

# End to End Sustainability 2<sup>nd</sup> edition

# PRODUCTS DEVELOPED WITH LOWER ENVIRONMENTAL IMPACT

# Walmart : Brasil



# **Companies that accepted the commitment to develop the second edition of the End-to-End Sustainability Project.**



# ambev

Ambev developed a new technology in its 2-liter Guaraná Antárctica bottle using post consumption recycled raw material approved for food, improved its productive process and promoted the sustainability of cultivation of guarana.





Kraft Foods Brazil developed improvements in products under the Halls brand, contemplating the manufacturing process and the reduction of the packaging materials.





Danone Brazil expanded its support to the milk production chain by increasing production efficiency, applied a new technology to reduce the package of Danoninho 360gr and optimized its production process.





L'Oréal reduced the weight of the packages of Shampoo, Conditioner and Styling Cream of the Elsève Line in up to 21% and improved its production process.





Kimberly-Clark improved the environmental performance of Neve Naturali [Toilet Paper] which is already being manufactured with 100% recycled fibers, demanding complex changes in the production process of one of its factories.



Mars Brazil signed a corporate agreement to use fish from sustainable sources and launched a new package for WHISKAS<sup>®</sup> Tin (wet canned food line), improving its production chain.



# PHILIPS

Philips Brazil carried out a project focused on energy efficiency during the use of a new 32-inch LED TV, and on the reduction of weight and package of the new product.





SC Johnson Brazil started to produce the Product Pato Pastilha Adesiva [Duck Adhesive Tablet] in Brazil, eliminated the card box in the package and created the single version of the product.



## Reckitt Benckiser

Reckitt Benckiser Brazil applied a new technology for the package and launched a new presentation of 2 liters of Veja Perfumes Sensações, which includes benefits in the production process.





Walmart Brazil developed improvements in Sentir Bem Oat contemplating its entire production chain, from the planting of the oat to the disposal of its packages.



& Santher

Santher, company that produces Snob Paper Towel, received the FSC Certification guaranteeing the origin of the paper, increased by 33% the number of sheets per roll and reduced the use of wrapping film.





Whirlpool chose the brand Brastemp to carry out a project focused on energy efficiency during the use and in the substitution of some raw-materials, with the Refrigerator Inverse Viva.





Sara Lee Brazil carried out a project focused on the production chain of Pilão Origem Coffee where there have been improvements from the planting of the coffee to the disposal of its packages.



The projects had the technical support from Centro de Tecnologia de Embalagem



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Acknowledgement – Sustainability is contagious Imprint

## COMMITMENTS WITH MORE SUSTAINABLE PRODUCTS



Making products with sustainability differential available to customers is a way adopted by Walmart to reduce the impact of its business in the value chain.

Actions also contemplate people awareness for responsible consumption, in stores, in the work environment or at home.

#### With this proposal the company plans to achieve the following targets:

- Reduce the phosphate in laundry and kitchen detergents by 70% by 2013;
- Develop a product indicator system by 2015;
- Offer laundry products, at least, twice more concentrated by 2012;
- Lead and to be reference in sustainability with Private Label products;
- Support and encourage the development of closed cycle products;
- Offer at least 1 organic product per category of foods by 2012;
- Comply with the Pact for Livestock, Wood, Soybean, and for the Eradication of Slave Labor;
- By the end of 2015 expand, at a global scale, Walmart Brazil's existing practices concerning the origin of the meat to all suppliers, ensuring that their production does not contribute towards the deforestation of the Amazon Forest;
- By 2015 at least double the purchases from small and medium farmers integrating the Producers Club;
- Implement the Responsible Purchase Policy of the Fishing Chain by 2016.

To do so, it adopts a communication strategy regarding sustainability that allows associates, partners and customers to relate the subject to direct benefits, such as economy in everyday life, with the idea that correct actions are good for the pocket and for the planet.



Marcos Samaha, Walmart Brazil President and CEO

## **EDITORIAL**

"Helping people live better is part of Walmart's mission. And this commitment embraces a broad portfolio of social and environmental actions. Since 2005, when the company publicly announced its global sustainability goals, various initiatives have been promoted in three areas: climate and energy; waste and products.

Many of them, due to their capacity and replication and their success achieved throughout the entire value chain, acquired broader character and gained continuity among the activities undertaken by the company in favor of environmental responsibility.

This is the case of the End-to-End Sustainability Project. After a successful first edition, the results of which were made public in January 2010, we are pleased to present the progress achieved by the products that participated in the second edition.

In the first edition ten companies accepted the invitation and promoted significant changes in the production process in leading sales items. These were: 3M, Cargill, Colgate-Palmolive, Coca-Cola, Johnson & Johnson, Nestlé, Pepsico, Procter & Gamble, Unilever, as well as Walmart, which participated with a private label product of its Bom Preço format.

The partnerships established have given us confidence to move forward and invite new suppliers to review the production process and packaging of their products and prove that it is possible to offer more sustainable consumption choices to society.

Thus, in addition to promoting life sustainability on the planet, we meet the desire expressed by consumers choosing friendlier products to the environment.

In this second edition, we have the pleasure to share this experience with 13 suppliers. They are, Ambev, Danone, Kimberly-Clark, Kraft Foods, L'Oréal, Mars, NatCereais (Sentir Bem Oat line), Philips, Reckitt Benckiser, Santher, SaraLee, SC Johnson, and Whirlpool.

Suppliers' predisposition to mobilize their teams around the analysis of the life cycle of their products and the revision of its processes has been a fundamental condition for the success of the End-to-End Sustainability Project.

Through such initiatives, Walmart wants to continue encouraging its partners to promote actions that contribute towards the sustainability of the production chain as a whole, always focused on a win-win relation for business and society.

Enjoy your reading."

## The seeds of tomorrow

Transforming leading products into sustainability references, from an objective action to reduce its environmental impacts throughout the value chain, this is the goal of the End-to-End Sustainability Project, developed by Walmart Brazil

The End-to-End Sustainability Project began knocking down an old marketing paradigm, "don't change a winning team. "The products chosen to participate in this project were precisely the ones with excellent market performance. In this new edition, a total of 13 leading products in completely different categories, received the challenge of making their value chain more effective, from the source of the raw materials to the disposal of the waste after consumption. Walmart Brazil invited major industry partners to innovate and look to the future as a market where the value is in offering not only better products but also to assure consumers that their choices are helping to preserve environmental resources, and contributing to a more inclusive economy, without necessarily having to pay more for it.



Marcos Samaha (on the left), who became president of Walmart Brazil in 2010, visiting Walmart Morumbi eco-efficient store, with the unit's director, Genilson Antônio Santos.

For Walmart it is very important for consumers to feel comfortable in the transition to more sustainable products, and this is why famous and widely accepted brands have been chosen to participate in this laboratory, where companies, their suppliers and Cetea researchers, who monitored everything from up close, tried to better understand the impacts of their products at each stage of the production and distribution processes, and act for objective reductions and measures in the consumption of water, energy, raw materials and greenhouse gas emissions impacting climate change, especially CO2. "

After the launch of the first edition of the End-to-End Sustainability Project in 2009, which had ten companies participating, many of them contacted the Walmart team to tell them how the experience positively impacted other product lines, which had not entered the Project. "This multiplying effect is very powerful, because companies realize they can do more, develop products that are more



The first edition of the End-to-End Sustainability Project mobilized 10 companies and multiplied inside each of them.



"This goes far beyond our shelves; the industry is going to change for everyone"

Daniela de Fiori

friendly to the environment and please increasingly demanding consumers regarding sustainability," explains Daniela de Fiori, Walmart Brazil Corporate Affairs and Sustainability Vice President. For her the initiative has the merit of helping the market to move faster towards more sustainable products as it shows how to do it, which indicators can be used and, especially, products with sustainability differential do not necessarily cost more.

Walmart Brazil is currently working with over 7 thousand suppliers and offers its customers over 60 thousand products. One of its main commitments is to offer at least one more sustainable alternative in each of the product lines available on their shelves. At this point, Walmart is working to provide examples of how to do it, while managing the collection and disposal of waste in its stores, water and energy consumption in all its activities, but especially regarding the performance of its private label product in this second edition. "The figures obtained by "Sentir Bem" oat team, our private label, are fantastic", said Maria Rita Lobato, Walmart sustainability coordinator and one of the closest executives to the project. Altogether, the changes obtained in the value chain of the product represented - in sales alone in 12 months at Walmart - reduction in the emissions of more than 1,100 tons of CO2" and less 208 tons of waste per year, among other benefits.

The methodology used to transform leading products into reference in sustainability has been a success, with the involvement of many players in Walmart's supply chain. Now, an important challenge is to show consumers that this is a consistent initiative with wellestablished technical criteria. "The project is a detailed study about the reduction of the environmental impact of these products and the benefits should be well reported as consumers avoid empty marketing", said Camila Valverde, Walmart Brazil Sustainability Director. For her, the chain action with the participating companies also releasing the work is very powerful. "Even companies which did not directly participate in the process end up trying to improve the performance of its products, as this is a differential that the market values," she explains.

This second edition of Walmart Brazil End-to-End Sustainability Project is a demonstration that the model worked. "It is a larger laboratory, looking at all the cycles to see where there is room for improvements and implement these advances, but there should always be new challenges", says Daniela de Fiori, explaining that the achievements in this line pave the way for the future.



"It is gratifying to be part of the transformation of products with a positive impact on the environment and on life quality"

Camila Valverde



Thinking about the life cycle of a product allows a creative approach to supply chain highlights opportunities for economic, social and environmental improvement

## WHAT IS THE END-TO-END SUSTAINABILITY

It is an initiative created by Walmart Brazil in partnership with its commercial suppliers to implement a view of the life cycle of products, from the extraction of natural resources to the post-consumption phase. The goal is to reduce the environmental impacts and encourage the continuous improvement of products.

### **RESULT ASSESSMENT METHOD**

The stages of the life cycle of the product were detailed to identify opportunities of improvement that could lead to the reduction of indicators of the consumption of natural resources, energy and emissions (to the air and water) and generation of solid waste, both industrial and post consumption. Social contribution actions and those focused on environmental education were also identified. After the implementation of feasible actions within the project period, its effects were quantified using as reference the same product before March 2010. The quantified environmental improvements refer to the specific product and there is no comparison or reference to competing products on the market.

