Undernutrition experts: consultation
10 July, 2014
Agenda

• ATNI: Objectives and approach
• 2013 Global Index results
• Timeline to launch of 2015 Global Index
• BMS methodology revision
• Corporate Profile: Plan for revision
• Undernutrition focus – key questions
Access to Nutrition Index: Background

- The first ATNI Global Index, launched in March 2013, scores and rates 25 of the world’s largest F&B manufacturers on their commitments, performance and disclosure on addressing obesity and undernutrition.
- Pilot exercises were also undertaken to lay the groundwork for parallel Indexes in India, Mexico and South Africa in future, including Product Profile pilot research.
- ATNI was developed over 3 years with support from the Bill & Melinda Gates Foundation, the Wellcome Trust and GAIN – but is now an independent non-profit based in The Netherlands.
- ATNI’s methodology was developed using an inclusive, international, multi-stakeholder process, advised by international experts.
- ATNI is intended to:
  - Enable companies to benchmark their own performance against international standards and best practice and compare themselves to their peers.
  - Provide an objective source of information for all stakeholders to use to evaluate companies’ responses to two of the world’s most pressing public health challenges.
- Indexes will be published every two years to enable companies’ performance to be tracked over time – next Global Index due November 2015 & India Index early 2016.

Key attributes

- Unique in its focus on nutrition
- Independent of industry
- Objective
- Rigorous
- Multi-stakeholder
- Global and country-specific focus
ATNI aims to publish Global and Spotlight indexes

**Global Index**
- 25 of the world’s largest food and beverage companies

**Spotlight Indexes**
- 10 of the largest companies by F&B revenue in each market

3 pilot countries chosen:
- **Regional balance**: 1 country per major region
- ‘**Double burden**’ of malnutrition
- **Large or growing F&B industry**
How ATNI is designed to improve people’s nutrition and health

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Provide companies a tool to benchmark their nutrition practices</td>
<td>Food and beverage manufacturers</td>
<td>Encourage improvements in companies’ policies, practices and performance to result in:</td>
<td>Increased market availability &amp; household accessibility of healthy foods and improved food consumption environment</td>
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<tr>
<td>Serve as an impartial source of information for interested stakeholders</td>
<td>Engage dialogue and action</td>
<td>• Greater consumer access to more nutritious foods and beverages</td>
<td>Improved diets</td>
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<tr>
<td></td>
<td></td>
<td>• An environment facilitating the consumption of healthier foods and beverages through improvements in areas such as marketing, labeling, and package sizes</td>
<td>Improved nutritional status</td>
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<td></td>
<td></td>
<td><em>Improvement over time as measured by company ratings on subsequent versions of ATNI</em></td>
<td>Improved health status</td>
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<tr>
<td></td>
<td></td>
<td>These impacts will not be directly attributable to ATNI but links to impact may be plausible</td>
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Engagement with and uptake by:

- Investors
- Media
- Civil society
- Policymakers
- Academics
Main finding: Most companies have a lot more to do to improve their performance on all aspects nutrition.
ATNI institutionalization
- Independent non profit organization established in The Netherlands
- New office space in Utrecht The Netherlands
- New governance structure implemented; program manager recruited

Fundraising
- Intention to publish Indexes every two years, for many years to come.
- Continued support of Gates Foundation and Wellcome Trust
- Meetings with prospective funders ongoing; interest in Spotlight Indexes

Mexico Spotlight visit
- Meetings with 7 out of 10 Mexico Index companies
- Roundtable on Product Profile approach for academia hosted by Dr Juan Rivera
- Meetings with key stakeholders and potential funders

Methodology
- EG sub groups on undernutrition, obesity, BMS and product profiling
- Consultation sessions scheduled

Stakeholder engagement, conferences and communications
- Meetings with IFBA, SUN Business Network, Food Marketing Workgroup/CSPI, INFORMAS and others
- International Congress on Obesity (Malaysia); Micronutrient Forum (Ethiopia); Responsible Investor Europe (London)
- Preparations for update website and email newsletter ongoing (to be launched this month/early next month)
ATNI Global Index 2015: Development timeline

- Stakeholder consultations
- Methodology finalisation
- Infrastructure development
- Briefings
- Initial research
- Company engagement
- Finalisation & launch

- Jun – Aug 2014
- Sep – Nov 2014
- Oct – Nov 2014
- Dec 2014
- Jan – Apr 2015
- May – Jul 2015
- Aug – Nov 2015

- Stakeholder consultations
  - Consultations with Expert Group, others, to finalise all elements of the methodology
  - Research co engages with companies, asks for review of information collected, data to fill gaps

