Visioning sustainable retail

21st September 2007
Reading Innovation Centre

A vision for Sustainable retail

Carbon Neutral Assured Recyclable Non PVC
Wood free Post consumer Waterless Verified
No preservatives Rechargeable Chlorine free
Organic Free Range Eco-friendly Low energy
Low carbon Energy efficient Carbon Offset
Ecological Line caught Unleaded Reusable
Stewardship PCB free Guaranteed Re-use

Executive summary

There is a clear willingness emerging among companies in the retail sector to show leadership and responsibility towards greater sustainability in their operations, within their supply chains and towards their customers. To explore how the retail sector and government can catalyse this action to achieve a vision for sustainable retail, the Sustainable Development Commission (SDC) convened a one-day deliberative workshop that brought together fifty-six sustainability experts from the retail sector, government, academia and civil society organisations.

The purpose of the workshop was to explore:
- the implications of sustainability for retail
- what a vision of sustainable retail might comprise, and
- what would help catalyse change towards such a vision.

This document provides a summary of the deliberative discussions from the workshop.

Key findings

1. There was a willingness and enthusiasm from government, business, civil society participants to collaborate and take action to shift the retail sector onto a more sustainable path. This was however qualified by calls for a consensus on what to change, and tools for how to how to achieve it.

2. It was generally felt that retailers need to match their market power with a greater responsibility towards the people and the planet's resources that contribute to the lifecycle of the products they profit from selling. Retailers are in a powerful position to communicate with, and help their customers and supply chains towards sustainability and ethical choices.

3. There was a clear sense that retailers wanted to work with government and be given practical guidance on what and how to prioritise. One suggestion was to negotiate a government and business joint announcement committing retailers to a voluntary framework and action plan for sustainability.

4. Though there was considerable optimism, overall, participants saw sustainability providing more challenges than opportunities. Existing trends in retail provided more barriers than drivers towards sustainable retailing.

5. Consumers, their aspirations and what they are willing to pay for goods, were seen as a major barrier to sustainability. What to do about the 'problem of consumers' exposed tensions between participants who felt retailers were at the mercy of consumer whims, and therefore needed to be educated and empowered to make better choices; and others who considered it was the role of retailers to choice-edit to enable consumers to buy 'better' products by default.

6. When asked to propose active drivers towards sustainability, answers focused on shifting the price of goods and services to favour more sustainable alternatives. This included fiscal measures that would hit consumers where it hurts – in the pocket...

7. A key challenge identified was what constitutes a sustainable product and how to balance different aspects of sustainability. There was a strong view that an agreed methodology to measure the sustainability of products and supply chains is essential to enable more sustainable retail. Participants also called for agreements on messages and methods to influence and communicate within supply chains to customers.

8. Many participants had high hopes for new technology to enable more sustainable products, and particularly, services. Technology was seen as crucial for producing tailored, convenient and affordable goods that supply customer needs with minimum negative impact on the environment or society.

9. The tension between competition and cooperation between retailers was another important issue. Participants felt that cooperation was vital to secure agreement between retailers on issues such as measuring sustainability, labelling and communication

with customers. Cooperation and trust between retailers with suppliers was also important. However, there were questions about what level of cooperation was anti-competitive in such a competitive sector.

10.   A clear message back to government was for greater transparency on what they were doing already, and more urgency and ambition in their plans. There were a number of calls for action, not more discussion and debate. "Pull all this together, set a date and let's all get going!" Participants wanted to see all parts of society, government and industry, domestically and internationally, engaged and working towards the same goal for sustainability in retail.

Next steps:

The SDC will further develop the key learnings from the workshop and take forward its engagement with Government, including the Department for Business, Enterprise, Regulatory Reform (BERR), Department of Environment, Food & Rural Affairs (DEFRA), with retailers and other stakeholders to consider how to further catalyse and coordinate action towards a vision for sustainable retail.

Workshop methodology

The purpose of the workshop was to bring together sustainability experts from the retail sector, government, academia and civil society organisation to explore:
- the implications of sustainability for retail
- what a vision of sustainable retail might comprise, and
- what would help catalyse change towards such a vision.

Fifty-six participants took part, with approximately a third each from government, retailers & businesses and civil society. Annex 1 provides a full list of participants.

