

# Webinar 1

## Addressing food and beverage industry interference in policy-making

3 March 2022



This document summarizes the presentations and perspectives provided by speakers representing the UN, academia and civil society during this webinar. This webinar is part of a series to build the knowledge and capacity of UNICEF nutrition staff and partners. The term 'food industry' is used to refer to large manufacturers of ultra-processed and unhealthy food and beverages.

© UNICEF/ 2021/ Yuyuan

## Summary of key points and resources

### Key points

- ▶ The interference of the food industry in public health nutrition policy formulation and implementation is coordinated, systematic, well-financed and pervasive.
- ▶ It can be found at each step of the policy-making process, impacting and undermining UNICEF policy and programmatic work in maternal and child nutrition.
- ▶ It can come from companies themselves, through representative entities such as industry bodies, trade groups or multistakeholder platforms, or through industry-funded research.
- ▶ Conflicts of interest between food industry actors and public health nutrition policy-making can take many forms, and may not be immediately apparent.
- ▶ It's important to question the purpose or impact of food industry public-facing initiatives, including those that seem or claim to be part of the solution.
- ▶ Be prepared to support governments and civil society, respond timely and effectively, and counter misleading narratives.

- “It is not just Big Tobacco anymore. Public health must also contend with Big Food, Big Soda, and Big Alcohol. All of these industries fear regulation and protect themselves by using the same tactics. [...] This is formidable opposition. Market power readily translates into political power.”

Dr Margaret Chan, former Director-General of the WHO, 2013

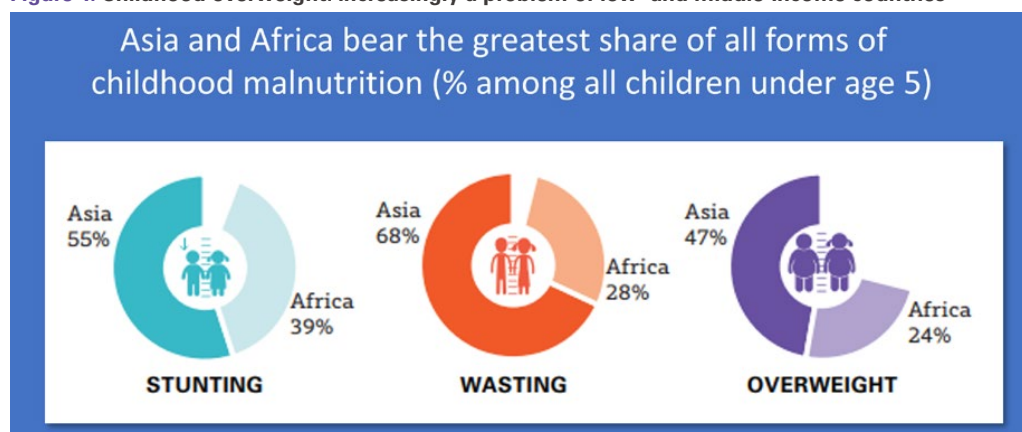
## 1 Why is food environment regulation necessary?

Our latest data indicate that overweight and obesity affect an estimated 38.2 million children under 5 and more than 340 million children and adolescents aged 5–19. [Childhood overweight and obesity impact countries of all income-levels](#) (see Figure 1). For example, the number of children with overweight who are under age 5 in Africa has increased almost 24% since 2000. Almost 50% of the world’s children under 5 with overweight or obesity live in Asia. Overweight and obesity exist alongside undernutrition (wasting and stunting) and micronutrient deficiencies in communities, households, and individuals. This is called the *triple burden of malnutrition*.

Overweight and obesity are leading drivers of diet-related chronic diseases causing death and disability globally (e.g., diabetes, heart diseases and some cancers). The major driver of increases in overweight and obesity is the rapid shift to unhealthy food environments where children and their caregivers are exposed to an abundance of cheap, unhealthy food and beverages which are heavily promoted by the food and beverage industry.

