



**A REVIEW  
OF BUSINESS  
ACCOUNTABILITY  
MECHANISMS  
IN NUTRITION**

**#BetterNutrition4All**

# CONTENTS

|    |  |
|----|--|
| 01 | Foreword   |
| 02 | Executive summary  |
| 03 | Section 1: Business and nutrition                          |
| 06 | Section 2: Mechanisms included                             |
| 13 | Section 3: Comparison table                                |
| 18 | Section 4: Key findings                                    |
| 23 | Section 5: Next steps                                      |
| 25 | Conclusions  |
| 26 | List of acronyms   |
| 26 | Appendix 1 – Organisations interviewed during the research |
| 27 | Appendix 2 – Interview questions                           |
| 28 | Appendix 3 – Full data matrix                              |
| 32 | Appendix 4 – Workshop delegates                            |

# FOREWORD



The global challenge of malnutrition may seem far away from the technical issues of how to measure the impact of business on nutrition.

But it is business – small and large, farmer and enterprise, shop and retailer – which grows and gets to market everything we eat. Unless we can improve the quality of diets – making them more nutritious, affordable and safe – the troubling acceleration of overweight and obesity, and stubbornly high vitamin and mineral deficiencies, hunger and stunting will remain. Today 1 in 3 people are malnourished.

Being able to track and measure the impact of business on food and diets is thus central. Business is both part of the problem and the solution to the current food systems challenges. It is critical that we all learn more about this dual impact and that we are able to track how it evolves. By increasing the effectiveness of tracking we will be better positioned to ask and assist businesses to be agents for positive change.

To do that, we need to strike a balance: between overcomplication which deters clear reporting, and too loose, failing to responsibly reflect performance. There is an optimal level of accountability and the report shows we have some way to go to achieve that.

This report is therefore a step to better understand the limits and opportunities of the current landscape assessment of business impact on nutrition. Its headline findings are:

- The number of accountability mechanisms – 21 (considered here) – looking at business impact on nutrition is high and increasing. Companies find it difficult to manage this crowded landscape and efficiently prioritising their accountability reporting. We could simplify this.
- Accountability mechanisms often collect similar data. By cooperating on the process of data collection, mechanisms could provide comparable and complementary analysis. Data sharing is a way to streamline.
- The entirety of the food systems should be assessed if we want to identify the levers for improvement. The current focus on manufacturers and processors is too limited. The role of retailers and out-of-home sector has been overlooked. We need to broaden the footprint.

GAIN wants to contribute to this objective. In 2020 Japan will host the Global Nutrition Summit, and one of the key objectives is to secure significant measurable financial and policy commitments from governments, civil society, and business. This report sets out areas for work over the next eighteen months to make the measurement of business efforts more robust, simpler and a tool to accelerate progress to end malnutrition by 2030 in line with the Global Goals.

GAIN would like to thank all the private sector partners and accountability mechanisms for contributing to the report, and the Consumer Goods Forum for hosting the report review consultation in Paris.

*Lawrence Haddad*

**Lawrence Haddad**

## EXECUTIVE SUMMARY

There is a global crisis in nutrition, attracting attention from governments and civil society, and brought further into focus by the Sustainable Development Goals (SDGs). The private sector has been perceived as being both part of the problem and part of the solution to this global crisis. There is increased recognition that the private sector can do more through the shaping of food production, marketing and labelling of products, etc. to increase access to healthy, affordable, good quality nutritious food (Global Panel, 2018).<sup>1</sup>

To better assess the impact of the private sector actions, an increasing number of accountability mechanisms have been created. These 'accountability mechanisms' engage in measuring and reporting business impact on nutrition and can take different forms: bringing companies around a table to collaborate, creating peer accountability, encouraging companies to set and track progress towards goals and even ranking company performance against objective criteria. This report describes the different mechanisms and how they fit into the wider nutrition landscape. The analysis is based on desk research and interviews with representatives of different mechanisms, as well as with companies that commonly engage with these mechanisms.

The analysis shows that the space appears crowded, at least to companies, which may be reducing the effectiveness of the mechanisms. And this crowded space is still attracting new entrants: at least two new mechanisms could be introduced in the coming year or two. Most initiatives – which look at business impact on nutrition – concentrate on food processors and manufacturers. There is a rapidly growing interest to assess the impact of retailers and the out-of-home sector<sup>2</sup>, both of whom have considerable influence on diet choices.

A workshop of concerned parties<sup>3</sup> was held in Paris in November 2018. A number of practical steps towards streamlining nutrition accountability initiatives were suggested.

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<sup>1</sup> Global Panel. 2018. Improving diets in an era of food market transformation: Challenges and opportunities for engagement between the public and private sectors. Policy Brief No. 11. London, UK: Global Panel on Agriculture and Food Systems for Nutrition.

<sup>2</sup> "Out of home is defined as any outlet where food or drink is prepared in a way that means it is ready for immediate consumption by the person who buys it", UK Department of health and social care. 2018. Consultation on mandating calorie labelling in the out-of-home sector. Available from: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/751529/consultation-on-calorie-labelling-outside-of-the-home.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/751529/consultation-on-calorie-labelling-outside-of-the-home.pdf)

<sup>3</sup> ATNF, CGF, Danone, CGF members (Danone, Migros Ticaret, Nestle, PepsiCo, SPAR, Unilever), EAT, Plating Up Progress, Food Climate Research Network, FReSH/WBCSD, GAIN, ICC, IFBA, Private Sector Mechanism of UN CFS, USCIB, WBA. See Appendix 4.

# SECTION 1: BUSINESS AND NUTRITION

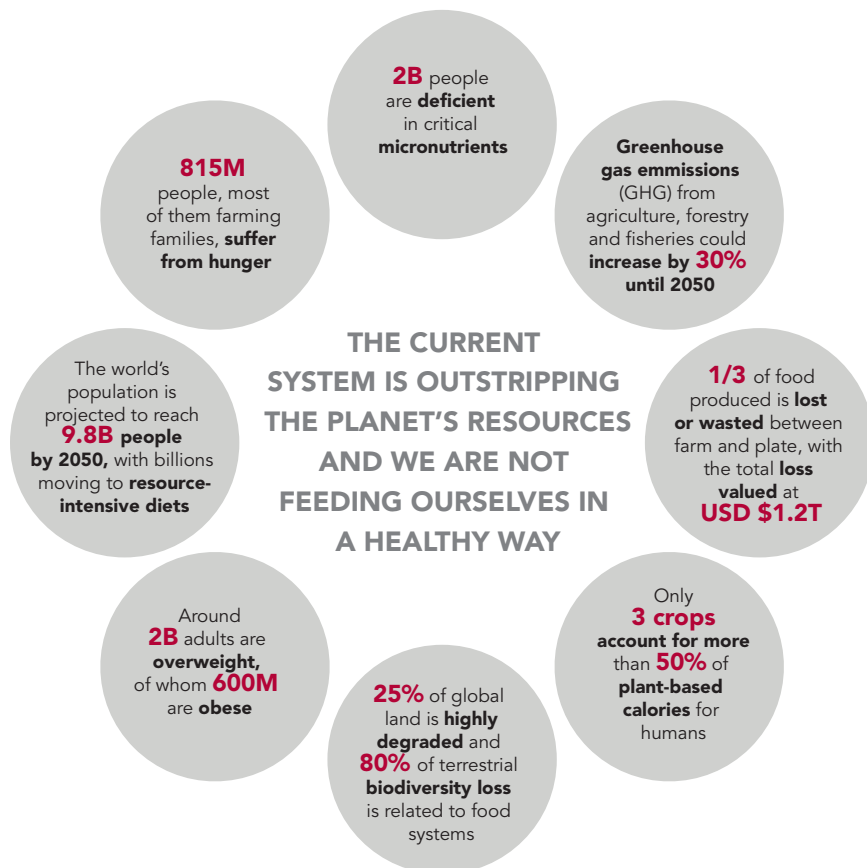
Malnutrition is responsible for more ill health than any other cause.<sup>4</sup> The WHO estimates almost 800 million people go hungry every day. Overweight and obesity among adults is close to 40% and increasing<sup>5,6</sup>, contributing to rapid growth in diabetes, heart disease, cancer and other diet-related non-communicable diseases (NCDs). The global food system is facing tremendous challenges (Figure 1) and it cannot be fixed without engaging businesses – which range from large global multinationals, through national organisations, to small and medium enterprises (SMEs).

An increasing number of stakeholders are engaging businesses on addressing food system challenges, including around identifying commitments and assessing

impact of business on nutrition. This report identifies 21 initiatives engaging business around nutrition-related commitments and assessing their nutrition-related impact. Most of them have been launched within the last ten years and many within the last three or four. This growth raises the question of the added value of new initiatives and of their individual and overall effectiveness to assess change. The report looks at possibilities of improving effectiveness of these accountability mechanisms through better coordination.

With such rapid change, and so many actors involved, there is – at the very least – a risk of duplication and dilution of efforts and resources. On top of this, we must consider how to maximise company engagement.