The event was held at Defra's Innovation Centre in Reading and facilitated by their staff. It was introduced by Andrew Lee, SDC Director, followed by a presentation by SDC's Commission, Alan Knight. Alan argued that if the planet was retailer, it would be bankrupt; but that there is real scope for retailers to make an important contribution. He highlighted the findings of recent SDC work, that choice-editing by retailers and public policy, and not the green consumer, are the main drivers of greener products.[1]

The sessions that followed were divided into two broad sessions. During the morning, participants explored the implications of a sustainable world for retail and what elements might comprise a vision for sustainable retail. The afternoon session focused on what would enable change towards such a vision.

The participative and deliberative nature of the discussions generated much information. The following sections provide a summary of the outputs from each of the sessions.

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[1] "I will if you will" www.sd-commission.org.uk/pages/product_roadmapping.html & "You are what you sell " www.sd-commission.org.uk/pages/consumption.html

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Session One: Implications of sustainability for retail

Session one started with a structured brainstorming in small table groups charting individuals' thoughts on opportunities and challenges from sustainability in retail. Which products and services would thrive, and which would fade. Individuals were also asked to complete the sentence, 'Wouldn't it be nice if....' All the ideas from individuals were reviewed at the tables and grouped into themes. Each team then generated key messages from the analysis.

- **Opportunities**

Participants saw considerable opportunities for businesses to grow through providing more sustainable products and services. This was primarily through **new business models** and ideas that would open up new, profitable markets. Some felt sustainability fitted with the trend towards individually tailored products and consumer reassurance. **Service-led** business models, such as car clubs, could meet people's needs with maximum efficiently and consideration of whole-life costs. Others felt that opportunities would come from efficiencies and controlling costs and risks along supply chains. **Vertically-integrated** businesses models were better able to provide reassurance on product provenance and realise resource efficiencies.

"The UK becomes a model low-carbon, high-growth, socially responsible economy."

Technology was felt to be an important enabler for the new business models. Technology could collect information on products and consumer habits, allowing businesses to provide tailored products in the most efficient way – e.g. internet shopping and home delivery.

Learning, education and choice were also key themes. There was felt to be growing public concern about climate change, along with a willingness of government and business to start taking action to educate and empower consumers to make better choices. Simple, clear, sustainable choices for consumers would be enabled by a combination of: transparent benchmarking of goods and services, sustainable public sector procurement in universities, schools, hospitals, and choice-editing by retailers.

Others saw not a continuation of existing trends, but a fundamental reversal of our existing consumer society to be replaced with **less but more meaningful consumption** resulting in less stress, increased wellbeing, and resources better shared between rich and poor. This would be facilitated by **localised services and retail infrastructure** that reduces the need to travel and facilitates thriving communities. This required a reinterpretation of retail to be more than "selling stuff" and instead asking retailers to lead the move to greener consumerism by educating and reassuring consumers about the provenance of goods. Retailers would provide services to re-equip people with life skills and reconnect them with the provenance of products they rely on.

- **Key challenges**

Participants identified more challenges than opportunities, these could be categorised as physical challenges and attitudinal shifts.

The physical challenges of the vision were focused around the **increasing pressure on natural resources** from the globally accelerating demand for more 'stuff' through rapid population increase, demographic change, and the rapidly expanding economies around the world. A number specifically noted energy supply and the need for energy security. Can we continue to expand the global economy AND improve sustainability? Or is such decoupling a myth? If we prioritise sustainability, what will be the impact on the economy and those who currently struggle to achieve a good standard of living?

Attitudes and infrastructure that locked people in to high impact lifestyles in the UK was another issue. Consumers were personified as time poor, demanding convenience and only prepared to pay the lowest prices for immediate gratification. Only a minority of consumers were felt to make active choices about what they buy. People find it difficult to avoid waste. We live in draughty homes and our retail infrastructure relies on the car.

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Changing consumer attitudes or human nature was seen by participants to be the key challenge. Most had a fairly dim view of other people: "*Getting people to be less lazy. Do more for themselves, expect less from others.*" Change what people aspire to, shift consumer mind-set etc. The solution cited being 'education, education, education' and aligning incentives to reward sustainable choices. Whether or not our short-termist politicians are the best people to decide what people are educated about, and what is in our best interest was a further issue.

