Annual Report 2017

Changing Markets
FOUNDATION

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Changing Markets FOUNDATION

www.changingmarkets.org

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Our Mission

The Changing Markets Foundation was formed to accelerate and scale up solutions to sustainability challenges by leveraging the power of markets. Working in partnership with non-governmental organisations (NGOs), other foundations and research organisations, we create and support campaigns that shift market share away from unsustainable products and companies and towards environmentally and socially beneficial solutions.

Our approach is based on two key ideas:

- Sustainability is an urgent challenge to which most solutions already exist.
- Market forces can be leveraged to drive rapid and self-reinforcing change towards a more sustainable economy.

Changing Markets was formed to accelerate this transition.

Foreword from our Directors

2017 has been a turbulent political year. With Donald Trump succeeding Barack Obama as the 45th President of the United States and Brexit unravelling the European Union (EU), there was little appetite among politicians to drive ambitious environmental and social agendas. Instead, many countries embraced deregulation and elected politicians became increasingly reluctant to tackle pollution and climate change – the only exception being China, which took more decisive action in 2017 to crack down on its worst polluters. But ignoring the problems will not make them go away, and citizens all over the world expect action on environmental and other societal problems. Governments' inaction just means that progressive forces and NGOs need to temporarily change tactics, embrace the opportunity to pressure market players and achieve change through the power of market transformation campaigns.

Changing Markets Foundation was established to accelerate this change. In our short existence we have run many successful campaigns, using effective and diverse coalitions, aiming to expose irresponsible corporate behaviour and force companies to act on issues that were not on their radar or that they chose to ignore. Our first campaign victory with SumOfUs was to successfully convince Sainsbury's, Waitrose and Asda to stop selling food supplements made from krill, as this fishery is undermining the bottom of the Antarctic food chain and stealing food from majestic sea creatures such as whales and penguins. Soon afterwards, we started a campaign pressuring the pharmaceutical industry to clean up pollution in its supply chains, which contributes to the rise of antimicrobial resistance. For this campaign, we focused on China and India, where the vast majority of global antibiotics is produced and exported to countries all over the world. Through four investigations, we have shown the wide-ranging reach of this industry and revealed its dirty secret.

Two of our campaigns focused on circular economy – the talk of the town for anyone working on waste and resources. For many years, now, we have seen companies embracing this terminology at every opportunity; indeed, it seemed as if they had solved the problem. But when we took a hard look at their actions, the picture was bleak. Through two of our campaigns, we exposed how none of the German supermarkets (multibillion-euro companies with EU-wide reach) had an effective resource efficiency policy, and how the carpet industry globally was greenwashing its failure to meaningfully increase recycling rates. We were among the first organisations to demand that supermarkets take responsibility for reducing their wasteful packaging and place more resource-efficient products on the market – something that resonated well with consumers. We also played a key role in reforming Californian carpet stewardship legislation – one of the first laws that placed responsibility with the carpet industry for the waste it creates. Such measures are extremely important; the earth is suffocating in our plastic waste but there is a lack of concrete policies to reduce it.

CHANGING MARKETS IN NUMBERS 2017

WROTE, PUBLISHED AND TRANSLATED

ELEVEN REPORTS | **SIX** DIFFERENT LANGUAGES

CAMPAIGNS AND INVESTIGATIONS IN **10 COUNTRIES**

TESTED FOR THE PRESENCE OF ACRYLAMIDE

OVER

90 CRISPS

70 BABY BISCUITS

MENTIONED IN MEDIA IN OVER

140 STORIES

OUR OWN PRESS RELEASES

NINE

PRODUCED CAMPAIGN VIDEOS

FOUR

SUCCESSFUL PETITIONS WITH 4 CAMPAIGN ORGANISATIONS:

4

change.org

WeMove.EU

THE STORY OF STUFF PROJECT

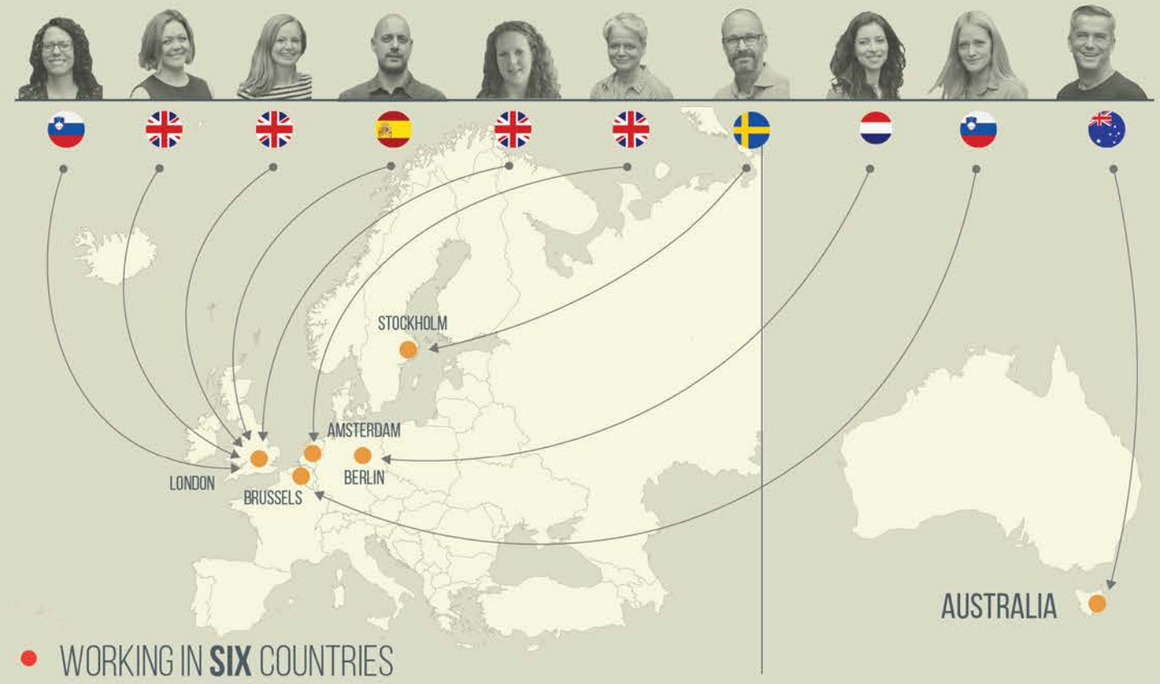
+ Sum Of Us

SECURED OVER

250,000

SIGNATORIES TO THE LARGEST OF THESE PETITIONS

10 PEOPLE **6** DIFFERENT NATIONALITIES



WORKING IN **SIX** COUNTRIES

ATTRACTED ALMOST 50,000 HITS ON OUR NEW WEBSITE

50,000

(upgraded in early 2017)

ESTABLISHED A PRESENCE ON TWITTER

FOLLOW US

@changingmarkets

We ran two successful campaigns on the food safety and scientific credibility of big food corporations, especially when it comes to the most vulnerable populations. Our global investigation into the range of baby milks sold by the four biggest companies revealed that they used product differentiation as a strategy to increase sales and profits. The report exposed the lack of scientific underpinning behind the products that manufacturers placed on the market and their failure to put babies' wellbeing first. Similarly, our campaign on the carcinogenic substance acrylamide, through which we undertook a wide range of testing of food products, revealed that the industry failed in its responsibility to put the health of consumers first. In one year, we tested more samples than France and discovered that well over 10% of products have concentrations of acrylamide higher than the recommended benchmarks. Our campaign resulted in significant strengthening of the European Commission's (EC) proposal – companies are now obliged to implement acrylamide reduction measures.

The main strength of the Changing Markets Foundation is that we are very open to cooperation. On any issue that we embark on, we try to connect with likeminded NGOs, research organisations and other foundations to create coalitions that cross national borders and issue areas. We are also very strong on research, which ranges from on-the-ground investigations taking water samples in India and China to testing of food products. We are not afraid to take a deep dive into market and supply chain research, revealing the links between irresponsible companies and their biggest customers, markets or investors. As demanding and tedious as this work sometimes seems, it brings forward important information and stories that highlight specific failures of globalised supply chains. Finally, we also try to simplify as much as we can; we understand that, in this complex world, people rely on credible sources and straightforward stories. In our fight for a fairer, better and less polluted planet, we try to be agile, creative and goal-oriented, with a view to achieving the biggest possible impact.

We started 2018 by launching a series of successful reports and observing the changes that many companies had started to make in their practices, especially on our very successful Dirty Fashion campaign, where we put pressure on brands and retailers to stop buying dirty viscose. We can see that the heavy lifting we did in 2017 is now bearing fruit - transformation is happening. We will keep working on areas in which solutions exist by putting pressure on market players to embrace these solutions and bring them to scale. The world needs rapid transformation, and our goal is to show that change through corporate campaigning is possible. We are happy to see that our campaign partners have also realised the added value of this approach and that our foundation is realising its mission - to shift the market towards more sustainable solutions.

Joakim Bergman, CEO

Nuša Urban*čič*, Campaigns Director

Our Campaigns

Bad Medicine

The problem

Healthcare professionals everywhere are fighting a round-the-clock battle to contain rising antimicrobial resistance (AMR) rates. In Europe alone, tens of thousands of people die every year as the result of contracting an infection that proves resistant to treatment. By 2050, that figure is expected to rise to 390,000, with the total death toll worldwide reaching 10 million.[1]

The Bad Medicine campaign highlighted the impacts of pharmaceutical pollution around the world

1 AMR Review (2014) Antimicrobial resistance: Tackling a crisis for the health and wealth of nations. [ONLINE] Available at: http://amr-review.org/sites/default/files/AMR%20Review%20Paper%20-%20Tackling%20a%20crisis%20for%20the%20health%20and%20wealth%20of%20nations_1.pdf.

AMR strikes at the foundations of modern medical practice. Beyond the essential role antibiotics play in treating life-threatening conditions such as sepsis, countless medical procedures – including hip replacements, caesarean sections and chemotherapy – rely on their use. Nevertheless, many experts are now warning that we could be facing a future without antibiotics. This is a chilling prospect; without them, common illnesses, minor surgery and routine operations could become high-risk procedures.

Antibiotic resistance is a complex phenomenon with multiple interlinked causes. There is agreement across the board that the rampant misuse and overuse of anti-infectives in human medicine and farming is the major driver of AMR worldwide. However, much less attention has been paid to a little-known cause of AMR – pollution from factories that manufacture antibiotics for the global market.

In 2007, Swedish scientists' groundbreaking research established that exposing bacteria to antibiotic active pharmaceutical ingredients (APIs) in the environment, through industrial discharges at antibiotic manufacturing sites, could lead to the development of drug resistance. However, the pharmaceutical industry was unwilling to acknowledge this problem or its responsibility to address it. In light of this, Changing Markets launched a campaign with NGO partners to highlight how pollution from pharmaceutical factories in China and India is not only harming local ecosystems and communities but also fuelling the rise of drug-resistant superbugs.

Why is it important?

