full-cost model in which sustainable practises will be rewarded and offer consumers sustainable options at the cheapest price."

Returning to the long-term picture approach, brands stand to benefit from the bottom line that comes with sustainable practices. "Doing things right will increasingly become a future denominator into product competitiveness, product quality and access to finance," says Khoury. In the short term, adapting new approaches might affect profit margins, and a higher quality product should, rightly, be priced slightly higher in the market—but the risk of 'going cheap' on minimum standard level is a risk that companies should avoid in 2020, she cautions.

Mathieson agrees, sharing that long-term investment in sustainability is likely to improve rather than dent the bottom line. Her view emanates from a lens emphasising connections. "How do we better connect with other companies and actors operating in a landscape so that we can pool resources and expertise to achieve greater scale with more impact? How do we better connect the consumer to the farmer so that they feel engaged and motivated to want to pay a slight premium?" she asks.

Mathieson is confident in the evidence of brands that have built their narrative around the positive impact they are creating, and the consumers who believe their purchase is going to make a difference.

Many successful brands demonstrate a willingness to invest in sourcing, manufacturing, and distribution models that accept some degree of reasonable COGS increases in order to avoid other costs and liabilities associated with remaining unsustainable, says Hebard. “Companies that remain committed to sustainability can realise the benefits of improved corporate reputation, strengthened customer and partner relationships, and improved corporate morale,” he says. He references his own business, which is transitioning all its crop production and processing to following regenerative practices. “This will increase our cost of goods and reduce margins, but we feel our products should not just compete on price, they should compete on overall value, and we need to be completely confident that we are making environmentally sound decisions,” he explains.

Protecting people

Sustainability is often viewed from a de facto environmental perspective, but as the voices of this report have outlined, businesses are paying attention to people empowerment. Companies and brands in the natural products industry are in an

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excellent position to promote long-term social responsibility, as we are inherently in the business of delivering good for people—and in ways that also makes the industry socially responsible to people.


“Many raw materials in the natural products industry come in the form of botanicals harvested from remote regions of the earth, and there are numerous opportunities to institute fair agreements with farming communities and networks, optimise agricultural practices and production methods that are safe and minimise

environmental impact,” says Kakuk.

As an advocate and holder of the B Corp certification, Kappelhof sees joining communities as a great way for the industry to integrate corporate social responsibility. “The key word here is ‘integrate’ as true sustainability is not a side initiative,” she says. “It is the integration of sustainable business practices that has lasting impact on employees, the environment, societies and, of course, profits too.” Certified B Corporations have integrated these elements into their operations.


The International Monetary Fund report identifies that the pandemic has pushed almost 37 million people into extreme poverty, and The Bill and Melinda Gates Foundation Report observes reverse progress made in the health sector over the past several decades. If a company is producing in India, China,





Southeast Asia, or Africa—big manufacturing sites for nutrition companies—there is a real crisis of hunger and nutrition that is looming, says Parihar. As a lead on OmniActive's Improving Lives Foundation, he shares the company's initiative to improve nutrition and the health of working farmers. Parihar feels passionate that as companies in this space, there is a baseline responsibility to ensure that communities where we operate or source from are not going hungry.

In Khoury's view, the health and nutrition industry is in itself an important part of the broader sustainability agenda. This industry carries a significant responsibility as stewards of the health of the planet and wellness of people in all respects. By 2050, 10 billion people will be alive on this planet; feeding this population in a healthy and sustainable way will require thinking in entirely new ways about future food and nutrition systems, she says. "At company level, we can



ensure we deploy responsible business models that provide healthy and sustainably-sourced products to this growing world.

Collectively, the



health and nutrition industry should advocate the importance of our future role into this megapicture in a stronger and better documented manner."

Aubert stresses the impact that the health and nutrition industry has on consumers and should do more primarily by adopting best environmental, social and governance practices across their value chain rather than

solely focus on their CSR activities. She says: "Companies need to identify innovative practices in these areas and publicly report on their impact. This will increase trust between the health and nutrition industry and both consumers and the public sector."

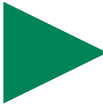

The cost of CSR

Proactive companies mostly have the intention to improve their corporate social responsibility (CSR) efforts, but the implication of investment rears its head and businesses abandon the idea, directing funds elsewhere. Making a difference does not have to come at tremendous cost—if businesses are willing to at least make a start.

