



**2008 – 2024**

# PROGRESS REPORT

CATALYZING CHANGE, CHAMPIONING HUMAN RIGHTS IN SUPPLY CHAINS

AIM-PROGRESS.COM

**2024**

03	Foreword
04	Reflections
06	Our journey
08	Our vision
10	Our mission
12	Our purpose
14	Responsible sourcing journey
16	Supplier events
20	Member overview
22	The people who make AIM-Progress
26	Focus on: Human rights
30	Focus on: Mutual recognition
34	Focus on: Capability building
37	Focus on: Regional hubs
40	Collaboration
42	Lessons learned and the path forward

# Foreword



**Since its formation, AIM-Progress has been at the forefront of driving responsible sourcing and advancing respect for human rights across global supply chains. Today we've grown into a powerful network, driven by our members, striving for practical impact and united by a shared commitment to respect human rights alongside the environment, and foster more sustainable business.**

Our collective efforts have led to significant achievements – from driving convergence in brands' supplier requirements to advancing companies' understanding of complex human rights issues including implementing effective grievance mechanisms and responsible recruitment. These milestones reflect the dedication of our members and partners, whose collaboration has been instrumental in shaping a more responsible FMCG sector.

We know the challenges we face into, including climate change, inequality, and conflict, demand continued action. AIM-Progress remains committed to leading the charge, ensuring that collaboration on sustainability and ethical sourcing become the standard across industries. Our work is rooted in our steadfast support of the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises, and our commitment to Human Rights and Environmental Due Diligence (HREDD).

Thank you to all who have helped build AIM-Progress and contributed to our work over the last 16 years. Together, we will continue to drive meaningful, lasting change.

**Louise Herring**

Executive Director, AIM-Progress

# Contents

# Reflections

**As part of the On Purpose leadership programme I have had the pleasure of working with AIM-Progress for six months and I've gained valuable insights into the complexities of driving responsible sourcing and human respect for rights across global supply chains.**



**Luke Smith  
On Purpose**

With over 160,000 direct suppliers in our members' supply chains, achieving transparency and addressing human rights requires navigating many layers and collaborating across diverse stakeholders, especially with new European legislation reshaping expectations.

AIM-Progress's small but impactful team has shown the power of collaboration. They bring members together to align on common practices while delivering real-world projects that improve conditions for suppliers and workers. This work proves that meaningful change is possible, even at such a vast scale.

A key takeaway has been the importance of including rightsholders in every step of the process. Local partnerships, rather than centralised approaches, are essential to creating change that truly meets the needs of those impacted.

Looking ahead, AIM-Progress is well-positioned to tackle emerging challenges, such as the intersection of human rights and climate change. For organisations committed to ethical sourcing, AIM-Progress offers a unique platform for collaboration and meaningful impact.

## Our values



**We focus on the issues which matter – respect for human rights**



**We drive positive impact through responsible sourcing**



**We prioritise practical action, not just conversation, to create lasting change in global supply chains**



**We believe in collaboration between brands, retailers and suppliers**



**We believe in building partnerships and networking to share ways of working and build capability**



**We collaborate to drive convergence in approaches to responsible sourcing**

# Our journey

Annual strategy cycles between 2013-2016

## 2007

AIM-Progress formed to enhance responsible sourcing practices and sustainable production systems.

## 2008

Focus on convergence



## 2009

Mutual recognition of audits framework signed  
+ Supplier capability programme starts in Türkiye

## 2010

Suppliers welcomed into the membership alongside brands

## 2011

**Annual Benchmarking survey launched**

- + Business integrity workstream launched
- + Establishment of AIM-Progress Advisory Board
- + Establishment of Leadership Team

## 2012

**Launched Human Rights Workstream**

Strategy cycle: 2013-2016

## 2013

**30+ members**  
Over 10,000 audits available for mutual recognition by members providing a saving of 50% of needed audits

## 2014

**40+ members**  
All participating in at least 1 working group

## 2015

**Launched Business Integrity assessment guidance**



## 2016

Responsible Sourcing Journey launched

Strategy cycle: 2017-2020

## 2017

**Asia Pacific (APAC) hub launched**

+ EcoVadis assessment tool added to mutual recognition workstream

## 2018

Worker Wellbeing Assessment tool launched in partnership with Sedex

+ Collaboration with Ropes and Gray on legislative landscape

+ Business toolkit for suppliers launched

## 2019

**Africa hub launched**  
+ Legal Network launched

## 2020

AIM-Progress strategy renewal – focus on Human Rights

Strategy cycle: 2020-2025

## 2021

Launch of first Supplier code of conduct benchmarking and guidance

+ Launch of human rights working groups – responsible recruitment, living wage/ income and grievance mechanisms

+ Launched Responsible Recruitment Mapping Initiative tool

## 2022

Mutual Recognition: Human Rights assessment sharing mechanism launched

+ Grievance Mechanism Maturity Framework & Guidance 1.0

## 2023

US child and forced labour project launched

+ Just transition report

+ Living wage playbook launched

## 2024

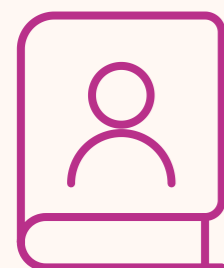
Opened membership to retailers

+ Growth to 50 plus members

+ Finalisation of the 2nd Phase of the Ganapati Responsible Recruitment Project

+ Launch of the Converged HREDD Assessment Tool

## Human rights key dates



**2011** UN Guiding Principles & California supply chain transparency act

**2015** UK Modern Slavery act

**2017** French Duty of Vigilance Law

**2023** Germany Supply Chain Due Diligence Act

**2024** European Corporate Sustainability Due Diligence Directive

# Our vision

To positively impact people's lives and ensure respect for human rights, while delivering value to our members and their supply chains.



Brand, retailer and supplier members from the FMCG sector



Members have an approach to strengthening grievance mechanisms



160,000

Supplier sites supplying our members



575 Responsible sourcing Full-time Employees (FTEs)

€30,000 -60,000

Estimated savings of consultant fees or the equivalent time to attempt in-house.

90% Members have renewed their membership



“At AIM-Progress, we believe that responsible sourcing isn't just a commitment—it's a catalyst for lasting change. By fostering collaboration, strengthening human rights protections, and empowering supply chains, we create real impact for businesses, workers, and communities worldwide.”