### **GLOBAL RESULTS OF THE PROJECT**

Based on Walmart Brazil estimated annual sales of the 13 products developed in the End-to-End Sustainability Project, total gains were:



Savings varying between 32% and 64% more products per truck



Reduction of greenhouse gas emissions: 3,171 tons CO<sub>2</sub> equivalent (savings of 17.3 million km run)

Certification of products and processes, engaging in campaigns of collective interest





and other initiatives with a social focus





Reduction in power consumption: 19.27 GWh (= 19,268,869 kWh) (savings of 8.03 million 100W light bulbs)



*Reduction in water consumption:* 2.402.880 *Liters or 2.402 m<sup>3</sup>* 



Reduction in package mass: 79.450 kg



Reduction in waste (industrial or agricultural, excluding post-consumption): 250.400 kg

#### TO UNDERSTAND THE INDIVIDUAL RESULTS

The reductions achieved for measurable indicators of the participating companies are presented in absolute numbers based on an established amount - for example 1 ton of product - or the product annual sales estimate at Walmart Brazil. Percentage values are presented only when it is possible to define the total value of the reference, such as in the reduction of the mass of the package or in the optimization of load capacity in the transportation.

In the illustration of environmental gains of the reduction of energy consumption and greenhouse gas emissions (CO2 equivalent) comparative images were used based on the following relations:

• Electricity (kWh): savings demonstrated in number of 100W light bulbs lit 24 hours a day

• CO2 equivalent emissions avoided, reduction demonstrated in km that could be travelled by a small car running on gasoline with engine between 1.0 and 1.4 (1.000kg CO2 are equivalent to travelling 5.463km).

Not quantified improvements, such as certification of origin and support programs for sustainable production, are presented through the description of their environmental and social benefits.

# Cetea: establishing uniform standards in sustainability

TETEP

**CENTRO DE TECNOLOGIA** 

**DE EMBALAGEM** 

Cetea's participation allowed the assessment of the results based on the same technical basis.

The second edition of the End-to-End Project – End-to-End Sustainability once again had the participation

of Cetea. Cetea - Packaging Technology Center, related to the Food Technology Institute - ITAL, performed the monitoring of all companies in order to ensure data quality, the legitimacy of the project and make the assessment methodology uniform. In this second edition of the End to End Project the reduction of the calculation of CO<sub>2</sub> equivalent emissions of the GHG Protocol and the IPCC, in the case of

deterioration of materials was chosen as an indicator of improvement of the various projects.

The focus of Cetea's performance was, according to Guilherme de Castilho Queiroz, one of the experts allocated for the project, "Help companies to assess the life cycle of their products and processes and, this way, rethink ways to reduce the ecological footprint", as [sic]. The exercise of "thinking about the life cycle" of the product means understanding and measuring the impacts from choosing raw-materials, efficiency in using water, energy and inputs, potential for recycling the components, and the final generation of waste.

> The other aspect of Cetea's work was to performance of an independent assessment of the process of rethinking products and processes so that the results could be verified through certifications and labeling recognized around the world to ensure credibility and legitimacy to the process. As an additional benefit to Cetea's work, this methodology, applied

in both editions of the End-to-End project, allows this type of assessment to be replicated and shared in similar cases in any production chain.

Based on the experience of the End-to-End project first edition, conducted in 2010, and in the number of companies participating in this second edition, Cetea chose six experts - three of them with Master's Degree



Cetea team dedicated to the project, from left to right Anna Lúcia Mourad, Jozeti Barbutti Gatti, Guilherme de Castilho Queiroz, Sandra Balan M. Jaime and Leda Coltro



Eloísa Garcia, CETEA's Environment Group Manager and technical reporter of the Project

and three of them with a PhD in environment, chemistry, food engineering and materials – and each technician closely followed at least two companies. The process took about 18 months and the work began with a technical visit to the companies to characterize and measure the processes and products in the initial stage of the process (baseline definition) so that in the final stage the indicators could be compared and measured.

From this starting point the work method consisted of monthly meetings to monitor each project (in person and online) with the companies technicians and internal meetings in which Cetea experts exchanged information about the various projects and made the method for the production of reports uniform.

For a year and a half, Cetea allocated more than 2,400 man-hours of expert advice in technical visits, assessment and monitoring meetings and evaluation of results presented in reports that will guarantee the future transfer of knowledge to other Walmart partners.

By monitoring the processes of continuous improvement of the various products, Cetea also fulfilled the role of a qualified consultant for companies participating in the process. Eloísa Elena Corrêa Garcia, food engineer with a Master's Degree in Food Technology and Cetea's Manager, points out that in this second edition the process was easier than in the first edition, with gains of methodology and time, "As there was the first edition model, the companies understood the project goal more easily, and even Cetea already had a model to apply, we added the unification of the performance measurements in a common way of calculating the emission of CO, equivalent."

## CETEA: EXPERIENCE AND INTERNATIONAL PRESTIGE

Cetea - Package Technology Center is a division of Ital - Food Technology Institute, São Paulo Agency for Agribusiness Technology - APTA, which belongs to the Department of Agriculture and Supply of São Paulo State Government. Created in 1982, its origin was an eight year partnership of Ital's Section of Packaging and Wrapping with the United Nations, in order to improve the quality of preservation and food supply.

Located in Campinas - SP, Cetea is a nonprofit research center which Mission is to "Contribute to increase the competitiveness of the productive sectors through the RD&I activity and specialized technological advisory for continuous improvement of packaging systems with benefit to the society." The organization uses a partnership model (which now comprises about 150 companies) and maintains an Advisory Board with 22 organizations representing the packaging, food and research industries. This model, its technical and professional resources and structure, unique in Latin America, made the organization into an international reference center.

Cetea conducts studies and tests on packages since its foundation, with highly specialized technicians and high-technology equipment to analyze the relevant characteristics of the packages and their relation with the products they protect. The

work allows the identification of components and possible contaminants, as well as simulates and tests conditions of use, transportation and other situations to which the product can be subjected during its life cycle and disposal. Since 1997 the organization began to provide analysis of the Life Cycle of Products for companies.

Avaliação do Ciclo de Vida como Instrumento de Gestão



In addition to studies, courses, events and publications on packages, in the sustainability area, Cetea conducts studies on environmental impact, legislation, technology and labeling and life cycle analysis of products. Many publications are available for download on the website http://www.cetea.ital.org.br

# Guaraná Antártica: pioneer in using recycled PET in food

## Company: **Ambev** Product: **two-liter PET Guaraná Antártica**

The focus of the project was to develop a package with the inclusion of recycled plastic resin in one of the main brands of the company, ensuring economic, social and environmental gains.

# ambev

At Ambev, member of the world's largest organization of beverages, the sustainability of the business, of products and environment are connected; the company systematically saves and consciously uses water and energy, recycles waste and by-products and reduces greenhouse gas emissions, based on an Environmental Management System implemented in 1992 and periodically updated.

Ambev participated of the End-to-End Sustainability Project with two-liter Guarana Antarctica, with the goal of replacing the current product on the shelves with the first recycled PET resin packaging in Brazil. The significance is huge in the company's portfolio, since the chosen product is the main brand of soda, and the two-liter package is the main packaging in the market.

The challenge was to add the technology that incorporates recycled PET resin to the virgin resin, to comply with the public agencies standardization (Health Surveillance) referring to the use of recycled material in food packaging. In this context, bottles will already be produced with a portion of recycled resin and the goal is to gradually increase, replacing the amount of virgin resin used in the manufacturing process. The work was entirely concentrated in the factory in Rio de Janeiro. The packaging label will carry the information that identifies the percentage of recycled PET-based resin.

To make the two-liter Guarana Antarctica feasible in a recycled PET packaging, the company has been investing in the upgrade and harmonization of a chain of recycling cooperatives that will be the major suppliers of this material. "We need to ensure the supply of raw-material for recycling, preserving the product quality. Therefore we increased the incentive to recycling cooperatives, which we had been doing for many years", said Thiago Ely, Beverage Innovations Manager.

> In the project there was also an increase in technical efficiency in the production of guaraná. At Ambev's farm located in Maués (AM), the extraction of the fruit is made. An excellence program was created there, since the farm is a large nursery of seedlings, which are distributed to the local community, later providing the fruit. Ambev purchases 100% of the guaraná produced in the region. This increases the productivity, offers guarantees to the farmer. Additionally, Ambev implemented a new model to transport the guaraná, which ensured a significant reduction in CO<sub>2</sub> emissions.

As it is a traditional Brazilian brand, the product will only be sold in Brazil and the expected results with Guarana Antarctica in a new packaging is a growth slightly higher than the market average.

The resources used in the project were all from the Brazilian unit. Five employees from the areas of Technical Development, Supply, Legal, Corporate Relations and Marketing participated in the corporate management of the project. In addition to other employees, there was the proactive involvement

of industrial suppliers and research institutes, mobilizing a large number of people motivated by the process of rethinking the life cycle of a sales leading brand.



Guaraná Cultivation in Maués - AM





#### SUSTAINABILITY AT THE RIGHT AMOUNT

This project was based on the application of a technology to use 100% post-consumption recycled PET with the approval for contact with food and drink, the implementation of improvements in the production process and transportation and reduction of the packaging mass. Additionally, the promotion and technological assistance actions were expanded for the cultivation of guaraná and expansion of the packing recycling chain. The environmental gains achieved by the project for the estimated annual sales at Walmart retailer were:

- reduction of 60.7 thousand kg of packaging material per year
- reduction of 940 thousand liters of water per year
- savings of 208 thousand liters of diesel oil consumption / or fuel oil in the transportation
- reduction in the emission of 557 thousand kg of CO, equivalent per year
- technology for the use of 100% post-consumption recycled PET packaging approved for contact with food and beverages
- promoting and structuring of the cultivation of guarana in the Amazon region providing technical assistance for farmers to plant and achieve higher productivity for the same space occupied, ensuring absence of child labor, price guarantee and purchase of crop produced
- initiatives to promote the organization and collection of post-consumption recycled PET in order to maintain the traceability of the chain, analysis of opportunities and improvement and creating consumer awareness



Savings of 940 thousand liters

package

Technology for the use of

100% post-consumption

recycled packaging



Support to guaraná producers: quality and productivity

people

"The sustainability of the business and the environment are connected. We seek not only financial growth, but also excellence in the use of natural resources, and through innovation, one of the main pillars of the company, we have obtained excellent results in recent years."