The level of trust was another issue raised. To communicate difficult or unwelcome messages, there needs to be trust between actors. Our trust of politicians, science and business was seen to be declining. Businesses, as with politicians, were accused of myopia, restricting innovation by demanding short-term payback.

The structure of businesses, competitive markets and complex supply chains were all seen as big challenges. **Is there such a thing as a competitive business that doesn't rely on selling more 'stuff'?** Can the UK economy afford to set higher trading standards than the rest of the world? There was also the view that the *status quo* simply had to change, the challenge being whether retailers were strong enough to face the inevitable.

"Let's face it – retail is built on cheap energy and cheap finance. Both will be in short supply"

An important part of the vision was felt to be the ability to manage tensions between environmental, social and economic factors. This however would require a degree of communication and cooperation that our current society wasn't set up to achieve. **"*Getting it right to suit everyone*"** was felt to require new methods of communication between government, business and consumers, as well as crucially getting government departments all working to the same agenda.

- **Products and services that will thrive in this sustainable retail world are…**

Participants were broadly split into two camps. Some felt that thriving products would be those that pandered to existing consumer trends of easy-access, cheap, hassle-free, service-focused, integrated and convenient. Others thought products would respond to a new trend of being seen to be green, with an emphasis on simple, local and durable products. Most agreed however that sustainable products would be low energy and low impact, and required to be renewable, reusable and recyclable

Participants saw a **big future for technology.** For example, technologies reduced our need to travel such as video communications, remote access and other portable entertainment. People also saw a future for efficient web-based products and services like internet shopping, home delivery and sites like Freecycle or Ebay.

Products of the future were expected to be **quality, durable, simple to use, affordable and repairable**. There was also expected to be a resurgence of small local and community services such as laundries, markets, car sharing, second hand shops, car boot sales and vegetable box schemes. Charity shops became reconditioning and repair shops. People leased home electrical goods. All products have lifetime warranties.

Food products that would thrive would be **"holistically" healthy products** that were environmentally positive, nutritious, of known provenance and had positive poverty reduction impacts. This could mean local, seasonal, organic, chemical free, ethical or even genetically modified.

Cleaner, more sustainable methods of transportation were also frequently mentioned, low carbon cars, more bikes, more trains and better public transport.

- **Products and services that will fade in this sustainable retail world are…**

There was more agreement on the products and services that would fade in the new retail world. Mainly these were perceived **high-impact products and services that were reliant on scarce resources and non-renewable fuels**. There would also be an end to 'green washing' products which claim to be sustainable but are not in reality. Specialist sustainability consultants would all be out of business.

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More generally it was felt that there would be less personal ownership and private transport, with no more centralised facilities and out-of-town supermarkets. There would be an end to packaging and things that were non-recyclable. There would be **no more 'throw away' products and inflexible designs**, ostentatious goods, fads and fashions.

The food we would buy would no longer be out of season, air-freighted, unhealthy or heavily processed. Some suggested no more red meat or bottled water. We wouldn't be buying analogue technology, cheap electrical goods, CDs and patio heaters. Shopping would not be brought home in plastic bags. There would be less private transport, cheap flights and 'gas guzzler' cars.

- **In this sustainable world, wouldn't it be nice if...**

Many participants focused on issues to do with better **communication, understanding and sharing of information**. Wouldn't it be nice if...
- *"Perfect information existed"*
- *"There were standardised global measures for sustainability"*
- *"Everybody understands the impacts and can make informed decisions"*

Others wanted **people to change their aspirations**, to be less greedy, and for advertising and the media to work with, rather than against, sustainability. Linked to this, participants wanted people to spend their money in a way that supported sustainability, reduce reliance on credit and pay a fair price for quality products. We worked less, walked to the shops, rode a bike, grew our own food. Wouldn't it be nice if...
- *"People didn't link happiness with consumption"*
- *"We could live as we do now, but still be sustainable"*
- *"Consumers accepted the fact they must consume less"*

A number of people wanted **retail businesses to change the way they operated**, not be so price competitive or profit motivated or based on obsolescence. They wanted businesses to invest for the long-term and pay suppliers to cover the cost of more sustainable production.