To curb children’s exposure to marketing and increase their access to nutritious, safe, affordable and sustainable foods (i.e. healthy foods), mandatory regulation is necessary to improve the nutritional quality of food and the affordability of healthy diets. Regulation can establish food environments in which a healthy diet is an easy, affordable and accessible option. Evidence has shown that voluntary actions, such as industry-led pledges and other self-regulatory measures [are not effective and are used to impede regulatory processes](#). The need for a comprehensive policy response is internationally recognized and has been called for by [UNICEF,WHO](#) and the [Commission on Ending Childhood Obesity](#).

**Figure 1. Childhood overweight: increasingly a problem of low- and middle-income countries**



## 2 What are UNICEF’s key policy asks to improve food environments?

- ▶ Implement the International Code of Marketing of Breastmilk Substitutes and subsequent World Health Assembly resolutions;
- ▶ Restrict marketing of unhealthy foods and beverages;
- ▶ Adopt mandatory interpretative front-of-pack nutrition labelling to help identify unhealthy foods;
- ▶ Use fiscal measures to encourage healthy diets (e.g., subsidies for fruits and vegetables and taxes on sugary drinks);
- ▶ Mandatory reformulation<sup>1</sup> of processed foods to reduce added sugars, added salt, and portion sizes;
- ▶ Improve the food environment in and around daycare centers, preschools and schools;
- ▶ Implement the [WHO Guidance on ending the inappropriate promotion of foods for infants & young children](#).

<sup>1</sup> Reformulation means changing the recipe of processed foods and beverages to reduce nutrients that are unhealthy when consumed in excessive amounts, like sugar, salt or saturated fat.

### 3 What is a food industry actor?

Food industry actors are a diverse group of companies of all sizes along the food supply chain. They include farmers and agribusinesses, food and beverage manufacturers, distributors, importers/exporters, retailers, and restaurants. In the context of food environment regulation, the most important players are large manufacturers of unhealthy ultra-processed food and beverages<sup>2</sup> and restaurant chains, particularly transnational food companies.

Collectively, the big transnational players are referred to as *Big Food* and *Big Soda* because the [top ten manufacturers control 80% of store-bought ultra-processed](#) food and beverages globally (see Figure 2). Evidence shows that these companies have the knowledge and financial power to interfere with nutrition policy-making in any country and [frequently seek to exert their influence publicly and behind the scenes](#). National and local companies also have the capacity to interfere with policy-making but their reach isn't global.

**Figure 2.**  
**Not spoiled for choice:**  
**11 companies control the**  
**world's ultra-processed**  
**food supply**



Source: CBInsights

It is important to note that industry interference can take many shapes and forms and doesn't only occur through the actions of companies. Often, industry interests may be represented by chambers of commerce, consumer goods forums, trade associations (e.g., [International Food and Beverage Alliance](#) and the [World Federation of Advertisers](#)), multistakeholder platforms (e.g., [Scaling Up Nutrition Business Network](#)), foundations that partner with the ultra-processed food manufacturers (e.g., [Global Alliance for Improved Nutrition](#)) and so-called front groups (e.g., [International Life Sciences Institute](#), [Americans Against Food Taxes](#)). Front groups are organizations claiming to represent consumers, farmers or another sympathetic group but are in fact funded by industry and advocate for their interests. Even academics can promote industry interests through paid research (so-called pseudo-science).

- **Always ask yourself:** who funds this activity, group, platform or research? Does it achieve public health goals or further industry interests? If funding is not independent and the goals further industry interests, you are likely dealing with the food industry (directly or indirectly, e.g., through front groups). If you identify a clear benefit to engaging the food industry that cannot be achieved in another way, conduct due diligence, and consider whether the risks of engaging outweigh the benefits, and if conflicts of interest can be mitigated before deciding to engage.

2 [Ultra-processed foods and beverages](#) are industrial formulations made entirely or mostly from substances extracted from foods, derived from food constituents, or synthesized in laboratories from food substrates or other organic sources (flavour enhancers, food additives, colours). They are manufactured using techniques not available in households and are hyper-palatable. Examples: candy, soda, infant formula, margarine, packaged snacks, and packaged ready-to-eat meals.