FIGURE 1: SPOTLIGHT ON FRESH ACTION IN 2018 <sup>7</sup>



<sup>4,5</sup> Development Initiatives. 2018. 2018 Global Nutrition Report: Shining a light to spur action on nutrition. Bristol, UK: Development Initiatives. Available from: <https://globalnutritionreport.org/reports/global-nutrition-report-2018/>

<sup>6</sup> The GBD 2013 Obesity Collaboration. 2014. Global, regional and national prevalence of overweight and obesity in children and adults 1980-2013: A systematic analysis. Lancet, 384(9945): 766-781. Available from: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4624264/>

<sup>7</sup> BCG (2018), Biodiversity (2017), FAO (2014; 2017), IFAD (2015), NCE (2018), UN (2017), UNCCD (2016), UNEP (2016), WRI (2017)

## SECTION 1: BUSINESS AND NUTRITION (continued)

FIGURE 2: THE NUTRITION VALUE CHAIN



The analysis uses a six-step model of the nutrition value chain (Figure 2). *Manufacturers* make the final food product, drawing on ingredients from *Processors and Producers* (*Processors* include abattoirs, mills, refineries etc, *Producers* include farms, plantations, smallholders and fishermen etc), who are Supplied with feed, seed and other essentials. The food is delivered to customers either by *Retailers* or in the *Out of Home* (e.g. restaurants, take-aways, canteens) sector. *Service providers* include technology companies, consultancies, and transporters. These demarcations blur, but they provide a useful framework for analysis – see Figure 8 on page 19.

Carnstone supported GAIN in mapping the aim, scope and impact of existing accountability mechanisms engaged in measuring and reporting business impact on nutrition.

On 13 November 2018 a workshop was held in Paris to engage some of the key programmes and mechanisms focusing on business and nutrition. Based on the initial mapping exercise, the delegates explored ways to align and simplify the assessment of business impact on nutrition. The results of that discussion can be found in Section 5 of this report, and a full list of the delegates to that workshop in Appendix 4.

## SECTION 1: BUSINESS AND NUTRITION (continued)

### RESEARCH METHOD

The report considers 'accountability mechanisms' that engage in measuring and reporting business impact on nutrition. The initiatives explored in the report range from nascent round-table discussions with business right through to well-established, quantified investable indicators. The report does not provide a comprehensive view of all accountability mechanisms that might include some level of assessment of business impact on nutrition, but it provides an overview by focusing on mechanisms which are:

- Principally focussed on companies
- Directly about nutrition (including food security)
- Encouraging companies to change their practices.

The mechanisms were also selected based on feedback provided by the organisations and companies interviewed. Limited time and resources available for this report have limited the number of mechanisms that could be reviewed. Main mechanisms included form part of the Core Group detailed in section 2. Other adjacent mechanisms, albeit in less depth, have been included to help illustrate the landscape as much as possible.

We researched each mechanism in the Core Group against a standard set of mapping questions (see Appendix 3 and Section 3), based initially on publicly-available data. These initial results were then discussed and validated through a series of phone interviews with most of the organisations behind the mechanisms (see Appendix 1). We explored with each interviewee their perspectives on the landscape and their views on effectiveness and overlaps.

We also interviewed six companies and one association who are members of at least one initiative (and in most cases, many more) to understand their perspectives. The interview frameworks are included in Appendix 2. Finally, we present the commonalities and differences between the mechanisms (Section 4).

# SECTION 2: MECHANISMS INCLUDED

We divided initiatives into a 'Core Group' of 13 mechanisms and 8 'Adjacent Mechanisms'.

The report analyses in depth the Core Group and includes the Adjacent Mechanisms (Figure 3) where relevant to shed light on the wider landscape. A brief introduction to each mechanism is included on the following pages.

**CORE GROUP**

Logos for the Core Group mechanisms include: Access to Nutrition Index, Access to Seeds Index, The Consumer Goods Forum, ROBECOSAM (We are Sustainability Investing), FCRN (Food Climate Research Network), GACSA (Global Alliance for Climate-Smart Agriculture), ifba (International Food & Beverage Alliance), INFORMAS (Benchmarking food environments), NewAlliance (For Food Security and Nutrition), Scaling Up Nutrition, Business Network (Engage • Inspire • Invest), GLOBAL NUTRITION REPORT, World Benchmarking Alliance, and FReSH.

**ADJACENT MECHANISMS**

Logos for the Adjacent Mechanisms include: AGRA (Growing Africa's Agriculture), ShareAction, CDP (Disclosure Insight Action), FAIRR (Farm Animal Investment Risk & Return - A Collier Initiative), BBAFW (Business Benchmark on Farm Animal Welfare), MSCI, UNITED NATIONS DECADE OF ACTION ON NUTRITION (2016-2025), and vigeo eiris.



## SECTION 2: MECHANISMS INCLUDED (continued)

FIGURE 3: CORE GROUP MECHANISMS AND ADJACENT MECHANISMS



## SECTION 2: MECHANISMS INCLUDED (continued)

FIGURE 3: CORE GROUP MECHANISMS AND ADJACENT MECHANISMS (continued)

FReSH from World Business Council on Sustainable Development, WBCSD, and EAT Foundation, 2016



FReSH and its 35 multinational member companies work together to **drive food system transformation with the aim of achieving healthy, enjoyable food for all, produced responsibly within the planetary boundaries by 2030**. FReSH takes a ‘fork to farm’ approach, starting with what people consume and focusing on the dietary and production shifts that are required to develop, implement and scale transformative business solutions that are aligned with science-based targets. FReSH emerged from the partnership between WBCSD and EAT. Members work together to advance collaborative projects. Two workstreams are directly relevant to nutrition: Dietary Shifts and Nutrition Secure Supply Chains. It is proposed that metrics be developed to track performance in both areas.

Global Alliance for Climate Smart Agriculture, GACSA, 2010



The **GACSA is a multi-stakeholder platform which aims to improve food security and nutrition in the face of climate change**. It does so by promoting the climate-smart agriculture approach and facilitating its wide adoption. The GACSA Facilitation Unit is hosted by the Food and Agriculture Organisation of the United Nations (FAO). The alliance is open to members from both private and public sector as well as civil society. Current member companies represent all stages of the food value chain except for retail. GACSA is a forum for collaboration, shared learning and initiative stimulation. This is facilitated through the collaborative efforts under its three Action Groups and the Annual Forum.

International Food and Beverage Alliance, IFBA, 2008



The **IFBA** is a CEO-led alliance with 12 leading global F&B companies as its members. The alliance has **made commitments to improve and innovate products; empower consumers through clear nutritional information; market to children responsibly; and support healthy lifestyles**. Yearly reports track the alliance members’ progress against these commitments. IFBA also facilitates ongoing dialogue and partnerships with multilateral organisations, such as the World Health Organisation (WHO), as well as NGOs.

International Network for Food and Obesity/ Non-Communicable Diseases Research, Monitoring and Action Support, INFORMAS, 2017



**INFORMAS** is a global network of researchers and public-interest organisations. It aims to monitor and benchmark public and private sector actions to improve nutrition and reduce related diseases. The **Business Impact Assessment on Obesity and Population-level Nutrition tool provides the benchmark for company nutrition commitments**. This tool is based on the ATNI but has been modified to enable national-level analysis. It also incorporates the retail and out-of-home sector. The BIA-Obesity tool has been applied in Australia and New Zealand, with reports on Brazil, Canada, Chile, Malaysia and Thailand on the way.

## SECTION 2: MECHANISMS INCLUDED (continued)

### New Alliance for Food Security and Nutrition, NAFSN, 2012



The **NAFSN** is a partnership between 10 African governments and the African and international private sector to achieve sustainable, agriculture-led growth in Africa. It is hosted by the African Union. Most of the companies that have submitted commitments are African, but some multinational F&B companies have done so as well. **Commitments address biofortification, malnutrition treatment, seeds availability, and investment in new facilities and technology.** Between 2012 and 2015, annual progress reports were published detailing progress made by companies on their commitments.

### Nutrition for Growth (2013), N4G & Global Nutrition Report, GNR, 2014



The **N4G** initiative is led by the governments of the UK, Brazil and Japan. **Country governments and 37 businesses made commitments to fight malnutrition (either in their own workforce or the wider population)** at two N4G Summits (2013 & 2016). The annual GNR provides independent review of progress against those commitments. Companies complete a survey and their progress is rated as on course, off course, or not clear. Next to reviewing progress, the GNR identifies gaps in the data necessary for tracking progress and holding companies accountable.

### Plating Up Progress (PUP) from Food Climate Research Network, FCRN / The Food Foundation, 2018



**FCRN** is an academic research group. The Food Foundation is an independent public interest think tank. These two organisations are collaborating on a one-year project; '**Plating Up Progress**'. **This project aims to define metrics for assessing the food industry's progress in delivering healthy and sustainable diets.** It will also build a multi-stakeholder partnership to advance the uptake of the metrics. Initially, focus is on food retailers and the out-of-home sector with the UK as the initial test environment, aiming to address the multiple issues around sustainable diets including obesity as well as the lack of fruits and vegetables in diets.

### Scaling Up Nutrition (SUN) Business Network, SBN, 2012



The **SBN** is convened by the Global Alliance for Improved Nutrition (GAIN) and the United Nations World Food Programme (WFP). The SBN is part of the SUN movement which unites governments, civil society, the UN, donors, and businesses to end malnutrition. The SBN is the private sector branch of SUN and **aims to support businesses in growing the role they play in nutrition and to support SUN countries in developing national business engagement strategies.** SBN members commit to SUN and SBN principles when joining the network. For national commitments, the SBN is supporting countries to build in accountability mechanisms into national country plans.

## SECTION 2: MECHANISMS INCLUDED (continued)

FIGURE 3: CORE GROUP MECHANISMS AND ADJACENT MECHANISMS (continued)



To flesh out the landscape, a brief introduction into the adjacent mechanisms is included below. While many more organisations and initiatives could have featured here, it has not been possible to include all. The initiatives that are presented serve as examples of how nutrition connects to the wider sustainability landscape, rather than an exhaustive list.