Others wanted more practical tools and initiatives to help retail businesses work together to tackle the big sustainability challenges.
Wouldn't it be nice if...

- *"Things didn't wear out"*
- *"There were no 'bad' choices available to consumers"*
- *"There was an established 'cover everything' label"*

Though government's didn't feature heavily in the answers, some participants did want to **change the rules that governed international trade** to reflect sustainable production and consumption and replacing the World Trade Organisations with World Sustainable Economics Organisation. Other aspirations included reducing poverty and relative inequalities, and making a better connection between social justice and the environment.

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Session Two: Elements that will shape sustainable retail

In session two, participants were asked to think about elements that would shape sustainable retail. Self-selecting groups were asked to comment on the four themes picked out from the presentation given by Alan Knight.
These were:

1. A different relationship with the **customer**

2. A deeper relationship with their **supply chain**

3. Retail operations become **exemplars**

4. Knowing more about your **product stories**

Participants were asked to 'be radical' and work together to draft a vision and key operating principles for the theme they were considering. Pairs from the groups were then asked to walk around and suggest opportunities, barriers, ideas and challenges to what was produced in the other groups.

A different relationship with customer

Vision
"Customers find it easy and rewarding to make the right choices."

- Consumers trust retailers to lead the way and make only sustainable products available
- Retailers take responsibility, moving from niche green consumerism to choice-editing
- Intellectual leadership from retailers focusing on life-satisfaction not customer-satisfaction.

Operating Principles
- Retailers cooperate on standards, measures and transparency in reporting about sustainability of products and supply chains
- Agreed sustainability standards allows consistent messages and information to be given to consumers that build trust and leadership
- Retailers compete on sustainability of products and resource efficiency.

Ideas
- Tools for choice-editing, backed by consumer understanding and agreement

- Media support for sustainability
- Robust sustainability watchdog of retailers
- League table and award for best performing retailers and manufacturers
- Public deliberative information campaign including in schools that includes the "whole product life" message i.e. lasts longer, saves money over the long-term
- Consumer labels for all major products covering sustainability
- Public consultation on sourcing of products when a shop opens
- Providing 20 year road maps for all high-impact products.

Challenges
- Collaboration between all retailers to:
  - agree sustainability measures & standards
  - deliver consistent messages to customers and build trust
  - make transparent disclosures helping comparison.
- Managing perceived contradiction between consumer empowerment, freedom of choice and choice-editing
- Will retailers be able to promote reducing consumption?
- Can 'green' also be cheap?
- Bridging consumers 'value-action' gap.

Opportunities
- Choice-editing around issues that target customers' concerns about wellbeing and health
- Educating and communicating to consumers effectively through retailers
- Encouraging better choices by aligning price with sustainability impacts
- Greater transparency of operations and NGOs as regulators and watchdogs.

Barriers
- Difficulties with perceptions of choice-editing as paternalistic
- Retailer competition getting in the way of retailer collaboration
- Apathetic and confused mainstream consumers.

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A deeper relationship with their supply chains

Vision
A supply chain where everyone benefits, from UK factory/farm standards to international development

- Horizontal and vertical collaboration, cooperation & integration of supply chains characterised by trust and transparency
- Equitable distribution of power along supply chain
- True costs of sustainable products reflected in prices.

Operating principles
- Agreed standards and full transparency of company reporting on sustainability impacts along supply chains
- Sustainable development in contractual supplier agreements and procurement specifications
- International Labour Organisation standards to be mandatory globally.

Ideas
- Need to measure to manage – a single agreed platform for suppliers to demonstrate priority sustainable development performance (e.g. SEDEX- Suppliers Ethical Data Exchange)
- Redistribute power in supply chain using intermediaries or cooperatives to supply and negotiate with big retailers on behalf of smaller producers. E.g. Society of Independent Brewers (SIBA)
- Companies to be required to declare their sustainability (inc. ethical & environmental) performance.

Challenges
- Low-price competition, flexibility and long-term supplier relationships are not currently compatible
- Need to negotiate common sustainability standards and reporting across UK, Europe and globally
- Creating a level playing field for SMEs to participate and compete with big retailers
- Balancing the sustainability impacts of increased local production with production in developing countries

- Encouraging the consumer to purchase more responsibly and accept higher prices for goods.