## 4 What are conflicts of interest, and why are they problematic?

[Conflict of interest](#) is defined by WHO as a situation in which a secondary interest has the potential to unduly influence, or may be reasonably perceived to unduly influence, either the independence or objectivity of professional judgement or actions regarding a primary interest. In the context of regulating the food environment, a conflict of interest may exist between a government's policy-making in the field of public health nutrition (primary interest) and a company's vested interests (secondary interest). Conflict of interest does not necessarily mean that improper action has occurred, but rather that there is a risk of it occurring. Conflict of interest is not only financial but can take other forms as well.

Conflicts of interest occur when food industry actors play a role in determining how their business practices are to be regulated, beyond standard government consultation processes. Regulations aiming to promote healthy diets and prevent childhood obesity conflict with the food and beverage industry's core business which promotes and profits from unhealthy diets. Indeed, ultra-processed food is at least [4x more profitable](#) than other foods.

Conflicts of interest need to be mitigated and managed along the policy cycle. While governments should ensure all stakeholders are afforded due process and can submit responses to public consultations, the food industry should not be permitted to be involved in policy-making (i.e., agenda-setting, defining policy scope, drafting regulations, etc.), otherwise commercial interests will distort or impede policy efforts. After all, it is governments that have the mandate to protect and promote public health, and retain ultimate responsibility for initiating, developing and evaluating public health policies.

## 5 What is industry interference?

Industry interference describes the actions taken by the food industry to thwart, distort or weaken public health policies, either directly or indirectly (e.g., through front groups). Industry interference not only affects governments' policy-making, but directly impacts and undermines UNICEF's programmatic work in maternal and child nutrition. Therefore, partnerships with the food industry should be approached with caution.

Civil society and academics have documented food industry tactics well (see resource section below and Figures 3-7). **The main categories of industry interference are:**

|   |   |
|---|---|
| 1 | Protect the ultra-processed food industry's reputation and brands through corporate washing (e.g., contributions to worthy causes to improve perception by politicians and the public).   |
| 2 | Influence policy-making through lobbying governments and multilateral bodies to prevent the adoption of food policies, delay their implementation, or promote policy alternatives (e.g., self-regulation or voluntary measures).    |
| 3 | Threaten countries with legal action (e.g., domestic litigation and/or threats of international trade disputes) and economic concerns (e.g., stressing the economic importance of the industry and economic dangers of regulation). |
| 4 | Divert attention from corporate responsibility to blame individuals for their behaviours and choices (e.g., lack of physical activity).   |
| 5 | <a href="#">Influence</a> science to distort the evidence, skew it in the industry's favour, and cast doubt about the harms of their products and practices.  |
| 6 | Imply that ultra-processed products contribute to health, the environment, and society while blocking the development and implementation of healthy food policies.  |
| 7 | Portray government actions as interference in personal liberties and free choice (so-called "nanny state").   |
| 8 | Seek loopholes in regulations to continue promoting ultra-processed products.   |

## “Inviting the food industry to participate in food policy-making is like inviting Dracula to set up a blood bank.”

Dr Stuart Gillespie, Non-Resident Senior Fellow, International Food Policy Research Institute (IFPRI)

**Figure 3. The many D's of food industry tactics**

### The many D's of food industry tactics

- **Delay and deter:** Pressuring governments to delay decision-making by requesting evidence or research to support government proposals; alluding to difficulties in implementing policies; expressing possible lawsuits if the measure goes ahead; and proposing their own measures.
- **Distort:** industry distorts the narrative/issue by reframing it as one of individual responsibility and/or physical inactivity and promoting disinformation via carefully-cultivated media connections
- **Divide:** The industry develops and promotes its own policy alternatives, (e.g., with less strict nutritional criteria than those proposed by health authorities). In addition, policy elements such as label design and nutrient profiles are contested and lobbying to stop regulation is carried out through political means.
- **Deflect and distract:** attention is diverted to other issues to avoid discussion of regulation. Arguments are created for the benefit of the industry, (e.g., claiming that warning labels confuse consumers). Industry distracts through 'corporate social responsibility' and funding a few 'good causes' (think nutri-washing, greenwashing).
- **Deny, dispute and doubt:** insistence that there is insufficient evidence to make decisions. The evidence showing the problem or the measure's effectiveness is questioned, or the lack of global consensus on the most effective measure (e.g., labeling) is pointed out. It also involves funding pseudo-science with alternative outcomes.
- **Disguise:** industry hides within 'non-profit' front organizations that have names including words such as 'global', 'sustainable', 'health', or 'development'. This Trojan-Horse tactic allows them to get to the policy table, by proxy.