## SECTION 2: MECHANISMS INCLUDED (continued)

### Alliance for a Green Revolution in Africa, AGRA, 2006



AGRA works to grow Africa's agriculture. It does this by **awarding grants to projects around seed supply, fertiliser availability, farmer education and awareness, market access and capacity-building**. AGRA aims to double the yields and income of 30 million African farming households by 2021, improving their food security. AGRA engages primarily with SMEs in Africa, but also partners with international companies. This includes banks, microfinance institutions and agricultural seed and other input suppliers.

Because AGRA only engages with companies to partner in development projects, it was not selected as one of the core accountability mechanisms for analysis.

### Business Benchmark on Farm Animal Welfare, BBFAW, 2012



The BBFAW is run by an independent secretariat and is funded by Compassion in World Farming, World Animal Protection and investment firm Collier Capital. It is endorsed by the FAIRR initiative. **The BBFAW benchmarks companies on their farm animal welfare risk management**. This resource enables investors to compare companies and informs their investment and stewardship decisions. The BBFAW covers 90 companies that are involved in animal protein production and retail/out-of-home consumption.

Because the BBFAW focuses on animal welfare only and does not cover nutrition, it was not selected as one of the core accountability mechanisms for analysis.

### Carbon Disclosure Project, CDP, 2000



The CDP is a charity which runs the **global environmental disclosure system** for investors, companies, cities, states and regions. In 2017, 2,452 companies, 500 cities and 100 state and regional governments disclosed to the CDP. **The CDP has three focus areas: climate, water and forests**. Next to making extensive in-depth performance information public, the CDP publishes rankings such as 'the A list' for its three focus areas.

Because the CDP does not ask questions about nutrition, it was not selected as one of the core accountability mechanisms for analysis.

### Farm Animal Investment Risk & Return Initiative, FAIRR, 2015



The FAIRR initiative is a collaborative investor network established by the Jeremy Collier Foundation. It produces tools for investors to integrate livestock production issues into investment decision-making and stewardship. Its flagship resource is the **Collier FAIRR protein producer index which assesses how the world's biggest listed meat and fish suppliers are managing Environmental, Social, and Governance (ESG) sustainability risks**. The index covers 60 companies.

Whilst FAIRR and its protein producer index address relevant companies, they do not directly cover nutrition. FAIRR was therefore not selected as one of the core accountability mechanisms for analysis.

## SECTION 2: MECHANISMS INCLUDED (continued)

FIGURE 3: CORE GROUP MECHANISMS AND ADJACENT MECHANISMS (continued)

MSCI Inc., 2009/1968



MSCI (formerly Morgan Stanley Capital International) is a public company that provides research-driven insights and tools for institutional investors. It produces various indexes, including the MSCI ACWI **Agriculture & Food Chain Index**. This index covers 95 companies and **tracks their financial performance and risk management**. MSCI also produces ESG ratings, which include opportunities in nutrition & health as one of 37 key issues. These ratings cover 7,000 companies worldwide.

Because MSCI indexes and ratings are not publicly available, MSCI was not selected as one of the core accountability mechanisms for analysis.

ShareAction, 2005



ShareAction is a registered charity funded by several foundations, NGOs and trusts. It **aims to unlock the power of investors to influence the behaviour of companies and their societal and environmental impacts**. It currently runs campaigns on climate change and decent work. It produces reports which rank service companies including banks, pension funds and asset managers on a certain issue, but does not systematically engage with a set of companies.

There are reports that ShareAction is developing a position on sugar, but no details are available at this stage and therefore it is not selected as one of the core accountability mechanisms for analysis.

UN Decade of Action, 2016



The **UN Decade of Action on Nutrition** was declared by the UN General Assembly following the 2014 Rome Declaration on Nutrition. The Decade has a joint FAO/WHO secretariat which reports to the UN Secretary-General. The initiative **aims to set, track and achieve country-specific commitments for action**. Governments that submit commitments are expected to report on their progress yearly. These reports are made available through a public database.

Because the UN Decade of Action on Nutrition does not engage with companies directly, it was not selected as one of the core accountability mechanisms for analysis.

Vigeo Eiris, 2002



Vigeo Eiris is a private company that provides ESG research to investors and companies. It **produces several indexes, which include companies from across the food value chain**. Its ESG indexes are based on 38 sustainability criteria which are based on international standards. Nutrition may be (part of) one of these criteria, but no breakdown is publicly available. These indexes cover over 4,000 companies.

Because Vigeo Eiris indexes are not publicly available, it was not selected as one of the core accountability mechanisms for analysis.

# SECTION 3: COMPARISON TABLE

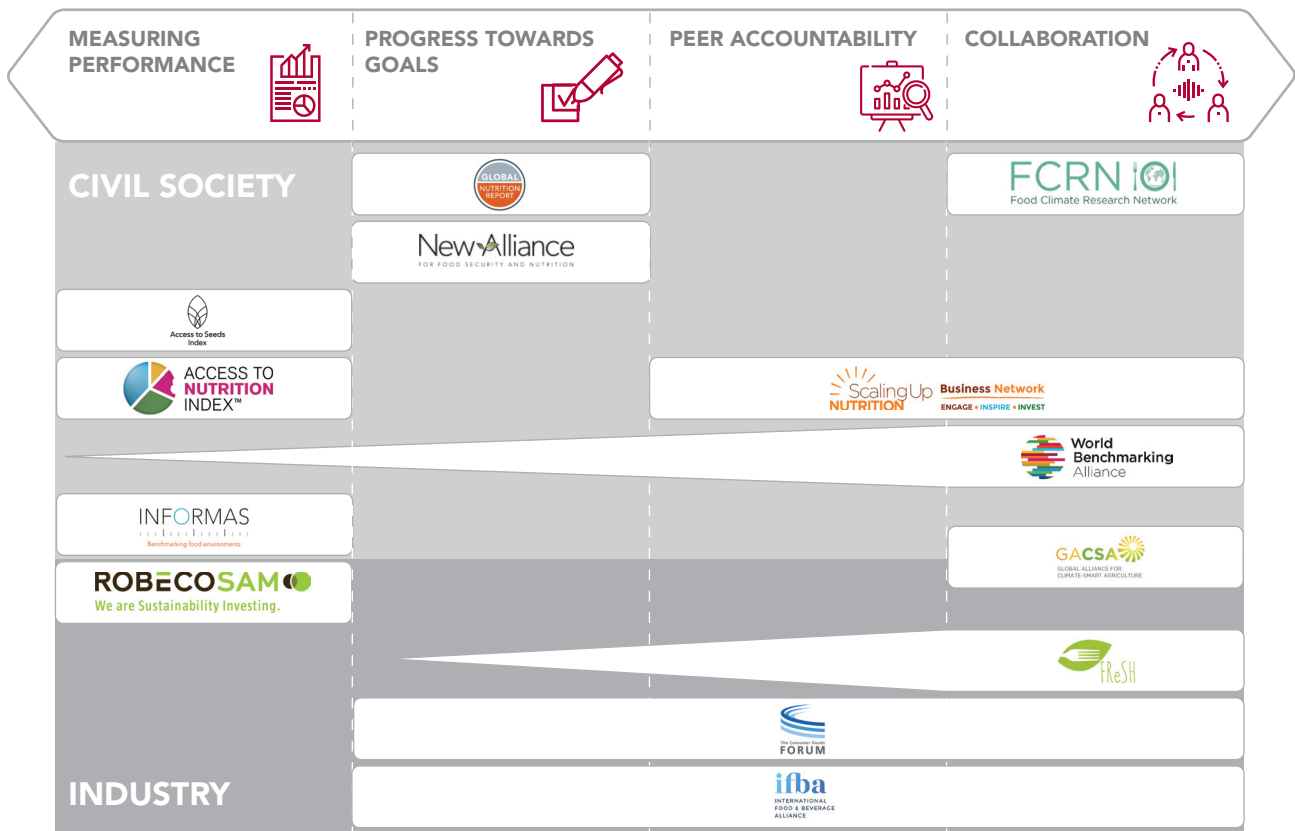
Table 1 maps the main characteristics of the core accountability mechanisms reviewed (for more details see Appendix 3). The table separates mechanisms into those providing an independent assessment (various degrees of independence) of business impact, and those using predominantly self-reporting to map business commitments to better nutrition. Figure 4 categorises initiatives into different types.

- On the far left of the scale are 'hard' accountability mechanisms. These mechanisms measure performance by independently ranking companies on a wide range of nutrition-related issues, typically providing detailed company scorecards.
- Progress towards goals is for initiatives that track progress against defined commitments rather than wider performance.

- Peer accountability is no longer about measurement – here, there is typically a platform for making commitments or at least exchanging information on what is being done to improve nutrition, but it lacks a progress reporting element.
- Finally, to the far right of the scale, collaborative initiatives drive improvement through exchange of knowledge and expertise, without any platform for making commitments.

Initiatives that are spread out across multiple categories incorporate multiple elements. Arrows indicate the direction in which mechanisms might develop in the future, based on interviews with their representatives.