> João Castro Neves, CEO



## Danoninho: more sustainable from farm to fork

### Company: **Danone** Product: **Danoninho morango 360g**

Danoninho rethinks its production cycle and reaches children even more committed to a better world.

The Danone Group is a French multinational company, world leader in dairy products, vice leader in water and infant nutrition, and third largest in medical nutrition. Over the years, Danone has become a synonym of nutrition, health, quality and innovation. Operating in over 120 countries, the Group has about 80,000 employees worldwide, with 2,700 employees in Brazil. It is the third largest food group in Europe, the seventh largest food manufacturer in the world and first in countries like France, Spain and Italy, occupying the position of number 63 in the ranking of most valuable brands in the world.

The product chosen to participate of the End-to-End Sustainability Project was Danoninho Morango 360g, the company's first brand to develop the sustainable concept in Brazil With over 40 years in the market, the brand is geared towards children and has carried the infant nutrition flag. Danoninho has nearly 50% market share in the petit Suisse segment in Brazil (share value, Nielsen 2010).

By rethinking the life cycle of Danoninho, the company has addressed various aspects, from the production of milk to the final package. In milk production, which represents about 98% of the raw material, Danone has applied some tools in order to measure and enhance the improvements by the Danleite program: Dan Print, which analyzes the life cycle of the product, and Milk Tool, with the collaboration of the producers of milk, which identified where we could reduce CO2. One of the CO2 reduction aspects is at least unexpected: with the adoption of a new type of nutrition, the cows started to produce more milk, which results in a proportional reduction in emissions of methane - gas produced in the stomach and expelled through the animal's mouth.



In the context of rethinking the life cycle, the production process also benefited from the modification of the cooling cells, with the readjustment of the layout and air flow, which made the process more efficient, contributing towards the reduction in energy consumption, and therefore, in CO<sub>2</sub> emissions.

Danone also rethought the product package. Just before the beginning of the project, the company had adopted the FOAM technology - which expands the plastic sheet used in the pack, making it aerated, reducing the weight of the pack and the amount of plastic raw mate-

> rial – in the package of the product Activia. Danoninho started using this type of package, which resulted in a decrease of 9.4% in the mass of the container, and Danone transferred this technology unprecedented in the country - to a Brazilian supplier.

Parallel to the End-to-End Sustainability Project, the company has launched another sustainability initia-

tive: "Danoninho para plantar" [Danoninho to plant], a pack that provides seeds for planting, providing in a playful and fun way a simple experiment in environmental education for children.

The project involved many people in the field, in the package development and in the industrial process, with the support of the purchasing, trade and marketing departments. In addition to the milk producers, Danone, with the support of Sebrae, implemented the DanLeite program – highly motivated partners in search of a more sustainable product. Thus, Danone, through Danoninho, not only reinforces the importance of nutrition, but also promotes awareness about the environment.





#### SUSTAINABILITY AT THE RIGHT AMOUNT

This project was based on improvements in the production process, with emphasis on reducing energy consumption, as well as the package mass reduction and package waste generation in post-consumption. The environmental gains achieved by the project for the estimated annual sales within Walmart were:

- reduction of 943 kg of primary package
- reduction of 3280 kWh in power consumption (electric and themal)
- reduction of 635.5 kg CO2 equivalent due to lower power consumption
- reduction of 184.5 L of fuel oil





"Danone is committed to making its business more environmentally sustainable and this directly reflects on its practices and the development of new products, as is the case of Danoninho 360g. By partnering with Walmart, we gave an important demonstration of leadership and alignment with what Brazilian consumers want, aware of sustainability issues."

> Mariano Lozano. CEO

# Neve Naturali: increasing paper sustainability with 100% recycled fibers

### Company: **Kimberly Clark** Product: **Neve Naturali**

Neve Naturali: increasing paper sustainability with 100% recycled fibers

Improving the environmental performance of Neve Naturali, which has already been manufactured from 100% recycled fiber, has demanded complex changes in the production process of one of Kimberly-Clark's factory.

The world's leading company in health and wellness, Kimberly-Clark is an American company with operations in 47 countries and products marketed in 150. It has been in Brazil for 15 years, with its head office located in São Paulo (SP), with over three thousand employees working in four factories - Eldorado do Sul (RS), Correia Pinto (SC), Suzano and Mogi das Cruzes (SP), with offices in São Paulo (SP) and Recife (PE), and a distribution center located in Mogi das Cruzes (SP). In Brazil, Kimberly-Clark is a market leader with a complete line of personal care and domestic products, with strong brands and renowned quality and high technology.

The product chosen by the company to take part in the End-to-End Sustainability Project was a sub-line of Neve, a market leader in the segment of toilet paper, Neve Naturali, that since 2009 has been made from 100% recycled fibers. To "rethink its life cycle", three improve-

ments have been made in the process: decrease in the total distance traveled by the collected trims to the Neve Naturali factory, with substantial reduction in time, cost and CO<sub>2</sub> emissions in the transport; energy reuse of the production sludge, which until then had been grounded; and the reuse of plastic waste in the new wrapping films production plant.

Suppliers of white trims, originating mostly from office paper, banks and publishing houses, are concentrated mostly in the State of São Paulo. Finding a provider closer to the white chips factory in the town of Correia Pinto (SC) was of fundamental importance and, after much research, Kimberly identified a supplier which, after being



audited, met their requirements for quality, delivery volume and fitness.

Kimberly-Clark Essencial para uma vida melhor

The white trims contain large amounts of non-fiber materials, which in the manufacturing process of Neve Naturali, are separated as sludge. This sludge, which used to be grounded, started being used as energy input in a biomass boiler acquired for such purpose, which replaced a fuel oil boiler. The use of the sludge in the boiler - tested with the support of the Federal University of Paraná - was gradually increased and has already reached 20% of the volume; it is expected that this number should reach 100% by the end of 2011. Besides generating power, the sludge does not go to landfills, thus avoiding emissions of greenhouse gases in these locations.

There was also the use of plastic, both from industrial waste and package waste that arrive at the company with the raw materials and inputs. This material was put together and started being delivered to a supplier, which retrieves and returns the resin as 10% of new plastic for the transport package bales.

With these process improvements, Kimberly managed to keep Neve Naturali as the company's first product that uses 100% recycled fiber in its composition. This is a pioneer process in the business and took up the challenge to innovate the product and the process, in environmental terms. "The End-to-End project served as a further incentive for sustainable increases of our products. Sustainability has always been part of Kimberly-Clark's business and is one of the pillars in our view", says Thiago Char, chemical engineer of Research and Development.

The project involved investments in equipment and technology and mobilized about 15 people in the office and in the production units.



Neve Naturali Production



Kimberly-Clark Team



#### SUSTAINABILITY AT THE RIGHT AMOUNT

The project consisted in improving the environmental performance of Neve Naturali toilet paper through the stock in its supply chain, including most importantly the operationalization of a new boiler to burn sludge generated in the process, reducing the total distances traveled during the transport of trims and the introduction of recycled material in the toilet paper secondary wrapping film. Based on the volume of sales to Walmart in 2011, it was possible to account for the following improvements:

- reduction of 58.2 tons of CO2 equivalent mainly due to the burning of sludge
- savings of 36.8 GJ of fossil energy, or 1018 liters of diesel
- reduction of 30.2 tons of solid waste to be sent to landfills
- reduction of 455,063 liters of water consumption
- savings of 520 GJ of renewable energy with energy recovery from burning sludge

Reduction of

30,200 kg of residues



Savings of

455 thousand liters







Savings of 318,000 km run

"We are very pleased with the participation of Neve Naturali in this project because sustainability has always been part of our business and it is one of the pillars of our vision. Improvements like those used for the production of Neve Naturali in our factory and in the supply chain are important steps and adds to those already given by the brand towards sustainability. Neve was the first brand to put a handle on its package, eliminating the use of plastic bags, a pioneer in the compression of their rolls, increasing the volume of product transported by truck, which are powered by GNV gas, reducing by more than 90% the emission of CO2. Neve Naturali is a sustainable product and it is aligned with Kimberly-Clark' and Walmart' strategies to build a new business model, proving that it is possible to meet the consumption needs of its customers with the least impact on the environment. "

> João Damato, CEO



## Halls: refreshing and now with a more sustainable package

### Company: Kraft Foods Product: Halls

By rethinking the life cycle of refreshing Halls, Kraft changed the package and processes and reduced industrial discharges.



Kraft Foods emerged in the United States in 1903, when entrepreneur James Lewis Kraft, 29 years, took the first steps for the construction of the largest food and beverage industry in North America and second largest in the world. An innovative organization was then born, one that combines quality products with excellence in development.

In Brazil, Kraft Foods has six mills in operation in the states of São Paulo, Paraná and Pernambuco. It employs about ten thousand employees in the country and has established brands in its portfolio as Lacta chocolate, Social Club and Trakinas biscuits, Tang, Clight and Fresh powdered drinks, desserts and Royal baking powder, the Royal Blend tea line and Philadelphia cream cheese. Since February 2010, Kraft Foods Global, LLC. has acquired a controlling stake in Cadbury PLC, a leading company in the gums and candies industry, with traditional brands in the Brazilian market, such as Trident, Chiclets, Bubbaloo and Halls.

The product to participate of the End-to-End Sustainability Project is Halls. By rethinking the life cycle of Halls, Kraft Foods has improved the production process and reduced package materials and industrial discharges.

Changes in package reached all the Halls line (Base and Creamy). On the display, which serves to pack the product and to show it at the sales counter, there was a reduction in both the weight of the box from 1.96 kg/ton of product to 0.52 kg / ton of product in weight and thickness of the BOPP film that surrounds and protects the display. Though individually small, considering the volume of sales, the total quantity of materials reduced in the production of the boxes becomes very large, generating savings in raw materials, water and energy. Changes have also been made to the shipping package: the cardboard boxes used to ship the displays were removed and these products will be transported directly on pallets - which also reduces the use of natural resources and weight during transport.

Another important change in the production process is related to changing the nonstick oil that prevents the product from "sticking" to the conveyor to a mixture of soybean oil and beeswax, reducing the consumption of soybean oil by 90%, while maintaining the efficiency

of the previous nonstick product. This initiative, along with the savings generated due to the production of the nonstick product, also contributed towards the reduction in transport and the factors associated with it. The cooling gases used in offices and in the production process for refrigeration began to be recovered and

reused, contributing towards the reduction in the greenhouse gases.