Phyllis Kong  
Ferrero



# Our mission



## 12 years

Of annual benchmarking data of the sector

## 94% of members surveyed

Agreed or strongly agreed that AIM-Progress membership helped them co-create responsible sourcing solutions in 2024

## 9 working groups

Driving mutual recognition, and progressing human rights in supply chains (100% of members are engaged in at least one working group)

## 80%

Members support suppliers' responsible sourcing activities,

Co-create solutions and share best practices to drive positive impact quickly, efficiently and at scale through collaborative action, within the branded consumer goods supply chain.





# Our purpose

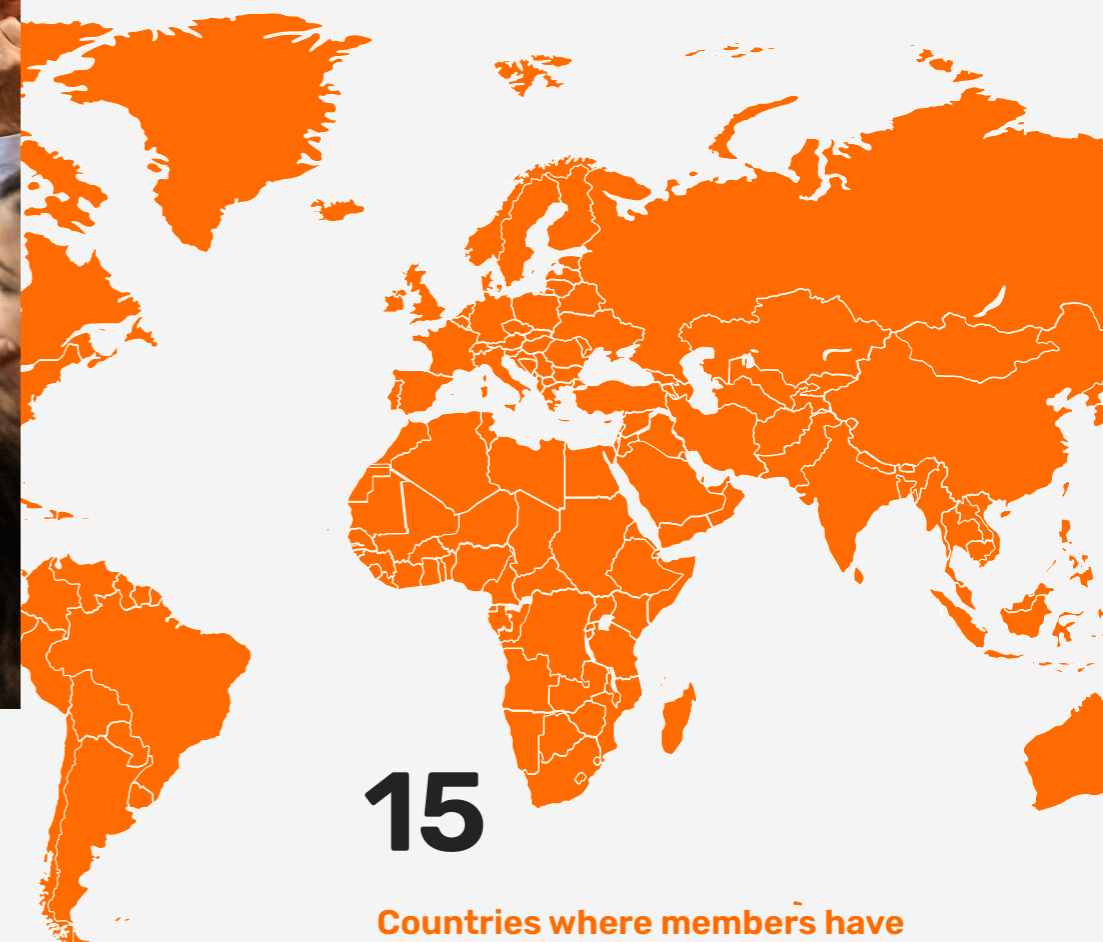
We build capability with member and supplier organisations so that they have confidence, knowledge and ability to develop and execute robust responsible sourcing programmes



**45**  
Capability building events



Reaching over  
**4,500**  
companies



**15**  
Countries where members have collaborated or are collaborating.

**90%**  
Members carried out external capability building, with an intensification of on-the-ground training in 2023



# Responsible Sourcing Journey

**Launched in 2016, the RSJ helps companies assess their progress and plan future efforts across four key pillars of responsible sourcing: human rights & labour standards, health & safety, environment, and business ethics.**

Effective human rights and environmental due diligence (HREDD) is the foundation of responsible sourcing. One way we help members establish and improve their approach to HREDD is through our Responsible Sourcing Journey (RSJ). Our benchmarking survey of members' progress against the RSJ framework guides members' approaches and is estimated to save up to €10,000 in consultancy fees a year.