Bindslev advises that companies begin with ensuring their business and brand is human diverse and set simple, bite-size criteria for trying harder in their sourcing, manufacturing and packaging material decisions. He highlights the need to re-evaluate existing product portfolios, as brands they can lift the top line at consumer level and lower the COGS though questioning existing supply chain models.

Jordan's recommendation is to start small—changing small but meaningful things, and while sales and revenue grow, invest a portion of that revenue in increasing budget toward the continuous evolution and improvement of the supply chain, and consequently of the brand itself. Evolution towards sustainability will be done progressively. "Companies need profits to survive and to reinvest in improving their brands to stay competitive in a changing marketplace where sustainability gains an increased importance every day," he says. Evolution and constant improvement might take place a slower pace, but it will be in the right direction.

In recent years, one of the biggest improvements has been in technology and monitoring systems. Mathieson notes by accessing data that is systematically



measuring issues such as child labour or farmer yields and incomes, companies can make more informed and therefore more resource-efficient decisions about where to act. “Where you have identified a high-risk supply chain and decide to support it with a sustainability improvement project, you can think how it can be addressed holistically to get the best return on investment,” she outlines. She notes the case of farmers in Côte d'Ivoire where incomes are very low. The obvious route is to focus on farmer training to improve yields and quality so they can sell more at a higher price. But if the farmers aren't receiving a nutritious diet and don't have access to clean water, how can they work to their full potential even with the training? Mathieson shares how this thought led Olam to develop AtSource, an insights platform that provides customers with a single view of their supply chain, with social and environmental footprints and improvement plans. In these COVID-19 times, supporting the health of farmers is essential, particularly given the average age of a smallholder farmer is over 50. “Your long-term supply depends on their good health, but brands don't have to provide this support alone—they have convening power to bring other interested parties to help,” she says. It might be a technical NGO like TechnoServe or a development agency like GIZ that bring expertise. Equally, development finance

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institutions or UN bodies may bring financial input. In this way, with their supplier and other partners, a brand can help the social and environmental regeneration of a whole landscape.”

How it all comes together for business sustainability

2020 marks the year when ensuring business resilience means everything to the long-term survival of the company. This means that companies not considering their environmental and social impact will lose out in the near-future marketplace that will emerge from COVID-19 and climate policies coming together quickly will penalise non-action, warns Bindslev.

There is a somewhat under-communicated revolution going on in the financial community with regards to putting a price on sustainability performance, Khoury examines. Brands will want to be mindful of their access to future investment. “Being able to document company performance on environmental and social factors alongside financial figures will simply be a prerequisite for access to well-priced finance—and this will start hitting soon,” she says.

If we are serious about long-term stability of any company operating in any industry, we must learn from the disruptions of 2020 that have underscored the critical importance of organisations managing and reporting their impact on the economy, the environment and society, and their increasing connection to long-term enterprise value creation, says Parihar. “There has never been a time where the urgency for businesses to embrace long-term, sustainable value creation has been more apparent. Financial stability





can come from prioritising the needs of people and planet and the creation of broad-based economic prosperity," he says. He adds this idea was endorsed at the Sustainable Development Impact Summit, where the World Economic Forum along with the big four accounting firms released a new set of metrics for companies to use for environmental, social and governance reporting internationally.