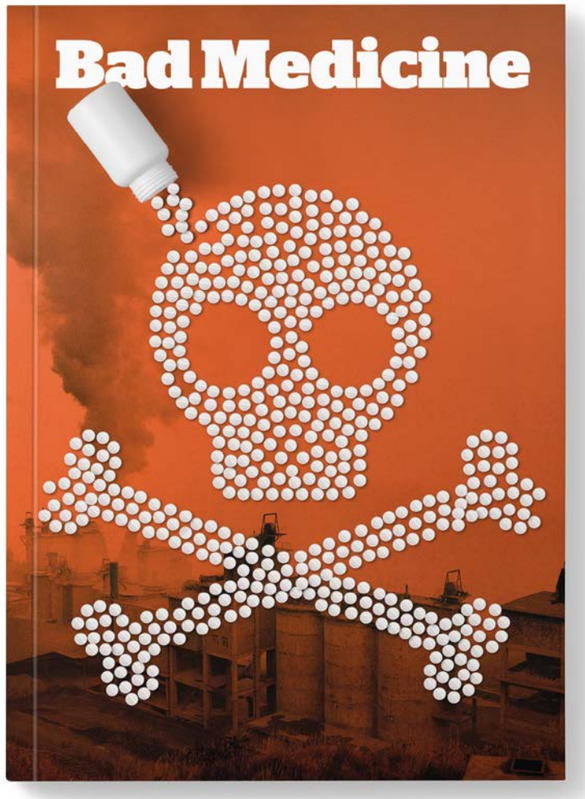
With lax government regulation and enforcement in manufacturing countries, and companies in better-regulated regions continuing to turn a blind eye to pollution in their own supply chains, we decided something had to be done to get the pharmaceutical industry to clean up its act. Our own research showed that, nearly a decade on from the Swedish research, untreated or poorly treated effluent laden with APIs was still being dumped in rivers and waterways surrounding industrial areas at pharmaceutical production sites across Asia.

One of the first stumbling blocks we encountered was that very little was known about the supply chain links between polluting factories and their customers in Europe, North America and other global markets. What is more, because of the nature of pharmaceutical purchasing, in which procurement decisions are mainly in the hands of a government body, hospital trust or private company, there was limited consumer pressure on companies outsourcing to polluting factories – unlike in other sectors, such as the textiles and electronics industries.

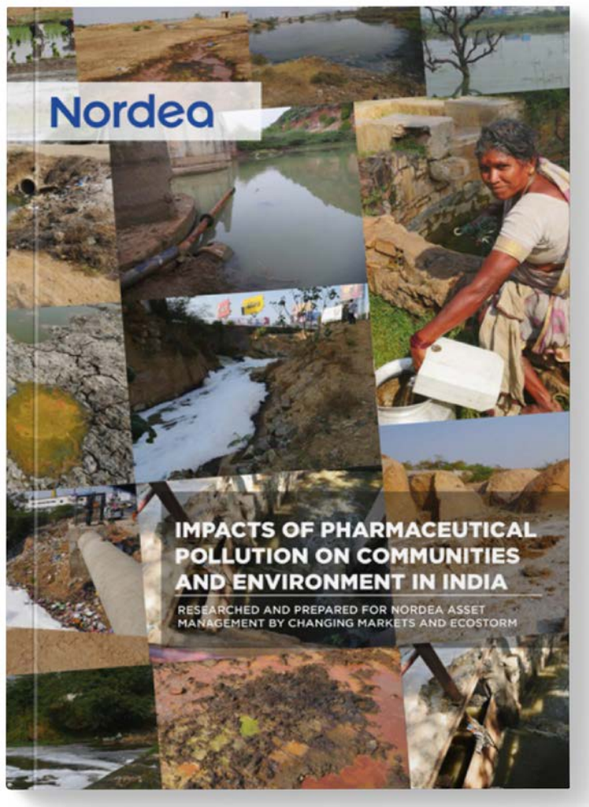
Our work

Through a series of on-the-ground investigations in India and China, Changing Markets has built up a substantial body of evidence about the impacts of pollution at antibiotics factories and highlighted the links between these factories and their clients in Western markets.

***Bad Medicine** was published with online campaigning organisation SumOfUs in June 2015*



*Research for our report **Impacts of pharmaceutical pollution on communities and environment in India** was commissioned by Nordea*



We published our first report, *Bad Medicine*,[2] with the online campaigning organisation SumOfUs in June 2015. The report described how large pharmaceutical companies in the EU and US outsourced the production of APIs to polluting factories in China and India, and called on the pharmaceutical industry to take responsibility by introducing appropriate waste management and cleaner production processes. Our supply chain research uncovered links between polluting factories and huge multinational corporations, including Pfizer and McKesson. A subsequent SumOfUs petition, which called on Pfizer to stop fuelling the global rise of superbugs, received over 140,000 signatures.

Our campaign attracted widespread attention, including from within the responsible investment community. In February 2016, we published research[3] commissioned by the largest wealth manager in the Nordics, Nordea, which has €300 billion in assets under management.[4] Nordea is highly concerned about the business risk that water pollution poses to the pharmaceutical industry. It has used our research in communication with company CEOs and the industry-led Pharmaceutical Supply Chain Initiative (PSCI) to set out its expectations of the pharmaceutical industry, including protecting water sources, achieving better industry-wide standards and engaging with local regulators, authorities and NGOs.[5]

In October 2016, our *Superbugs in the Supply Chain*[6] report revealed the presence of drug-resistant bacteria adjacent to antibiotics factories in Hyderabad, India – a hub of generics manufacturing. A major German TV documentary[7] confirmed these findings in May 2017 after visiting many of the same locations as Changing Markets with a microbiologist from the University of Leipzig, who found 'excessively high' concentrations of antibiotics and antifungal medicines, as well as high rates of AMR. In one sample, they found what they believed to be the 'highest concentration of any drug ever measured in the environment'.

The general public has strongly supported this campaign; petitions on Change.org (UK and Germany), Care2 (the US) and SumOfUs (global) have gathered over 250,000 signatories from around the world.

2 SumOfUs, Changing Markets and Profundo (2015) Bad medicine: How the pharmaceutical industry is contributing to the global rise of antibiotic-resistant superbugs.[ONLINE] https://s3.amazonaws.com/s3.sumofus.org/images/BAD_MEDICINE_final_report.pdf.

3 Changing Markets and Ecostorm (2015) Impacts of pharmaceutical pollution on communities and environment in India. [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/07/2016-04_pharma-pollution-in-India_small_web_spread.pdf.

4 Nordea (2017) Engaging the drug industry on water pollution in India. [ONLINE] https://sustainablefinance.nordea.com/articles/engaging-drug-industry-water-pollution-india.

5 Nordea (2017) Engaging the drug industry on water pollution in India. [ONLINE] https://sustainablefinance.nordea.com/articles/engaging-drug-industry-water-pollution-india.

6 Changing Markets and Ecostorm (2016) Superbugs in the supply chain: How pollution from antibiotics factories in India and China is fuelling the global rise of drug-resistant infections. [ONLINE] http://changingmarkets.org/wp-content/uploads/2018/01/Superbugsinthesupplychain_CMreport_ENG.pdf.

7 ARD Mediathek (2017) The invisible enemy: Deadly superbugs from pharma factories [ONLINE] https://www.ardmediathek.de/tv/Reportage-Dokumentation/The-invisible-enemy-deadly-superbugs-/Das-Erste/Video?bcastId=799280&documentId=42690832.

Outcomes and impacts

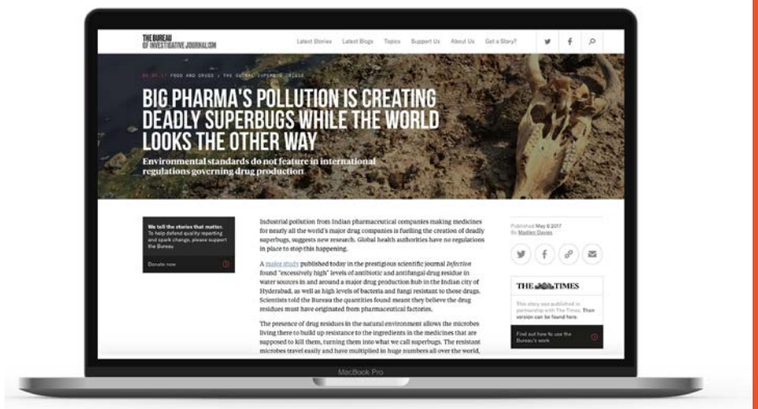
While the industry has long ignored the environmental cost of pharmaceutical manufacturing, a series of initiatives over the past two years shows that some companies are beginning to acknowledge the problem and that the industry is starting to take its role in AMR more seriously; for example, the Davos *Declaration on Combating Antimicrobial Resistance*[8] in January 2016 and the B20 statement in May 2017,[9] which announced the formation of an AMR industry alliance.

While the Davos *Declaration*, which over 100 companies signed, only briefly mentioned that its signatories would 'support measures to reduce environmental pollution from antibiotics', this was followed in September 2016 by an *Industry Roadmap for Progress on Combating Antimicrobial Resistance*,[10] published by a smaller group of companies – including AstraZeneca, GSK, Pfizer and major Indian players, Wockhardt. The first priority listed within this *Roadmap* was taking measures to reduce the environmental impact from the production of antibiotics. However, some of the worst-offending companies are absent from the voluntary initiatives.

In addition, policymakers have started taking this issue much more seriously. Sweden became the first country in the world to introduce environmental criteria in procurement contracts with pharmaceutical suppliers in 2012, and other governments are also waking up to this crisis. In its response to the AMR Review,[11] the UK government highlighted that 'pharmaceutical companies should improve monitoring of API emissions from directly-operated manufacturing facilities as well as those of third party suppliers, and support the installation of proper waste processing facilities to reduce or eliminate API discharge'. And at its December 2017 summit, UN Environment highlighted the rise of AMR linked to discharging drugs and particular chemicals into the environment as 'one of the most worrying health threats today'.[12]

The EC is considering its strategic approach to pharmaceuticals in the environment. Among other issues, NGOs have called for the *Good Manufacturing Practices* framework, which European and US regulators use to inspect pharma factories overseas, to be updated to include environmental criteria.

Major German broadcaster Das Erste commissioned a documentary on AMR in 2017, visiting many of the same locations as Changing Markets (credit- Norddeutscher Rundfunk)



The Bureau of Investigative Journalism ran a story about the documentary in the UK

8 Declaration by the Pharmaceutical, Biotechnology and Diagnostics Industries on Combating Antimicrobial Resistance (2016). [ONLINE] https://amr-review.org/sites/default/files/Declaration_of_Support_for_Combating_AMR_Jan_2016.pdf.

9 International Federation of Pharmaceutical Manufacturers and Associations (IFPMA) (2017) New alliance to drive and measure industry progress to curb antimicrobial resistance. [ONLINE] https://www.ifpma.org/resource-centre/new-alliance-to-drive-and-measure-industry-progress-to-curb-antimicrobial-resistance/.

10 IFPMA (2016) Industry Roadmap for Progress on Combating Antimicrobial Resistance. [ONLINE] https://www.ifpma.org/wp-content/uploads/2016/09/Roadmap-for-Progress-on-AMR-FINAL.pdf.

11 AMR Review (2014) Antimicrobial resistance: Tackling a crisis for the health and wealth of nations. [ONLINE] http://amr-review.org/sites/default/files/AMR%20Review%20Paper%20-%20 Tackling%20a%20crisis%20for%20the%20health%20and%20 wealth%20of%20nations_1.pdf.