Other specific initiatives were added to the process:

• The remainder of the drops that occur during the production process became the raw material to manufacture animal feed.

• With a new schedule for the exchange of flavors in the process lines, the impact of wastewater generated due to the cleaning of the equipment was reduced, therefore allowing the reduction in the amount of sludge generated in the wastewater treatment process.

"By rethinking the life cycle and by working with a design from end to end, we realize that small initiatives can produce great results for the company and the environment," says Marcello Napolitano, Walmart Wholesale Account Manager at Kraft Foods Brazil and one of the project coordinators.

Ten people from Kraft Foods were directly involved in the project, as well as members of the supply chain of raw materials that had an active role in the process.









#### SUSTAINABILITY AT THE RIGHT AMOUNT

The resulting product of the End-to-End Sustainability Project has the same layout as the current product, however changes were made in the production process in order to optimize resource use and reduce emissions to the air and water and the generation of solid waste, besides reducing the use of package materials. Considering the projected annual sales to Walmart (in tons), the gains from the improvements were:

- reduction of the emission of 6643 kg of CO2eq
- reduction of the generation of 11,669 kg of solid waste
- reduction of 1947 kg of package material
- reduction of 3520 kg of inputs
- reduction of 244 L of water





"The excellent results obtained in this project with Walmart further increase our confidence in the sustainability principles that guide us. At Kraft Foods, sustainability is a business strategy. Therefore, the invitation to engage in this initiative has given us even more motivation to focus on the daily challenge of promoting the best, more efficient and sustainable processes and practices in our supply chain. We've made it. We invest in the idea, and we continue to pursue our mission of making delicious days for everyone."

> Marcos Grasso, CEO

# Elsève of L´Oreal: the traditional brand now more sustainable

## Company: **L'Oréal Brazil** Product: **Elsève Line – Shampoo,**

Hair Conditioner and Styling Cream

Rethinking the life cycle of products, the traditional Elsève line innovates in package, production process and communication, and in addition to consumers, the planet also wins.

#### The arrival of L'Oréal in Brazil occurred in 1939 with the arrival of the first commercial agent of the company, Frenchman Maurice Bélières, to Rio de Janeiro. In 1959, the L'Oréal Group established itself in the country, initially with a factory of 1,200 square meters and 16 employees. Today, its two factories, one in Rio de Janeiro and the other one in São Paulo, represent one of the largest and most important industrial parks of L'Oréal in the world, producing over 400 million units per year and using more than 60 thousand square meters of constructed area. Currently, L'Oréal Brazil, with its headquarters in

Rio de Janeiro, has 1,800 collaborators.

The company chose a leading product to take part in the End-to-End Sustainability Project. the Elsève of L'Oréal line. The product remains the same, with only some changes in the package (styling cream) and in the process (shampoo and conditioner). In the case of the styling cream, when thinking about the life cycle, and given the basic principle of maximizing resources, L'Oreal invited the package supplier to do an exercise in maximizing the bottle, from the redesign. The result caused a reduction of up to 21% in weight with increased strength. This has generated cascading positive effects: for the production of the new bottle, the blowing process and production process were optimized, some pieces of equipment were redesigned to work with the machine for the lighter bottle, and, thus, there was a reduction in the amount of greenhouse gases emission and in the consumption of electricity.

# L'ORÉAL BRASIL

In the case of the hair conditioning, there were changes in the production process. Internal studies showed that it was possible to use less water when washing the storage tanks, and with the resizing process, it was possible to gain a few hours of operation, using less natural gas and less water (eight cubic meters less per ton of product in the Elsève line).

Complementing the changing process, a package supplier closer to the factory was identified, which generated a cycle of lower expenses with transportation fuel, and there was a change in the system for handling and

> storing empty containers in the company, with electric energy savings.

Motivated by the End-to-End Sustainability Project, the company started to take action to inform consumers, by using social networks, about the recycling of the product bottles. "Although the information was on the la-

bel, the customers did not know that. The communication by means of social networks (Twitter and Facebook) is very positive, and the consumer is providing us with ideas that will surely add value in the future. That's thinking green", says Thais Vilela, Elsève Product manager.

The process demanded 18 months and the direct involvement of 15 people from different areas of the company, as well as package suppliers and palm oil byproduct suppliers, which were positively affected by the End-to-End Sustainability Project.



PORESSASI

L'Oréal Brazil team

# ELSÈVE

#### SUSTAINABILITY AT THE RIGHT AMOUNT

In the Elsève Hair Care Line opportunities were identified to support the actions of suppliers, to reduce the styling cream package weight, to reduce water use and energy at the production plant and opportunities to disclosure environmental concepts when communicating with the consumers. As improvements, one highlights the membership of supplier Oxiteno to the Roundtable on Sustainable Palm Oil, an organization that aims to promote the sustainable production of palm oil, and the communication and motivation of consumers to recycle the product package and lids. Additionally, the environmental gains estimated for the projected annual sales of Elsève Hair Care Line at Walmart Brazil are:

- reduction in water consumption: 988 m3
- reduction in the emission of greenhouse gas: 9.675 kg CO2 equivalent
- reduction in gas consumption: 4.485 m3
- reduction in electric power consumption: 49.317,6 kWh
- reduction in package material consumption Polyethylene: 134 kg
- reduction in solid waste to be sent to landfills: 113.6 kg of PE (minus the amount to be recycled)



Savings of 988 thousand liters



20,500 bulbs



Savings of 52.800 km run

"It is with great honor that L'Oréal participates of the End-to-End project in partnership with Walmart Brazil. The development of the proposed actions resulted in an intense involvement in various areas and improvements that have a direct impact on the environment protection issue. Adding sustainability to our business not only makes the environment better – it makes our company an even better project. It is a priority for the L'Oréal Group, already internationally acknowledged and increasingly important in Brazil"

> Pierre-Emmanuel Angeloglou Superintendent Officer of the Mass Product Division



# Whiskas Tin: new recipes and new package in premium product

### Company: **Mars** Product: **Whiskas Tin**

Mars innovates in the End-to-End Sustainability Project, improving the product, optimizing the package, reducing costs and directing the consumer.

# MARS

Mars Brazil Petcare is a division of Mars Inc., one of the world's largest food companies and its products in the food, chocolates and food for pets sectors are symbols of excellence and high quality. The company arrived in Brazil in 1978 with the acquisition of a rice mill in Eldorado do Sul (RS) forming Effem Brazil. In the late 1980s, it started in the food for pets business, and soon after in the late 1990s, it started in the chocolate segment. Today, Mars Brazil has over 1,400 associates in five units, including three factories, and holds some of the world's most popular brands. The current product comes in a 94-mm tall, 0.15 mm thick steel can, and holds 340 g of the product. The new line will use smaller steel cans (83-mm tall), made of thinner material (0.14 mm) and will hold 290 g of the product. This new package allows optimization of the consumption of metallic material and reduces the label size. Moreover, the instructions were excluded from the easy-to-open lid, resulting in the elimination of printing ink consumption, and were included on the label, along with guidelines on the responsible post-consumption disposal to help prevent accidents with animals and encourage recycling. Other initiatives related to the production

WHISKAS® Tin is complete and balanced food for daily consumption for cats. The product is the sales leader in Brazil, with 60% market share in value and 35% in volume. The wet food category has been one of the company's strategic focuses



due to its significant growth and, therefore, the participation in the End-to-End Sustainability Project focused on the line renewal with innovations in the recipe, the size of the package and the use of raw materials of known origin. The new product will be produced and marketed to replace the current line of WHISKAS ® Tin in Brazil and the company estimates an average growth of 25% in sales over the next two years.

The new product line was developed as premium because it revitalized formulations and was given new recipes (meat dinner in sauce and tuna dinner in sauce) that represent a significant improvement in performance and flavor of the product, unprecedented in Brazil. The new line will be launched in other Latin American countries. process allowed the reduction in water consumption, electricity and chemicals.

> Within the context of rethinking the product life cycle, Mars also mapped out the suppliers and managed to have gains in

the redesign and reduction in routes, with suppliers shipping the product directly to the factory without the need to send it to the external warehouse. This initiative is providing fuel savings and reducing the corresponding emissions of greenhouse gases.

More than 20 employees were involved in the project, with the participation of Research and Development, Environment and Sustainability, Industrial Engineering, Planning, Sales and Marketing. The funds used in the program came from the national unity, but the mobilization received contributions from other Mars units, especially in Latin America.







#### SUSTAINABILITY AT THE RIGHT AMOUNT

The product resulting from the process makes better use of the metallic material, reduced label and printing ink, with instructions to consumers on responsible disposal. The improvement of the production process and optimization of delivery routes for raw materials led to the reduced consumption of natural resources, raw materials and energy, and reduction in GHG emissions. Considering the projected annual sales to Walmart (in tons of product), the main gains from the project were:

- reduction of 14 kg of package material (paper, printing ink)
- reduction of 74 kg of inputs (detergent, tires)
- reduced consumption of 879 liters of diesel
- reduction in the generation of 384 kg of steel scrap
- reduction of 19,573 liters of water
- reduction of 1695 kWh of electric power consumption
- reduction in the emission of 2.600 kg of CO2eq



Savings of

19.573 liters



**Reduction of** 384 kg of residues



Savings of 14,204 km run



"When we received the offer from Walmart, we saw an opportunity to add even more value to the WHISKAS<sup>®</sup> Tin line, through the evaluation of processes and procedures, from sending the raw material to reaching the point of sale. We are proud of the result. Sustainability is a concept that is closely linked to our Principles, which we are committed to by making a difference for people and the planet through our performance. This project was a stimulus and reflects a very important moment of Mars Petcare Brazil. "

> Carlos Dieppa, CEO

# 32 LED TV: as a benefit, ten-month savings with energy

### Company: Philips Product: **32' LED TV**

The Philips 32-inch LED TV has sustainable differences in energy efficiency, weight, package, instructions and transportation.

# PHILIPS

Philips, the world leader in health and well-being, takes part in the End-to-End Sustainability Project. The company has invested in innovations that integrate technology and design solutions based on consumer research, designed to meet customer needs. Headquartered in the Netherlands, it employs approximately 119 thousand employees in over 60 countries.