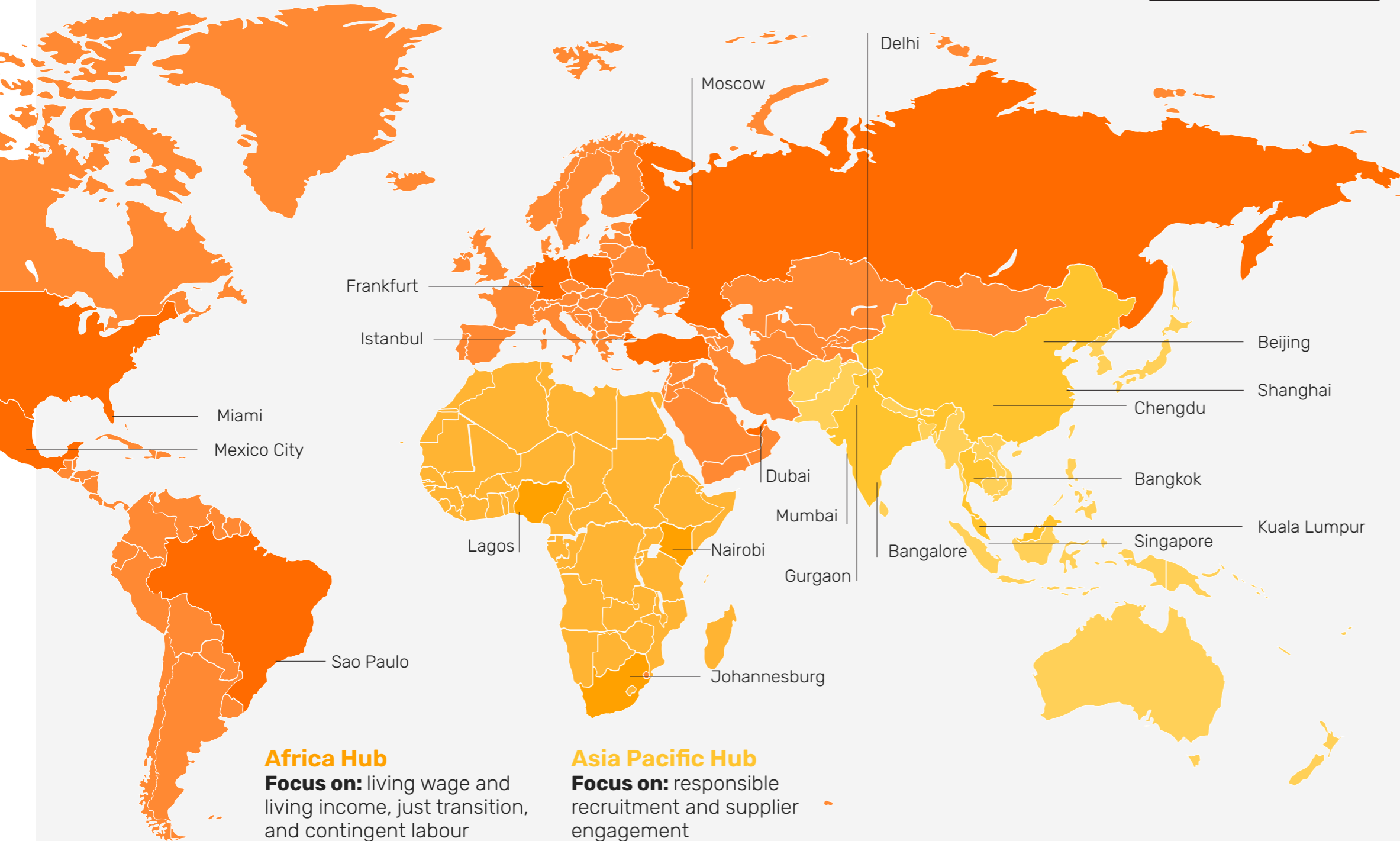
80% of members used the Responsible Sourcing Journey (RSJ) to guide their RS programmes in 2022.

In 2022, the RSJ was revamped to strengthen member commitment to human rights, re-aligning with the UN Guiding Principles and OECD Due Diligence Guidance, aligning with global human rights legislation and adding new criteria on responsible recruitment, forced labour prevention, and living wage/income.

During 2025, the RSJ will be updated to include environmental due diligence and to align with our Converged Human Rights and Environmental Due Diligence (HREDD) assessment tool, which is available as an open-source resource for industry-wide benefit.

# Supplier events

**Over 40 supplier events worldwide**



**Africa Hub**  
**Focus on:** living wage and living income, just transition, and contingent labour

**Asia Pacific Hub**  
**Focus on:** responsible recruitment and supplier engagement

- 2009 - Türkiye
- 2010 Aug - India (Gurgaon)
- 2010 Jun - Russia (Moscow)
- 2010 Nov - Brazil (Sao Paulo)
- 2010 Oct - China (Chengdu)
- 2011 Aug - China (Beijing)
- 2011 Sep - Mexico (Mexico City)
- 2011 Sep - Kenya (Nairobi)
- 2011 Jul - South Africa (Johannesburg)
- 2012 Jul - India (Gurgaon)
- 2012 Oct - Nigeria (Lagos)
- 2012 Nov - Singapore
- 2013 Jun - Russia (Moscow)
- 2013 Sep - UAE (Dubai)
- 2014 Mar - USA (Miami)
- 2014 Aug - India (Gurgaon)
- 2014 Nov - Kenya (Nairobi)
- 2014 Sep - South Africa (Johannesburg)
- 2014 Nov - Germany (Frankfurt)
- 2014 Nov - Nigeria (Lagos)
- 2015 May - China (Shanghai)
- 2015 Jun - Mexico (Mexico City)
- 2015 Nov - Türkiye (Istanbul)
- 2016 Oct - Thailand (Bangkok)
- 2016 Nov - Brazil (Sao Paulo)
- 2017 Mar - UAE (Dubai)
- 2017 Sep - Thailand (Bangkok)
- 2017 Oct - Malaysia (Kuala Lumpur)
- 2017 Sep - India (Delhi)
- 2018 Sep - China (Shanghai)
- 2019 Feb - India (Mumbai)
- 2019 Jul - Brazil (Sao Paulo)
- 2019 Oct - China (Shanghai)
- 2023 Sep - Malaysia (Kuala Lumpur)
- 2023 Nov - Kenya (Nairobi)
- 2024 Nov - Thailand (Bangkok)
- 2024 Dec - India (Bangalore)

## The Ganapati Responsible Recruitment Project

The Ganapati Responsible Recruitment Project, led by human rights consultancy Embode, tackled migrant worker issues in Asia by supporting 18 suppliers from nine member companies in Thailand and Malaysia to adopt responsible recruitment practices.

Rather than relying solely on audits, the project focused on partnering with suppliers to identify gaps and build capacity for ethical recruitment. Past efforts, such as guidance documents and training, had proven insufficient due to internal constraints and sustainability fatigue among suppliers.

Through the project, 18 suppliers underwent confidential assessments across 10 thematic areas, such as employment processes, post-arrival orientation, safe working conditions, and gender equity. Tailored action plans were developed, with examples including the implementation of formal grievance mechanisms. Suppliers also received one-on-one coaching, technical support, and training to embed responsible practices into daily operations.



### Key outcomes included:

- 9 suppliers refining recruitment policies
- 8 suppliers integrating responsible recruitment into everyday operations
- Adoption of fair and transparent recruitment processes, improved worker communication, and trust-building with buyers
- Training for over 50 suppliers on regulations in sending countries (e.g., Nepal and Bangladesh) and grievance mechanisms
- Overall improvement in supplier maturity regarding responsible recruitment.