12 UN Environment (2017) Antimicrobial resistance from environmental pollution among biggest emerging health threats, says UN Environment. [Press release] 5 December. [ONLINE] https://www.unenvironment.org/news-and-stories/press-release/antimicrobial-resistance-environmental-pollution-among-biggest.

Now that the vast majority of the world's antibiotics come from production in India and China, it is essential to look beyond Europe at the environmental causes of drug resistance. Changing Markets found unquestionable evidence that lack of controls in the pharma production and supply chain are a direct cause of unprecedented levels of resistance and that global health is at risk as a result. EPHA has been happy to join Changing Markets to present the evidence and, most importantly, proposals for workable solutions to policy-makers. We are on the cusp of a breakthrough, some very simple policy changes at European level – after all one of the world's biggest markets for medicines – which will be a game-changer for the pharmaceutical industry, and be vital to protect health for everyone around the world.

Nina Renshaw, Secretary-General, European Public Health Alliance (EPHA)

Cutting the Crap

The problem

Our current resource consumption is 1.7 times over the earth's natural capacity, and forecasts predict we will need three to five earths by 2050 to sustain our levels of consumption.[13] If we do not take rapid and drastic action, we will see severe economic disruption, increasing poverty, environmental degradation and, quite possibly, resource wars. The 'circular economy' concept describes the direction we need to take; namely, eliminating waste and keeping all resources in a closed loop. However, moving to this circular economic system will be much easier and cheaper if we first dramatically reduce the amount of resources our economy uses.

When we launched our campaign at the end of 2015, there were various other initiatives working towards a circular economy. Many of these focused on recycling and reducing specific products (such as single-use plastic bags). Others discussed the need for structural resource reduction at length. Few, however, targeted an entire sector or made specific demands of its most powerful players.

Why is it important?

This campaign focused on consumer goods retailers in Germany, where a few large players have a huge market share that reaches beyond Germany and into other European countries. This gives these companies a lot of influence over the design, production and consumption of products. The goods in this sector are relatively resource-intensive compared to their value,[14] and their resource intensity has been increasing, especially in terms of their packaging. This is also a sector in which a wide variety of alternatives exists and, due to the short lifespan and fast turnaround of the products, changes can be implemented swiftly. At the same time, there is little information available on the resource impact of products and efforts to reduce them. Changing Markets saw an opportunity to run a campaign that clearly attributed the responsibility for structural and absolute resource reduction to retailers.

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13 Global Footprint Network (2018) Ecological footprint. [ONLINE] https://www.footprintnetwork.org/our-work/ecological-footprint/.

14 37% of all materials consumed by German households are Fast Moving Consumer Goods (FMCGs), although they only represent 17% of the households' income. From Wuppertal Institute study: Wilts et al. (2016): Benefits of resource efficiency in Germany. Wuppertal Institute. [ONLINE] https://wupperinst.org/en/a/wi/a/s/ad/3377/

Our work

In February 2016, SumOfUs launched the first report for this campaign, *Cutting the Crap: The Benefits of Implementing Resource Efficiency in German Supermarkets*,[15] which was based on research by the Wuppertal Institute, showing that an immediate 20% resource reduction in daily consumer goods is possible just by shifting to existing best-in-class solutions with less packaging or more recycled materials. The report also included research by Rank a Brand, which revealed that resource efficiency was not yet on the agenda of German supermarkets, evidenced by their lack of structural policies and measures in this area.

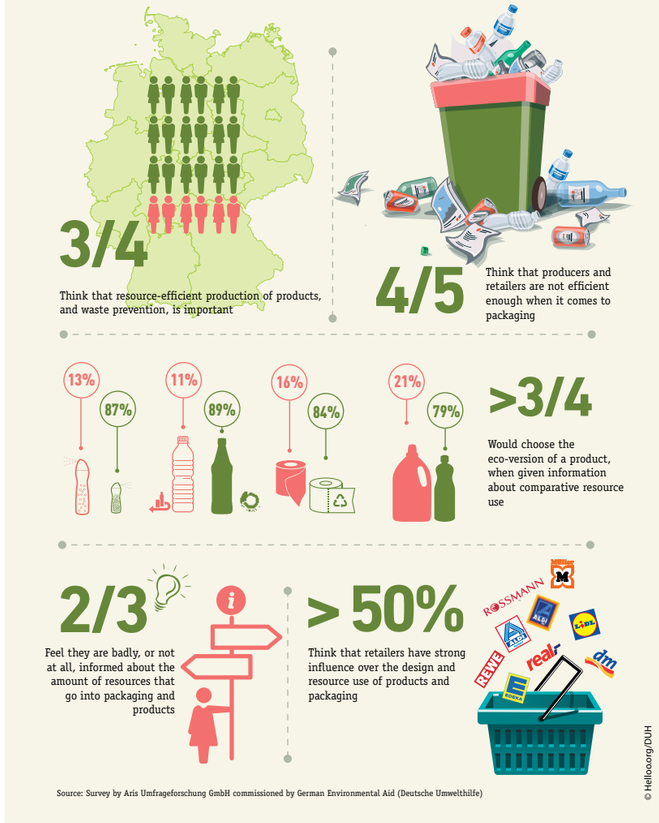
The report concluded with concrete recommendations for supermarkets, which formed the key demands of this campaign: to immediately drop their least efficient products, set ambitious targets for resource efficiency and measure and report on the resource intensity of products and their packaging. A subsequent SumOfUs petition,[16] which asked Lidl to cut unnecessary packaging in its supermarkets, quickly gathered over 210,000 signatories across Europe.

***Cutting the Crap**, published in February 2016 by SumOfUs,*

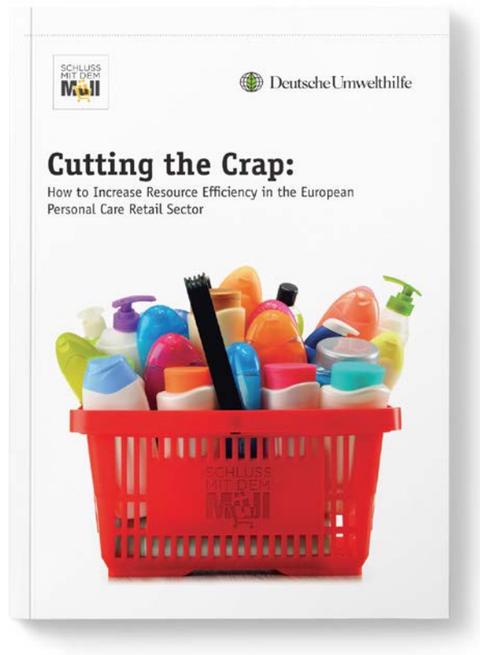
We launched our second report, *Cutting the Crap: How to Increase Resource Efficiency in the European Personal Care Retail Sector*,[17] in partnership with Deutsche Umwelthilfe (DUH).[18] This report zoomed in on retailers of so-called 'personal care products' and showed that, despite their green image, these retailers' approach to cutting unnecessary packaging was far from structural. A Change.org petition asking dm, the biggest European personal care retailer, to adopt a clear resource-reduction policy gained support from over 80,000 German consumers.

DUH also released a background paper[19] that summarised the findings from both reports, as well as a consumer survey that indicated a large majority of Germans thinks there is too much packaging – and that producers, as well as retailers, are responsible for reducing this.

SumOfUs hands over petition signatures in Berlin at a joint action with Changing Markets and Deutsche Umwelthilfe



Customer survey outlined in a report by German NGO DUH



Outcomes and impacts

The reactions to the SumOfUs and Change.org petitions sparked lively on- and offline discussions, showing that this issue resonates with the general public. This put pressure on retailers to react.

Over the course of over a year, DUH and Changing Markets engaged in conversations with almost all major German retailers. Their openness to such meetings and interest in the campaign's recommendations showed that these players understood the need to act on resource efficiency in a structural way. Our extensive research and test visits to the retailers' stores enabled us to make our demands very concrete, and many retailers initiated follow-up meetings.

DUH also ensured key policymakers were informed and organised a

15 Changing Markets (2016) Cutting the crap: The benefits of implementing resource efficiency in German supermarkets. [ONLINE] http://changingmarket.wpengine.com/wp-content/uploads/2016/12/Changing-Markets_Cutting-the-Crap_Supermarkets_English.pdf.

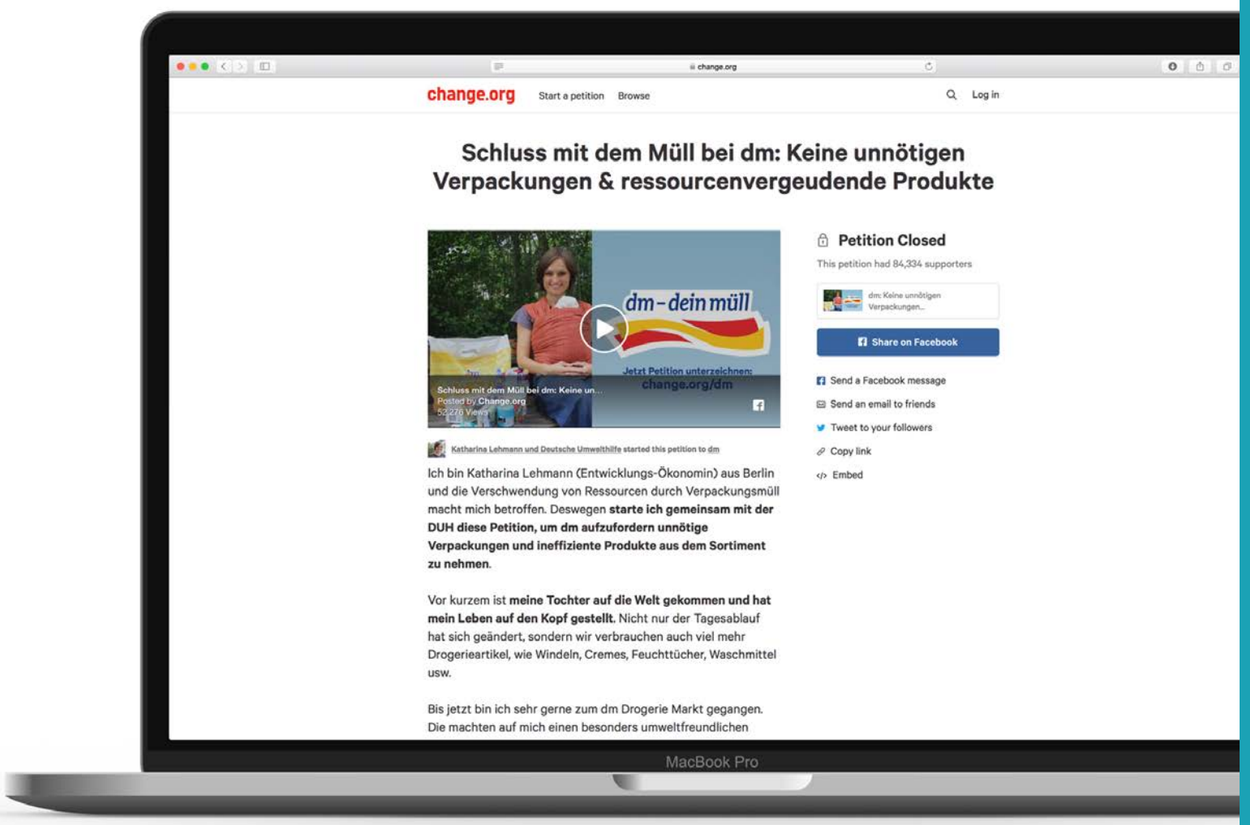
16 SumOfUs (2016) Lidl: Cut the crap. [ONLINE] https://actions.sumofus.org/a/lidl-cut-the-crap.