Sustainability is a serious matter for Philips, inasmuch as environmental responsibility is embedded in the company's strategic objectives, with advances in the development of products with lower environmental impact. In Brazil, the company is a pioneer in establishing a national

system for collection and disposal of used appliances in collection points for recycling, the Sustainable Cycle (collection and proper disposal of used appliances).

The product to participate in the End-to-End Sustainability Project is Philips 32-inch LED TV. Made in Manaus, it replaces the 32-inch LCD TV and facilitates the access of con-

sumers to the LED technology. This product offers many benefits to the consumer, such as reduced energy consumption, which represents a return on investment in the medium and long run when acquiring the TV. Considering a life cycle of the product estimated at ten years, this means savings of about ten months of the average consumption of a residence (150 kWh/month).

The product will be sold only in Brazil and the educational campaign of the 32' LED TV focuses on environmental sustainability. As a result, Philips expects a change of behavior in the consumer profile of the current product. The process allowed the reduction in energy consumption and reduction in fuel use, with reduced CO2 emissions with transport. This is because the TV became thinner with the LED lamp, and the new tempered glass pedestal allowed gain of useful cargo space. The use of Styrofoam - material with a low level of recycling - was also eliminated and it was replaced with recycled paper pulp.

This is also the first TV made by Philips with kraft paper package, removing the chemical bleaching and painting component previously used, which generated a 10% difference in the cost of raw materials, and less waste in the industrial process. "The changes allowed 35%-lower

> power consumption, a lighter product, manual made with less paper, on-screen instructions, package with less use of non-renewable sources and predominantly maritime transport," says Ricardo Mutuzoc, Senior Sustainability manager.

> Nearly 35 employees from various areas took part in the project, a cross-functional team (from areas

such as Product Engineering, Process Engineering, Procurement, Sustainability, Development, Marketing, Quality, Logistics, Corporate and Production) as well as suppliers, whose participation was proactive in the chain of solutions, when thinking about the life cycle, held by Philips.

The funds were used predominantly in Brazil, but the project had the cooperation of the headquarters in the Netherlands, which adopted the use of kraft paper package, and of the TV Development Center in Singapore. The project was very well accepted in Philips's global organization and is perceived as the overcoming of a challenge that can be replicated in other countries. That is, mobilizing other productive chains.





32 LED TV production



Philips Team



#### SUSTAINABILITY AT THE RIGHT AMOUNT

The project focused on energy efficiency (more efficient LED equipment replacing the compact fluorescent lamps - CCFL), reduced paper consumption (due to the integration of part of the manual electronically on the television set), scaling the TV / package providing better scaling and 100% maritime transport (Belém - São Paulo). The environmental gains achieved by the project for the estimated annual sales within Walmart were:

- Reduced emissions of CO2equivalent of 822 ton (98% in use)
- Increased energy efficiency in the use (reduced consumption of electricity of 35.5% (- 15.8 GWh) accounted for 98% emission reduction of calculated CO2eq
- Reduced diesel oil/or fuel oil consumption = 8,700 L
- Reduced package/product mass = -5,042 kg



"Sustainability is built into Philips's business strategy and vision and that is why we develop green products. Through our EcoVision program, we have adopted bold targets and we have already reached more than 30% of worldwide sales derived from these products, and the goal for 2015 is to reach 50%. Therefore, the search for ever more efficient products (ecodesign) is among the main objectives of Philips. With 120 years of history in the world, Philips has always tried to contribute towards improving life quality through the introduction of sustainable innovations. We are pleased to now build another piece of history with the Endto-End Project. The partnership with a major retailer such as Walmart will provide sustainability benefits to the consumer and contributes towards environmental education and consumer awareness. This is one of the ways in which we can bring better health and well-being to society."

> Marcos Bicudo, CEO



## Veja Perfumes Sensações: more sustainable also in the two-liter version

### Company: Reckitt Benckiser Product: Veja Perfumes Sensações

Reckitt Benckiser innovates and launches the version of two liters of Veja Perfumes Sensações, reducing by 47% the package material per liter of product.



A global leader in home cleaning, personal care and health, Reckitt Benckiser offers its products in approximately 200 countries. About 23 thousand talents around the world ensure the company's success, with offices and factories in over 60 countries. The brand Veja started its history in 1969 with the launch of its instant cleaner. Since then, the brand has grown and brought innovations such

as the Veja Perfumes Sensações line, which combines the efficiency of cleaning with the action of the special fragrance that lasts all day and stimulates the senses.

Veja Perfumes Sensações debuts in the End-to-End Sustainability Project with improvements in the process and introducing to the market its two-liter version. Some changes have been made, with the assurance that the consumer will have the same product as before, but more sustainable. A "green" space, called Our Home, Our Planet, was reserved on the label to communicate the environmental improvements of the product, including important technical items for recycling each item in the package and aware consumption tips for the consumer, such as the importance

product was reduced by one hour with the development of a new formula and there was energy reduction with the package blowing process, as well as lower consumption of cardboard trays to carry the product, and several improvements in the plant, such as the replacement of the LED lamps and a new compressor with lower energy expenditure.

> The company developed a two-liter version, which uses 47% less material per liter of product compared to the 500ml bottle. In addition, some improvements have been made in the current product in relation to the sustainability criteria, such as the 7% reduction in the lid material and the 6% reduction in the label weight. A differential in the project also involves the production of the label with soy-based ink, which generates less waste onto the environment. "The sustainable look has to reach the entire supply chain," says Camille Kaufmann, packaging manager for Latin America.

> Veja Perfumes Sensações is only commercialized in Brazil. The project used the company's inter-

of environmental responsibility and the role of companies and people. All the resources used in the project come from the Brazilian unit.

In the process of rethinking the life cycle of the product, the productive process was improved, adding to several enhancements. The manufacture time of the nal resources and had the direct involvement of six people, including executives from the development of package area, as well as marketing, engineers and researchers. There has also been a working partnership with key suppliers, who have been well-involved - one of the goals of a project, which aim is to mobilize people and organizations towards sustainability.





#### SUSTAINABILITY AT THE RIGHT AMOUNT

This project was based on improvements in production, package mass reduction, with emphasis on the development of a new 2-liter PET package and technology for the use of 100% recycled packages. The environmental gains achieved by the project for the estimated annual sales within Walmart were:

- reduction of 1805.3 kg of package material a year
- reduction of 14,577 kWh in electricity consumption associated to increased efficiency in the production process
- savings of 33.6 liters in the consumption of diesel oil/or fuel oil for transportation
- total reduction of 451 kg CO2eq a year
- technology to use 100% recycled PET package after consumption
- use of soybean-ink printed labels
- use of paper labels and cardboard boxes certified by the FSC





"Reckitt Benckiser is currently the only manufacturer of consumer goods of its kind in the world, 100% carbon neutral, in addition to being in the Dow Jones STOXX Sustainability 40 Index. With Walmart's End-to-End Project, we had the opportunity to contribute in Brazil towards a consistent project of environmental improvement, involving the best known brand of the company, Veja, and achieving positive results with the participation and commitment of the various areas involved."

> Frederic Morlie. CEO

use 100% recycled PET package after consumption



2,500 km run

# Snob Eco: lower packaging and certification

## Company: Santher Product: Snob Eco Paper Towel

In the End-to-End Project, Santher innovates with the Snob paper towel and creates the Eco line, offering benefits to the environment and consumers.



affecting product quality, and passing the savings on to

consumers. The amount of film used in the new package has also decreased. "Instead of buying two packs of tradi-

tional Snob (each with two rolls of 120 sheets), consumers

now buy a three-roll pack of Eco Snob and avoid discard-

ing the extra cylinder (the roll of cardboard on the inside

Santher – Fábrica de Papel Santa Therezinha S/A, is a Brazilian company founded 70 years ago. Always on the outlook for innovations that can reduce environmental impact, it promotes the recycling of paper by helping achieve sustainable development. Within this philosophy, it annually recycles over 60 million kilos of post-consumer paper in its production process, which contributes to the preservation of biodiversity and ecosystem balance, and generates income for the scrap and collection market.

In a more sustainable version, Snob line reaches the hands of consumers focusing on three key points: quality,

convenience and sustainability. As it is a more compact product (more sheets per roll), it ensures less disposal of by-products: less plastic film (primary and secondary packages) and less cardboard (cylinder) in landfills.

Eco Snob is a product tracked from end to end, with a FSC (Forest Stewardship Council) certification, which ensures that the raw material (cellulose) is extracted from renewable sources and from managed and

responsible forests. The introduction of the traceability system in the company and the FSC certification for the Eco Snob product represented a major evolution in the company. By having more sheets per roll, the new version has a smaller cubic capacity in the transport, emitting less CO<sub>2</sub> in the atmosphere, in addition to saving fossil fuel.

To make the project feasible, some adjustments have been made to machines so as to include 60 sheets in a single package, adding 33% more product per roll, without

of the product), in addition to the disposal of the package that protects the product, "says Isabella Brumatti Gomes, product manager. The entire process of rethinking the life cycle of Snob led to savings of 21.19 kg of cylinders and 11.5 kg of plastic



The project had the direct involvement of 11 people from various departments (product

development, manufacturing and paper conversion, environment, quality, supply-chain, legal, financial, IT, marketing, HR, internal communications, engineering, maintenance and sales) and suppliers. The mobilization for the project caused a very positive impact in the company, attracting the interest of employees not directly involved, adding more people to the project and the result has generated great pride for the company.





Time Santher





#### SUSTAINABILITY AT THE RIGHT AMOUNT

A new Specialist Line product was developed, featuring environmental and social improvements, which received the commercial name Toalha de Papel Snob Eco [Snob Eco Paper Towel]. FSC Certification of the paper towel, compactation of the product with more sheets per roll and optimization of the transportation of the product were the main actions of the Project that mobilized collaborators from virtually every department of the company.

Besides the FSC Certification, the source of raw material and the chain of custody, the environmental gains estimated for the annual sales projection of Toalha Snob Eco at Walmart Brazil are:

- reduced consumption of cellulosic material (tubes): 4,24 ton
- reduced consumption of adhesives: 1,06 ton
- reduced consumption of polyethylene film (packaging plus bundle): 2,30 ton
- reduced solid waste post-consumption for final disposal (already discounting the portion for recycling): 6.48ton
- reduced consumption of diesel oil: 8.121 L
- reduced emission of CO2 equivalent: 45,0 ton (46.6% for the optimization of the load capacity use and 53.4% for the reduction of biodegradable waste (tubes) sent to landfills and dumps







42% more

products per truck



Savings of 246,000km run

"Santher is proud to be the first Brazilian company to take part of Walmart Ponta a Ponta [End-to-End] project, a challenge that mobilized the company as a whole. With more than 70 years, Santher collects successes and strong brands in the segments of paper towel, toilet paper, napkins, diapers and women care in consumption and professional lines, as well as special papers for B2B. The brand we chose for this project is Snob, a brand addressed to kitchen and family care and leader in the paper towel segment. The result of the partnership between Santher and Walmart is the launching of Snob Eco, the paper towel that help consumers effectively contribute to the environment."