Opportunities
- Developing triple-line reporting to the same standards as financial report
- Sharing costs of R & D for sustainable products along with the supply chain – possibly through offering incentives to collaboration
- Developing higher standards for sustainable procurement
- *"Toughening competition law to tackle power that comes from market concentration"*
- Using the strengths of a global market place to tackle the three big challenges: carbon, poverty, resource limits.

Barriers
- Business reporting on supply chains. Many supply chains are seasonal, and can't always deliver 100% sustainable products. Where are the boundaries of responsibility

"Products have different & diverse impacts, so it is hard to have a meaningful single supply chain report for a company."

- Getting the true cost and valuation. Existing economic model does not provide a fair comparison or value system for social & environmental goods
- How to balance different aspects of sustainability, i.e. CO_2 vs. social justice
- Cultural differences in agreeing standards and responsibility for products.

Retail operations become exemplars

Vision
- Retailers positively influence the sustainability of product supply chains and customers
- Retailers' legally controlled operations are exemplars of sustainability.

Ideas
- All stores and operations fitted/retrofitted for sustainability with targets to send zero waste to landfill, be carbon positive, minimise resource & energy consumption, operate low carbon logistics, green roofs & contribute to better local places and communities
- Retailers positively encourage and enable customers to have a lower impact lifestyle through choice-editing for sustainability, sign-posting and free transport to out-of-town stores
- Provide more service-orientated offerings to customers and discounts for internet users.

Challenges
- Existing infrastructure locking people into high impacts. Legacy of poorly planned shopping centres, high-streets and estates. e.g. leases for smaller retail units make it difficult to retrofit for operational efficiency
- Realising economies and efficiencies of scale whilst also encouraging local distribution and diversity of retail
- Changing the attitudes of consumers accustomed to convenience and packaging
- Maintaining competition and intellectual property whilst cooperating to understand and agree biggest impacts and best practice standards.

Opportunities
- Cost saving through environmental efficiencies including removing unnecessary transport caused by need to "maintain shelf continuity", micro-generation in stores and low-carbon vehicles – also potentially through multi-retailer collaborative distribution systems
- Use regular store refurbishment to test and mainstream new facilities management and operation systems
- Developing new services and concepts to provide customers with more sustainable shopping experiences

- Contribute to local communities by encouraging retailers in units such as high-streets or shopping centres to work together on sustainability
- Collaboration on consumer messages/labelling to reduce consumer confusion.

Barriers
- Competitiveness including Competition Commission/OFT investigations into retailer collaboration
- Short-term profit motive driven by stock market, sustainability on too long a timescale
- Difficult to upgrade existing retail infrastructure which is held on leasehold not freehold
- Non-road transport and distribution infrastructure is insufficient for retailers requirements – regional ports, waterways and rail are all high cost and low capacity
- Consumer attitudes and dislike of choice-editing. Do they want the freedom to buy unsustainable products?

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Knowing more about your product stories

Vision
Transparency, information and choice
- All product stories are understood and communicated
- Businesses use a fair, robust and comparable methodology in the assessment of products
- Business decisions are made by balancing all the elements of sustainability
- Businesses committed to not selling products that are proven to be 'unsustainable'.

Operating Principles
- Agreed methodology and standardised scoring/communication system to measure sustainability. System based on science, recognises uncertainty and has mechanism to resolve tensions
- Businesses have strategic action plans with clear targets and transparent decision-making
- Robust and independent audit and scrutiny of businesses SD claims.

Ideas
- Collaboration between retailers to share data and agree minimum product standards (choice-editing) to set level playing field.
- Provide clear and useful information to customers about sourcing and all lifecycle impacts of products

Challenges
- Agreeing methodology/ies and priority issues including in-use and waste
- Manageability of supply chains given that they are often huge, complex, opaque and global
- Cost of measurement and potential for duplication of effort. The ability of small producers/retailers to apply the methodology and compete
- Effective and coordinated consumer information that enables change in attitude & action and builds trust.