17 Deutsche Umwelthilfe and Changing Markets (2016) Cutting the crap: How to increase resource efficiency in the European personal care retail sector. [ONLINE] http://changingmarket.wpengine.com/wp-content/uploads/2016/12/Changing-Markets_Cutting-the-Crap_Drogerien_English_web.pdf.

18 The title of the German report was Weniger ist mehr: Ressourceneffizienz im europäischen Drogeriehandel [ONLINE] http://changingmarket.wpengine.com/wp-content/uploads/2016/12/Changing-Markets_Cutting-the-Crap_Drogerien_German_web.pdf

19 Deutsche Umwelthilfe (2017) Schluss mit dem Müll: Ressourcenschutz in Supermärkten und Drogerien [ONLINE] https://www.duh.de/fileadmin/user_upload/download/Projektinformation/Kreislaufwirtschaft/Verpackungen/170413_DUH_Hintergrundpapier_Ressourcenschutz_in_Supermaerkten_und_Drogerien.pdf

multi-stakeholder meeting (a so-called *Kamingespräch*) with politicians, industry associations, retailers, consumer organisations, recyclers and NGOs. We strategically launched the campaign while the Circular Economy Package was being discussed at EU level. The campaign helped to take the circular economy discourse in Germany to a different level – from talking about particular bottles and individual wrappers to a much more structural discussion about absolute resource reduction across all daily consumer products.



As a result of our conversations, two retailers indicated that they had started dedicated resource efficiency programmes and/or hired new staff dedicated to this theme, and one retailer started cooperating with a German environmental NGO on resource reduction issues. Recently, Lidl adopted its own circular economy strategy for packaging, which includes cutting the use of plastic by at least 20% by 2025.[20]

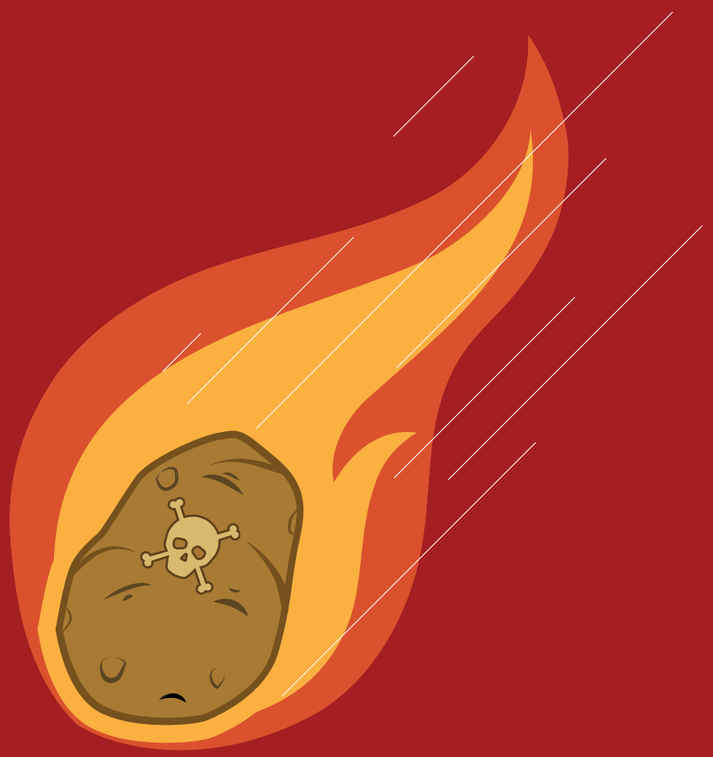
20 Lidl (2018) Lidl announces ambitious new plastic reduction targets [Press release] 9 March 2018. [ONLINE] https://www.abettertomorrow-lidl-ni.co.uk/news/lidl-announces-ambitious-new-plastic-reduction-targets/

Deutsche Umwelthilfe

The joint campaign on resource efficiency in supermarkets was very successful. Through petitions we were able to mobilize hundreds of thousands of consumers and get supermarkets like Lidl or drugstore chains like dm to change things. A circular economy strategy, the avoidance of unnecessary packaging, the use of recycled materials and cooperation with environmental NGOs are only a few things that we have demanded. Although these strategies seemed self-evident, we had to fight hard for them.

Jürgen Resch, Executive Director, DUH

Acrylamide in Food



The problem

Acrylamide is a toxic compound found in everyday foods such as bread, coffee, crisps, biscuits and baby foods.[21] Previously only known as an industrial contaminant, it hit headlines across the world when Swedish scientists first detected it in food in 2002.[22] Acrylamide forms when starch-rich foods, such as potatoes or cereals, are heated. Research shows that preventative measures, such as tighter controls over cooking conditions (i.e. cooking time and temperature), can significantly reduce its concentrations in food.

Industry developed a toolkit setting out best practice for managing acrylamide in foods back in 2006.[23] However, results of regular food tests reported annually to the European Food Safety Authority (EFSA)[24] from 2007 onwards show that acrylamide levels have not decreased. At the time of our campaign, many food businesses were unaware of the risks associated with acrylamide and mitigation strategies. Others simply refused to implement it because they did not want to cover the associated costs in the absence of legislation.[25] For this reason, the EC started considering legislative measures to address the problem.

Why is it important?

The presence of acrylamide in food is a public health concern. Acrylamide in the diet has been proven to cause cancer in animals, and the International Agency for Research on Cancer classifies it as a probable human carcinogen.[26] The EFSA conducted a comprehensive review in 2015, which concluded its presence potentially increases the risk of developing cancer in consumers of all ages, and expressed a particular concern regarding exposure to acrylamide among babies and young children.[27] As such, health authorities agree that exposure to acrylamide should be kept as low as reasonably practicable, as no safe level has been determined.[28]

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21 EFSA (2015) Acrylamide. [ONLINE] https://www.efsa.europa.eu/en/topics/topic/acrylamide.

22 BBC News (2002) Bread and crisps in cancer risk scare. [ONLINE] 25 April. http://news.bbc.co.uk/1/hi/health/1949413.stm.

23 FoodDrinkEurope (2004) FoodDrinkEurope updates industry-wide Acrylamide Toolbox. [ONLINE] http://www.fooddrinkeurope.eu/publication/food-drinkeurope-updates-industry-wide-acrylamide-toolbox/.

24 EFSA (2015) Scientific opinion on acrylamide in food: EFSA Panel on Contaminants in the Food Chain (CONTAM). EFSA Journal, 13(6): 4104. [ONLINE] https://efsa.onlinelibrary.wiley.com/doi/epdf/10.2903/j.efsa.2015.4104.

25 Verstraete, Frans (n.d.) Background for the request of the European Commission on acrylamide in food. [Presentation] EFSA. [ONLINE] https://www.efsa.europa.eu/sites/default/files/event/documentset/141210-p13.pdf.

26 EPIC (2013) Minutes of the EPIC Steering Committee meeting, 13–15 May. Lyon: WHO International Agency for Research on Cancer. [ONLINE] http://epic.iarc.fr/research/acrylamide.php.

27 EFSA (2015) Acrylamide in food is a public health concern. [ONLINE] 4 June. https://www.efsa.europa.eu/en/press/news/150604.

28 Brook Lyndhurst (2014) Acrylamide in the home: Home-cooking practices and acrylamide information – A report for the Food Standards Agency. [ONLINE] https://www.food.gov.uk/sites/default/files/media/document/acrylamide-in-home-report.PDF.

Our work

Changing Markets started a campaign to raise awareness of the acrylamide problem, pressure irresponsible business operators to reduce acrylamide levels in their products and seek the introduction of robust European legislation to protect consumers – particularly those most vulnerable, such as babies and children. We did this through submitting access to information requests to European authorities and our own analysis of different food products.

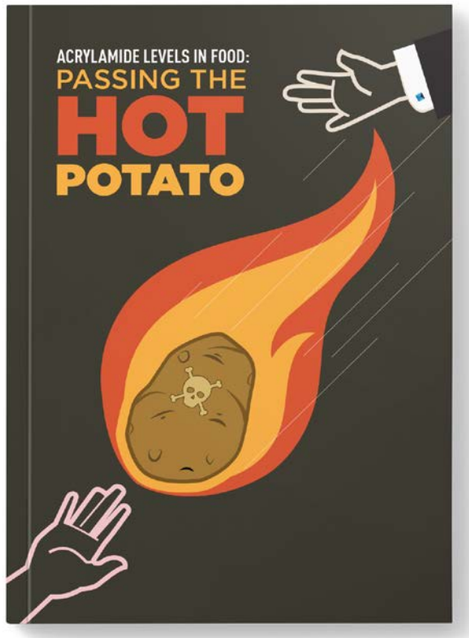
The campaign started with publication of a short briefing in September 2016, *Heading for Burnout*,[29] which brought together publicly available data on acrylamide levels and its health impacts and highlighted recommendations for European policymakers to address this problem. Our main demand was to introduce ambitious, legally-binding limits with a downward trajectory on acrylamide across all food groups. This was followed by campaign partners SumOfUs launching a petition[30] and video.[31] The petition, which called on the EC to set legal limits for acrylamide on food, received close to 250,000 signatures.

Further campaign actions included the production of a more detailed report in November 2016, *Acrylamide Levels in Food: Passing the Hot Potato*.[32] This report summarised unpublished information that the EFSA released regarding tests of 25,000 food samples sold in Europe between 2007 and 2014, and discussed mitigation measures available to business operators in the agricultural, manufacturing and hospitality sectors. Although no details were provided of specific brands, this information showed that 12% of all food products analysed had levels of acrylamide above the recommended benchmarks. Many food items targeted at infants and young children were found to contain dangerous acrylamide levels, including samples of baby foods (UK), cereal baby products (Czech Republic) and baby rusks (Germany), which respectively exceeded the European benchmark levels 30, 12 and 10 times over.

Due to the absence of brand names in the official data reported to the EFSA, Changing Markets decided to do our own testing of acrylamide levels in different food products produced by specific brands. In total, we tested acrylamide levels in almost 250 food products sampled in Germany (gingerbread)[33], France (baby biscuits)[34], Belgium (chips)[35] and the UK (baby biscuits[36] and crisps[37]). We published the results of these tests, including brand names. This attracted considerable media attention, putting pressure on all market players to apply acrylamide mitigation measures in their production chains and on the EC to adopt more ambitious legislation.

SumOfUs advert on the acrylamide campaign in Politico, a widely-read political commentary publication

Acrylamide Levels in Food: Passing the Hot Potato *was published in November 2016*



The campaign attracted widespread media attention, with coverage in national newspapers including the Daily Mail in the UK

Outcomes and impacts

Acrylamide, which had largely been ignored by legislators, is now regulated in the EU. Since April 2018, food business operators have been required to implement measures[38] to reduce acrylamide in their products, from farm to fork, and to monitor their achievements against a set of reduction targets. Legislation covers all major manufacturers and food service operators. Discussions of other regulatory measures, including introducing mandatory limits on foods for infants and young children, are currently underway.