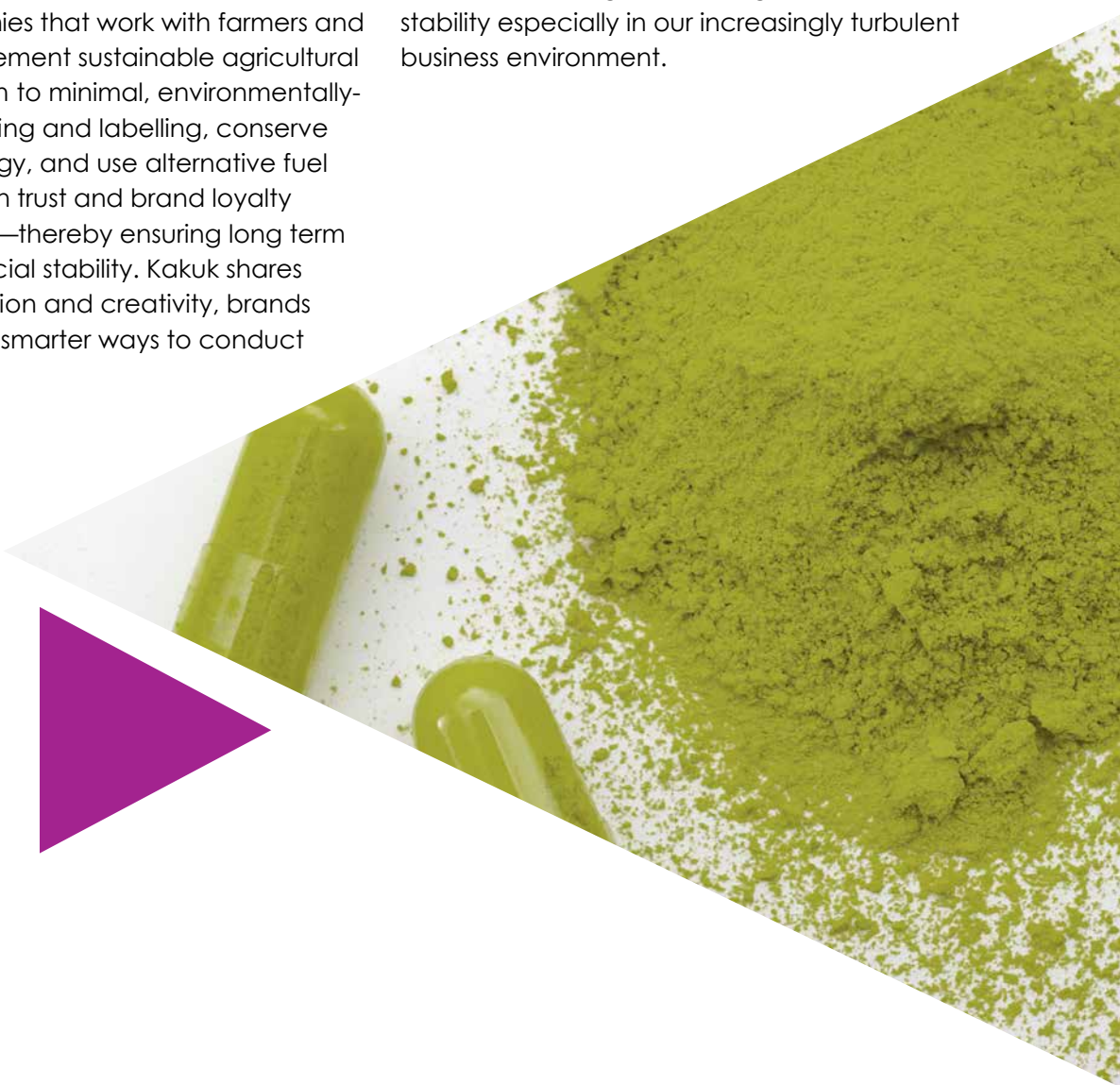


Health and nutrition brands are in the business of winning long-term loyalty and, by association, long-term spend among customers and end consumers. "Today's consumers do their homework. News travels in a millisecond. Authenticity is evident. And consumers will follow with their wallets," says Kakuk. Companies that work with farmers and growers to implement sustainable agricultural practices, switch to minimal, environmentally-friendly packaging and labelling, conserve water and energy, and use alternative fuel vehicles will earn trust and brand loyalty with consumers—thereby ensuring long term company financial stability. Kakuk shares through innovation and creativity, brands are discovering smarter ways to conduct

business, and customers are taking notice and gravitating to responsible brands that share their values.

Kappelhof says: "Companies that have a clear purpose and strive to behave responsibly are more trusted by consumers—it's that simple. Data shows that if and when purpose-driven companies make a mistake, their customers are much more forgiving of them versus companies without a stated purpose."

Finally, Hebard believes if a company is actively thinking about and proactively working towards environmental and social responsibility targets, it is in fact engaging in a risk identification and mitigation strategy—which has to be good for long-term company stability especially in our increasingly turbulent business environment.