These tactics are used not just by food and beverage manufacturers but also other harmful industries (tobacco, alcohol). They are employed at every stage of the policy cycle (see Figure 5) and every level of government (local, sub-national, national, regional/global). They have been used for anything from fighting soda taxes in American cities to WHO resolutions on healthy diet recommendations. They are so repeatedly and predictably used that they are referred to by advocates as the *industry playbook*.

Source: World Cancer Research Fund International (2018). Building momentum: lessons on implementing a robust sugar sweetened beverage tax. <https://www.wcrf.org/wp-content/uploads/2021/04/PPA-Building-Momentum-Report-WEB.pdf>; Gillespie S (2022). *Dracula, blood banks...and getting serious about malnutrition*, 4 March 2022.

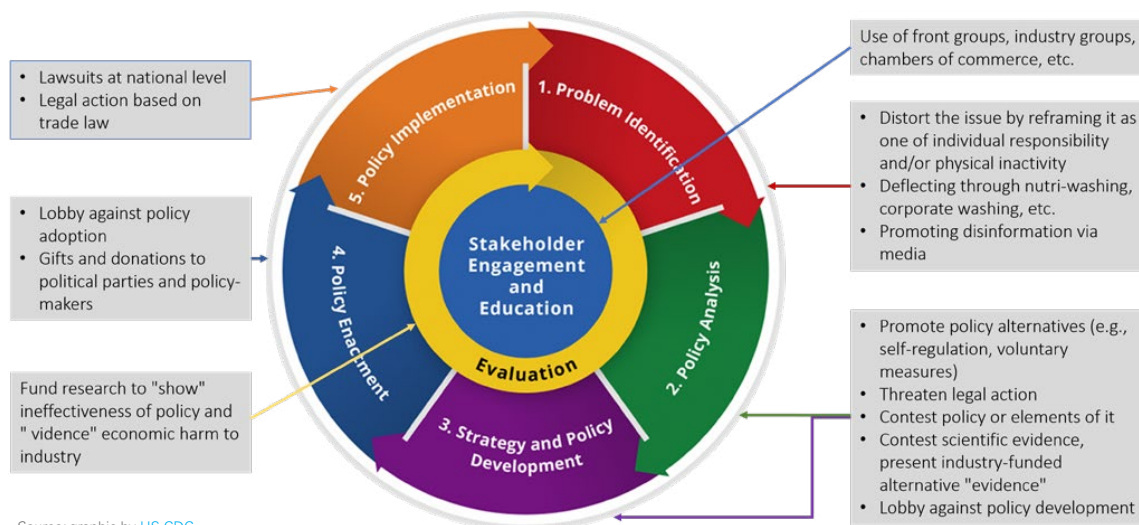
**Figure 4. Framework to categorize political activity of the food industry with respect to public health**