FIGURE 4: CATEGORISATION OF MECHANISMS ASSESSED



## SECTION 3: COMPARISON TABLE (continued)

TABLE 1: SUMMARY OF THE CORE GROUP MECHANISMS

| EXTERNAL ASSESSMENT MECHANISMS<br><i>providing an independent assessment of business impact on nutrition</i> |                              |  |   |  |   |  |                                    |
|--|------------------------------|--|---|--|---|--|------------------------------------|
| Metric Initiative  | Type of mechanism            | Scope (most recent assessment/reporting)                   | Scope: geography                        | Topics   | Primary audience  | Data source  | Reporting: response rates (latest) |
| ATNI   | Benchmark                    | 22 companies   | Global indexes. Single country indexes. | Governance, Products, Accessibility, Marketing, Lifestyle, Labelling, Stakeholders, Breast Milk Substitutes.                 | - Investors<br>- Business   | Public information; gaps filled by companies.                        | 73%                                |
| ATSI   | Benchmark                    | Global index: 13 companies; Regional indexes: 47 companies | Global index. Regional indexes.         | Governance & strategy, Genetic resources, Intellectual property, R&D, Seed production, Marketing & sales, Capacity-building. | - Business<br>- Farmers' organisations<br>- Governments               | Public information; gaps filled by companies                         | 85% (global companies)             |
| DJSI   | Index                        | Over 3,400 global companies with regional sub-groups       | Global, regional and country indices.   | Economic, Environmental and Social dimensions, Health & Nutrition, Corporate governance, Brand management.                   | - Investors   | Survey findings from companies.                                      | 30%                                |
| FCRN's PUP   | Metrics to inform mechanisms | T.B.D.   | UK                                      | Sustainable & healthy diets, Food systems.   | - Investors<br>- Civil society  | T.B.D. Expect to use both public data and information from companies | N.A.                               |
| GACSA  | Cooperative platform         | 236 members including 38 companies.                        | Global                                  | Food security, Nutrition resilience, Climate change in the agriculture sector.   | - Climate-smart agriculture related actors                            | N.A  | N.A.                               |
| INFORMAS   | Benchmark                    | 25 (New Zealand); 34 (Australia)                           | Global                                  | Largely adopted from ATNI  | - Public and private sector   | Public information; gaps filled by companies.                        | 48% (New Zealand study)            |
| N4G – GNR  | Disclosure                   | 37 companies (and 21 governments)                          | Global                                  | Disaggregated data on malnutrition (financing, actions).   | - Governments & donors<br>- Business<br>- Civil society<br>- Academia | Companies self-reporting.  | 34%                                |



## SECTION 3: COMPARISON TABLE (continued)

| BUSINESS LED MECHANISM (SELF-REPORTING MOSTLY)<br><i>using predominantly self-reporting to map business commitment to better nutrition</i> |                      |   |                     |  |   |  |                                    |
|--|----------------------|---|---------------------|--|---|--|------------------------------------|
| Metric Initiative  | Type of mechanism    | Scope (most recent assessment/reporting)                | Scope: geography    | Topics   | Primary audience  | Data source  | Reporting: response rates (latest) |
| <b>WBA</b>   | Benchmark            | T.B.D. Objective of 2,000 companies benchmarked         | Global              | Will be based on targets developed by EAT-Lancet Commission on Food, Planet, Health; focus on food system transformation | - Business<br>- Investors<br>- Civil society<br>- Governments<br>- Consumers                                | T.B.D. Expect to use both public data and information from companies | T.B.D.                             |
| <b>CGF – Health &amp; Wellness</b>   | Disclosure           | 400 companies; industry associations; service partners* | Global              | Health & Wellness, Product, End-to-end value chain.  | - Business  | Public information; gaps filled by companies.                        | 20.5%                              |
| <b>FReSH</b>   | Cooperative platform | 35 companies  | Global              | Dietary shifts, Food loss & waste, Nutrition-secure supply chain, True cost of food.                                     | - Business<br>- Partners (wide range)   | N.A.   | N.A.                               |
| <b>IFBA</b>  | Disclosure           | 12 companies  | Europe, Americas.   | Product, Labelling, Marketing, Healthy lifestyles.   | - Governments<br>- Public health community  | Survey findings from companies.                                      | 100%                               |
| <b>NAFSN</b>   | Disclosure           | 228 companies (and 10 governments)                      | Africa, US, Europe. | Product, R&D, Partnerships, Seed availability.   | - African governments<br>- Development partners<br>- Business<br>- Farmers' associations<br>- Civil society | Companies self-reporting.  | 56%                                |
| <b>SBN</b>   | Cooperative platform | Over 400 companies                                      | Global              | Nutrition, health & wellness, marketing, breast milk substitutes, human and social rights.                               | - Governments & donors<br>- Business<br>- Civil society   | N.A.   | N.A.                               |

\* These numbers were calculated based on the CGF's full membership (400). Less than 300 members are manufacturers or retailers, the rest are service partners.

## SECTION 3: COMPARISON TABLE (continued)

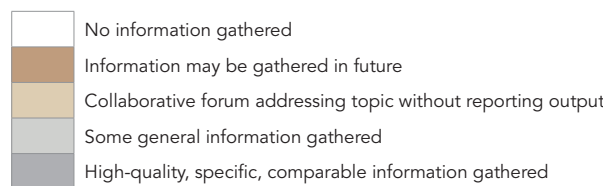
### A CLOSER LOOK AT WHICH INITIATIVES GATHER INFORMATION ON WHICH TOPICS

Some mechanisms already use each other's data. They may use it directly; for example, the ATNI references IFBA progress reports in its own global index report. Or they may rely on it indirectly, particularly those initiatives which pre-populate their surveys with publicly available data (see Table 1) which may well use the outputs of multiple other mechanisms.

One opportunity for further streamlining would be to rely on each other's data more heavily, reducing multiple requests to companies. The table below maps out which initiatives gather data on which topics. It is important to note that when initiatives gather data on the same topics, that does not necessarily mean that they gather the same data. There may still be differences in the specific questions asked, the specific sectors or companies being asked, and the geographies they concentrate on.

TABLE 2: TOPIC OVERLAPS IN THE CORE GROUP MECHANISMS

| TOPICS     | Corporate strategy & governance | Product (re-formulation) | Accessibility (affordability & availability) | Responsible marketing | Support for healthy diets & lifestyles | Informative, appropriate labelling | Stakeholder engagement | Nutritional quality of portfolio | Maternal & child health, breastfeeding, BMS marketing | Genetic resources & intellectual property | Research & development | Capacity-building /investment | Seed availability & Local seed sector advancement | Awareness raising and education | Nutrition security in supply chain | Nutrition of own workforce | Programmes for vulnerable groups | Animal welfare |
|------------|---------------------------------|--------------------------|--|-----------------------|--|------------------------------------|------------------------|----------------------------------|---|---|------------------------|-------------------------------|---|---------------------------------|------------------------------------|----------------------------|----------------------------------|----------------|
| ATNI       |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| ATSI       |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| CGF        |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| DJSI       |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| FCRN's PUP |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| FReSH      |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| GACSA      |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| IFBA       |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| INFORMAS   |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| N4G – GNR* |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| NAFSN      |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |
| WBA        |                                 |                          |  |                       |  |                                    |                        |                                  |   |   |                        |                               |   |                                 |                                    |                            |                                  |                |

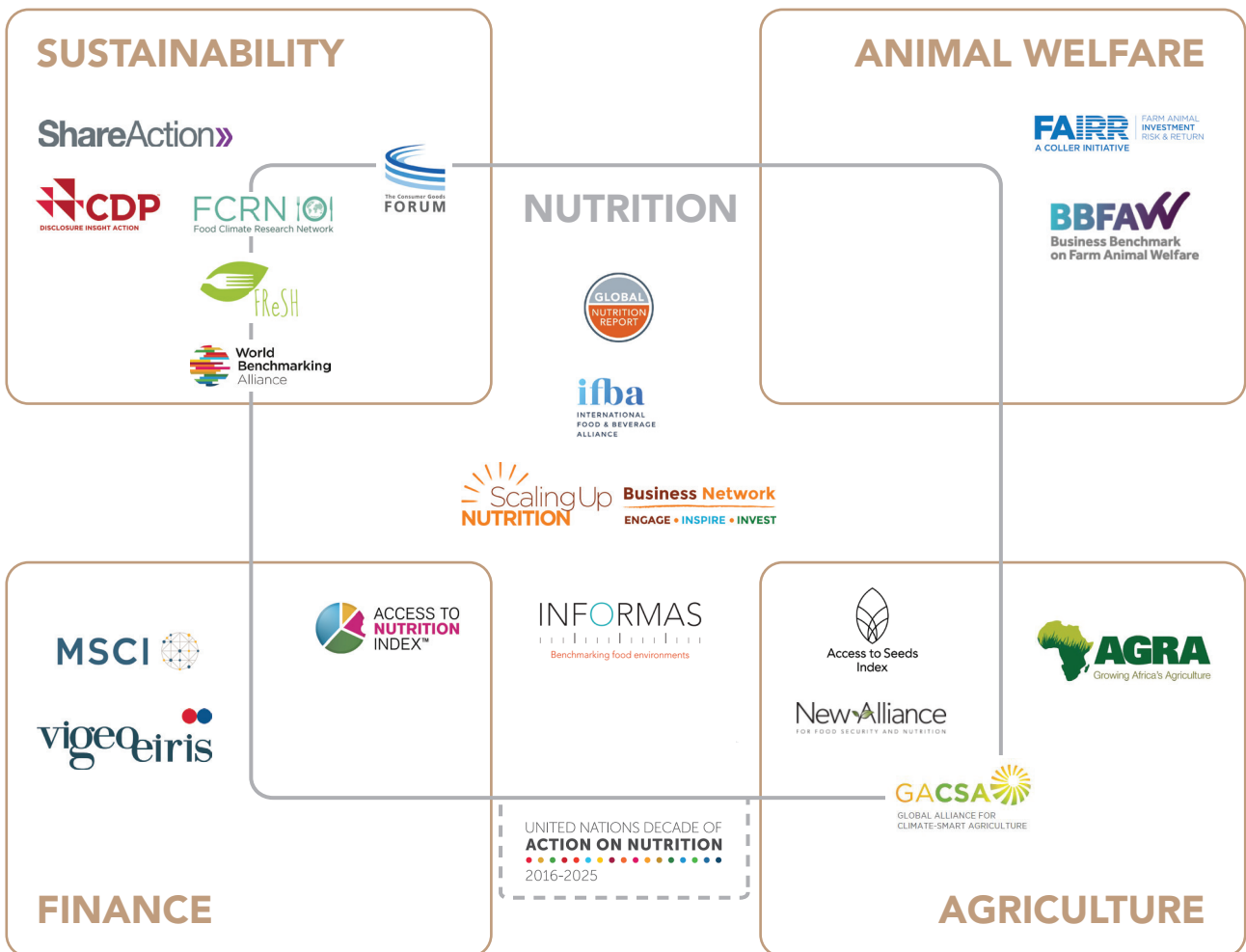


### SECTION 3: COMPARISON TABLE (continued)

While this report focuses on business impact on nutrition, several of the mechanisms reviewed encompass a wider landscape of sustainability issues. Figure 5 sets out the relationships between the Core Group and Adjacent Mechanisms. The logos of the Core Group initiatives are shown within the solid grey border. Initiatives that are listed under nutrition, such as the IFBA, are fully focused on nutrition. Initiatives that are placed in overlapping areas, such as the NAFSN, are fully focused on nutrition but from a

specific angle – agriculture in the case of NAFSN. Initiatives that are partially in the overlapping area, but partially outside the nutrition field only focus on nutrition in part. For example, RobecoSAM's Corporate Sustainability Assessment asks several health and nutrition questions to food producers and retailers as part of its overall determination of the DJSI score (note though that the health and nutrition sub-score is separately available to investors via Bloomberg).