Opportunities
- Evidence and information to help businesses manage supply chains more effectively and design/sell products in the best interests of customers
- Full use of technology and IT systems to facilitate data gathering
- Product stories to engage consumers and connect people to global issues
- Higher security of supply chains means a more robust business.

Barriers
- Practical barriers with measurement including obtaining reliable information, handling the volume of data and creating the necessary levels of transparency to build trust
- Agreeing responsibility for post-shelf product impacts. Retailers, manufacturer or consumer?
- The conundrum of greater disposable wealth and the increasing obsession with low prices
- Communicating with consumers. *"what does a label really say? To whom and from whom?"*
- The competing factors effecting purchasing choice (luxury, status etc.) and the ability of retailers to influence them. What does a label really say and do consumers act on it? Do customers want to know all details about 50-100,000 product lines carried by a supermarket?

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Session Three – how can we get there?

Session three began the afternoon considering 'what would get us there?' Tom Berry from Forum for the Future started the session with a presentation about retail scenarios to 2022. Back in table groups, participants were then asked to consider what were the three to five most important drivers towards sustainable retail? What were the drivers away and how can they best be mitigated? And what were the main tipping points that are yet to happen?

Drivers towards sustainable retail	Drivers away from sustainable retail	How can negative drivers be mitigated?	Tipping points yet to happen
• Increased awareness and media coverage of sustainability issues, NGO actions and extreme weather events • Competition between big retailers to build image and brand of corporate responsibility • Growing political consensus around 'green' issues to woo voters • Technology and smart technology improving efficiency • Regulation & legislation working to internalise sustainability costs and risks, reaching agenda of top management • Resource costs and scarcity driving need for cost savings and efficiencies • Agreement from retailers that further regulation is required	• The culture of consumption, status & waste, greed & apathy, increasing wealth, growth in luxury and fashion • Growing middle classes in emerging markets • Demographic trends of population growth and smaller households • Artificially cheap resources and imports through lack of international labour and environmental standards • New technology accelerating product turnover and rate of obsolescence • Lack of understanding of sustainability. Confusion and saturation of climate change messages is breeding scepticism & apathy in consumers • Low political priority of sustainability and mixed messages from government • Rebound effect of efficiency leading to greater demand • Shareholder focus on short-term profit. • Market consolidation and concentration of power in supply chain • Lack of data and agreed methodologies	• Trusted evidence-based messages and information for consumers • Responsible media reporting proportionally to the issue • New business models/ new role for retail in promoting longevity and product quality over high sales turnover • Retailer choice-editing • Embracing the wellbeing agenda • Cradle-to-cradle and full cost accounting • Appropriate standard-setting and regulation • Communal living and changing what we aspire to • Return to a cash economy – reduce availability of credit	**Negative - catastrophic event forces change** • Energy shock/shortage or trade crisis leading to high prices for goods and resources • Natural environmental disaster in UK • Food scarcity • Bio-terrorism • Higher insurance premiums for unsustainable businesses **Positive – action to change price or values** • Fiscal policy that supports more/low impact products. • All carbon emissions are taxed/regulated • People accepting the principle of 'polluter pays', e.g. variable waste charges • Sustained consumer revolution in lifestyle • Decoupling growth from environmental degradation • Education of next generation in sustainability • Smart technology to maximise efficiency • New global community & goals led by China • True corporate responsibility • Bringing low cost manufacturing back to the UK

Session Four: Active drivers – business, government and civil society

Session four split the participants into three groups from the organisations they represented; business, government and civil society. Starting working in pairs, people were asked to consider what each sector could do, and what actions they needed from others to support them. The three groups then prioritised the leading actions which were expanded on with supporting actions and plotted against a timeline from the short-term to 2022.