| Strategy                         | Practices   | Mechanism  |
|----------------------------------|---|--|
| <b>Information and messaging</b> | <ul style="list-style-type: none"> <li>• Lobby policy-makers</li> <li>• Stress the economic importance of the food industry</li> <li>• Promote deregulation</li> <li>• Frame the debate on diet and public health-related issues</li> </ul> | <ul style="list-style-type: none"> <li>• Lobby directly and indirectly (through third parties) to influence legislation and regulation so that it is favourable to the industry</li> <li>• Stress the number of jobs supported and the money generated for the economy</li> <li>• Highlight the potential burden associated with regulation (losses of jobs, administrative burden)</li> <li>• Demonize the 'nanny state'</li> <li>• Threaten to withdraw investments if new public health policies are introduced</li> <li>• Shift the blame away from the food industry, e.g., focus on individual responsibility, role of parents, physical inactivity</li> <li>• Promote the good intentions and stress the good traits of the food industry</li> <li>• Emphasize the food industry's actions to address public health-related issues</li> <li>• Fund research, including through academics, ghost writers, own research institutions, front groups</li> <li>• Pay scientists as advisers, consultants or spokespersons</li> <li>• Cherry pick data that favour the industry</li> <li>• Disseminate and use non-peer reviewed or unpublished evidence</li> <li>• Participate in and host scientific events</li> <li>• Provide industry-sponsored education materials</li> <li>• Suppress or influence the dissemination of research</li> <li>• Emphasize disagreement among scientists and focus on doubt in science</li> <li>• Criticize evidence and emphasize its complexity and uncertainty</li> </ul> |
| <b>Financial incentives</b>      | <ul style="list-style-type: none"> <li>• Fund and provide financial incentives to political parties and policy-makers</li> </ul>  | <ul style="list-style-type: none"> <li>• Provide donations, gifts, entertainment or other financial inducements</li> </ul>   |
| <b>Legal</b>                     | <ul style="list-style-type: none"> <li>• Use legal action, or the threat thereof, against public policies</li> <li>• Influence the development of trade and investment agreements</li> </ul>  | <ul style="list-style-type: none"> <li>• Litigate or threaten to litigate against governments, organizations or individuals</li> <li>• Influence the development of trade and investment agreements such that clauses favourable to the industry are included (e.g., limited trade restrictions, mechanisms for corporations to sue governments)</li> </ul>  |

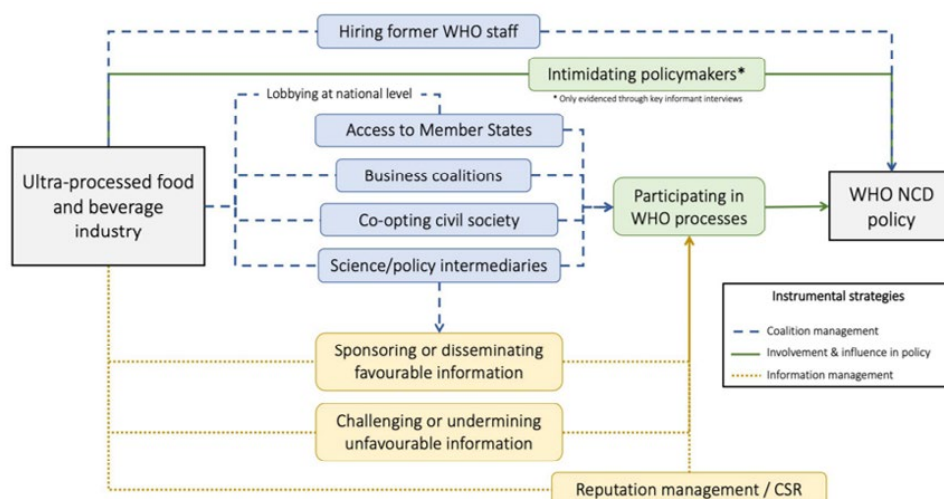
| Strategy   | Practices  | Mechanism  |
|--|--|--|
| <b>Constituency building</b>                         | <ul style="list-style-type: none"> <li>Establish relationships with key opinion leaders and health organisations</li> <li>Seek involvement in the community</li> <li>Establish relationships with policy-makers</li> <li>Establish relationships with the media</li> </ul> | <ul style="list-style-type: none"> <li>Promote public-private interactions, including philanthropic, transactional and transformational relationships</li> <li>Support professional organizations through funding and/or advertising in their publications</li> <li>Establish informal relationships with key opinion leaders</li> <li>Undertake corporate philanthropy</li> <li>Support physical activity initiatives, events (such as for youth or the arts) and community-level initiatives</li> <li>Seek involvement in working groups, technical groups and advisory groups</li> <li>Provide technical support and advice to policymakers</li> <li>Use the 'revolving door', i.e., ex-food industry staff work in government organizations and vice versa</li> <li>Establish close relationships with media organizations, journalists and bloggers to facilitate media advocacy</li> </ul> |
| <b>Policy substitution</b>                           | <ul style="list-style-type: none"> <li>Develop and promote alternatives to policies (e.g., voluntary codes, self-regulation, non-regulatory initiatives)</li> </ul>  | <ul style="list-style-type: none"> <li>Develop and promote voluntary codes, self-regulation and non-regulatory initiatives</li> </ul>  |
| <b>Opposition, fragmentation and destabilization</b> | <ul style="list-style-type: none"> <li>Criticize public health advocates</li> <li>Create multiple voices against public health measures</li> <li>Infiltrate, monitor and distract public health advocates, groups and organizations</li> </ul>                             | <ul style="list-style-type: none"> <li>Criticize public health advocates personally and publicly, e.g., through the media, blogs</li> <li>Establish fake grassroots organizations ('astroturfing')</li> <li>Procure the support of community and business groups to oppose public health measures</li> <li>Monitor the operations and advocacy strategies of public health advocates, groups and organizations</li> <li>Support the placement of industry-friendly personnel within health organizations</li> </ul>  |