> Plínio Haidar Filho CEO



## Pilão Origem: aroma and flavor respecting the planet

### Company: Sara Lee Product: Pilão Origem Coffee

With initiatives in the entire production cycle, Pilão Origem coffee will serve the most demanding coffee lovers who are also concerned about the environmental impacts of their consumption



National leader in the coffee market, Sara Lee initiated its operations in Brazil in 1998 and started a brand acquisition process. Currently, all of its operations in Brazil are concentrated in the coffee market, under brands Pilão, Café do Ponto, Seleto, Caboclo, Moka, Jaraguá, Damasco (Damasco, Maracanã, Bom Taí, Pacheco and Palheta), as well as the single-serve pods system Senseo®, a global partnership between Sara Lee and Philips. Sara Lee leads the domestic the toasted and ground coffee market with market share of 22.3%.

As part of the End-to-End project, Sara Lee developed Pilão Origem, a new product deriving from Pilão brand with sustainability differentials across its entire manufacturing chain. In rethinking the life cycle of its products, the company developed a high-quality coffee, of superior flavor, to please the demanding taste of Brazilian consumers and as these consumers are also more concerned about their consumption habits, the company tried to minimize the environmental impacts of the production and post-consumption cycle.

The main sustainability improvement proposals were mostly accomplished through the use of certified raw materials and inputs. Water consump-

tion was reduced by 0.03 m3/t in coffee consumption and use natural gas was reduced by 2.08 m3/t due to ISO 14001 certification obtained during the project. Through a careful selection of the supplier in relation to sustainability aspects, a primary package was developed reducing mass by 9% and using 70% less printing ink, resulting in a very innovative look. Changes were also made in relation to packages for transport: boxes were made from 100% recycled corrugated cardboard with FSC certification (Forest Stewardship Council). Use of identification tags on the boxes was reduced to zero and stretch film, pallet wrapper, had its mass reduced by 20%.

Regarding raw materials, the new product was already born noble: its formulation contains 60% UTZ CERTI-FIED Good Inside® beans, certification on sustainability as-

> pects, which guaranteed the certification by the program Brazil Sustainable Coffees from ABIC (Brazilian Association of Coffee Industry). Besides lower environmental impact, Pilão Origem coffee, a full-bodied drink, with intense aroma and flavor, was classified under the category of Superior Coffee by ABIC Coffee Quality Program.

> On the consumption side, spreading the sustainability culture, Pilão Origem coffee uses the package to inform and educate consumers about the use of leftovers and postpreparation waste, as the use of coffee grounds in the fight against dengue.

> This project involved a multidisciplinary team with representatives

from the areas of product development, marketing, procurement, operations, logistics, purchasing of green coffee, planning, finances, sales and trade marketing. In parallel, the entire Product Development team was directly or indirectly involved in the project, which was a form of learning that will be replicated in other products of the company.





PILÃO Origem

#### SUSTAINABILITY AT THE RIGHT AMOUNT

This project was based on improvements in the productive process, especially for coffee certification according to social, environmental and quality criteria, as well as the reduction of the packaging mass and consumption of printing ink. The environmental gains achieved by the project for the estimated annual sales at Walmart retailer were:

- reduction of 87.6 kg of raw materials used
- reduction of 13.4 kg in the consumption of printing ink
- elimination of 1.6 kg of labels used on corrugated boxes
- reduction of 2.7 kg of stretch film
- reduction of 105.3 kg of post-consumption packaging waste
- savings of 2.3 liters of diesel in the transport of containers
- reduction of 6.1 kg CO<sub>2</sub> equivalent in transport of primary packaging
- Coffee certified Cafés Sustentáveis do Brasil (Sustainable Coffee of Brazil), Superior type (60% UTZ Certified)



FSC Seal and 100% recycled



Reduction of 105.3 kg of packaging waste



60% of coffee featuring UTZ seal Social Responsibility



"Sara Lee is, day after day, more engaged in being a sustainable company. When we received the invitation from Walmart for the End-to-End project, we saw an opportunity to put into practice our concern about the environmental, social and economic issues, offering a quality product that seeks harmony with the planet in the entire production chain, from the choice of beans to the consumer's home."

> Dantes Hurtado, CEO

# Pato Pastilhas Adesivas: Brazilian version, single and more sustainable

### Company: **SC Johnson** Product: **Pato Pastilhas Adesivas o1 unit**

An innovation in SC Johnson's line of toilet cleaners, which besides bringing new consumers, added value to the company and to the entire trade.

With global headquarters in Racine, Wisconsin, United States, SC Johnson is now a global leader in several product lines, such as household care and cleaning, food storage, personal care and insecticides.

In 1955, it became the first company to use water as a basis for aerosols, reducing impact on the environment. In 1975, the company eliminated CFC from their products, three years before the substance being prohibited in the United States. Since 1990, its products ceased to produce about 208 million tons of waste on the planet due to the use of recyclable packaging. It was elected, in the United States, one of the ten companies most committed

to the environment, by the website CNN Money.com and Fortune magazine.

By participating in the End-to-End Sustainability Project and rethinking the life cycle of sanitary tablets - a segment in which it is the market leader - SC Johnson has just launched a new product: the Pato Pastilhas Adesivas 1 Unit to please a new consumer, one concerned with effective cleaning and who wants a nice scent in their bathroom. The product is a line extension and does not replace the current product, the first unit tablet to be launched in Brazil. With this product, SC Johnson hopes to increase market share, with growth above 10%.

The tablets are sold in packs containing three units, and individual packages and to make the new product feasible – which has now gained colored packages for individual display at the point of sale - the company invested in the nationalization process. On the one hand, it encouraged two suppliers (one in São Paulo and one in Manaus) to produce flowpack film in Brazil, necessary for unit packaging, which was previously imported. At the other end, SC



Johnson implemented a production line in Manaus, to substitute imported product. By reducing imports, logistical complexity was reduced, thereby reducing the consumption of fossil fuels and CO<sub>2</sub> emissions, generating new jobs.

The process of rethinking the product and launching it in individual packages led to a downsizing of secondary packaging and transport, reducing consumption of raw materials and allowing for freight optimization with gains of 35% to 63% in the use of transport.

Mass of the secondary packaging was reduced by

63% and consumption of printing ink was reduced by 65%, besides the reduction of 34% of cardboard – with 100% increase in the use of post-consumer recycled fibers. The redesigned process promoted lower environmental impact due to the total reduction of 14.01 kilos of CO2 in the production of a thousand tablets, considering energy, transport and reduction of packaging cellulosic waste sent to landfills.

As they adhere directly to the surface of the toilet, SC Johnson sanitary tablets eliminated the need for plastic frames, reducing large volumes of solid waste. Now, the Pato Pastilhas Adesivas 1 Unit will de-

liver practicality and hygiene to new consumers, a social contribution with relevance to public health.

The project was entirely carried out with funds generated in Brazil and coordinated by a multifunctional team of six people from the areas of Industrial Process, Packaging Development, Logistics and Security, Health, and Environment, and mobilized the partnership with packaging development laboratories of suppliers: a great collective effort to bring health care to consumers who still did not have access to this feature.





#### SUSTAINABILITY AT THE RIGHT AMOUNT

This project was based on improvements in the production process, with emphasis on the implementation of the production process in Manaus, as well as the reduction of packaging mass and of emission of CO<sub>2</sub> equivalent due to reduced transportation steps, energy consumption and packaging cellulosic waste sent to landfills. The environmental gains achieved by the project for the estimated annual sales at Walmart retailer were:

- reduction of 639 kg of packaging materials
- total reduction of 3632 kg CO2 equivalent in transport, energy and cellulosic packaging waste sent to landfill
- reduction of 298 L of residual fuel oil
- reduction of 73 L of diesel
- reduction of 381 kg of packaging waste sent to landfill
- 63% gain in freight use (palletized load)





63% more products

per truck





"Those who always took care of the house of consumers had to worry about the world. SC Johnson believes that sustainability means meeting the expectations of this and future generations and that is why we work daily to promote a better life for our employees, customers, clients, business partners and community."

> Mauro Ramos, CEO





Production of Pato Pastilhas Adesivas 1 unit

# Sentir Bem Oat: Private label leading by example in sustainability

### Company: Walmart Product: Private Label Sentir Bem Oat

Walmart Brazil participates in the End-to-End Project with the Private Label Oats Line Sentir Bem, sowing awareness and reaping economic, social and cultural benefits.

For six years, the company has been implementing a global social and environmental policy that includes longterm goals, and making dozens of programs to achieve them. The End-to-End Sustainability Project is one of them, and the company is keen to participate with its suppliers, to reinforce the importance and need to rethink the life cycle of products.

"Our motto is to lead by example", says Tatiana Gomes, product manager for Sentir Bem brand. More than a motto, this is a public commitment of Walmart Brazil, undertaken through the Sustainability Pact, in June 2009.

Sentir Bem brand has excellent brand acceptance among consumers, all products launched are successful in their categories and, in many cases, they are leaders in sales. The development of each product is focused on delivering better health, quality, taste and sustainability.

Walmart takes part in the End-to-End Sustainability Project with one of the products to have most recognition as to functionality and nutrition: oat. The line of oats Sentir Bem, comprised of six products and produced by Nat

Cereais, Lagoa Vermelha (RS), had its life cycle redesigned, a process that included six different initiatives that improved the production chain from the planting of oats to pack disposal by final consumers.

The first step was to rethink the origin of raw material and strengthen the partnership with producers: the oat planting method started to use 100% technology management with no till farming, which increases yield per hectare and reduces impacts of soil erosion.

Oat farmers settled nearby the factory - up to 30 kilometers away – were privileged and, a purchase warranty agreement was signed among these farmers and Nat



Cereais. The result is expressed in two dimensions: the social one, for it fosters the local community, and the environmental one, due to higher yield per farmed area, reduced soil erosion and reduced carbon emissions, thanks to reduced displacement from the field to the factory.