**FIGURE 5: THE WIDER LANDSCAPE**



## SECTION 4: KEY FINDINGS

Desk research and interviews around the design, functioning and impact of accountability mechanisms on the role of business in nutrition have led to six key findings:

### A. THE SPACE OF BUSINESS ACCOUNTABILITY AROUND NUTRITION APPEARS CROWDED AND CONTINUES TO ATTRACT NEW ENTRANTS

Companies feel the need to prioritise their engagements and commonly report difficulty in deciding which initiatives to join and/or respond to (Figure 6). Some feel they base their decisions on proximity or personal contacts, being fully aware that these are not the best criteria. Others report disengagement among their peers, reflected in the falling response rates

(Appendix 3); “We get the sense that smaller companies, in particular, just do not bother to engage.” This confusion appears to have a more important and subtle effect; companies reported being very unclear about the nutrition “ask”; what are the key changes or practices that every company should follow? What does a ‘good’ portfolio or process look like? There are fractions of the answer in almost all the mechanisms presented. Companies feel the absence of a single, agreed model of what good practice looks like.

This challenge is expected to grow as new mechanisms have been launched since 2008 at an average rate of more than one per year (Figure 7). Currently at least three new indicators are in development, either from scratch or as part of the extension of other initiatives.

**FIGURE 6: COMPANY INTERVIEWS** *This figure shows the common themes that emerged from interviews with representatives of companies that engage with nutrition accountability mechanisms. The bigger and bolder the text, the more often we heard similar statements. Positive comments are in red. Critical comments in black.*



## SECTION 4: KEY FINDINGS (continued)

**FIGURE 7: TIMELINE OF CORE GROUP INITIATIVES**

*This figure shows all core group initiatives and the year in which they launched their mechanism. It demonstrates the increasing frequency with which new initiatives have sprung up, as well as two initiatives that are currently being designed (Plating Up Progress and the WBA).*



## SECTION 4: KEY FINDINGS (continued)

### B. THERE IS SOME OVERLAP IN THE DATA COLLECTED

While the analysis flagged some content overlap, in each case, there was also some distinction (Table 2). For example, both NG4-GNR and the CGF record companies' commitments and progress, but one is industry-led and the other academic-led. INFORMAS and ATNI ask similar questions, but they concentrate on different geographies. Dow Jones overlaps with several other indicators, but only for companies it identifies as within its target sectors. To achieve more efficiency in assessing business impact, the added value of these distinctions should be assessed, notably for the companies themselves.

The issue of overlapping content can be addressed in various ways. For example, mechanisms can consider better alignment on data collection for similar topics, common data analysis of similar topics, or redesigning the focus to build more complementarity on the topics addressed by each mechanism. The question of topical overlap is critical to effective alignment of accountability mechanisms.

### C. THE MOST SCRUTINISED SEGMENTS OF THE VALUE CHAIN ARE THE MANUFACTURERS AND PROCESSORS

The core group of mechanisms tends to focus on food processors and manufacturers (Figure 8). Around half look at food retailers and the out-of-home sector, and there is growing interest in these segments based on the recognition of their importance in determining diet. There is much less emphasis on the upstream segments of the chain – the suppliers and producers, and where these are investigated the questioning tends more towards the topic of sustainable agriculture. This can notably be explained by the strong impact of the processing and the manufacturing of food on the final nutritional value of the products. The growing interest in sustainable food production – defined to include climate change, waste, livelihoods and nutrition – is likely to encourage more interest in these upstream segments.

#### BOX 1: ENGAGING CONSUMERS

Retailers are starting to develop programmes to make healthy food more affordable and accessible. Although they are nervous of "pushing" healthier products onto consumers, these programmes can be expected to increase the share of healthy foods on sale. For example:

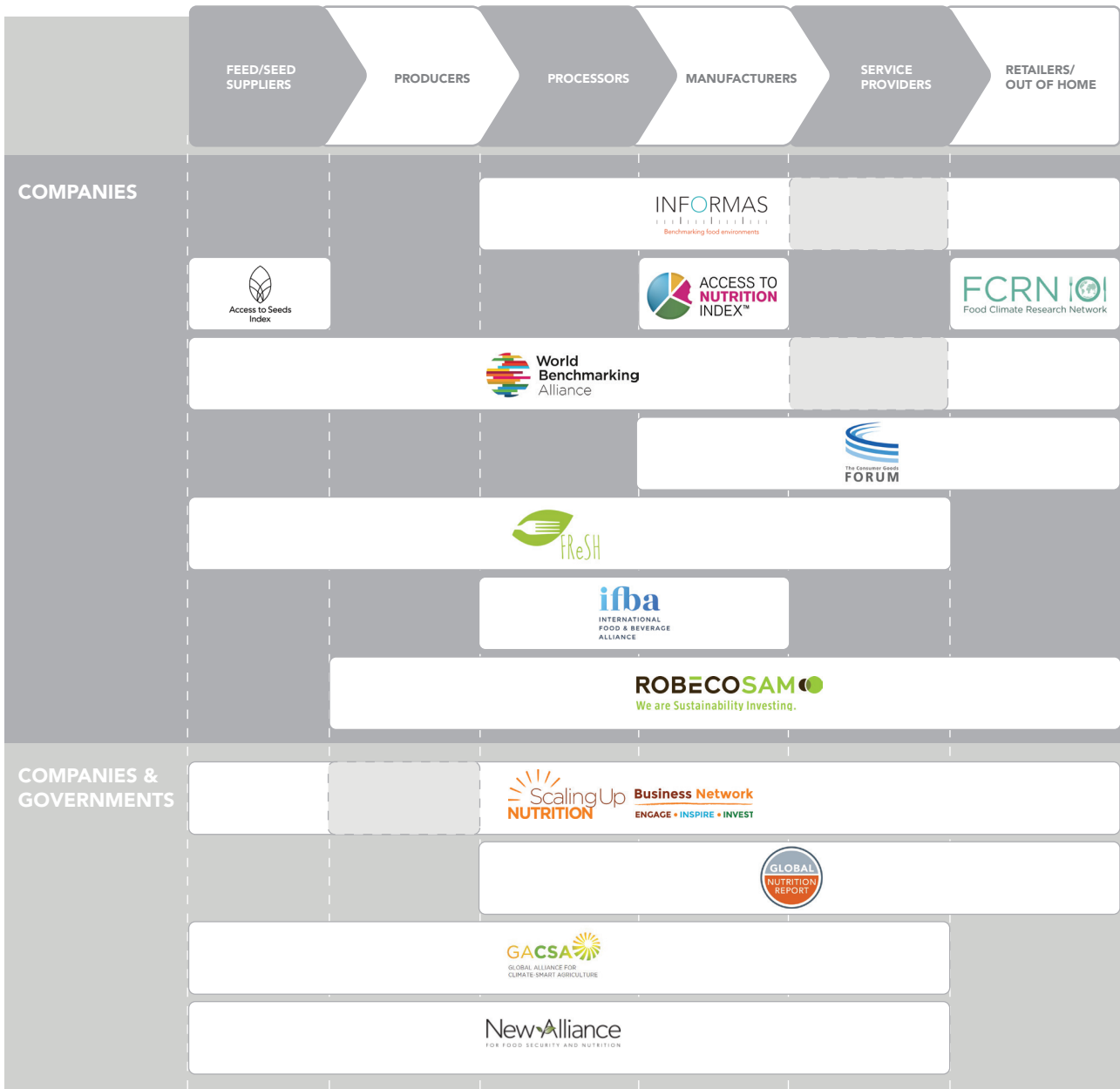
Walmart is working with suppliers and farmers to reduce price premiums on healthy alternatives so that price no longer influences customers' decisions. They are also developing a front-of-package seal to help customers identify foods high in vitamins, minerals, whole grains, fruits and vegetables and low in saturated fats, sodium and added sugar.

Ahold Delhaize is expanding nutritional information on back-of-pack labels, including the percentage of added sugar and salt. Its Albert Heijn brand offers an online Vegetable Coach service through Facebook Messenger, helping customers to include vegetables in their everyday diets. Its Delhaize brand has renamed 12 types of vegetables in its 'Magical Vegetables' campaign to get kids to try them – carrots, for example, are 'orange rockets'.