Business Group

Timescale	Business	Government	Consumer/Civil Society
Today →	• **Bring end point forward from 2022** • Strategic plan & targets for sustainability • Put 20% of profit into R&D each year to develop sustainable, desirable products • Communicate plans and actions to customers such as Climate Group's 'Together' campaign • Industry backed packaging 'standards' body to police and enforce the packaging directive • Agree common methodology/approach to SD measures and labels. Agree non-competitive issues and share what works • Prioritise key issues. Work to common goals. • Work with government to develop SD road maps for all retail sectors • Retailers agree use of 'SEDEX-like' SD tool for suppliers - a collaborative and trusting relationships with their supply chains • 'Hero' companies demonstrate high growth, low carbon model • Joint agreement with government on infrastructure needs for sustainable retail	• **Consultation on revenue neutral green taxation** • Continue consumer education of SD issues inc. national curriculum • Identify priority waste sources and increase UK recycling capacity inc. energy from waste • All local authorities to adopt common recycling systems in all areas • Incentivise business to use recycled packaging & start national body to review all packaging • More tax breaks/incentives for renewable energy & innovation, inc. biomass • Cars - Incentivise lower polluting vehicles & huge taxes on cars run on non-clean fuels • Government has joined up approach, targets & action plan on SD. More sustainability-related regulation & less bureaucracy • Simplify planning criteria for green development • Start consultation on business reporting for SD & develop voluntary guidelines • 2008-10: SD measurements developed, robust and widely usable	• **Increase council tax** • Flight tax, fuel tax and electricity prices increase ten-fold vs. 2000 • Recycling. Much higher targets, with fines where these aren't delivered • Lobby local authorities to improve recycling • Create and adopt guidelines for more sustainable lifestyle & information on externalities • Popular press promotes "eco-cool". We turn off appliances that we do not use • Reduce flight frequency to 1 every 2 years. • Stop advertising cars using power/speed images • Install more speed cameras on motorways • Cars capable of more than 90mph boycotted & speed restrictors in cars and vans • Technology advances → automation

Business Group (continued)

Timescale	Business	Government	Consumer/Civil Society
2012 →	• Reduced energy and water use. Packaging now minimal. Invest in renewable energy schemes • SD/carbon footprint methodology agreed by whole sector. Full traceability on supply chains • Sustainability labelling introduced. Green product demand growing in China and India • Technology products without standby function and switch off if you are not in the room • Polluter pays. Escalating price of carbon agreed • New service offerings/sectors emerge illustrating sustainable business models		• Personal carbon trading scheme in place • Customers accept prices reflect 'true' cost • Car taxes increase. Annual car mileage reduces to less than 8000/year • RRR. Products (WEEE) more easily repaired, an 'Ebay' model for fixing things. Home compost bins in all gardens. Packaging recycling at 80% • Curriculum teaches key 'unsustainability' criteria • People form a boycott groups that demand more sustainable products. More allotments • Major bio-terrorist incident

Government Group

Timescale	Business	Government	Consumer/Civil Society
2007	Sustained action to reduce packaging		
2009		**Clear communication strategy on sustainability – joint government with retailers – led by Prime Minister** • Who would lead process? UK SDC? • Definition of 'sustainability'? What to recommend? • Need more clarity on audience for communications	
2011	**Complete producer responsibility for cost/impact of product lifecycle** *Supporting actions* • Take-back/processing infrastructure, e.g. retailers and local authorities collaborate on what required • UK enforcement of compliance with EU/UK standards • By 2020: UK to propose global SD standards via EU		
2012		**Ensure that what government (central and local) procurement matches what government recommends** *Supporting actions* • Audit and evaluation & independently assessed (SDC?) • Efficient centralised purchasing with choice-editing sustainable options (through OGC) • Include in performance objectives of senior managers (not just procurement staff) • Communication tools developed and available across central, regional and local government	
2013	**Zero retail-generated waste to landfill** *Supporting actions/issues* • Recycling/reuse infrastructure – planning process • Clearly define scope - zero (waste from retail operations or waste from consumers?)		
2022			**People make informed choices about products & impacts** *Supporting actions* • Communication - Big labels? • Link to comms strategy 2009