## Global Grievance Mechanisms

In 2023, AIM Progress partnered with Oxfam Business Advisory Service (OBAS) on a project involving 19 tier-one suppliers across 15 countries. The project, aligned with the UN Guiding Principles on Business and Human Rights (UNGPs), aimed to strengthen suppliers' grievance mechanisms with the ultimate goal that more issues would be raised by workers, and resolved. Concluding in May 2024, our key lessons from the project included the importance of worker and vulnerable group involvement, which shifted management approaches toward greater engagement.

Robust support systems, such as the Grievance Mechanism Toolkit and self-assessment tools, were crucial in helping suppliers sustain these processes. Recommendations focused on tailored solutions, senior management buy-in, and adaptable tools for various supplier contexts.

This collaboration with Oxfam positively impacted vulnerable groups by ensuring their concerns were heard and addressed. AIM Progress's work has set a new standard for integrating grievance mechanisms into responsible sourcing, driving real change in global supply chains.



*The grievance mechanism roll-out project was very helpful for our plant; we will implement this in our other plants.*

**Supplier company in India**

# Member Overview

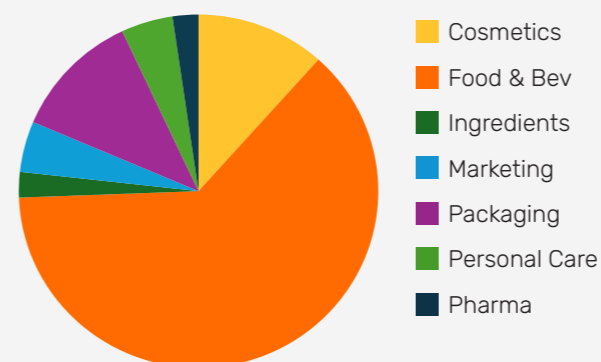
**Our membership represents companies with a commitment to human rights who mainly produce and/ or distribute fast-moving consumer goods or supply products, packing, ingredients or raw materials to those companies. Together, we move towards more sustainable business practices ensuring supply chains are not only efficient but also equitable and responsible.**

Our members are outperforming the industry in commitments to living wage and living income and access to grievance mechanisms.

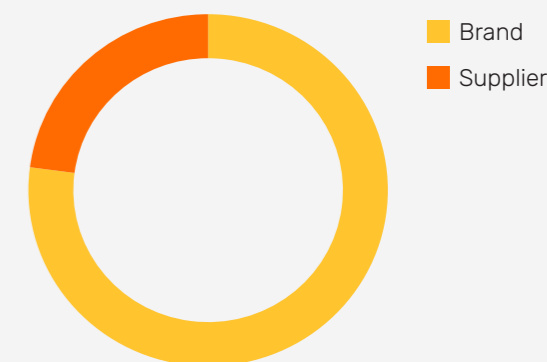
Annual membership represents a combined procurement spend of \$380bn.

Wherever you are on your human rights journey, AIM-Progress can offer bespoke support and action plans to match your needs. Whether you are starting out as a team of one, or have a well-developed mature strategy our suite of support is designed to fast track your responsible sourcing development.

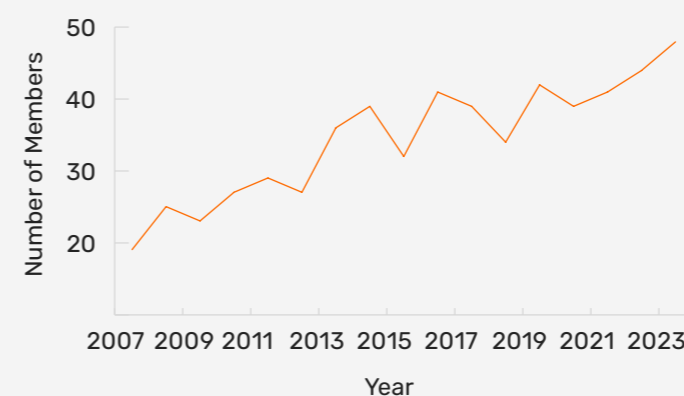
Our Industries



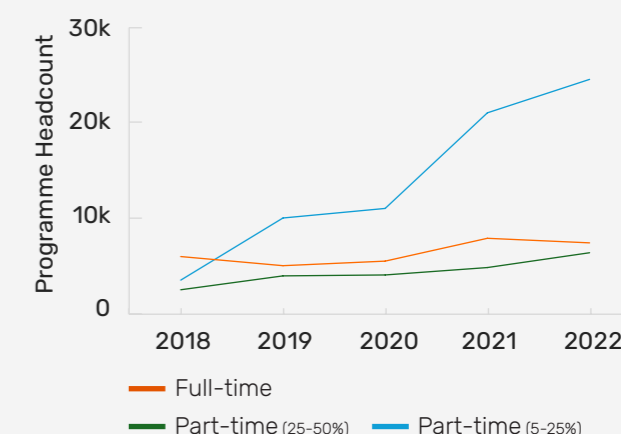
Sector



Membership Growth



Responsible Sourcing Programme Headcount



**Tools through which to rank your company's responsible sourcing progress versus the industry**



**Collaboration projects on high-risk human rights issues**



**Quality, regional supplier events and engagement**



**Improved standing on benchmarks like the Corporate Human Rights Benchmark, KnowTheChain and Dow Jones Sustainability Index**



**Exclusive human rights due diligence, resources, training and events**



**Shared lists of assessed suppliers to reduce duplication of requests**

# The People Who Make AIM-Progress



## Members

Our members are leading companies in the FMCG sector, and their suppliers, who can demonstrate commitment to respecting human rights.



## Leadership Team

AIM-Progress is supported and stewarded by a highly experienced Leadership Team from within its membership.



**Ronald Jacoby**  
Colgate-Palmolive



**Phyllis Kong**  
Ferrero



**Bethany Fitzgerald**  
The Hershey Company



**Yann Wyss**  
Nestlé



**Francis West**  
Tetra Pak



**Carina Hotter**  
Givaudan



**Anouk Heilen**  
Unilever

## Secretariat

Our core team of five is committed to driving meaningful change by prioritising respect for human rights and responsible sourcing. We believe in taking practical actions that create lasting impact in global supply chains, and we foster collaboration to unify approaches to responsible sourcing. Through partnerships and networking, we share knowledge, build capability, and strengthen the connections between brands and suppliers to achieve our shared goals.