## SECTION 4: KEY FINDINGS (continued)

**FIGURE 8: THE NUTRITION VALUE CHAIN**

This shows where the Core Group mechanisms sit in the value chain. All initiatives cover manufacturers; most cover processors; and some cover retailers / out-of-home, service providers and feed/seed suppliers. Few address producers. The dotted lines and grey areas indicate the part of the nutrition value chain not covered by the mechanisms.



## SECTION 4: KEY FINDINGS (continued)

### **D. THESE MECHANISMS DO NOT ADDRESS THEIR IMPACT ON THE CONSUMERS AND ACTUAL CONSUMPTION OF HEALTHY NUTRITIOUS FOOD**

The summary table in Section 3 demonstrates the wide range of audiences for the mechanisms in the core group – from investors to governments or companies. Some targets aim to influence investors' behaviour, others are clearly looking for reputational impact mediated through media coverage, but none of the mechanisms reviewed in this report focuses directly on the consumer. In order to ensure that consumers increasingly access safe nutritious food, the mechanisms should include in their thinking their desired impact on direct consumers' access to healthy nutritious food. The interviews and the reviews of the mechanisms' visions and strategies indicated that this is currently not an area considered by the mechanisms analysed in this report.

### **E. COMPANY FEEDBACK IS TO CONCENTRATE ON EFFECTIVENESS**

The companies interviewed expressed strong commitment to improved nutrition and transparency (see Table 1) and yet many of them expressed frustration with the repeated requests for information and detail. It does not seem that they object in principle to the scrutiny or even the effort needed, but rather in practice they struggle to see the point of some of the questions. They expressed a preference for questions where they could see a clear link to outcomes rather than questions based on input and process. They acknowledge that these are harder to frame, and harder to respond to, but it is much easier to make the case for engagement when the real-world impact is clear.

### **F. THE LINK BETWEEN FUNDING AND CREDIBILITY REQUIRES FURTHER THINKING**

The credibility of the information provided is traditionally linked to the perception of financial independence of each mechanism. This questions the added value of self-reported commitments and reporting from business-led organisations which can provide useful information that might be systematically disregarded by the public sector. Alternatives could be for business-led mechanisms to stop self-reporting commitments and rely on financially independent assessment mechanisms, to identify mechanisms to guarantee independent assessments whatever the source of the funding is, or to demonstrate their complementarity to independent assessments.

Appendix 3 demonstrates the different funding models in the core group of 13. What this analysis cannot bring out fully is the fundamental importance that the respective NGOs place on their funding decisions. Several of the initiatives have strong multi-stakeholder leadership and are particularly concerned about maintaining independence from the food and beverage sector, particularly avoiding any financial connection with the industry. Others are, naturally, industry-funded. These concerns will need to be considered in collaboration, particularly if one mechanism is collecting information on behalf of another. Will they accept payment for the data/service if that payment is derived directly or indirectly from the food and beverage companies?



## SECTION 5: NEXT STEPS

To respond to the key findings of this report, a meeting gathering stakeholders responsible for key accountability mechanisms and selected food-producing companies was held at the Consumer Goods Forum Headquarters in Paris on November 13th, 2018.

The meeting focused on identifying short-term solutions to support better alignment of accountability mechanisms (A). The participants also recognized the need for long-term investments in improving the alignment of accountability mechanisms (B). These changes have to respond to the overall context of food systems challenges and opportunities. At the meeting, the Consumer Goods Forum, the Global Alliance for Improved Nutrition, as well as members of the mechanism it co-convenes – the SUN Business Network – introduced key areas to cover to achieve alignment of accountability mechanisms on business impact on nutrition:

- Ahead of the Nutrition Summit scheduled for Tokyo in 2020, having a common ask for businesses will be a great asset to foster business engagement.
- Transparency and harmonization are key principles which should lead this discussion on alignment.
- Global coordination on accountability will help to promote initiatives that can make a difference either in one company or globally.
- We need to make accountability around nutrition simpler and stronger.
- Currently, businesses are part of the problem of malnutrition. Only 32% of products of the 22 biggest food and beverage companies are rated healthy (ATNI).

Key decisions identified by the workshop

### A. Short-term solutions to support better alignment of accountability mechanisms

**Include nutrition in the Reporting Exchange platform.** The Reporting Exchange is a free online platform that connects its users (business, investors, academics, regulators and standards setters) to reliable, comparable information on sustainability reporting requirements and resources. The platform provides in-depth and up to date coverage across over 70 sectors and 60 countries and is:

- a tool to search for mandatory and voluntary reporting requirements and resources for specific countries, sectors or subjects;
- a global database of sustainability ratings, rankings and indexes;
- a tool to track the trends and receive relevant updates by customizing your profile; and
- a way to connect, share and collaborate with others.

### **Global Reporting Initiative (GRI) data.**

GRI aims to help businesses and governments worldwide understand and communicate their impact on critical sustainability issues. The GRI Standards feature a modular, interlinked structure, and represent the global best practice for reporting on a range of economic, environmental, and social impacts. Owing to the high number of companies reporting to the GRI standards, better alignment of accountability mechanisms would result from the sharing of information collected by GRI around food, either in their overall standards or in their sector disclosures, notably the ones on food processing.

## SECTION 5: NEXT STEPS (continued)

### B. Long-term solutions to support better alignment of accountability mechanisms

Considering the need for ongoing long-term efforts towards better alignment of accountability mechanisms, the workshop identified the six potential solutions listed below. The long-term solutions will need to be developed in accordance with the preparation and conduct of the 2020 Global Nutrition Summit in Japan, which will seek to increase multi-stakeholder mobilization for better nutrition. The Summit is an opportunity to both display the positive impact businesses can have on nutrition as well as setting meaningful commitments for businesses around SDG2. The Summit should offer an open dialogue where all stakeholders will have an opportunity to adopt SMART (Specific, Measurable, Assignable, Realistic, Time-related) commitments and be held accountable to them.

**a) Data alignment.** Better alignment on the use of data is critical to use existing accountability mechanism resources more efficiently. Progress will be considered around two main areas:

- Ensuring that the newly created mechanisms use existing data
- Discussing alignment of data collection within existing mechanisms

**b) Self-reported commitments alignment.** The meeting in Paris demonstrated that several business-led mechanisms are interested in using commitments made by assessment tools independent from the private sector. Business commitments need to use harmonized vocabulary and reflect a common ask to business.

### c) Inclusion of retailers/out of home.

There is a broad consensus that retailers are key stakeholders to endorse better nutrition. They are also not sufficiently considered in existing accountability mechanisms.

### d) Discussion with tech/ICT companies.

To increase efficiency of accountability mechanisms, tech and big data companies can be approached to potentially support innovative approaches to data collection and management.

### e) Emerging markets & accountability.

While most of the current accountability mechanisms look at multinational companies, the impact of business on nutrition should be measured at country level, and beyond a limited number of multinational companies.

While some of these long-term objectives might require several years to be achieved, the 2020 Global Nutrition Summit could lead to the agreement around a common framework for business reporting on nutrition with a plan on how this framework would be implemented and monitored beyond the Summit.

## CONCLUSIONS

According to the EAT-Lancet Commission (January 2019) “unhealthy diets pose a greater risk to morbidity and mortality than does unsafe sex and alcohol, drug, and tobacco use combined” additionally “strong evidence indicates that food production is among the largest drivers of global environment change”. The Commission suggests that one way to address these challenges is through international and national commitments to shift towards healthy diets.

2019 will show if the food system stakeholders – including business – align behind this suggested healthy diet. The report also underlines the strong links between food systems and climate change, an area that presents opportunities for lessons learned on accountability (see Box 2).

2020 will be a key milestone to assess the appetites and capacity of business and others to align for better nutrition following the EAT-Lancet Commission results. After the London and Rio N4G past Summits, the 2020 Global Nutrition Summit in Japan is a new opportunity for greater alignment. The acknowledgment by the Japanese Ministry of Foreign Affairs of the critical role of business in addressing the challenges of the food system requires a strong and positive response from businesses. By taking part in the preparation of the Summit, suggesting meaningful commitments and engaging the public sector to create an enabling environment for better nutrition, business can earn its place as a positive actor for change in the field of nutrition. Aligning accountability for businesses’ role in nutrition is one of the key elements of this process.

### BOX 2: TAKING INSPIRATION FROM CLIMATE CHANGE – A BRIEF HISTORY

When it comes to climate change frameworks, the only reporting standard that really matters is the Greenhouse Gas (GHG) Protocol. Backed by CDP, the Dow Jones Sustainability Index, and global governments, this protocol is the world standard for measuring climate change impacts and monitoring CO2 reduction.

However, it was not always the case. Twenty years ago, the standard did not exist. Then various interest groups began to realise the need for measurement, but their methodologies differed, and this made comparison of data impossible. The GHG Protocol arose when WRI and WBCSD published a report called, “Safe Climate, Sound Business.” It identified an action agenda to address climate change that included the need for standardized measurement of GHG emissions.

In 2002, CDP championed the case for standardized measurement. Its first call for data was backed by just 35 investors, and 245 companies made submissions. CDP persisted, over time creating a reporting system that

has resulted in unparalleled engagement on environmental issues between investors, companies, cities, states and regions worldwide, enabling greenhouse gas reporting to coalesce behind one methodology. This was underlined in 2013, when the Dow Jones Sustainability Index adopted CDP’s methodology into its own assessment of a company’s climate strategy.

Today, nearly a fifth of global greenhouse gas emissions are reported through CDP, with over 7000 companies disclosing their emissions to over 650 investors. Their size enables them to facilitate a progressive conversation between responders and investors. As a result, the standard is improving and widening in scope all the time, as companies are incentivised to verify their carbon footprints, enlarge their reporting to include emissions outside their own operations, and set reduction targets in line with a below -2-degree warming scenario.