Biographies

LAURÈNE AUBERT, GLOBAL PARTNERSHIPS MANAGER, SUN BUSINESS NETWORK

Aubert is currently Sun Business Network global partnerships manager and GAIN (Global Alliance for Improved Nutrition) N4G Lead where she manages partnerships with multinational companies and global mechanisms. She has worked for the Global Fund to fight HIV/AIDS, tuberculosis and malaria, UNFPA, UNITAID, the French Ministry of Foreign Affairs, NGOs and the private sector. She is a post-graduate in International and European affairs from the College of Europe in Belgium and Sciences Po Grenoble in France.

ERIK BRUUN BINDSLEV, FOUNDER, MERIKA ADVISORY

Bindslev's career spans over three decades during which time he has built up a solid track record in delivering sustained value for stakeholders. Bindslev is a mission-driven brand builder, innovator, investor and venture partner through, MERIKA Advisory, which works with brands and companies seeking opportunities in the green, regenerative transformation of the food and nutrition industry. (est. 2002). He's a board member and curator of The Klosters Forum 2020 and was the co-creator of the Meat-Free Mondays initiative in 2009.

ANDREW HEBARD, CEO, NATURES CROPS INTERNATIONAL

Hebard is the CEO and founder of Natures Crops International and has led the company's growth from start-up to international leader in regenerative growing, processing, and supply of specialty crops and specialty crop ingredients. He is also an avid angler and outdoorsman.

MELISSA GAITHER, VICE PRESIDENT GLOBAL COMMUNICATIONS & SUSTAINABILITY, DARLING INGREDIENTS

Gaither has held the position of Darling Ingredients' vice president global communications & sustainability since January 2020. She has a long history in Darling Ingredients Inc. and Rousselot, which is Darling's main health and nutrition brand. Rousselot is a Darling Ingredients global brand and a global leader of collagen-based solutions

ANDRES JORDAN, DIRECTOR OF OPERATIONS, MONTELOEDER S.L.

Jordan is an experienced executive with over 20 years' experience managing teams across Asia Pacific, Europe and North America for the chemical, retail, nutricosmetic and nutraceutical markets. His expertise spans strategic operations, sourcing, and engineering. He has been with Monteloeder since 2017.

COLLETTE KAKUK, VP GLOBAL MARKETING, LAYN NATURAL INGREDIENTS AND HEMPRISE

Kakuk is vice president of global marketing for Layn Natural Ingredients and its subsidiary, HempRise. She has 30 years' experience in branding, customer experience, qualitative and quantitative market research, predictive modeling, and competitive analysis. Kakuk served in the U.S. military and holds an MBA from the Ross School at the University of Michigan.

ERIN BOYD KAPPELHOF, CO-CEO, EAT WELL GLOBAL

Kappelhof is Co-CEO of Eat Well Global, a specialised nutrition communication company working to empower global change agents in food and nutrition. By delivering customised insights, strategies and

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engagement opportunities, Eat Well Global works with clients throughout the food and nutrition industry to move the needle on their most pressing issues.