**Louise Herring**

Executive Director



**Katrin Recke**

Operations and  
Convergence Manager



**Yael Fattal Lariccia**

Global Project Manager  
- Human Rights &  
Regional Hubs



**Nora Wolters**

Capability Building  
Manager



**Donata Cagnato**

Communications Manager

## Advisory Board

AIM-Progress is supported and stewarded by an Advisory Board made up of senior member representatives, not-for-profits, and international institutions who act as critical friends to shape our strategy.



**David Croft**

Reckitt



**Paul Lalli**

The Coca-Cola Company



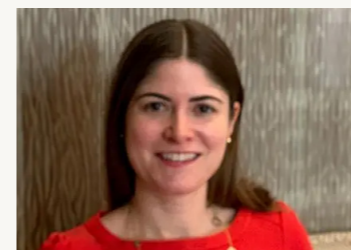
**Ulrike Sapiro**

Henkel



**Emily Sims**

ILO



**Suzanne Zweben**

Oxfam



**David Vermijs**

Shift



**Dan Viederman**

Working Capital Fund



**99** *There is always information that I can take away from AIM-Progress and effectively use...for us it is hugely beneficial.*

**Else-Marie Boyd**  
adm Group

# Focus on: Human Rights



**Human rights are the basic rights and freedoms that belong to every person in the world.**

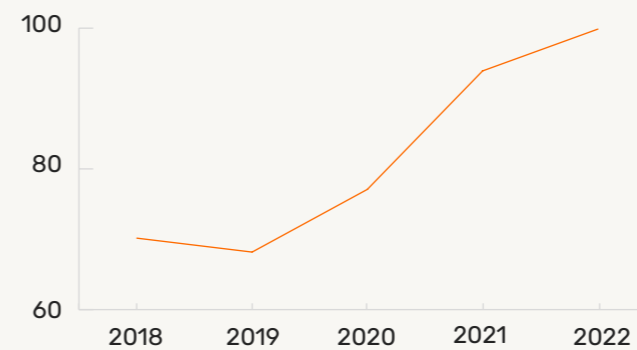
We give our member companies the tools they need to respect the rights of people in their global supply chains. That means getting to the root causes of why human rights issues happen in the first place. And treating their workers and farmers fairly and with respect so that their families and communities can thrive.

**95%** **Of members have established strategies to strengthen grievance mechanisms**  
Enabling workers and communities to raise concerns and have them effectively addressed.



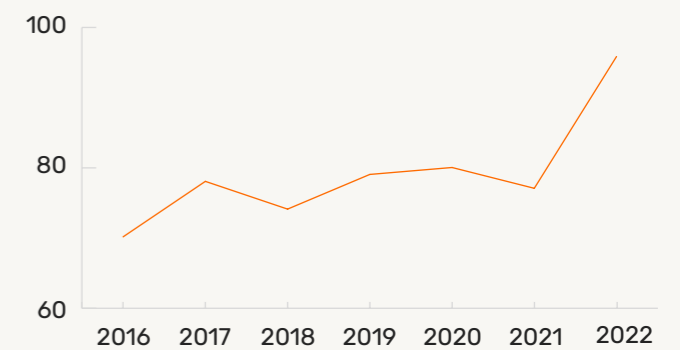
**More than 50% of members**  
Report actively working to support the implementation of Living Wages and Living Income payments - ensuring workers and farmers are paid fairly for a decent standard of living.

**% of members who issued a formal public commitment to eliminate forced labour**



— Year on year member responses through our Annual Benchmarking Survey (%)

**% of members with a grievance mechanism approach in supply chain**



— Year on year member responses through our Annual Benchmarking Survey (%)

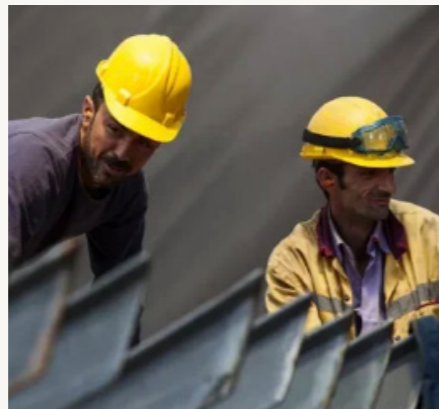
# Collaborative Projects

Examples include



## Ganapati responsible recruitment project

Promoting responsible recruitment in Asia.



## Gulf responsible recruitment project

Improving employment rights in the Middle East.



## US Child and forced labour project

Helping suppliers tackle potential child and forced labour.



## Africa Living wage pilot project

A pilot that helps suppliers in Africa pay their workers fairly.



## Grievance mechanism project

A collaborative project working with 19 suppliers to three member companies across 15 countries to improve their grievance mechanisms.

# Tools

Examples include



## Converged HREDD assessment tool:

Developed in partnership between AIM-Progress, The Consumer Goods Forum, Fair Labor Association, and Proforest, this sector-agnostic tool is designed to help industries standardise and strengthen HREDD practices across global supply chains



## Responsible Recruitment Interactive Mapping Tool

An interactive mapping tool to help FMCGs and beyond navigate the responsible recruitment landscape.



## Grievance Mechanism Maturity Framework

A framework to embed an efficient grievance mechanism in line with the UNGPs.



## Living Wage Playbook

The Living Wage Playbook is designed as a "how to guide" to help companies at different stages of their living wage journey.



# Focus on: Mutual Recognition

**Mutual recognition was a founding principle of AIM-Progress - sharing resources to reduce the burden of due diligence assessment on suppliers.**

We provide a forum for our members to share and converge their approaches to assessing suppliers. This helps minimise duplication, costs, and unnecessary use of resources and time. And ultimately, it makes supplier evaluation more effective and efficient for everyone.