29 Changing Markets (2016) Heading for burnout: Why the food industry and regulators need to wake up to the acrylamide crisis. [ONLINE] http://changingmarket.wpengine.com/wp-content/uploads/2016/12/HEADING-BURNOUT-NO-LOGOS-UPDATE-190916-WEB.pdf.

30 SumOfUs (2017) EU: Protect our food safety! [ONLINE] https://actions.sumofus.org/a/eu-protect-our-food-safety.

31 SumOfUs (2016) Acrylamide: EU protect our food safety! [YouTube] [ONLINE] https://www.youtube.com/watch?v=KvIEUTin2XA.

32 SumOfUs and Changing Markets (2016) Acrylamide levels in food: Passing the hot potato. [ONLINE] http://changingmarket.wpengine.com/wp-content/uploads/2016/12/PASSING-THE-HOT-POTATO.pdf.

33 Changing Markets (2017) Gingerbread with high levels of known carcinogen found on sale in Germany. [ONLINE] http://changingmarket.wpengine.com/wp-content/uploads/2017/01/German-gingerbread-acrylamide-results-press-release.pdf

34 Changing Markets (2017) Baby biscuits with high levels of known carcinogen found on sale in France. [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/02/ACRYLAMIDE_EN_France-baby-biscuits-press-release-results-FINAL.pdf

35 Changing Markets (2017) Fifteen percent of Brussels' friteries surveyed selling potato fries with high levels of known carcinogen. [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/02/Press-release_ACRYLAMIDE-in-fries-Brussels_final.pdf

36 Changing Markets (2017) High levels of carcinogenic chemical found in UK baby biscuits. [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/03/ACRYLAMIDE-UK-baby-biscuits-pressrelease.pdf

37 Changing Markets (2017) High levels of carcinogenic chemical, acrylamide, found in potato crisps from major UK brands and retailers. [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/03/ACRYLAMIDE-UK-potato-snacks-press-release-results-FINAL.pdf

38 EC Directorate-General for Food Safety Commission (2017) Regulation (EU) 2017/2158 of 20 November 2017 establishing mitigation measures and benchmark levels for the reduction of the presence of acrylamide in food (text with EEA relevance). C/2017/7658. [ONLINE] https://eur-lex.europa.eu/eli/reg/2017/2158/oj.

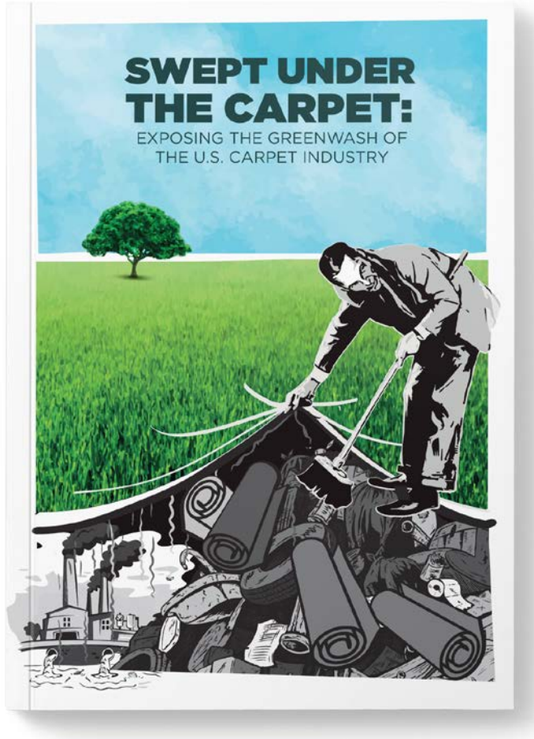
Sum Of + Us

Almost a quarter of a million people all over Europe signed our petition with Changing Markets, calling on the European Commission to put in place maximum levels for acrylamide in foods. Although the European Commission failed to go all the way by setting mandatory limits, mass mobilisation combined with scientific product testing helped to move EU lawmakers in the right direction, and to counter the food industry's efforts to minimise the issue and avoid accountability.

Eoin Dubsky, Campaign Manager at SumOfUs

Carpet Recycling

Swept Under the Carpet *was published with GAIA (Global Alliance for Incinerator Alternatives) in December 2016*



The problem

Most carpet placed on the market today is not optimised for the circular economy. The redesign of carpet is a key starting point if we want to tackle the low recycling rates in the carpet sector. While a more circular and healthy design of carpet is possible, as shown by innovative products already on the market, these solutions are not taken to scale fast enough. As our campaign revealed, this leads to the problem that only very small percentages of carpet are currently being recycled. Most carpet ends up in landfills or incinerators, leading to a loss of valuable resources. Even when carpet gets 'recycled', it is often a form of downcycling into less valuable products, such as insulation or low-grade plastics.

Why is it important?

Carpet represents a significant waste stream in the EU and US markets, around 3.5 billion pounds[39] and 4 billion pounds[40] respectively. It is a relatively long-lived product, which is usually made from several different types of plastics, combined with many chemicals and additives. While design solutions for making carpet design fit for the circular economy exist, they have not yet been implemented in practice at large scale. Hence, recycling rates are low in both markets, resulting in lots of valuable resources landing on landfills and in incinerators.

It is imperative that circular solutions do not remain marginal, symbolic statements; products designed for closed-loop recycling must be scaled up, while separate collection and recycling infrastructure is simultaneously created. The campaign called for manufacturers and policy makers to realise the potential in this sector.

39 European Commission (2013) Environment Policy & Governance. LIFE Projects 2012 [ONLINE] http://ec.europa.eu/environment/life/publications/lifepublications/compilations/documents/envcompilation12.pdf

40 Greenwaste (2015) Why Recycle your carpet and padding [ONLINE] http://www.greenwaste.com/carpet-recycling

Carpet landfill in Dalton, Georgia, the carpet capital of the world.
Copyright Les Stone, www.lesstone.com

Our work

The campaign started in the US, home to the largest carpet manufacturers, and continued to the biggest two markets in Europe: France and Germany.

We launched our first carpet report, *Swept Under the Carpet*,[41] with the Global Alliance for Incinerator Alternatives (GAIA) in December 2016. It highlighted that only 5% of carpet in the US was recycled in 2015, despite the existence of the industry-led Carpet America Recovery Effort (CARE) to responsibly manage carpet waste. Moreover, the report revealed that CARE both failed to fulfil the requirements of California's first-in-the-world carpet product stewardship legislation and actively worked to prevent the adoption of similar legislation in other US states.

The report was followed by a petition and a video[42] released in partnership with The Story of stuff and GAIA, calling on Shaw, the world's largest carpet manufacturer, to step up its sustainability commitments and commit to carpet recycling.

Despite having very progressive legislation, California's carpet recycling rates were stagnating between 2013 and 2015, while incineration rates were on the rise under CARE's stewardship. Our second campaign report,

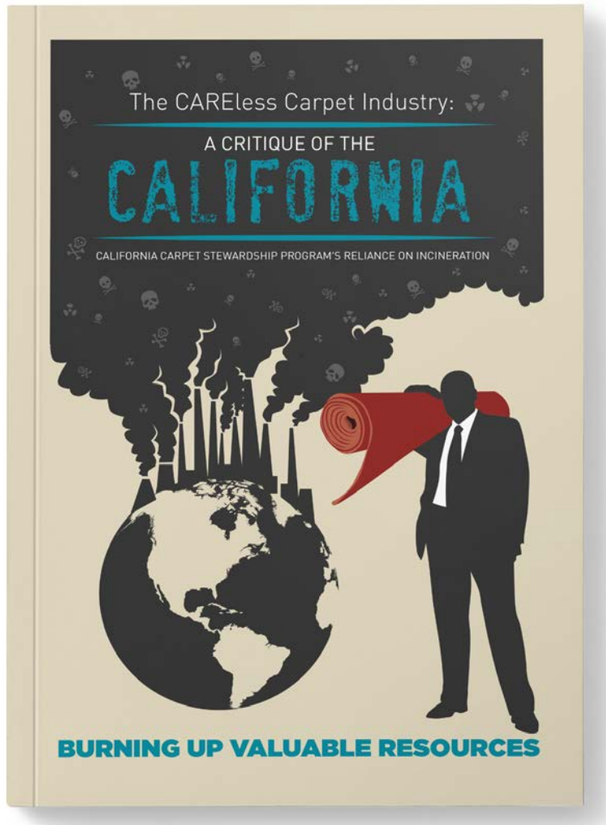
The Story of Stuff and GAIA released a campaign video targeting Shaw, the world's largest carpet manufacturer

41 GAIA and Changing Markets (2016) Swept under the carpet: Exposing the greenwash of the US carpet industry. [ONLINE] http://changingmarkets.org/wp-content/uploads/2016/12/SWEPT-UNDER-THE-CARPET_high-res-DECEMBER-2016.pdf.

42 GAIA (n.d.) Swept under the carpet: Exposing the greenwash of the US carpet industry. [ONLINE] http://www.no-burn.org/carpet-industry-attempt-to-undermine-california-recycling-scheme-revealed/.

The CAREless Carpet Industry,[43] published with GAIA in April 2017, showed how California's five-year carpet stewardship strategy (which was up for State Agency approval when we launched the report) would result in carpet incineration vastly outpacing carpet recycling. The report details the pollution and health impacts of incinerating carpet, especially for communities living near incinerators, and recommends changes in the carpet stewardship programme to ensure higher levels of recycling.

Another way to help the carpet sector move towards a circular economy is to tackle the omnipresent use of many chemicals and additives. The Healthy Building Network's research into toxics in US carpets,[44] which clearly shows the nexus between health and the circular economy, calls for the elimination of hazardous chemicals through better carpet design and better legislation to ensure hazardous substances are not recycled into new products.



The CAREless Carpet Industry *highlighted shortcomings in California's planned carpet stewardship strategy*

While European countries were negotiating ambitious recycling targets within the Circular Economy Package framework, we kicked off our EU campaign with an investigation into the carpet sector's stance on the circular economy. Changing Markets published reports with DUH in Germany[45] and Zero Waste France[46] in France, which revealed that even frontrunning carpet companies have not managed to close the loop, recycling only up to 3% of the carpet they put on the market.

Outcomes and impacts

This campaign strengthened the focus on better carpet design, which is reflected in new carpet stewardship legislation in California. As the first and only carpet stewardship legislation in the world, this sets an important precedent for other geographies. Our campaign strengthened this legislation by rejecting the industry's stewardship plan and creating momentum to pass a new carpet stewardship bill. It also helped to secure the support of over 50 organisations – including NGOs, cities and progressive business – for the new carpet bill, which represents a step forward in its introduction of eco-modulating incentives and a multi-stakeholder advisory committee and its exclusion of funding for incineration.