Civil Society Group

Timescale	Business	Government	Consumer/Civil Society
Today	• Industry to adopt a real triple bottom line	• Direction defined using strong drivers and incentives – government braver in public policy	• Academics provide evidence to push SD agenda • Individuals/NGOs to lobby for more action • People reduce consumption - more selective in what we buy. Cut back on use of plastic bags.
2008 →	• Business leaders chosen for their CSR credentials • A general retail "commitment" on sustainability • Full sustainability impact assessment for products (supply chain focused) • Retailers making sustainable products affordable • Better labelling on carbon emissions, air miles etc. • Collaborative distribution – including smaller players	• Increase subsidies on 'green' products and services • Regulate carbon offsetting • Innovative planning policy to promote retail diversity • Take ownership of sustainability measurement methodology, standards and enforcement. • 2009: introduce car park charges for out of town shopping centres. Ban plastic bags in shops	• Provide a <u>consistent</u> vision to business of what is expected and what the priorities are . • Naming and shaming exploitative companies • Reduce, re-use and recycle – people take responsibility for own actions • Make use of social networks (skills swaps etc.) • Re-engage public with 'political' campaigns • The voice of 'inter-generational' equity is heard
2010 →	• Investment in green technology and initiatives • United calls for pro-sustainability market framework • Set of guidelines: what is 'locally sourced'? What is 'sustainable'? (relative vs. absolute) • Extensive choice-editing & encourage re-use of products at store. Walmart achieve MSC target • 2007-11: retailers responsible for end life of products	• Aviation emissions in post-Kyoto agreement • Small retailers less burdened by regulations • Tighter marketing and advertising regulations • Reintroduce Sunday closing	• Tools, methodology and scrutiny for assurance, information and verification • New market demand for returnable products (bottles, cans etc.) • Re-gain link between product and origin
2012 →	• Full integration of climate change into insurance profiles • Clear and consistent message on environment from all sectors • Reduce packaging • Standardised sustainability accounting	• WTO takes open vote on SD policy, with Sub-Saharan African involvement (or closes down!) • Regulations make manufacturer responsible for product lifecycle • 2010-15: SD central to all 'public' spending • Global agreements on key natural resources • 2010-15: home economics and food provenance on school curriculum • Graded taxation on volume of purchasing with subsidy for poorer	
2015 →		• Full cost pricing enforced through legislation • Using measures of wellbeing not growth (ISEW – Index of Sustainable Economic Welfare/GDP)	

A Vision for Sustainable Retail - Participant List

Name	Organisation
Ben Leonello	ADAS
Clive Marriott	AgroFair UK Ltd
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Chris Hauserman	Cabinet Office
Alison Ward	Cadbury Schweppes
Kate Bailey	Cardiff Business School
Susan Haddleton	City University
John Hutchings	Cold Storage & Distribution Fed.
Terence Ilott	Defra
Laure Lisnic	Defra
Bronwen Jones	Defra, Food Chain Programme
Colin Macleod	Defra, Food Chain Programme
Jane Gregory	Defra, Food Chain Programme
Katherine Quinteros	Defra, Food Chain Programme
Rebecca White	ECI, University of Oxford
Adrian Arnold	Energy Saving Trust
Martin Fodor	Environment Agency
Christopher Hodgson	Envirowise
Sagarika Chatterjee	F&C Management Limited
Paul Steedman	Food Ethics Council
Tom Berry	Forum for the Future
Judith Evans	FRPERC, University of Bristol
Steve Morrison	Furniture Village
Andrew Curry	Henley Centre HeadlightVision
Tim Briercliffe	Horticultural Trades Association
Andrew Cousins	HotRot
Tom Beeston	Local Food & Sustainability Advisor
Abbe Marks	London SDC
Chris Foster	Manchester Business School
Chris Evans	Market Transformation Programme
Mike Barry	Marks & Spencer
Lucy Yates	National Consumer Council
Joanne Poynor	Next PLC
Philippa Dalton	Next PLC
Robert Gregory	Planet Retail
Gordon Fairbrother	Produce World
David Meller	Sainsbury's Supermarkets Ltd
Linda Fenocchi	Scottish Government
Mark Boyce	Scottish Government
Tom Davy	Scottish Government
Poppy Maltby	SDC
Sue Dibb	SDC
Laura Frost	SDC
Shivani Reddy	SDC Scotland
Alan Knight	SDC Commissioner
Andrew Lee	SDC, Director
Rosi Fieldson	Simons Design Ltd
Stephen Ridge	Somerfield Stores Ltd
John Timothy	Tesco
Dr Richard Mattison	Trucost Plc.
Alan Hallsworth	University of Surrey
Neil Howard	Welsh Assembly Government
Peter Skelton	WRAP