- Methodology finalisation
  - RFP for research provider
  - RFP for IT platform developer
  - Research co does desk-based research for Global and India Index, loads into IT Platform

- Infrastructure development
  - Brief companies on new methodology and research process
  - Brief other stakeholders

- Briefings
  - Research co engages with companies

- Initial research
  - ATNI writes Company Profiles, checks accuracy with companies, writes final report, prepares for launch

- Company engagement

- Finalisation & launch

- Revising undernutrition & BMS methodologies = key focus

- Improve news flow and communications with all stakeholders through active website, participation in conferences & meetings etc
- Track & engage with other relevant initiatives, monitor shifting landscape, look for opportunities to collaborate
Process for developing new BMS approach

Objective for 2014: Develop, through extensive consultation, a more comprehensive and well-accepted approach to evaluating companies’ compliance with the Code for the 2015 Global Index and 2016 India Index, aligned to the extent possible with existing and developing initiatives of other international organisations.

1. Conduct stakeholder outreach on proposed BMS assessment approach
   - Build constituency in support of ATNI undertaking an assessment of BMS manufacturers’ marketing practices
   - Test the approach of adapting FTSE4Good’s methodology
   - Identify whether other appropriate methodologies exist that ATNI could utilize

2. Develop methodologies to:
   - Assess companies’ BMS policies and management systems (compatible with the Corporate Profile methodology)
   - Conduct on-the-ground assessments that can be incorporated into the Corporate Profile methodology

3. Pilot on-the-ground assessments to test the viability of the methodology

4. Conduct an evaluation of the on-the-ground assessments:
   - Assess reactions of stakeholders
   - Conduct internal review of lessons learned
Process for developing new BMS evaluation methodologies

What we’ve done so far

• Meetings/calls with several stakeholders:
  Danone/Nestle/STC/UNICEF/GAIN/FTSE/WHO/Academics/Consultants
• Review & analysis of methodologies currently being used to evaluate companies’ policies &
  management systems and to assess compliance with The Code on-the-ground (OTG)
• How do they work/who uses them/what do stakeholders think of them/could ATNI adopt/adapt them etc?
  • Discussions with ATNI Expert Group about possible approaches

Next steps

• Outline ATNI’s proposed approach:
  • Develop draft criteria and indicators for Corporate Profile
  • Work with specialist consultant to develop OTG assessment approach
• Further consultation with all stakeholders (July/August)
• Further discussions with Expert Group (Sept/Oct)
• Aim to finalise whole approach by December 2014
### Corporate Profile Revisions: focus for improvement

<table>
<thead>
<tr>
<th>Category (weight in total score)</th>
<th>Description</th>
<th>Criteria</th>
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<tr>
<td><strong>Section 1: Nutrition governance and management</strong></td>
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</table>
| A (12.5%) | Corporate strategy, management and governance | A1: Corporate nutrition strategy  
A2: Nutrition governance and management systems*  
A3: Quality of reporting |
| **Section 2: Formulating and delivering appropriate, affordable, accessible products** | | |
| B (25%) | Formulating appropriate products | B1: Product formulation *  
B2: Nutrient profiling system |
| C (20%) | Delivering affordable, accessible products | C1: Product pricing*  
C2: Product distribution* |
| **Section 3: Influencing consumer choice and behaviour** | | |
| D (20%) | Responsible marketing policies, compliance and spending | D1: Responsible marketing policy: all consumers  
D2: Auditing and compliance with policy: all consumers  
D3: Spending: Advertising focus: all consumers  
D4: Responsible marketing policy: children  
D5: Auditing and compliance with policy: children  
D6: Spending: Advertising focus (children) and policy impact |
| E (2.5%) | Supporting healthy diets and active lifestyles | E1: Supporting staff health & wellness  
E2: Supporting consumer-oriented healthy eating and active lifestyle programs* |
| F (15%) | Product labeling and use of health and nutrition claims | F1. Product labeling *  
F2. Health and nutrition claims* |
| G (5%) | Influencing governments and policymakers, and stakeholder engagement | G1: Lobbying and influencing governments and policymakers*  
G2: Stakeholder engagement* |

* Indicates that the criterion includes specific undernutrition indicators
1. **Focus on key forms of poor nutrition**: i.e. assessing companies’ action to promote good nutrition and diets across the board, as well as to prevent and address obesity and diet-related chronic diseases, and undernutrition.
   - Some consideration will be given to reframing how the methodology and results are presented
   - Explicit weighting for undernutrition elements of the methodology to be considered by Expert Group

2. **Three main ‘sections’ or topics**
   - Nutrition governance and management
   - Formulating and delivering appropriate, affordable, accessible products
   - Influencing consumer choice and behaviour