## LIST OF ACRONYMS

|  |  |
|--|--|
| <b>AGRA</b> – Alliance for a Green Revolution in Africa              | <b>IFBA</b> – International Food and Beverage Alliance   |
| <b>AMs</b> – Accountability Mechanisms                               | <b>INFORMAS</b> – International Network for Food and Obesity/Non-Communicable Diseases Research, Monitoring and Action Support |
| <b>ATNF</b> – Access To Nutrition Foundation                         | <b>MSCI ACWI</b> – MSCI All Country World Index  |
| <b>ATNI</b> – Access to Nutrition Index                              | <b>NAFSN</b> – New Alliance for Food Security and Nutrition  |
| <b>ATSI</b> – Access to Seeds Index                                  | <b>NCDs</b> – Non-Communicable Diseases  |
| <b>BBFAW</b> – Business Benchmark on Farm Animal Welfare             | <b>NGOs</b> – Non-Governmental Organisations   |
| <b>CDP</b> – Carbon Disclosure Project                               | <b>N4G</b> – Nutrition for Growth  |
| <b>CGF</b> – Consumer Goods Forum                                    | <b>PUP</b> – Plating Up Progress   |
| <b>CSA</b> – Corporate Sustainability Assessment                     | <b>SBN</b> – SUN Business Network  |
| <b>DJSI</b> – Dow Jones Sustainability Indices                       | <b>SDGs</b> – Sustainable Development Goals  |
| <b>ESG</b> – Environmental, Social, and Governance                   | <b>SMART</b> – Specific, Measurable, Assignable, Realistic, Time-related   |
| <b>FAIRR</b> – Farm Animal Investment Risk & Return                  | <b>SMEs</b> – Small and Medium Enterprises   |
| <b>FAO</b> – Food and Agriculture Organisation of the United Nations | <b>UN</b> – United Nations   |
| <b>F&amp;B</b> – Food and Beverage                                   | <b>UNDAN</b> – United Nations Decade of Action on Nutrition  |
| <b>FCRN</b> – Food Climate Research Network                          | <b>USCIB</b> – United States Council for International Business  |
| <b>GACSA</b> – Global Alliance for Climate Smart Agriculture         | <b>WBA</b> – World Benchmarking Alliance   |
| <b>GAIN</b> – Global Alliance for Improved Nutrition                 | <b>WBCSD</b> – World Business Council on Sustainable Development   |
| <b>GHG</b> – Greenhouse Gas Emissions                                | <b>WHO</b> – World Health Organisation   |
| <b>GNR</b> – Global Nutrition Report                                 | <b>WFP</b> – United Nations World Food Program   |
| <b>GRI</b> – Global Reporting Initiative                             |  |
| <b>ICC</b> – International Chamber of Commerce                       |  |
| <b>ICT</b> – Information and Communications Technology               |  |

## APPENDIX 1 – ORGANISATIONS INTERVIEWED DURING THE RESEARCH

GAIN and Carnstone would like to record our thanks to representatives from the following organisations who generously agreed to be interviewed as part of this research.

| Accountability mechanisms  | Companies             |
|--|-----------------------|
| International Food & Beverage Alliance                                     | Tetra Pack            |
| Access To Nutrition Foundation   | Nestle                |
| Food Climate Research Network / FF – Plating Up Progress initiative        | Ajinomoto             |
| Global Nutrition Report / N4G  | Syngenta              |
| OECD   | Unilever              |
| World Benchmarking Alliance  | Arla Food Ingredients |
| World Business Council on Sustainable Development / EAT Foundation – FReSH | USCIB                 |
| Consumer Goods Forum   |                       |
| Access to Seeds Foundation   |                       |

## APPENDIX 2 – INTERVIEW QUESTIONS

### FOR ACCOUNTABILITY MECHANISMS:

*Introduce Carnstone and the people on the call*

*Explain the project – working for GAIN / in advance of their workshop / reviewing all the AMs in nutrition / mapping and analysis rather than recommendations*

*Understand who's on the call from their end and their roles/positions.*

- We've sent our preliminary assessment of your mechanism – can we talk it through with you. Do you agree with our views? What might we have missed?
- Which other AMs on our list do you know? Are you aware of any overlaps between you and others?
- What niche do you see yourself occupying in the access to nutrition space?
- In your view, is this space too crowded?
- What is your purpose – educate / learn / compare / peer-review / inform stakeholders / standardise industry reporting metrics / etc.
- What is your theory of change? What impact/changes are supposed to stem from your initiative? 3 years / 5 years / 10 years after establishing it
- Why did your initiative come about? What was the motivation – feeling by an NGO / stakeholder group that there was a gap / companies wanted to demonstrate commitment to issues, try to enhance reputation?
- How has your mechanism developed? Has it always had the same mission and objectives as today?
- Where do you see it developing in future? What are your plans?
- What is your level of annual funding?
- Is there anyone else we should talk to, particularly any other mechanisms we've missed?

*Thanks.*

*How to contact us if you have other thoughts.*

*We'll share the Report with you.*

### FOR COMPANIES:

*Introduce Carnstone and the people on the call*

*Explain the project – working for GAIN / in advance of their workshop / reviewing all the AMs in nutrition / mapping and analysis rather than recommendations*

*Understand who's on the call from their end and their roles/positions.*

- What engagement have you had / do you have with NGOs and other campaigners on nutrition?
- Can you comment on what has been effective?
- Which accountability mechanisms are you part of?
- What is your experience of them?
- What has been their impact inside your company?
- What feedback do you have on overlaps, gaps etc?

*Thanks.*

*How to contact us if you have other thoughts.*

## APPENDIX 3 – FULL DATA MATRIX

| METRIC                              | INITIATIVE   |   |   |   |  |  |   |
|-------------------------------------|--|---|---|---|--|--|---|
|                                     | ATNI   | ATSI  | CGF – Health & Wellness   | DJSI  | FCRN / FF – PUP                            | GACSA  | IFBA  |
| Funding: source                     | Charitable foundations & government (NL, UK).  | Charitable foundation & government (NL)   | Member contributions & commercial events  | Fees paid by Index licensees  | Charitable foundations                     | Government (IR, IT, NL, NO, SWI, USA)  | Member contributions  |
| Funding: level                      | €1,844,473 (budget 2017)   | €800,000  | H&W: <15% of total  | No info   | <€75,000                                   | No info  | No info   |
| Governance                          | Board of Directors; advised by independent advisory panel & expert group   | Supervisory board; advised by multi-stakeholder expert review committee   | Board of Directors. Directors are global CEOs of 50 leading members   | Executive committee and Board of Directors  | Project advisory board & stakeholder group | Strategic committee elected from members   | Executive committee. Elected by General Assembly of CEOs of all members   |
| Scope: # of companies               | 22 companies (2016 & 2018 global indexes); 25 companies (2013 Global index); 10 companies (US Index 2018); 10 companies (India Index 2016) | Global index: 13 companies; Regional indexes: 47 companies  | 400 companies (300 retailers / manufacturers), industry associations, service partners  | Over 3,400 global companies with regional sub-groups  | T.B.D.                                     | 236 members (government, NGOs, research institutes, inter-govt. orgs, companies). 38 Members are companies.  | 12 companies  |
| Primary audience                    | Investors & assessed companies   | Assessed companies and their partners; farmers' organisations; governments  | Companies - manufacturers and retailers   | Investors   | Investors; civil society                   | Anyone who works with climate-smart agriculture  | Governments; public health community  |
| Position on value chain             | Manufacturers  | Seed breeders & suppliers   | Processors, manufacturers, service providers, retailers / out-of-home   | Producers, processors, manufacturers, retailers   | Retailers / out-of-home (phase 1)          | Suppliers, producers, processors, manufacturers  | Processors, manufacturers   |
| Approach to methodology development | Multi-stakeholder approach   | Multi-stakeholder approach  | Co-developed with consultant and CGF stakeholders on policies, programmes and outcomes  | Proprietary index   | N.A.                                       | N.A.   | No info   |
| Commitments made to initiative      | N.A.   | Company commitments to smallholder farmers  | Company commitments to Health & Wellness initiative: employees, reformulation, transparency & responsible marketing practices.                            | N.A.  | N.A.                                       | Members commit to contributing towards the aspirational objectives of GACSA – sustainable & equitable increases in productivity & incomes; greater resilience; reduction/removal of greenhouse gas emissions | IFBA-wide commitments on product formulation, nutrition information, responsible marketing to children, promotion of healthy lifestyles     |
| Topics                              | Corporate Profile: Governance, Products, Accessibility, Marketing, Lifestyle, Labelling, Stakeholders. Product Profile, BMS Marketing.     | Governance & strategy; Genetic resources; Intellectual property; Research & development; Seed production; Marketing & sales; Capacity building. | Access & availability of products & services; Product information & responsible marketing; Communication & education about healthier diets and lifestyles | Economic, environmental and social dimensions. Health & Nutrition is a specific criterion in the economic dimension, and corporate governance, brand management are among other criteria. | Sustainable & healthy eating patterns      | Food security; Nutrition resilience; Climate change adaptation and mitigation in the agriculture sector  | Product improvement & innovation; Clear, empowering nutrition information; Responsible marketing to children; Supporting healthy lifestyles |