**RUNA HAUG KHOURY, DIRECTOR
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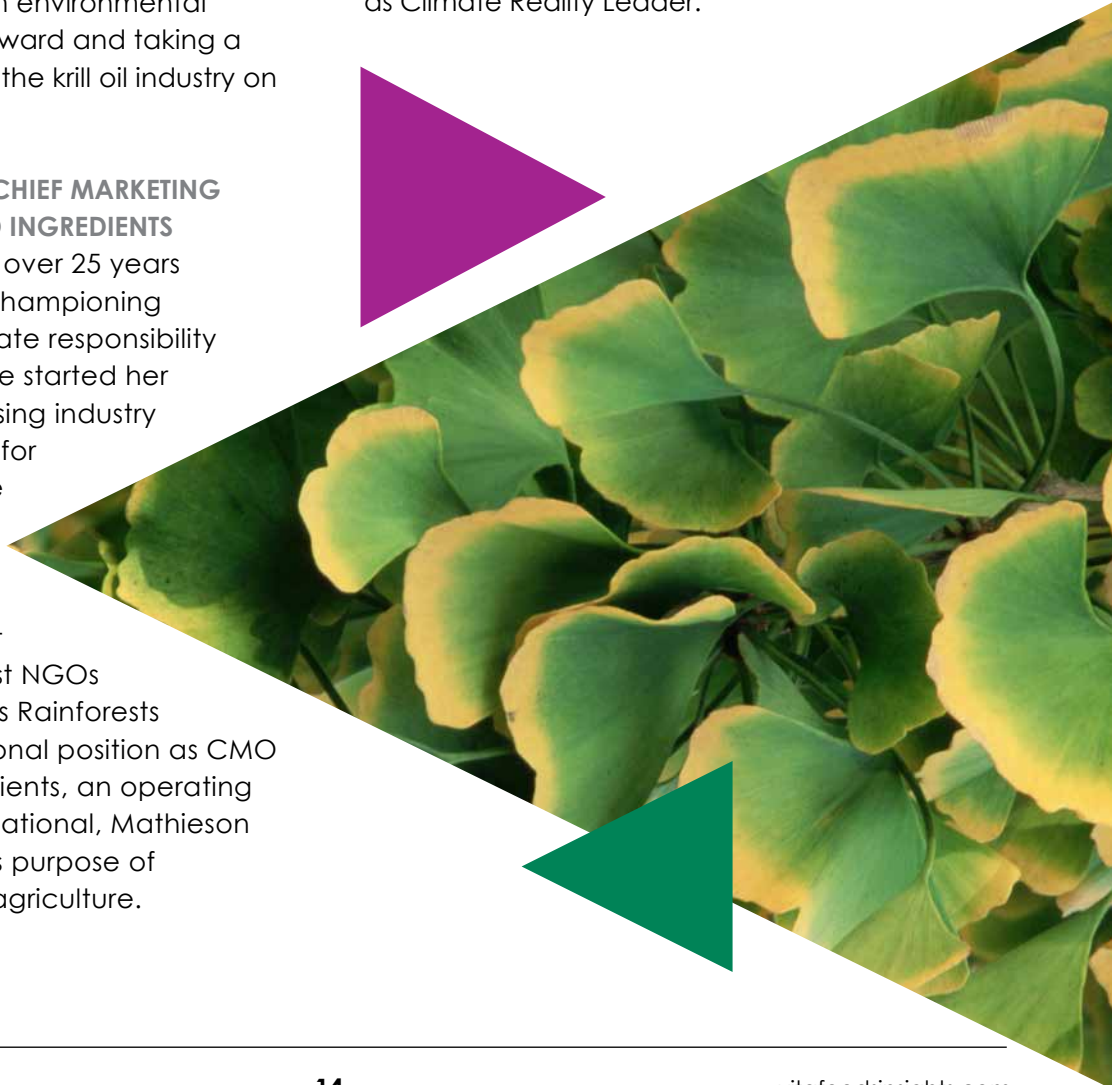
Khoury leads Aker BioMarine's sustainability team with her broad experience from both the business sector and the non-profit sector on national and international level. A former consultant for DNV GL, Khoury is a graduate of both the Norwegian School of Economics and the London School of Economics, specialising in business strategy and environmental politics. Aker BioMarine has been a pioneer in environmental change, stepping forward and taking a clear stand in driving the krill oil industry on a sustainable course.

**BRIONY MATHIESON, CHIEF MARKETING
OFFICER, OLAM FOOD INGREDIENTS**

Mathieson has spent over 25 years in communications championing sustainability, corporate responsibility and environment. She started her career in the advertising industry creating campaigns for global brands before combining her passion for communications and the environment to work with rainforest NGOs including The Prince's Rainforests Project. In her additional position as CMO of Olam Food Ingredients, an operating group of Olam International, Mathieson leads the company's purpose of re-imagining global agriculture.

**RUSHVA PARIHAR, SUSTAINABILITY
CONSULTANT, OMNIACTIVE**

Parihar is a consultant specialising in corporate social responsibility and sustainability for private and public sectors. His work centres on raising awareness and actioning solutions for social and environmental issues. Parihar currently heads the OmniActive Improving Lives Foundation. He works closely with various organisations and governing bodies, both within India and globally to champion climate change. He has served as a representative and member of multiple United Nations programs, serves as curator of the Global Shapers Mumbai Hub with the World Economic Forum, and is personally trained by Vice President Al Gore as Climate Reality Leader.





Empowering industry thinkers

About Vitafoods Insights

Vitafoods Insights is a community-powered knowledge platform designed to help the industry connect, develop and progress. Bringing together the best nutraceutical minds, we focus on the trends and market developments that matter. Championing knowledge with purpose, we publish content that drives better business solutions for industry professionals.

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