The second part of the process was reusing industrial waste. Previously, oat hulls were largely discarded in an area in the very land of the factory and it would decompose naturally, generating methane gas. With the intervention, hulls started to have three noble destinations from the environmental point of view: as an ingredient in animal feed (a nu-

tritional power before wasted), as poultry litter and as boiler fuel in an industry near the factory.

Research in the region where the factory is located allowed for the implementation of yet another initiative. It was identified an opportunity to improve the factory energy process, using as boiler fuel the biomass of MDF residues of a furniture industry located about 500 meters from the factory, which was previously discarded, replacing wood from eucalyptus trees.

Having rethought the raw material and the production process, the group began to examine the package.

It was possible to reduce the weight and the use of paper without the package losing its protective function. Produced with less paper (card certified by the FSC - Forest Stewardship Council), the boxes use 10% less pulp mass, refraining from releasing carbon and methane gas in the landfill from the portion not recycled. Moreover, another benefit was made possible: increasing from 80 to one hundred the number of boxes of product shipped per pallet, reducing trips from the plant to Walmart. And, since the purpose was to optimize every possible aspect, useful instructions on sustainability and disposal were placed on the package, to integrate consumers into the process and encourage conscious consumption.



The local community was also contemplated in the social sphere: both the supplier (which is a family business) and Walmart reverse the amount of R\$ 0.02 for each unit of the line of oats sold to an institution located near the plant, which serves about 150 children and adolescents. This way, it is estimated that over one year it is possible to raise between R\$ 15 thousand and 18 thousand - without changing the final product price and without burdening consumers. "We want to build a virtuous cycle from the meeting of consumption needs, a process that keeps permanent collective benefits", says Márcia Amaral Campello, manager of Private Label Development for Walmart.

This project had the direct participation of 19 people from Walmart and from the manufacturer. The development of the End-to-End Sustainability Project of Sentir Bem oats has positively infected all those who shared the effort to apply scientific knowledge and marketing needs with a vision of collective generosity.



#### SUSTAINABILITY AT THE RIGHT AMOUNT

The project focused the means of production (no till) with reduced erosion, reduced consumption of resources (fuels in processes/transport and materials such as packaging cardboard and wood for the boiler) and recovery of waste (oat hulls and MDF waste) in the entire production chain, in addition to the educational campaign focused on environmental sustainability and social responsibility action in the oat production region. The environmental gains achieved by the project for the estimated annual sales at Walmart retailer were:

- reduced emission of CO2 equivalent = 1,105 ton
- reduced consumption of diesel/fuel oil = 4.885 L
- reduced packaging mass = 1578 kg

of packaging

- reduced Industrial Waste = 208.000 kg
- social responsibility actions = between R\$18,000.00 and R\$ 15,000.00/year for the Institution "Amor Perfeito -Associação Criança e Adolescente"





**Production Sentir Bem Oat** 







"One of Walmart's basic principles is the Pursuit of **Excellence and the work performed by the Private** Label team along with the supplier of Oats Nat Cereais a good example of this principle. The results achieved show that the Private Label team of Walmart Brazil is honoring our public commitment to lead by example on sustainability".

> José Rafael Vasquez – Commercial Vice President, Walmart Brazil

## Brastemp Inverse Viva: more savings to consumers

## Company: Whirlpool

Product: Refrigerator Brastemp Inverse Viva!

Through Viva concept, Brastemp brings to the market a more sustainable refrigerator, with greater energy efficiency, meeting the specifications of the European RoHS directive and a recyclability rate of 80%.



Leader of the Latin American market of home appliances, Whirlpool Latin America operates in Brazil under the brand names Brastemp, Consul and KitchenAid and operates 20 Research and Development laboratories and four Technology Centers, including that of Refrigeration, considered one of the largest in the world. There innovative products and designs are developed and exported to over 70 countries. With 14,500 employees in factories and in the administrative center, Whirlpool is one of 20 sus-

tainability model companies, according to Guia Exame de Sustentabilidade [Exame Sustainability Guide]

Brastemp was the brand chosen to participate in the End-to-End Sustainability Project for it has conscious consumers. The product, Refrigerator Inverse Viva!, is the first featuring "Viva" concept, bringing together several differentials related to sustainability in one single product; and it is "Inverse" because the freezer is on the bottom of the appliance, and the refrigerator on top, which offers more comfort and ergonomics leaving everything that consumers use the most at their fingertips.

The new product is manufactured in a plant that, since 2003, is certified by ISO 14001 Environmental Management Standard. Produced in Brazil, this is also the first Whirlpool's product in Brazil to an-

nounce the compliance with the requirements of the RoHS directive, a European certification on restrictions of the use of hazardous substances.

Viva Inverse Refrigerator has added improved recyclability and a significant increase in energy efficiency. The product comes with a differentiated technical manual, made with FSC-certified paper (Forest Stewardship Council) and bringing a number of sustainable education tips to the end consumer.

The benefits of the product to consumers include 25% reduction in energy consumption, achieved through a VCC compressor (an "intelligent" electronic device that controls energy consumption at times when the refrigerator is not needed). Thus, the power consumption of the product falls

from 56 kW to 42 kW per month. The VCC compressor was developed by Embraco, a company of Whirlpool group.

In the process of rethinking the life cycle, the company also covered post-consumption. The product has a recyclability rate of 80% of all materials and uses gases that have nearly zero potential impact on the ozone layer and global warming. Inverse Viva! Refrigerator will strengthen the collection and recycling of the product packaging at the centers where Brastemp already does this work in partnership with Walmart. "This project is a partnership between Whirlpool and Walmart, which not only recycles the packaging of Brastemp and Consul products, but from all white goods suppliers. When delivering a product we already remove the shipping packaging and take it to recycling", says Mariana Martins, marketing manager.

The development of the project was conducted by a multifunctional team involving staff of approximately 15 areas - engineering, technology, refrigeration, controls, marketing, environmental engineering and sustainability.

A team that had the support and backing of the entire organization that accompanied the process of creating a product that is so, "viva".



Whirlpool Team





#### SUSTAINABILITY AT THE RIGHT AMOUNT

The project focused on energy efficiency (more efficient equipment such as the compressor and the economic LED) selection of inputs (RoHS certified cooling gas and components) and education campaign focusing on environmental sustainability. The environmental gains achieved by the project for the estimated annual sales at Walmart retailer were:

- emission reduction CO2 equivalent = 560 ton (30% in use)
- increased energy efficiency in use (reduced consumption of electricity) from 24.5% (- 3.4 GWh) responsible for reduction of 30% emission o CO2eq calculated
- reduced waste = 150 kg
- Environmental Education actions = RoHS Communication Certification and of Recyclability Index





Improved used

in recycling



CO<sub>2</sub>

Savings of 3 million km run

"We are proud to be part of this pioneer project of Walmart, which, like Whirlpool Latin America, continually invests in the development of solutions and innovative, accessible and sustainable products. The promotion of sustainability is only possible through the involvement of the entire society. So, when the retail and the industry make a partnership with this purpose, they contribute to the engagement of consumers and allow them to take part in this movement."

> José Aurélio Drummond Jr., CEO



## SUSTAINABILITY IS CONTAGIOUS

By accepting the proposal to "think the life cycle of the product", companies are organized as in other actions of their everyday life: the project has a management team, budget, schedule and have to deliver results.

But the challenge to participate in the Endto-End Sustainability Project has some differentials. The first one, is that the company needs to "think outside the box" and "out of their comfort zone", as the saying goes. And this sometimes requires great effort - especially for large and hierarchical organizations. The second, is that the search for sustainability of a product is an infectious process and ends up mobilizing people and areas of the company that are not necessarily those involved in the first place. All companies involved in the End-to-End Sustainability Project reported this fact - and for all of them this was a highly rewarding aspect.

As we could hear more than once in interviews with the companies for the preparation of this report, "doing good is good".

This infection is highly positive and also mobilizes external suppliers and organizations, members of the supply chains of companies. For this reason, in this second edition of the End-to-End Sustainability Project we opened a space for companies to register this chain mobilization they experienced, and which clearly demonstrates that the project did not involve only the 13 participating companies, but a large set of organizations and individuals.

Because the search for sustainability is, in fact, an infectious process.

#### THE PARTICIPATING COMPANIES CONVEY THEIR APPRECIATION TO THE PEOPLE BELOW FOR THEIR CONTRIBUTION TO THE END-TO-END SUSTAINABILITY PROJECT

## ambev

Project participants at Ambev: Alessandro Siqueira, Beatriz Oliveira, Carlos Eduardo da Silva, Danielle Koga, Edivaldo Galetti, Gabriel Maia, Gabriella Esper, Luciano Augusto Túlio, Mario Marques, Roberto Guido, Sandro Bassili and Thiago Ely.



Project participants at Cetea: Eloísa Elena Corrêa Garcia (coordinator), Leda Coltro, Sandra Balan M. Jaime, Jozeti Barbutti Gatti, Anna Lúcia Mourad, Guilherme de Castilho Queiroz



Project participants at Danone: Rodrigo Wielecosseles, Ariovaldo Faria, Guilherme Baldin, Alfredo Neto, Gustavo Ferraro, Mauro Terra, Julio Vitti, Richard Moraes, Valdir Corazin, Silvio Fernando, Henrique Nogueira, Alexandra Motta, Fábio Fontes, Lucas Urbano, Eliane Oliveira, Márcia Esposito, Leandro Gomes, Pedro Guerreiro, Paulo Codina, Adriana Maximo, Adriana Matarazzo, William Alves, Jean-luc Wiss – and all those who collaborated directly or indirectly. Suppliers participating in the project: COEXPAM. MICROSERVICE and DINIEPER.