3. **Use of Category/Criterion/Indicators structure**
   - While ATNI would like to explore inclusion of additional Categories or Criteria addressing food quality and safety, and engagement with crop producers/scientists on improving the nutritional quality of crops, this is beyond the scope of ATNI’s current resources

4. **Weighting of indicator types**
   - Policy/performance/disclosure weighting of indicator types: 25%/50%/25%

5. **Use of geographic and ‘healthy’ multipliers**

6. **Indicator scoring levels**
   - Top level performance on each indicators is awarded 10 points, descending through levels (5, 2.5, 0) (and then multipliers applied as appropriate)
Undernutrition elements of the methodology

- ATNI 2013 Global Index assessed whether companies addressed undernutrition **through fortification only**
- ATNI 2015 Global Index looking to expand its assessment of companies’ efforts to tackle undernutrition
  - More comprehensive evaluation of commercial efforts both to fortify products and address undernutrition in other ways
  - Expand credit for supporting efforts of the international undernutrition community through philanthropic support of partnerships etc
- **Key principle** is to align ATNI methodology with new developments relating to undernutrition, i.e. global nutrition goals, initiatives, programmes etc
- **Key challenge** is that very little has yet been codified about how companies can and should address undernutrition, either through their commercial activities or philanthropic programmes
  - Companies’ own initiatives are generally in the early stages of development or implementation; little knowledge yet of what works, what doesn’t
  - Some international agencies/NGOs/programmes are still determining whether and how to work with companies (and which ones)
- ATNI’s methodology development approach:
  - Determine revised scope of undernutrition methodology through input from Expert Group and multiple stakeholders
  - Develop revised indicators within agreed new scope
  - Consult stakeholders on new indicators
  - Finalise late Sept/early Oct
Potential opportunities for companies to address undernutrition

<table>
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<tr>
<th>Core capability</th>
<th>Possible linkage/action</th>
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<tbody>
<tr>
<td>Sourcing</td>
<td>• Improved farming practices to produce high-quality nutrient rich foods</td>
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<tr>
<td>R&amp;D/Product Innovation</td>
<td>• Development of high-yield, nutrient-rich, low-input varieties&lt;br&gt;• Optimise nutritional composition and bioavailability&lt;br&gt;• Clinical proof of product impact&lt;br&gt;• Balance quality and cost of micronutrient premixes and other essential ingredients</td>
</tr>
<tr>
<td>Manufacturing and packaging</td>
<td>• Quality assurance and management&lt;br&gt;• Investment in supply chains&lt;br&gt;• Affordable and ambient-stable packaging, allowing storage in difficult conditions</td>
</tr>
<tr>
<td>Distribution and storage</td>
<td>• Wide, reliable and efficient distribution networks&lt;br&gt;• Transportation and logistics expertise</td>
</tr>
<tr>
<td>Food safety and quality</td>
<td>• Good food safety and quality management systems</td>
</tr>
<tr>
<td>Marketing and advertising, brand building</td>
<td>• Consumer and marketing insights&lt;br&gt;• Deep understanding of changing/influencing purchasing and consumption behaviours&lt;br&gt;• Knowledge of and access to multiple communication channels, from mass/traditional to social&lt;br&gt;• Experience of and access to creative agencies to make communications compelling, attractive and inspirational&lt;br&gt;• Network of retailers and others points of sale, giving access to consumers</td>
</tr>
<tr>
<td>IT</td>
<td>• Access to and use of technology and data (market prices, health data, e-learning etc)</td>
</tr>
<tr>
<td>Financial/business management</td>
<td>• Experience with social marketing/social business models to share risk/make investment to create demand for products with strong health benefits</td>
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Adapted from SUN Business Network
<table>
<thead>
<tr>
<th>ATNI scope?</th>
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<tr>
<td>Credit activities in developed and developing countries, or only developing countries where greatest need is, international community’s focus is?</td>
</tr>
<tr>
<td>Credit activities only in certain developing countries with greatest need, focus of international community?</td>
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<tr>
<td>Credit for activities addressing protein-energy deficiency as well as micronutrient deficiencies, or only the latter?</td>
</tr>
<tr>
<td>Credit for activities focused only on women of childbearing age and children under 2, the focus of the international community?</td>
</tr>
<tr>
<td>Credit for activities to improve the nutritional quality of crops? Including genetic modification?</td>
</tr>
<tr>
<td>Credit for activities to address the underlying causes of undernutrition (i.e. nutrition-sensitive initiatives) as well as nutrition-specific initiatives?</td>
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Wrap up

Next steps

• Further in-person stakeholder consultations in London, US and online
• ATNI to draft revisions to all elements of the methodology
• Consult with Expert Group in September/October
• Finalise all elements of the methodology by end November 2014

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