## 17,455

Since 2013 there have been 17,455 mutually recognized audits, equivalent to > \$87M in collective savings in the supply chain

## Over 70%

Of our membership are subscribing to the principle of mutual recognition of audits

## 16 years

Of the member-led Mutual Recognition working group focusing on audit implementation, and the role of supplier assessments in human rights and environmental due diligence

## 23,000

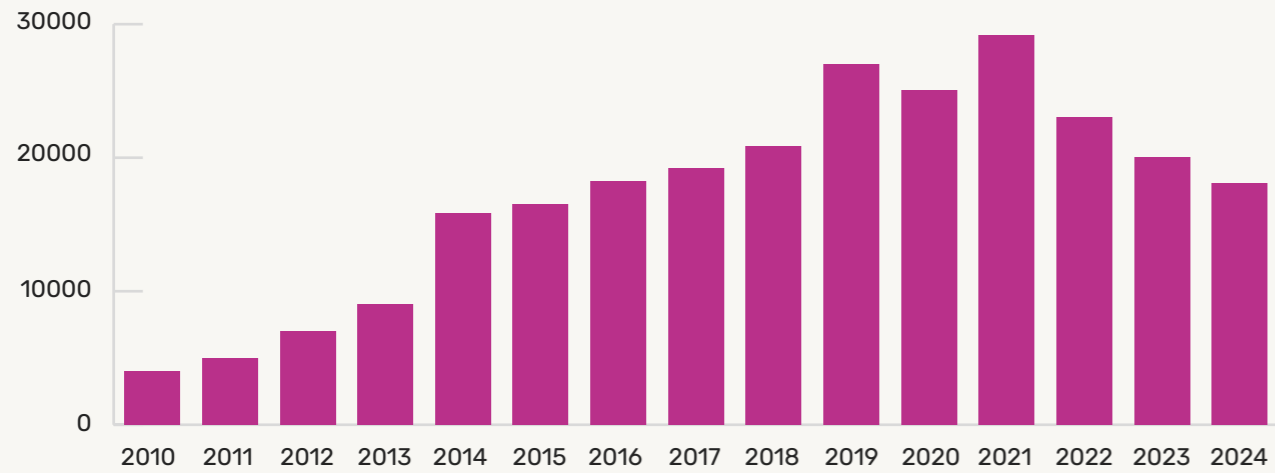
Assessed and audited suppliers shared and available to members



*The Converged HREDD Assessment Tool is a great example of how AIM-Progress streamlines efforts for companies. Instead of each business struggling to create its own solution, AIM-Progress supports common approaches, saving resources and ensuring a converged approach across member companies. It prevents duplication of work and fosters collaboration for greater impact*

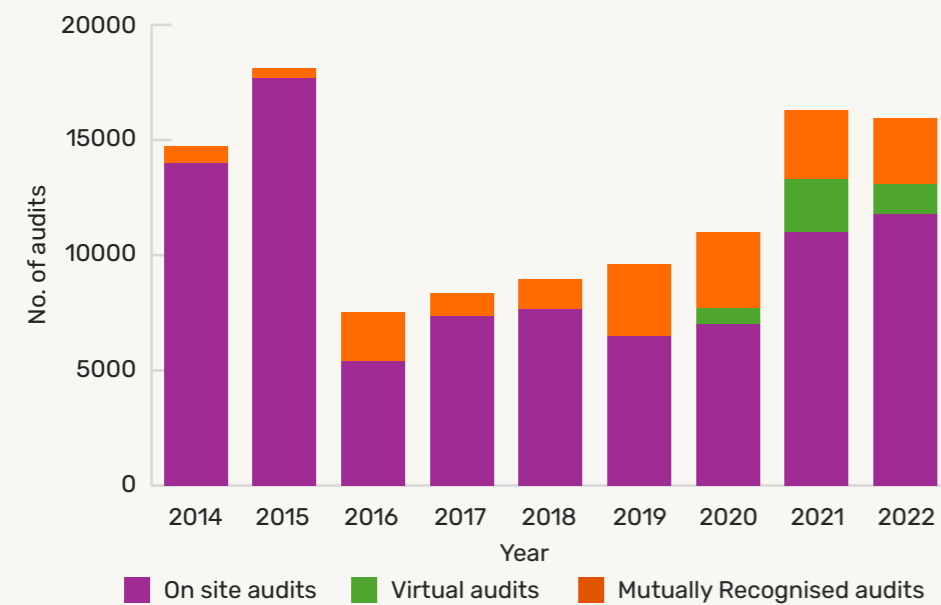
**Yann Wyss**  
Nestlé

### Evolution of audited supplier records available for mutual recognition



Shared audited supplier list has grown from 4,000 records in 2010 to 18,000 records in 2024.

### Total no. of completed audits including Mutually recognised Audits



#### AIM-Progress Mutual Recognition of Audits

To reduce audit fatigue and align on key issues of responsible sourcing, several AIM-Progress members agree to mutual recognition of social compliance audits<sup>1</sup>

The companies listed on the following page are part of AIM-Progress, a global forum of branded consumer goods manufacturers and common suppliers established under AIM – European Brands Association. AIM-Progress seeks to promote responsible sourcing while reducing the duplication of supplier audits. These companies have responsible sourcing programmes which may include the request for on-site audits of suppliers. The companies listed below agree, in principle, to recognise supplier audits (be they physical or virtual) completed on behalf of another company and will review submitted audit reports to confirm whether they meet internal company requirements. Our common benchmark for the mutual recognition of physical audits is based on the SMETA 4-pillar audit protocol or equivalent standards<sup>2</sup>. Our common benchmark for virtual audits is based on the Sedex Virtual Assessment (SVA) or equivalent standard.

Suppliers are encouraged to share their audit reports directly with these companies upon request (for instance via SEDEX or other data sharing platform). Suppliers may only share audit reports<sup>3</sup> which they own the rights to or for which they have received prior authorisation to share.

The companies listed below promote suppliers' sharing of audit results while retaining the following rights:

1. To accept or not accept any audit or part of an audit.
2. To require additional follow-up or conduct a full audit at a timing of their choosing

In line with the principle of Mutual Recognition, companies will endeavour to reduce audit duplication where possible and avoid unnecessary or excessive auditing of suppliers.

To verify the scope and integrity of a report the audit report must have the auditor's name, affiliation and contact information. Other relevant information such as the standards used to measure compliance may be deemed necessary for a company to accept any report.

#### Member companies participating in Mutual Recognition

<sup>1</sup> Social compliance audits cover the four pillars of responsible sourcing: Labour Standards & Human Rights, Health & Safety, Environmental Management and Business Integrity.  
<sup>2</sup> AIM-Progress uses a bespoke internal tool, based on the ITC Sustainability Map, to compare audit protocols used by member companies. If the majority of elements are common to our benchmark (85% commonality) a company protocol is deemed acceptable and therefore mutually recognisable.  
<sup>3</sup> The data contained in such reports must be free of information confidential to the supplier-buyer relationships, such as any reference to commercial terms (prices, volumes) and indeed free of any descriptions of materials or services provided etc.