## APPENDIX 3: FULL DATA MATRIX (continued)

|                                  | INITIATIVE  |  |  |   |  |                                   |   |
|----------------------------------|---|--|--|---|--|-----------------------------------|---|
| METRIC                           | ATNI  | ATSI   | CGF – Health & Wellness  | DJSI  | FCRN / FF – PUP  | GACSA                             | IFBA  |
| Data nature                      | Quantitative output; mixed input  | Quantitative output; mixed input   | Mixed output; quantitative input                                       | Quantitative output; mixed input  | Qualitative and quantitative metrics                                 | N.A.                              | Quantitative output and input                           |
| Data source                      | Survey pre-populated with public information; gaps filled by companies                                  | Survey pre-populated with public information; gaps filled by companies   | Survey pre-populated with public information; gaps filled by companies | Survey findings from companies  | T.B.D. Expect to use both public data and information from companies | N.A.                              | Survey findings from companies                          |
| Data verification methods        | Highest scores only if public commitments, evidenced performance, 3rd party auditing                    | Extensive checks by Sustainalytics; review by technical experts on certain measurement areas                                     | No mention   | Extensive quality control process, third party assurance and public reporting required for select questions   | N.A.   | N.A.                              | No mention  |
| Type of mechanism                | Benchmark   | Benchmark  | Disclosure   | Index   | Metrics to inform mechanisms   | Cooperative platform              | Disclosure  |
| Functions / departments involved | No info   | Global companies: corporate responsibility department; regional companies: CEO / assistant to CEO                                | CEOs & senior management   | Sustainability, investor relations, communications  | N.A.   | No info                           | CEO   |
| Scope: geography                 | Global indexes: Europe, North America, South America, Asia. Single country indexes: India, US (to date) | Global index: Latin America, Africa, Southeast Asia. Regional indexes: Sub-Saharan Africa; Latin America; South & Southeast Asia | Americas, EMEA, Asia-Pacific   | Global, regional and country indices  | UK   | Global                            | Europe, North America, Central America                  |
| Reporting: frequency             | Every 2 years   | Every 2 years  | Annual   | Annual  | One-year project with plans to extend                                | Annual forum, no reporting output | Annual  |
| Reporting: publishing            | In full. No additional information to companies   | Overview report; company reports; country reports. No additional information to companies  | Overview report.   | Public report of Index components and Industry Leader Reports, percentile rankings shared with companies via proprietary assessment platform, and shared with investors via Bloomberg | T.B.D.   | N.A.                              | No info   |
| Reporting: response rates        | 73% (2018) – 77% (2016) = –4%   | Global companies: 85% (2018) – 60% (2016) = +25%   | 20.5% (2017) – 12.5% (2013) = +8%. But relative to 2016, drop of –5%*  | Aggregate response rate for beverages, food products and food products & retailing: 30% (2018) – 26.8% (2010) = +12%  | N.A.   | N.A.                              | 100% (except for some metrics, which are as low as 80%) |

\* These numbers were calculated based on the CGF's full membership (400). Less than 300 members are manufacturers or retailers, the rest are service partners. For the latter, the Health & Wellness survey may seem less relevant.

## APPENDIX 3: FULL DATA MATRIX (continued)

| METRIC                              | INITIATIVE  |   |  |  |   |  |
|-------------------------------------|---|---|--|--|---|--|
|                                     | INFORMAS  | N4G – GNR   | NAFSN  | SUN BN – GAIN  | WBA   | WBCSD / EAT – FReSH  |
| Funding: source                     | Governments (CA, NZ)  | Governments (UK; US; IR), charitable foundation   | Governments (CA, EU, FR, GE, IT, JA, RU, UK, US)   | From GAIN & UN World Food Programme. GAIN is funded by governments (FRA, CA, NL, IR, UK, US) and charitable foundations  | Governments (UK, DE, NL); Aviva                             | Member contributions   |
| Funding: level                      | No info   | £1,000,000–2,000,000 but only small part to company reporting   | No info  | No info  | No info   | ~CHF1,000,000  |
| Governance                          | Council (module leaders, country reps, food policy experts). Advisory board from World Obesity Federation | Guided by high-level stakeholder group; data collection, analysis and writing by independent expert group   | Leadership council – reps. from all stakeholders   | Convened by GAIN & UNWFP. Supported by advisory group of senior business leaders   | WBA secretariat & expert review committee                   | Partnership agreement between WBCSD & EAT; steering committee of leading members of each workstream  |
| Scope: # of companies               | 25 companies in New Zealand; 34 companies in Australia  | 37 Companies & 21 country governments   | 228 Companies & 10 governments   | 49 multinational companies + 300 national companies  | T.B.D. World's leading companies                            | 35 companies   |
| Primary audience                    | Not defined. Aim to move public and private sector to action  | Governments; donors; business; civil society; academia  | African governments; development partners; companies; farmers' associations; civil society | SUN countries and other stakeholders   | Companies; investors; civil society; governments; consumers | Members and a wide range of partners, including civil society organisations, academic institutions, foundations, UN agencies, governments and networks |
| Position on value chain             | Processors, manufacturers, retailers / out-of-home  | Processors, manufacturers, retailers / out-of-home  | Suppliers, processors, manufacturers   | Suppliers, processors, manufacturers, service providers; retailers / out-of-home   | T.B.D..   | Feed/seed suppliers, producers, processors, manufacturers, service providers   |
| Approach to methodology development | Adopted from ATNI   | No info   | No info  | N.A. – progress reporting by N4G – GNR   | Multi-stakeholder approach                                  | No data output but work underpinned by 'innovation, valuation, collaboration' approach   |
| Commitments                         | N.A.  | Company commitments to workforce (nutritional programmes, maternal health / breastfeeding) and non-workforce (capacity-building, awareness raising and education, nutritional programmes for vulnerable groups) | Company commitments incl. bio-fortification; malnutrition treatment; workforce programmes  | Company commitments to nutritious foods (incl. fortification); agriculture & inputs; workplace; marketing & advertising; mobile communications / IT; food packaging & processing; financial / professional services; nutrition research; nutrition education; extractives; micronutrient supplements; consumer insight & research; food safety; school feeding programmes; supply chain & logistics; water, sanitation & hygiene | T.B.D..   | T.B.D..  |



## APPENDIX 3: FULL DATA MATRIX (continued)

| METRIC                           | INITIATIVE   |  |  |   |   |  |
|----------------------------------|--|--|--|---|---|--|
|                                  | INFORMAS   | N4G – GNR  | NAFSN  | SUN BN – GAIN   | WBA   | WBCSD / EAT – FReSH  |
| Topics                           | Largely adopted from ATNI  | Corporate strategy & governance; Capacity-building; Awareness-raising & education; Nutrition security in supply chain; Maternal & child health / breastfeeding; Programmes for vulnerable groups | Product design; Investment in new facilities / technology; Partnerships; Seed availability | See commitments   | Will be based on targets developed by EAT-Lancet Commission on Food, Planet, Health; focus food system transformation | Dietary shifts; Food loss & waste; Nutrition-secure supply chains; True cost of food |
| Data nature                      | Quantitative output; qualitative input                                 | Quantitative output and input  | Mixed output   | N.A. See N4G – GNR  | T.B.D.  | N.A.   |
| Data source                      | Survey pre-populated with public information; gaps filled by companies | Companies report progress against their commitments  | Companies report progress against their commitments  | N.A. See N4G – GNR  | T.B.D. Expect to use both public data and information from companies  | N.A.   |
| Data verification methods        | No mention   | None   | No mention   | N.A. See N4G – GNR  | T.B.D.  | N.A.   |
| Type of mechanism                | Benchmark  | Disclosure   | Disclosure   | Platform to broker partnerships and collaboration                               | Benchmark   | Cooperative platform   |
| Functions / departments involved | No info  | No info  | No info  | N.A. See N4G – GNR  | No info   | Head of sustainability / nutrition expert / corporate affairs head                   |
| Scope: geography                 | Global   | Global   | Sub-Saharan Africa; international companies from US & Europe                               | Global. SUN countries: 29 from Central America, Africa, South & Southeast Asia. | Global  | Global   |
| Reporting: frequency             | Irregular  | Annual   | Annual between 2012 & 2015   | N.A. See N4G – GNR  | T.B.D.  | T.B.D.   |
| Reporting: publishing            | In full; no additional information to companies; companies can review  | No info  | Overview report  | N.A. See N4G – GNR  | T.B.D.  | N.A.   |
| Reporting: response rates        | 48% (2017-NZ)  | 34% (2017) – 78% (2014) = –44%   | 81% (2012-2013) – 56% (2014-2015) = –25%   | N.A. See N4G – GNR  | T.B.D.  | Membership has grown from 25 to 35 companies (+29%)                                  |





## APPENDIX 4: WORKSHOP DELEGATES

The following organisations were represented at the GAIN/SBN Workshop in Paris on 13th November 2018:

- Access To Nutrition Foundation (ATNF)
- Consumer Goods Forum (CGF)
- Danone (CGF member)
- EAT
- Plating Up Progress, Food Climate Research Network
- FReSH/World Business Council on Sustainable Development (WBCSD)
- Global Alliance for Improved Nutrition (GAIN)
- International Chamber of Commerce (ICC)
- International Food and Beverage Alliance (IFBA)
- Migros Ticaret (CGF member)
- Nestlé (CGF member)
- PepsiCo (CGF member)
- Private Sector Mechanism of UN Committee on Food Security
- SPAR (CGF member)
- Unilever (CGF member)
- United States Council for International Business (USCIB)
- World Benchmarking Alliance (WBA)





-  [www.linkedin.com/company/global-alliance-for-improved-nutrition](https://www.linkedin.com/company/global-alliance-for-improved-nutrition)
-  [www.twitter.com/GAINalliance](https://www.twitter.com/GAINalliance)
-  [www.facebook.com/GAINalliance](https://www.facebook.com/GAINalliance)
-  [www.instagram.com/gain.alliance/](https://www.instagram.com/gain.alliance/)

[www.gainhealth.org](http://www.gainhealth.org)