The campaign also initiated a debate on carpet in

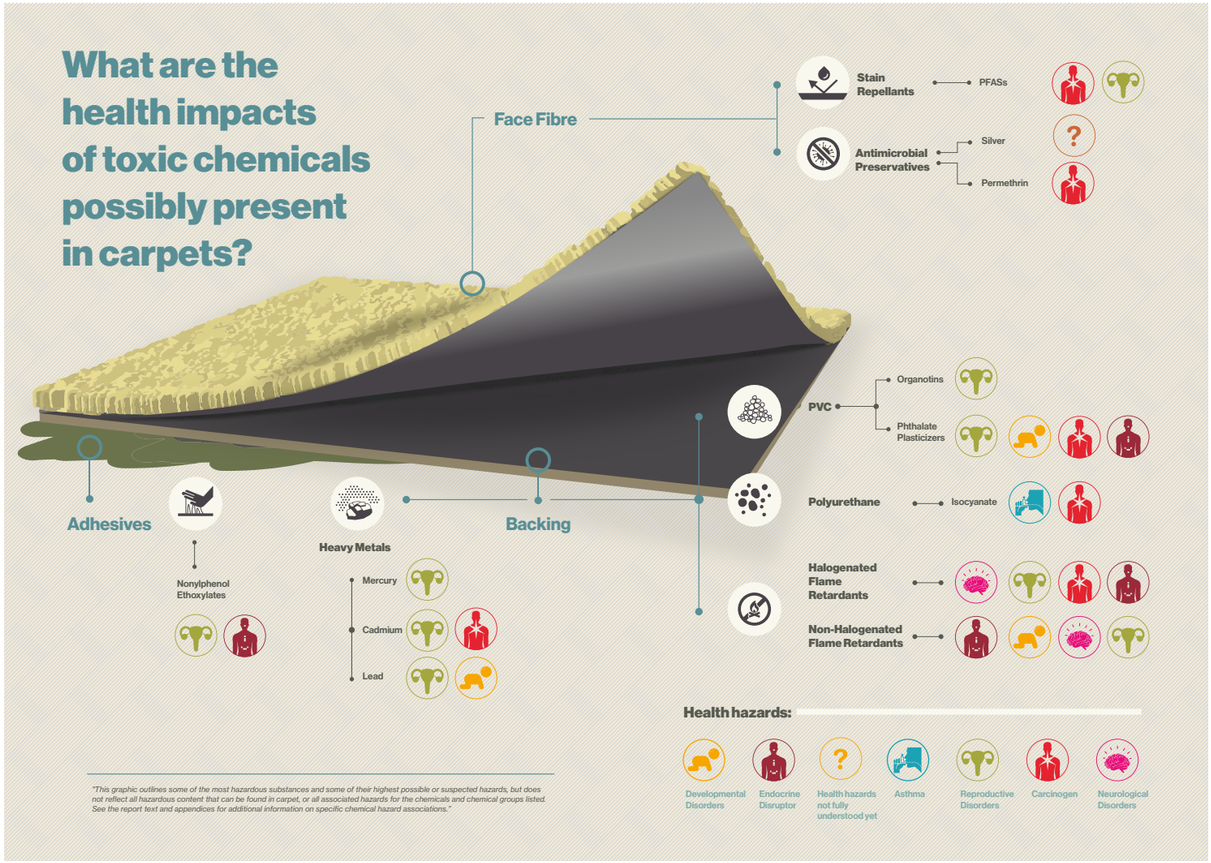
43 GAIA and Changing Markets (2017) The CAREless carpet industry: A critique of the California Carpet Stewardship Program's reliance on incineration. [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/04/US-Incineration-Report_Full-WEB.pdf.

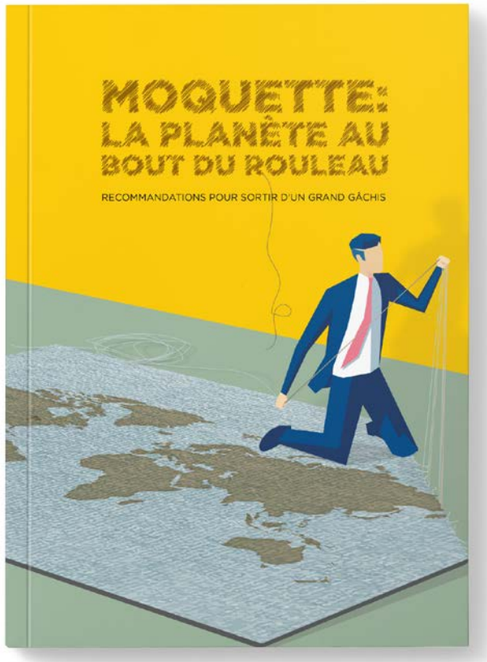
44 Healthy Building Network with Changing Markets and GAIA (2017) Eliminating toxics in carpet: Lessons for the future of recycling. [ONLINE] https://healthybuilding.net/uploads/files/eliminating-toxics-in-carpet-lessons-for-the-future-of-recycling.pdf.

45 Zero Waste France with Changing Markets (2017) Swept under the carpet: recommendations for the carpet industry in France [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/04/French-Carpet-Report-English.pdf

46 Deutsche Umwelthilfe with Changing Markets (2017) Swept under the carpet: the big waste problem of the carpet industry in Germany [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/04/erman-Carpet-Report-ENG.pdf

the circular economy in the EU. Our reports not only attracted media attention and NGO support but also – and perhaps most importantly – the support of several industry players for policies that would overcome key barriers they face in reusing, recycling and scaling up circular design. The need for legislative measures to create a level playing field in Europe, in which Extended Producer Responsibility should play a key role, has also been recognised. Our activities to make these policies a reality continue into 2018.

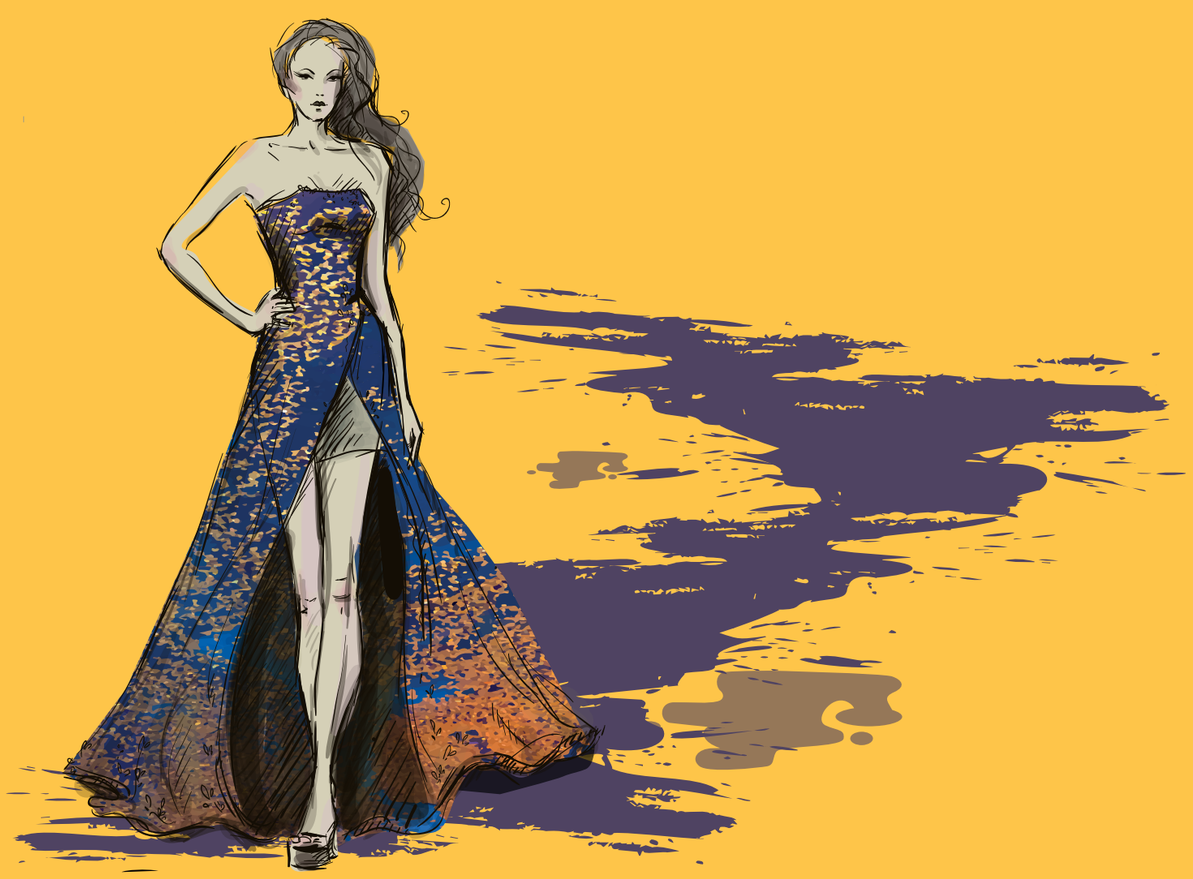




In April 2017 Changing Markets worked with DUH in Germany and Zero Waste France to launch reports looking at carpet recycling in Europe

Changing Markets was an invaluable partner and key driver in our collaboration to strengthen policy and shift the market for carpet design and recyclability in California. Together, we were able to develop a one-of-a-kind campaign that built on the unique strengths of our partners and leveraged opportunities for maximum impact. This groundbreaking effort would not have been possible without Changing Markets' leadership.

Monica Wilson, Associate Director of GAIA US



Dirty Fashion

The problem

The fashion industry is one of the most polluting industries on the planet. It creates more greenhouse gas emissions than international flights and maritime shipping combined and is responsible for more than 20% of industrial water pollution globally.[47] The aggressive, cost-driven outsourcing of textiles production to the Global South in recent decades has resulted in a race to the bottom when it comes to social and environmental standards. If the industry continues along this trajectory, the negative impacts for people and the environment will potentially be devastating and irreversible.

Viscose is the third most-used fibre in the fashion industry (after polyester and cotton). It is produced from wood pulp and is, in principle, biodegradable at the end of life, making it a potentially more sustainable alternative to other textiles, including pesticide-intensive cotton and oil-based synthetic fibres.

However, despite its potential to be a sustainable fibre, most viscose is still being produced using heavily polluting processes. During fibre production, cellulose is treated with a number of toxic chemicals – such as carbon disulphide, sodium hydroxide and sulphuric acid – to transform it into viscose fibre. If not managed properly, the chemicals used in the process can escape into the surrounding environment. Dumping these chemicals into local waterways without proper wastewater treatment can affect the delicate natural balance of ecosystems and water bodies, resulting in the death of fish and other aquatic organisms. Moreover, exposure of factory workers and locals to the chemicals can lead to severe health issues, such as neurological and psychiatric symptoms, heart attack and stroke.

Why is it important?

The demand for viscose is expected to grow significantly over the coming years. It is therefore important that the viscose industry takes steps now to clean up production and ensure that any new capacity coming on to the market is capable of producing viscose in a closed loop, whereby chemicals used in the process are captured and reused. The viscose market is highly concentrated, with 11 companies supplying approximately 70% of the market.[48] This means there is a significant opportunity for industry-wide transformation towards clean production, and for viscose to fulfil its potential as a sustainable fibre of the future.

47 Ellen MacArthur Foundation (2017) A new textiles economy: Redesigning fashion's future. [ONLINE] https://www.ellenmacarthurfoundation.org/publications/a-new-textiles-economy-redesigning-fashions-future.

48 Repas, Laura (2017) The Hot Button Issue Report for 2017: A Ranking of Global Viscose Producers. [ONLINE] http://canopyplanet.org/canopy-media/updated-hot-button-issue-for-2017/.