# Focus on: Capability Building

12 years of sharing annual benchmarking survey member data, a combination of data about members' responsible sourcing programmes and maturity

## Member Capability Building

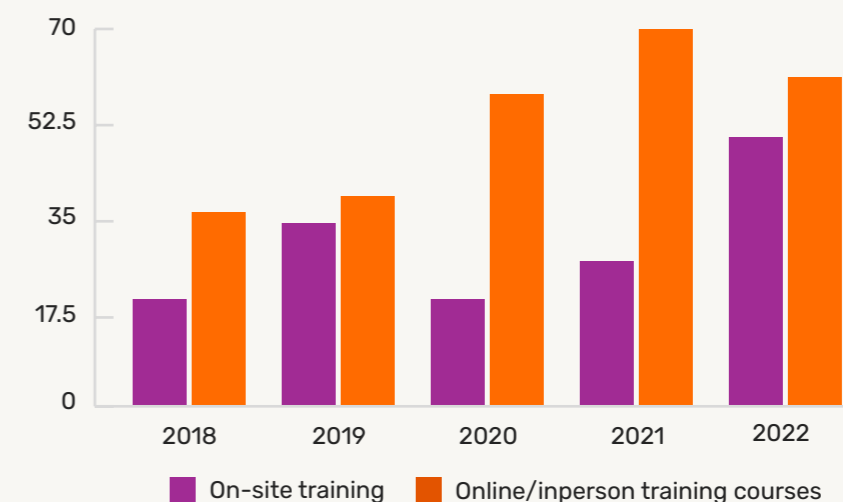
Our Responsible Sourcing Journey (RSJ) is the core of our capability-building programme. It supports us to identify gaps in members responsible sourcing approaches and design our capability building activities to address these gaps. In 2022, 80% of members used it to guide their responsible sourcing efforts, helping accelerate the adoption of practices that positively impact supply chains.

We offer regular webinars, clinics, meetings, and training on human rights due diligence topics and operational responsible sourcing challenges. Webinars are often held jointly with our Africa and Asia Pacific regional hubs.

Together, AIM-Progress members deliver capability-building events both in person and online, in partnership with local organisations. To date, we've hosted over 45 events, engaging more than 4,500 companies across 15 countries worldwide. This year, we have shifted our approach from one-off events to a model that includes ongoing webinars, in-person events, and digital training over a three-year timeframe. Our aim is to build a supplier community that promotes human rights in key sourcing countries for our members. Over the next twelve months, we will be focusing our efforts on India, Mexico, Thailand, and Malaysia.

Our Supplier Business Toolkit is a vital resource for suppliers, providing practical support for workplace improvements, guidance on specific issues, and assistance in promoting decent work.

Types of training conducted by members (%)



## Supplier Capability Building

Directly or in partnership with others, our members focus on ensuring suppliers understand Responsible Sourcing requirements and can implement HREDD.



### **Business Toolkit for Suppliers**

This toolkit provides suppliers with practical assistance, outlining why each issue is important to your business, what you need to do in practice and practical tools to support you as you make improvements.



**90%**

of members have enhanced their supplier capability through intensified on-the-ground training.



**80%**

of members are mapping, training, or assessing tier 2 suppliers, with over 50% supporting smallholders and farmers on transformative initiatives.



# Focus on: Regional Hubs

## **Taking local action for widespread impact.**

Our regional hubs create geographically focused insights and impact. Working with members and suppliers in their regions means the action we take to advance respect for human rights can fit local contexts and be more practical.

# Africa

“The support from AIM-Progress’s Africa hub has been invaluable in helping us align our practices with international human rights approaches. The hub has allowed us to collaborate, share insights, and strengthen our approach to sustainable sourcing. This has had a direct impact on improving conditions for workers and ensuring the sustainability of our operations.”

**Winnie Nyakwara**  
Unilever



**2019**

Launch



**21**

Members



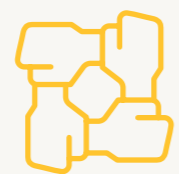
**9**

Member companies



**Two**

Supplier events per year



**One**

Collaborative project



**Living wage pilot project**

A pilot that helps suppliers in Africa pay their workers fairly

# Asia Pacific

“Collaborating with AIM-Progress, and particularly the APAC Hub, has provided valuable insights and resources. The tools and training we’ve received have been useful in improving aspects of our labour standards and supply chain visibility. Being part of this network helps us support and improve our suppliers’ abilities to meet our global sourcing requirements and address local challenges.”

**Riti Mehrotra**  
The Hershey Company



**25**

Members



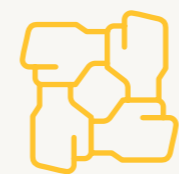
**14**

Member companies



**One**

Supplier event per year



**Two**

Collaborative projects



**Supplier engagement consultation research project**

This project works directly with 70 suppliers to six member companies in the Asia Pacific (APAC) region to strengthen their human rights due diligence capability.



**Ganapati responsible recruitment project**

Promoting responsible recruitment in Asia.

# Collaboration

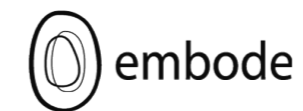
**Our key mantra is not to duplicate the work of others but to share what we do and to partner with others to amplify our impact.**

99 If you are working towards the same purpose, especially through the same system, you are already related.

**Aarti Kapoor**  
Embode

### Regional Hub Partners

Our two regional hubs – Africa, and Asia Pacific (APAC), identify and execute collaborative opportunities to positively impact supply chains in their region. They are facilitated and run by Partner Africa and embode.



### Network

Our broader network includes key partners providing responsible sourcing tools and data platforms, industry and commodity-specific groups, high-level sustainability strategy and policy organisations, and human rights-focused initiatives – all working together to drive ethical, sustainable practices across global supply chains.



# Lessons learned and the path forward

Putting together this progress report has allowed us to reflect on the key lessons of 16 years of work and offered opportunities to use that learning to shape our future strategy to the evolving needs of the sector and the people within it.

## We know that:

- 1 Our strength comes from the membership working together and a willingness to collaborate on tough, intransigent issues
- 2 Convergence and mutual recognition, which have always been core values, remain crucial to supporting suppliers and to meeting the scale of new challenges
- 3 Capability building at all levels of the supply chain is the route to increased ownership of the human rights agenda and more transparency on issues faced
- 4 Our approaches to tackling human rights need to better reflect the voices and needs of the people most affected by supply chain decisions.

