

PRINCIPLES OF ENGAGEMENT

ACCESS TO NUTRITION
FOUNDATION

November 2025

Contents

1. Purpose	3
2. Core Principles	3
2.1 Uncompromising Independence	3
2.2 Constructive Engagement	3
2.3 Evidence-Based Advocacy	3
3. Stakeholder Engagement	4
3.1 Food Industry	4
3.2 Investors	4
3.3 Policymakers	4
3.4 Civil Society	4
3.5 Media	4
4. Areas of Focus	5
5. Implementation and Review	5

1. Purpose

This policy outlines the principles and practices that guide ATNi's engagement with stakeholders. It ensures that all interactions align with ATNi's mission to transform markets and improve access to healthier foods for all – while maintaining complete independence from food and beverage industry influence.

ATNi assessments aim to improve nutrition outcomes for all. We assess and compare performance of a multitude of companies, including food and beverage companies, retailers, and ingredient suppliers on their nutrition policies, practices and products, in line with international standards and guidelines. This includes assessing relative healthiness of portfolios and product ranges using international accepted nutrient profiling models, monitoring marketing practices online and through traditional media, comparing pricing of healthier versus less healthy food baskets, and ATNi assesses the manufacturers of breast-milk substitutes and complementary foods on their compliance to the WHO Code on Marketing of Breastmilk Substitutes.

ATNi's engagement with the private sector aims to improve nutrition outcomes. We do this by highlighting good practices; indicating areas for improvement; helping set measurable targets to improve nutrition outcomes; encouraging alignment with global nutrition standards; promoting transparency and accountability; and identifying gaps between policies and practices.

2. Core Principles

2.1 Uncompromising Independence

ATNi is firmly and unequivocally independent from the food and beverage industry. To protect the integrity of our work and mission:

- We do not accept any funding, gifts, sponsorships, or in-kind contributions from the food industry or any private sector actors.
- We do not enter into partnerships or agreements that could compromise our objectivity or create real or perceived conflicts of interest.
- All engagements are transparently documented, and any potential conflicts of interest are proactively identified and mitigated. See also our [Conflict of Interest](#) policy.

This independence is non-negotiable and foundational to our credibility, allowing us to challenge industry practices without bias and advocate solely in the public interest.

2.2 Constructive Engagement

ATNi believes in the power of dialogue to drive change. Engagements are pursued when they have the potential to:

- Improve measurable nutrition-related business practices.
- Influence finance, policy and regulation in favour of healthier food systems.
- Support civil society in advocating for public health.

2.3 Evidence-based Advocacy

All engagements are grounded in rigorous data and analysis. ATNi provides stakeholders with actionable insights to:

- Benchmark and improve company performance.
- Guide responsible investment decisions.
- Shape effective public policies.

ATNi recognizes the inherent power imbalances that exist between multinational food companies and other actors in the food system. We are committed to ensuring that our advocacy efforts promote transparency, equity, and accountability. In doing so, we support policy formulation processes that are inclusive, evidence-driven, and free from undue industry influence.

3. Stakeholder Engagement

3.1 Food Industry

ATNi assesses and ranks food companies and breastmilk substitute manufacturers on their nutrition performance. Engagements aim to:

- Highlight good practices
- Highlight areas for improvement.
- Help set measurable targets to improve nutrition outcomes.
- Encourage alignment with global nutrition standards.
- Promote transparency and accountability.

3.2 Investors

ATNi equips institutional investors with data to:

- Evaluate nutrition as a material investment issue.
- Engage with companies on nutrition-related risks and opportunities.
- Support long-term health and sustainability goals.

3.3 Policymakers

ATNi supports evidence-based policymaking by:

- Identifying gaps in voluntary and mandatory regulation.
- Advocating for mandatory policies where needed.
- Promoting access to affordable, nutritious, and sustainable food.

3.4 Civil Society

ATNi collaborates with civil society organizations to:

- Provide data and tools for advocacy.
- Strengthen public accountability of companies and governments.
- Foster inclusive dialogue on food system transformation.

3.5 Media

ATNi engages with media (traditional and digital) to:

- Create public awareness of about the healthiness of processed and packaged foods.
- Strengthen public accountability of companies and governments.

4. Areas of Focus

ATNi's priority engagement efforts include:

- Improving product healthiness.
- Using fiscal measures to shape healthier food environments
- Creating a business case for healthy food portfolios.
- Standardizing nutrient profile models (NPMs).
- Stopping marketing of unhealthy foods to children.
- Improving access to nutritious foods for low-income populations.
- Increasing affordability of nutritious foods and clarifying affordability definitions.
- Ensuring compliance with the International Code on the marketing of breastmilk substitutes.
- Improving market-shaping policies at the global, regional, national and sub-national levels.

5. Implementation and Review

This policy is reviewed biannually to ensure alignment with ATNi's mission and evolving good practices in stakeholder engagement.



Access to Nutrition Foundation
Arthur van Schendelstraat 650
3511 MJ Utrecht
The Netherlands

+31 (0)642 95 16 55
info@atni.org
www.atni.org