The Dirty Fashion campaign has shed light on the environmental damage caused by irresponsible viscose production

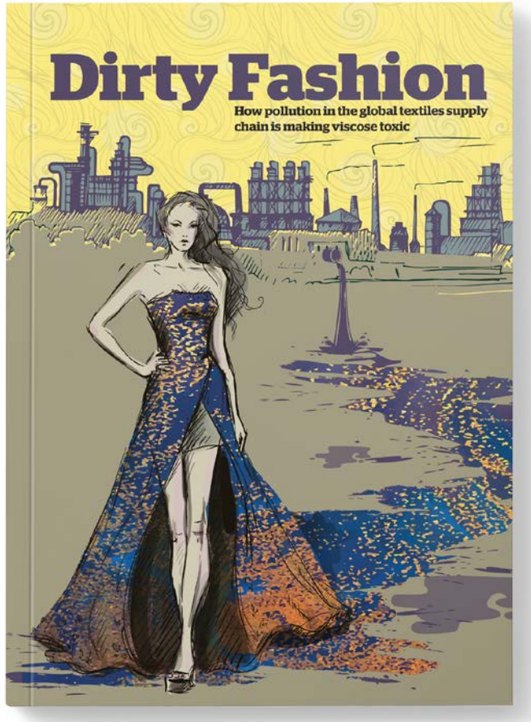
While other organisations and initiatives (e.g. CanopyStyle, Greenpeace Detox and, ZDHC) focus on the negative impacts of wood-pulp sourcing and the 'wet processing' (i.e. dyeing and finishing) stage of textiles production, the industry has largely ignored the environmental impacts of the production of viscose fibre itself due to lack of public pressure. In addition, very little was known about the supply chain links between viscose factories and their customers. We developed our campaign with the aim of addressing these gaps.

Our work

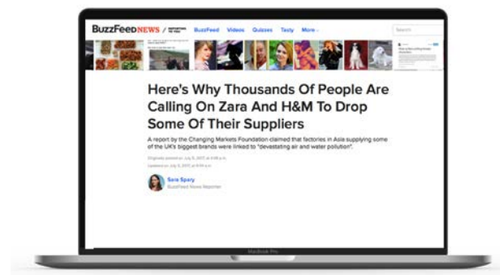
Through on-the-ground investigations in Asia, Changing Markets has gathered evidence about the environmental and social impacts of 'dirty' viscose production and shone a light on the global viscose supply chain.

We published our report, Dirty Fashion,[49] in June 2017. It presented evidence from on-the-ground investigations into ten factories in India, Indonesia and China – the world's top viscose-producing countries – and revealed how irresponsibly produced viscose can devastate ecosystems, lives and livelihoods around production sites. We found the factories that we investigated dumping highly toxic chemicals into local waterways, destroying marine life and directly exposing workers and local people to harmful chemicals. The report also establishes direct links between the polluting factories and major European and North American brands.

49 Changing Markets (2017) Dirty fashion. How pollution in the global textiles supply chain is making viscose toxic. [ONLINE] https://changingmarkets.org/portfolio/dirty-fashion/.



***Dirty Fashion** was launched in June 2017 in partnership with a number of international NGOs*



A WeMove petition (above) gathered over 260,000 signatures, attracting further media coverage (below)

A subsequent WeMove.EU petition[50] called on H&M, Inditex and other brands to commit to a zero-pollution policy and timeline, work with producers to transition to clean technologies and stop purchasing from producers that fail to comply. The petition gathered over 260,000 signatures and attracted widespread media coverage.

The campaign provoked actions and stunts during fashion weeks in Europe, which Ecologistas en Acción organised in Madrid and WeMove.EU organised in London. These boosted public attention and social media activity.

Outcomes and impacts

For the first time, the Dirty Fashion campaign placed the environmental challenges linked to the production of viscose fibre on the fashion industry's agenda and consumers' radar. The report instigated reactions from brands, retailers, viscose manufacturers and the sustainable investor community. Numerous high-street brands and retailers acknowledged the severity of the issue and have since engaged with their viscose fibre suppliers and

50 WeMove.EU (2017) Fashion giants' dirty secret. [ONLINE] Available at: https://act.wemove.eu/campaigns/fashion-victims?utm_campaign=0303z1CQdJ&utm_medium=facebook&utm_source=share.

'Dirty Week' action by Ecologistas en Acción at Mercedes-Benz Fashion Week in Madrid in September 2017

Changing Markets to develop and begin implementing the necessary next steps. As an outcome of our discussions with stakeholders we decided to develop a *Roadmap Towards Responsible Viscose & Modal Fibre Production*,[51] which provides a benchmark for brands, retailers and producers to clean up the viscose industry. In addition, the campaign attracted widespread media attention and strong support from the general public.

Following the publication of *Dirty Fashion*, Lenzing – one of the biggest viscose fibre manufacturers – publicly disclosed that it would take corrective actions at its viscose plant in Indonesia, which the report featured, and announced a detailed roadmap to address the issues around the production site. Lenzing has also engaged in detailed discussion with brands, retailers and Changing Markets regarding this roadmap. The Institute of Public & Environmental Affairs, a Chinese organisation, also picked up this campaign; it now includes Chinese viscose producers in its *Blue Map* database,[52] which tracks the real-time environmental performance of facilities operating in China.

51 Changing Markets with The Forest Trust (2018) Roadmap towards responsible viscose and modal fibre manufacturing. [ONLINE] http://changingmarkets.org/wp-content/uploads/2018/02/Roadmap_towards_responsible_viscose_and_modal_fibre_manufacturing_2018.pdf.

52 IPE (2018) Blue Map Database. [ONLINE] http://wwwen.ipe.org.cn.

WeMove campaign action at London Fashion Week in September 2017

WeMove.EU

It's a wonderful experience to feel the power of hundreds of thousands of Europeans coming together for a better fashion. Europeans who care about justice and are ready to stand up to fashion giants if they don't clean up their act. Our campaign made a difference: Europeans could express what they think, and most importantly, fashion giants Zara and H&M committed to less polluting viscose as a result. This is what European democracy looks like!

Virginia López Calvo, Senior Campaigner at WeMove.EU

Milking It

The problem

Undernutrition is associated with 45% of all child deaths worldwide.[53] Optimal nutrition in the first two years of a child's life is key to improving child survival and promoting healthy growth and development of children worldwide. The World Health Organization (WHO) strongly recommends breastfeeding and estimates that optimal breastfeeding could save the lives of over 800,000 children under the age of five each year.[54]

This is an emotional topic. Many women cannot or choose not to breastfeed their children, and many who intend to breastfeed lack support from qualified lactation experts, from their employers and from their communities. Two out of three babies are either fed formula or a mixture of breastmilk and other foods.[55] In these cases, parents are faced with an ever-increasing variety of infant milks to choose from; with 7% annual growth, infant milks are the fastest-growing packaged food product. The market is highly concentrated, dominated by just six multinational companies for whom breastmilk substitutes represent an important share of their profits.[56] These multi-billion-dollar companies have been found to regularly breach the *WHO International Code of Marketing of Breast-milk Substitutes*[57], which prohibits the marketing of breastmilk substitutes for infants up to three years old.

Infant-milk manufacturers are also frequently turning to a new strategy: placing new or reformulated products onto the market that claim to be based on the latest developments in nutritional science. Changing Markets decided to investigate the wide variety of infant milks on sale in different countries and the scientific rationale behind this growing variety of products.

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53 World Health Organization (2017) Infant and young child feeding. [ONLINE] Available at: http://www.who.int/mediacentre/factsheets/fs342/en/

54 WHO (2017) Infant and young child feeding: Fact sheet. Available at: http://www.who.int/news-room/fact-sheets/detail/infant-and-young-child-feeding

55 Save the Children (2013) Superfood for babies. Available at: https://www.savethechildren.org.uk/content/dam/global/reports/health-and-nutrition/superfood-for-babies-UK-version.pdf

56 Euromonitor International (2015) Market overview: Identifying trends and opportunities in the global infant formula market, part 1. Available at: http://www.euromonitor.com/market-overview-identifying-new-trends-and-opportunities-in-the-global-infant-formula-market-part-i/report

57 IBFAN-ICDC (2017) Breaking the Rules: Stretching the Rules. [ONLINE] Available at: https://www.ibfan-icdc.org/product/breaking-the-rules-stretching-the-rules-2017-license-to-share/

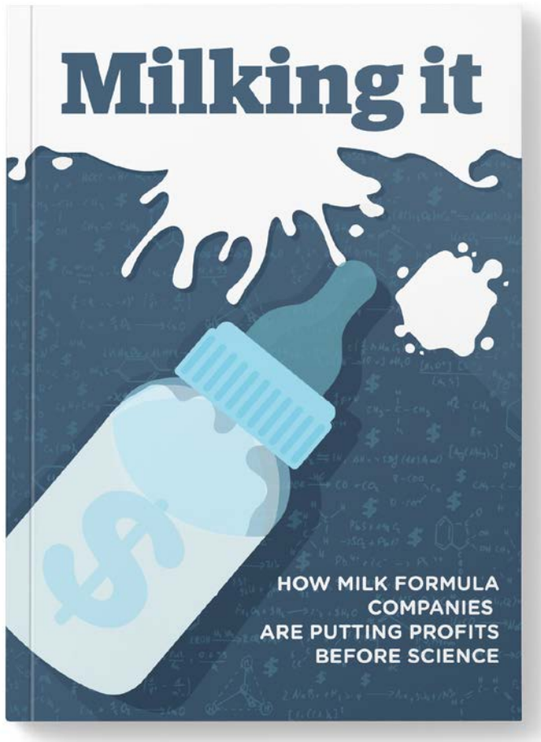
Why is it important?

The market for milk formulas is highly profitable: the industry is worth US $47 billion and its value is projected to grow by more than 50% up to 2020.[58] Resilient to both the global financial crisis and massive food scandals, it is both a lucrative and stable industry and its highest growth market is Asia.

It is estimated that companies spend US $4–$6 billion on marketing and promoting milk formula each year[59] – a figure comparable to the WHO's annual budget. Formula manufacturers' marketing activities undermine breastfeeding, and the International Baby Food Action Network has reported on their breaches of the WHO *Code* for decades.[60] Few organisations, however, were looking into the composition of infant milks, and no organisations had put public pressure on infant formula manufactures to be science-based in their approach.