99 *The path forward requires collective action. By strengthening partnerships, improving impact measurement, and embedding fairness into every stage of the supply chain, we can drive meaningful change that benefits both businesses and the people behind them.*

**Ronald Jacoby**  
Colgate-Palmoliveadm Group



## What challenges must we address in 2025 and beyond?

### Enhancing Impact Measurement

A clear framework for tracking and communicating impact is critical. While we've made significant progress, we recognise the need for more robust impact measurement. In the future, we will develop transparent systems to capture and report on our contributions, driving accountability and inspiring further collaboration across the industry.

### Deepening Rightsholder Engagement

Sustainable change requires involving rightsholders in every step. Moving forward, we will work closely with local communities and suppliers to ensure their perspectives shape the policies and practices that impact them.

### Improving Purchasing Practices

Purchasing practices directly influence human rights and sustainability outcomes. We will support our members to ensure they align purchasing and responsible sourcing commitments. Our goal is to promote fairer, more sustainable models that benefit all stakeholders.

99 *AIM-Progress consistently provides its members with the tools, capacity building, collaboration opportunities and insights to enhance their human rights due diligence processes. Whether related to grievance mechanisms, impact measurement or to specific salient issues, AIM-Progress supports companies to optimise implementation across their value chains. This report on evaluating the organisation's own impact is testament to AIM-Progress' commitment to continuous improvement.*

**Francis West**  
Tetra Pak

## Looking ahead

AIM-Progress is a global forum of leading fast-moving consumer goods (FMCG) companies and suppliers collaborating on responsible sourcing.

In 2026 AIM-Progress will be releasing a new strategy to support our members and their drive to respect human rights in their supply chains. Stay connected to find out more and get involved.

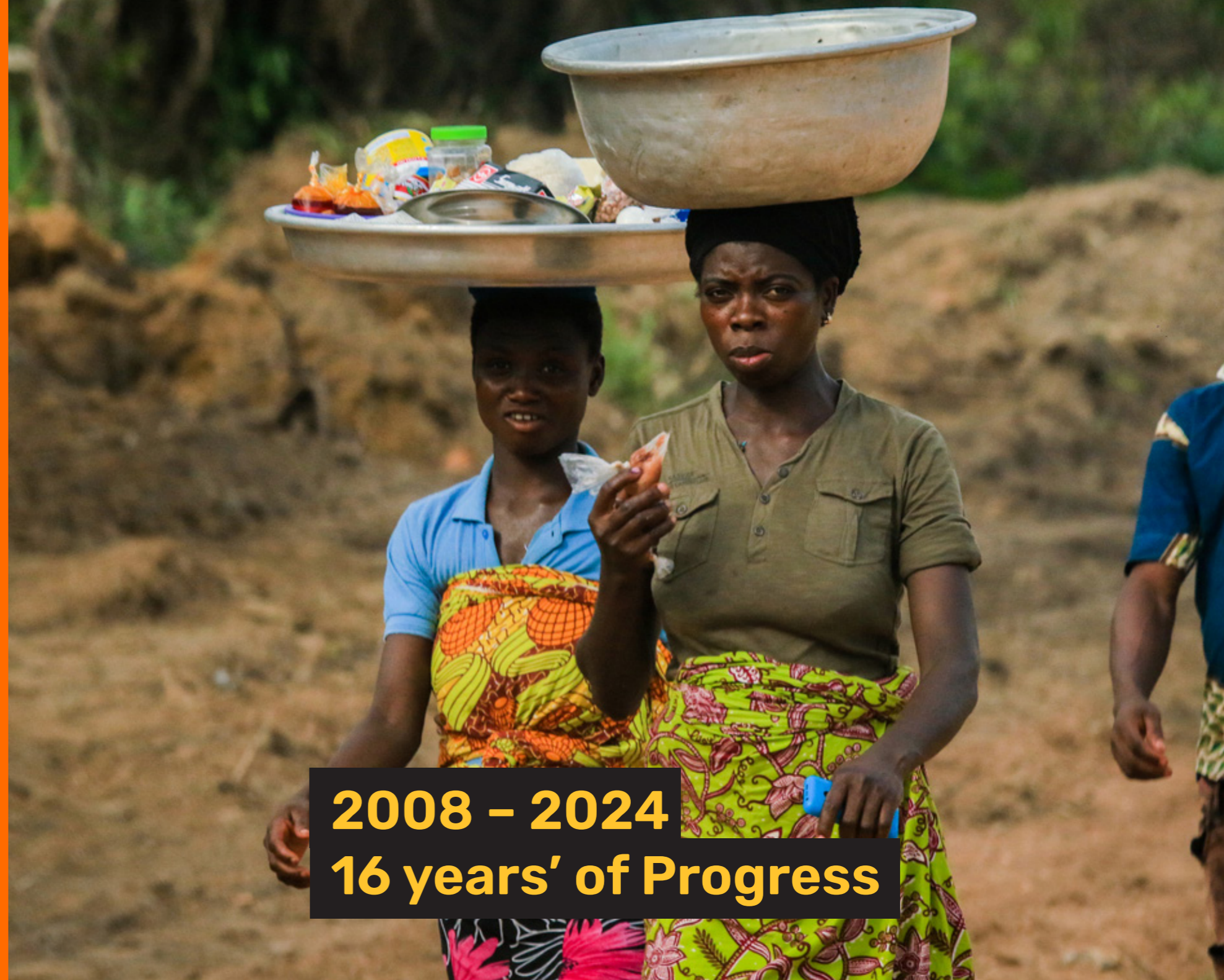
## Connect with us

Why not get in touch? If you are a brand, a supplier or retailer looking to join as a member, or an NGO, social enterprise, public or private organisation interested in partnership then reach out.

 [info@aim-progress.com](mailto:info@aim-progress.com)

 <https://aim-progress.com/>

 <https://www.linkedin.com/company/aim-progress/>



**2008 – 2024**  
**16 years' of Progress**

99 *For 16 years, AIM-Progress has been a driving force in responsible sourcing, fostering collaboration and real change across industries. Our focus remains on turning ethical aspirations into everyday business realities.*

**Carina Hotter**  
Givaudan