Project participants at Kimberly-Clark: João Luiz Damato (President/CEO); Jefferson Correia(Public Relations Manager), Sara Santos (Innovation Analyst); Soraia Scartozzoni (Sales Manager), Thiago Char (Innovation Analyst); Vinicius Paiva (Sales Executive), Leonardo Celeri (Marketing Analyst), Marcia de Ferran (Innovation Manager Brazil), Andre Correa (Fiber SupplyChain Manager), Bruno Bin (Process Engineer), Eduardo Souza (Logistics Analyst), Luciano Sales (Executive Relations with Suppliers), Marcel Scatolin (Executive Relations with Suppliers); Mariana Imai (Quality Engineer); Janaína Rodrigues (Environmental Engineer); Joaquim Júnior (Engineer); Paulo Pereira (Production Supervisor); Valter Araújo (Materials Analyst). Suppliers participating in the project: Ary Vilhena (mill broke buyer); Valfim (Plastic Resin Processor)





Project participants at Kraft: Yakara Valle – Walmart Business Team Leader; Marcello Napolitano – Key Account Manager Walmart Wholesale; Gustavo Teramoto - Key Account Manager Walmart Retail; João Campos – Social Responsibility Analyst; Adriana Teixeira - External communication Coordinator; Clarissa Sayumi - External communication Analyst; Nilson Garcia – Packaging Development; Sheila Silva – Technician in Occupational Safety and Environment; Milton Dallalana - Manager of S&E Operations Brazil. Suppliers participating in the project: BOPP Film – Vitopel; Display – Ibratec; Ibema Boxboard paper; Fluids from Bandeirantes Refrigeração; Recycling and Reuse - Gresocol Refrigeração; Animal feed manufacturing - Empresa Soares Ambiental



Project participants at L'Oréal: Vinicius Zoccal Zagato, Carlos Lopes, Thais Vilela, Adrien Koskas and Fernanda Souza. Suppliers participating in the project: Oxiteno – Luciana Anastácio de Souza; BrasALPLA – Rafael Juen and Klabin – Fabio Akashi





Project participants at Reckitt Benckiser: Frederic Morlie, CEO; Priscila Gama – Marketing Assistant; Joaquim Ortega – Marketing Manager; Paula Sette – Packaging Development Coordinator; Camille Kaufmann – Packaging Regional Manager; Thiago Viana – Engineer and Elaine Duran – Research and Development Associate



Project participants at Mars: Rodrigo Virmond, Raquela Cardamone, Fabíola Grzybowski, Helena Krueger, Maristella Marinelli, Carlos Ramalho (directly involved) and Melissa Oliveira, Jefferson Santos, Jonathan Mosqueli, José Roberto Arruda, Josiane Pereira, Selma Isa, Georggia Portugal, Hugo Moraes, Aline Mazzini, André Krisak, Frampton Santana, Fernanda Bortolucci and Marcelo Polatto. Special Thanks to BLT (Brazilian Leadership Team) for the support. Suppliers participating in the project: Rimet Empreendimentos Indústria e Comércio SA: Fabio Rhor, Francisco de Assis Coura, Alex Pires Rodrigo, Marcelo Pires Santiago, Pedro Takahara, Liria Harumi and Silvio Caires; Jmi Comercial Ltda/Perfrio: Maurício Gaspar and Alvaro de Grande; Comercial de Alimentos Talismã Ltda: Roberto Jacob: Cooperativa Pecuária Holambra: Erico Pozzer and Amador Silva; Marcamp: Francisco Cardelli Netto.



Project participants at Santher: Plínio Haidar Filho, CEO. Machine operators: Luis Dias, Paulo Margues, Luciano Garcia, Edivaldo Paschineli and Edson Serra. Machine Assistants:Rodrigo Soares, Vander Ricardo, Luis Fernando, José Ricardo and Rafael Jesus. Operators Decomposers: Luis Alberto, Paulo Lima, Paulo Marcelino, Jean Carlos and Everton Ferreira. Machine Supervisor: Michael Rismo Coelho. Inspector: Francisco Alberto Vasques Crespo, Marcio Aurelio de Aguiar, Alexandre Marcelino Pires, Carlos Alberto Stefani, Diego Davanso Elias da Silva, Eder Paulo Panizza, Fabio Prado, Wallace Nobre Fernandes Leal, Cristiano Luiz Silva Rocha, Jose Pedro da Silva Neto, Marcio Jose Ramos, Mikel Silveira Fraga, Jefferson Diego Mendonca da Silva, Michael Barroso Guerra, Gesielle Rodrigues Ferreira, Ezequiel Ferreira Nascimento, Rilber Faria Carvalho, Rodrigo Martini Fucile, Andre Luis Oliveira Santos, Eduardo Aparecido Moreira and Elson Bezerra de Araujo. Conversion: Pedro Henrique Costa de Oliveira (Production Supervisor) and Ricardo Moreira Correa (Analyst). Conversion line operators: Jorge Luis Moreira de Lima, Luciano Gallo, José Roberto Mansueto, Eduardo Donizette, Paulo Ferreira Gomes, Edmar Régis Cândido, Ted Moreira Ramos, Ademir Rodrigues de Carvalho, Valdir Ferreira da Silva, Rogério Bueno da Silva, David Ferreira dos Santos, Gilson Antonio da Silva, Davi Ribeiro, Marcos de

Oliveira Silva, Elias Teodoro da Silva, Maicon K G de Moraes, Jaime Antonio Fernandes, Enoque Jacinto Ferreira, Israel B Oliveira and Adriano Martins. Research and Development: D'Artagnan Silva Oliveira (Manager), Arnaldo da Silva Lima (Technical Responsible), Carlos Alexandre Braz de Araújo, Pedro Robledo Rezende Requena, Marcio Rogério Bellopedo and Pedro Ferreira de Andrade. Quality: João Eduardo Souza (Manager), Carlos Alberto Bizari (Supervisor), Priscila Vargas Correa (Supervisor), Adriano Boldrini and Alex Sandro de Lima. Environment: Fabiana Sciamarelli. PCP: Cristiano Marinelli, Adair Ávila Junior and José Marcio Muzette. Logistic: Welingthon Gomes Campos (Manager), André Luis da Silva, Ataíde Caetano, Antônio Muniz Bueno, Edgar Cesar and Sergio Valentin. Supplies: Antonio Nunes de Souza, Ana Cristina Descrove and Cristina Tagliari. IT: Iara Morsoleto and Ricardo de Oliveira. Technical Reception: Marcelo Tonhi and Flavio José dos Santos. HR: Caroline da Silva, Clarissa Grunberg Nunes de Souza and Maurício Arnaldo de Cunha. Marketing: Juliana Cristina Vectore, Isabella Brumatti Gomes, Mirella Cione Florez Swioklo and Jaime Sousa. Sales: Fernando Silveira Filho, Marilis Pereira da Silva and Diego Bonna Pires Gonçalves. Trade: Luiz Gustavo Tosta and Regina Romeiro.



Project participants at Sara Lee: Directors: Dantes Hurtado Júnior, CEO; Armando Shibata, industrial and Ricardo Souza, marketing. Project Coordinators: Marketing: Alexandre Carvalho; Product Development: Josianne A. Almeida; Product Development: Marta Cavalcante and Felipe Oliveira. Marketing: Renato Franchim and Tiago Bernardi; Manufacturing: José Aparecido Junior; Planning: Jefferson Costa and Priscila Ceolin; Environment: Karen Strobel; Finances: Tommer Pugliesi; Commercial: Mauro Carpi; Supplies: Andrea Broggio; Café Verde: Aristides Bonna Tabosa and Antônio Carlos Pereira; Trade Marketing: Thomas Leclercq. Suppliers participating in the project: Dixie Toga, Londrina – PR, partner in supply of primary packaging: Jadir Ferreira (Arts Specialist); Jari Celulose, Papel e Embalagens SA, Paulínia – SP, partner in development and supply of transportation boxes: Edivaldo Silva (Technical Assistant); Valfilm - MG Indústria de Embalagens Ltda, Itamonte - MG, partner in development and supply of stretch film: Benjamim Hirth (Development Manager) and Lucas Bevilacqua S. Romano (Technical Assistant).



Project participants at SC Johnson: Mauro Ramos (CEO); Luciano Mazon (Key Account for Walmart and project leader); Douglas Oliveira (Customer Service Supervisor exclusive for Walmart); Guilherme Sabóia (National Key Account); Alessandra Carneiro (Manager of Human Resources); José Carlos Pinto (Packaging Engineer – RD&E – GCMS); Ailton Costa (RD&E Manager – GCMS); Leandro Morais (Logistic Manager); Leandro Pereira (Brand Manager); Leonardo Moreira (Environment and SSO Manager); Fernando Ventura (Manufacturing Manager); Elisabete Nobre (Waste Management Supervisor - Environmental Interaction); Rogério Souza (Production Operator): Hellen Pinheiro (Production Operator); Kátia Costa (Quality Manager) and Silvia Mafra (Quality Analyst). Suppliers participating in the project: Converplast Embalagens Ltda. : Technical and Sustainable Development Team; BUREAU COMERCIAL Ltda. : Célio Novaes, Manage; PCE Embalagens - PLACIBRAS DA AMAZONIA Ltda.: Carla Izidoro, Manager



Participant of the project at Walmart Marcas Próprias (Walmart Private Label): Beatrice Castanho - Packaging Assistant; Cristina Borba - Quality Manager; Gabriela Henrique - Marketing Analyst; Gisele Souza - Coordinator Marketing; Iorley Lisboa - Packaging Manager; Karina Tenório - Director: Marcia Amaral Campello - Development Manager; Mirian lamamoto - Assistant Manager; Murilo Couto - Senior Manager and Tatiana Gomes - Product Manager. Suppliers participating in the project: Nat Cereais: Cássia Rita Martins- Financial Assistant; Cristiano Cunha Dolzan - Commercial Director, Daniela Cunha Dolzan -Administrative and Quality Manager; Lara Santini Solano Administrative Assistant; Lidiane Ferraz de Carvalho -Food Technician; Marilaine Lazzaretti Dolzan – Collection Assistant; Rosangela Ramos Soares - Tax/ Accounting Department Supervisor and Rosinei Moraes Kelim -Packaging Industry Supervisor . Agência Sart Dreamaker Brand Design: Higor Agostini - Service Director and Lucia Santos – Artwork Supervisor



Project participants at Whirlpool: CEO: José Drumond Jr.; Marketing: Debora Fantinato, Guilherme Martins, Mariana Martins, Andrea Apponi, Claudia Sender, Debora C Anger and Daniela Ritta. Communications: Luana Suzina, Bruna Megna and Fabio Monfrim. Sustainability: Milton Monrado and Claudia Tridapalli. Engineering: Alexandre Azevedo, Guilherme Giesbrecht, Adirley Kraemer and Luciano Xavier. Supplies: Alisson Takahashi and Fernando Bauer. Supplier participating in the project: Embraco.

#### Imprint

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