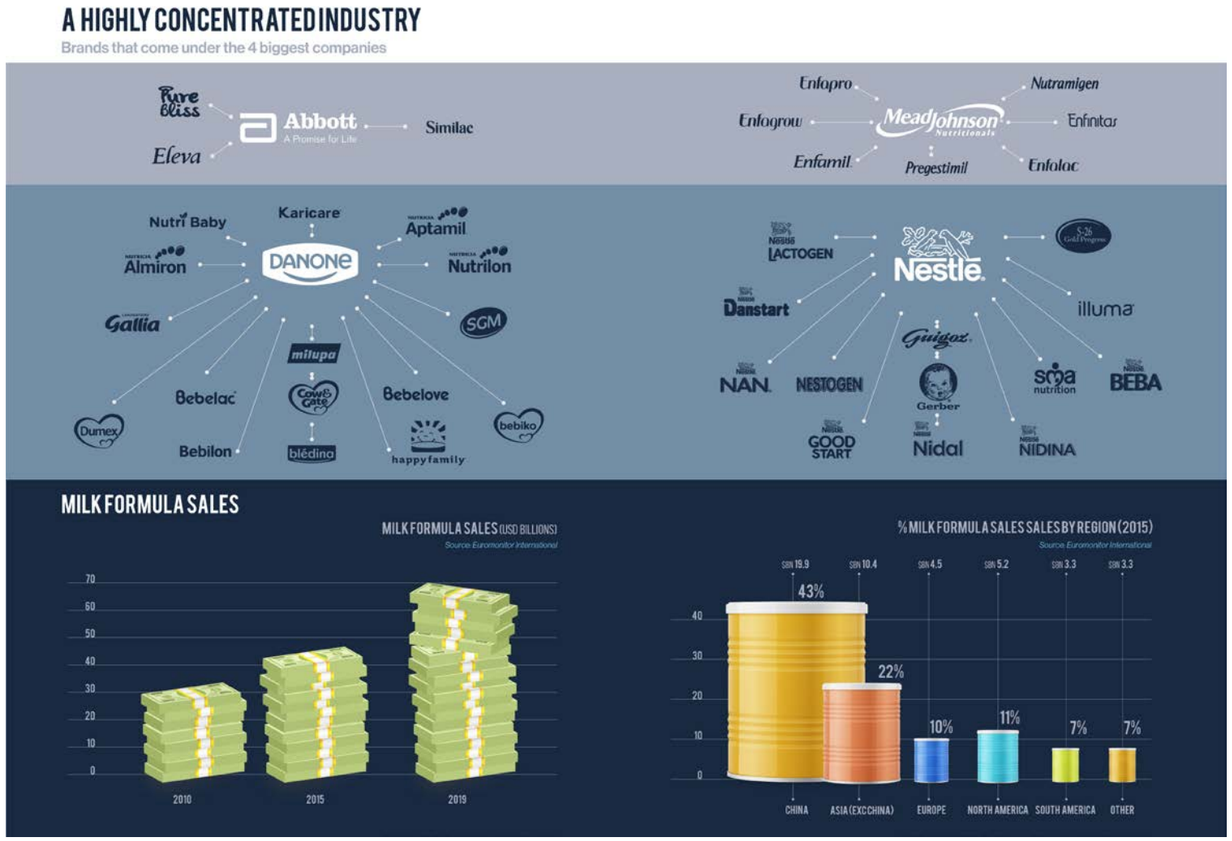
Our work

Our report, *Milking It*,[61] represented the first global investigation into infant milks manufactured by the four leading companies: Nestlé, Danone, Abbott and Reckitt Benckiser (previously Mead Johnson). Despite the existence of a global standard regulating the composition of infant milks, our research discovered that over 400 different products for babies under 12 months old were being sold across 14 markets. Our research uncovered evidence that such variations in products are primarily informed by market research instead of scientific or health considerations. We identified companies' sophisticated use of market research and social media to study



Milking It *was published in October 2017, in partnership with Globalization Monitor, SumOfUs and EPHA (European Public Health Alliance)*

Milk formula manufacturers frequently use packaging and language overstating the health and scientific profile of their products to increase sales



parents' willingness to pay for what they think is the better product in their desire to give their babies the best nutrition.

Additional nutrients and other ways to 'premiumise' infant milks come with a high price tag. Our study exposed huge differences in the price of infant milks both within and between countries. For example, in the UK the most expensive product is 1.6 times more expensive than the cheapest product, in China it is 2.6 times more expensive and in Indonesia it is 4.5 times more expensive. In the UK, France and Germany, feeding a 2–3-month-old baby can cost 1–3% of an average monthly salary; but in China this rises to 15-40% and in Indonesia it can be up to 70%.

We concluded that increasing product differentiation is not science-based but informed by careful research into consumer preferences, guided by a desire to increase formula manufacturers' market share and profits.

Outcomes and impacts

Our report received attention from journalists in many coun-

58 Euromonitor International (2015) Market overview: Identifying trends and opportunities in the global infant formula market, part 1. Available at: http://www.euromonitor.com/market-overview-identifying-new-trends-and-opportunities-in-the-global-infant-formula-market-part-i/report

59 Piwoz, E. and Huffman, S. (2015) The impact of marketing of breastmilk substitutes on WHO-recommended breastfeeding practices. Food Nutrition Bulletin, 36(4): 373–386.

60 IBFAN-ICDC (2017) Breaking the Rules: Stretching the Rules. [ONLINE] Available at: https://www.ibfan-icdc.org/product/breaking-the-rules-stretching-the-rules-2017-license-to-share/

61 Changing Markets with Globalization Monitor, SumOfUs and EPHA (2017) Milking it: How milk formula companies are putting profits before science. [ONLINE] http://changingmarkets.org/wp-content/uploads/2017/10/Milking-it-Final-report-CM.pdf.

tries, including Hong Kong, Ireland and Nigeria, as well as from influential Chinese business media outlet CaiXin and specialist media outlets covering health and nutrition news. The findings were widely talked about on social media and positively received by many organisations working in the area of infant nutrition. Supportive organisations published blogs on their websites.

The general public has also strongly support this issue; SumOfUs launched a petition[62] calling for Nestlé to sell safe and nutritionally complete infant formula, which has currently reached over 120,000 signatures.

62 SumOfUs (2017) Nestlé: Give parents and infants a break! [ONLINE] https://actions.sumofus.org/a/nestle-baby-milk.

It was so exciting to be involved in the Milking It campaign. The Milking It report provides sound arguments on the lack of transparency in infant formula pricing and reveals the premium products, which cost up to 2.5 times more, are not based on any scientifically proven beneficial value but on parents' willingness to pay. The launch of the report attracted spotlights from local press not only in Hong Kong but also in China. This showed the importance of our messages and the public desire for proper regulations towards this industry.

Rena Lau, Executive Director, Globalization Monitor

ANNUAL ACCOUNTS

THESE FINANCIAL ACCOUNTS COVER THE PERIOD JULY 2017 TO DECEMBER 2017

The income that Changing Markets received was from its founders, who generate funds from various business activities including investments, book royalties, speaking fees and consulting for companies with leading sustainability performance.

INCOME **€783,461**

€769,810 TOTAL EXPENDITURE

TOTAL RESERVES **€13,651**

86% OF TOTAL EXPENDITURE

ORGANISATIONAL SUPPORT COSTS

CAMPAIGNING EXPENDITURE **€ 665,621**

€104,189

€ 253,222	€ 188,006	€ 115,294	€ 109,099
STAFF COSTS	GRANTS TO SUPPORT OTHER ORGANISATIONS	RESEARCH AND INVESTIGATIONS	MEDIA AND COMMUNICATION

Of our campaign expenditure was spent on grants to support over 10 NGOs across US and Europe **28%**

€ 76,575
GENERAL ADMINISTATIVE COSTS

€ 27,614
OFFICE SUPPORT COSTS

Our people

Joakim Bergman

Joakim studied law but soon after landed at Greenpeace, where he discovered his passion for campaigns. As Campaign Director of Greenpeace Sweden in the early 1990s, he was involved in some of the organisation's earliest innovations in market campaigns, including on its PVC campaign and its campaign against chlorine bleaching in the pulp and paper industry. He went on to various roles in Greenpeace, including CEO of Greenpeace Sweden, Deputy CEO of Greenpeace International and Board Member of Greenpeace USA and Central and Eastern Europe. In 1996, Joakim established and ran a solutions-focused market campaigning business in Sweden, advising NGOs and progressive companies.

Paul Gilding

Paul is an independent author, strategy advisor and entrepreneur for a sustainable economy. He has worked with the boards and executives of many leading global companies, including Unilever, BHP Billiton, DSM, Ford and DuPont, and is a widely recognised global authority on the economic and business implications of sustainability and climate change. He is a Fellow at the University of Cambridge's Institute for Sustainability Leadership, where he researches and teaches on the inevitable global economic transformation around sustainability.

Nuša Urbančič

Nuša oversees strategy and implementation for all Changing Markets' campaigns, investigations and media work. She joined Changing Markets in April 2015 from Brussels-based NGO Transport & Environment, where she worked as the Programme Manager of the Energy and Fuels programmes for over six years, advocating for more climate-friendly European policy and leading the fuels team. Born and raised in Slovenia, Nuša started her Brussels experience in Greenpeace's Renewable Energy team. Nuša has an MA in International Relations from the University of Ljubljana and an LLM in Human Rights from London University, which she completed part-time alongside working at Changing Markets.

Elaine Girvan

Elaine looks after the financial and administration aspects of Changing Markets. She joined Changing Markets in July 2017, having previously worked as a systems accountant in a number of not-for-profit organisations, including the National Theatre and the Alzheimer's Society. As a trained accountant, she has spent much of her career helping and advising organisations on ways to improve their business and financial operations, as well as providing support as they carry out their day-to-day financial activities. After relocating to the Netherlands in 2014 Elaine took the opportunity to return to study; in February 2017 she completed an MSc in Sustainable Development, with a focus on Environmental Governance, at Utrecht University.

Natasha Hurley

Since joining the Changing Markets Foundation in 2015, Natasha has played a pivotal role in developing and implementing our campaigns to combat pollution in pharmaceutical and textiles supply chains. Prior to working at Changing Markets she spent four years at the Environmental Investigation Agency in London, where she was a campaigner on climate change. As EU Policy Advisor at Carbon Market Watch, she played an instrumental role in the campaign to ban environmentally unsound carbon offsets from the EU Emissions Trading System. Her previous roles included three years at a leading public affairs consultancy and a spell with the EC in Brussels.

Suzanne Schenk

As campaign advisor at Changing Markets, Suzanne develops and implements campaigns with a focus on the circular economy. She worked on the retailer resource efficiency campaign and is currently working on the carpet campaign. Suzanne joined the team in October 2015 from the European Climate Foundation, where she coordinated advocacy strategies for ambitious energy efficiency policies with NGOs across Europe. She built her expertise in connecting social and environmental issues and building coalitions. Her background is in European Studies and International Development.

Ignacio Vázquez

Ignacio joined Changing Markets in May 2016, where he has worked as a campaign advisor on the acrylamide and nutrition campaigns. Prior to this, Ignacio worked in the development of UK policy on issues related to climate change, energy and the environment, including leading the reform of EU biofuels policy while on secondment to the EC between 2010 and 2014. Ignacio has a degree in Chemistry from the University of London and a master's degree in Film.

Urška Trunk

Urška joined the Changing Markets team in January 2017 from the Brussels-based NGO Carbon Market Watch, where she worked as the Climate Finance Policy Officer advocating for more effective and accountable use of climate finance. Her background is in European policy and she holds a master's degree in European Politics and Policies from Katholieke Universiteit Leuven. At Changing Markets, Urška works as a campaign advisor on sustainable fashion, focusing on viscose production.

Rachel Mulrenan

Rachel joined the Changing Markets team in February 2017. Prior to this, she worked in the Public Relations and Advocacy Team at Girlguiding (a UK-based youth charity) and for *The Week* magazine (a current affairs weekly digest). She holds a first-class degree in History from the University of Manchester and a postgraduate qualification in Journalism from the National Council for the Training of Journalists. Rachel works on the viscose, AMR and carpets campaigns.

Alice Delemare

Alice joined Changing Markets in April 2017 from Bond, the network for international development organisations, where she led a programme of work to build public support for tackling global poverty. An expert in campaigning and coalition-building, she has convened UK-wide coalitions on issues ranging from the sustainable development goals and the effectiveness of aid, to gender equality and electoral reform. At Changing Markets, Alice worked on our nutrition campaign.

Changing Markets
FOUNDATION