Source: Mialon M, Swinburn B, Sacks G (2015). A proposed approach to systematically identify and monitor the corporate political activity of the food industry with respect to public health using publicly available information. *obesity reviews* 16(7):519-530. [www.doi.org/10.1111/obr.12289](https://doi.org/10.1111/obr.12289).

**Figure 5. Examples of industry interference along the policy cycle**



**Figure 6. Food industry attempts to influence WHO policy-making: techniques and strategies used**

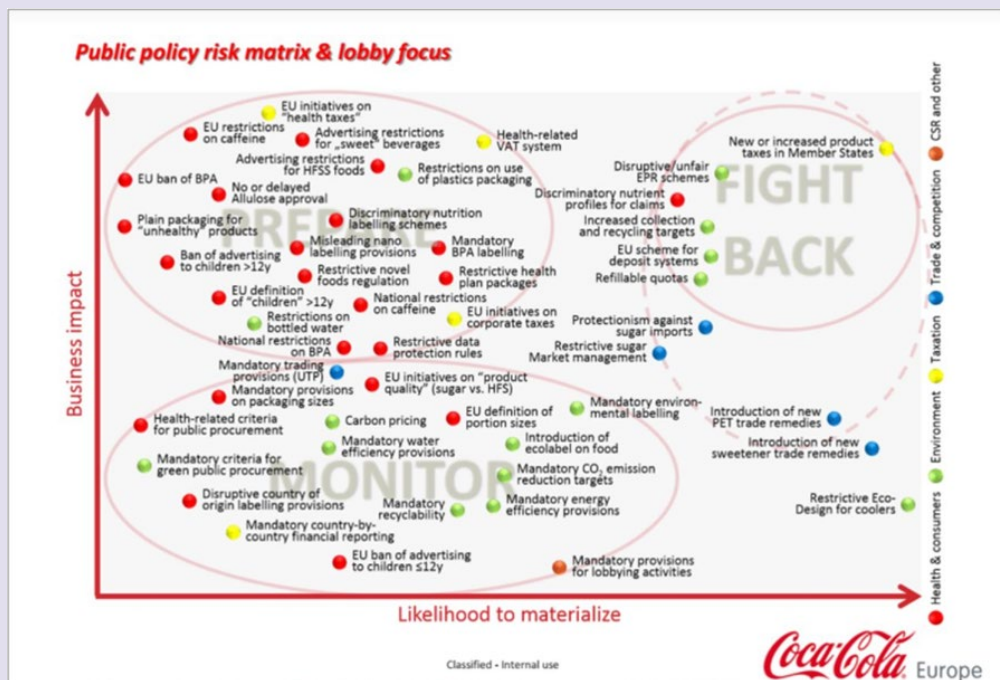


Source: Lauber K, Rutter H, Gilmore AB (2021). *Big food and the World Health Organization: a qualitative study of industry attempts to influence global-level non-communicable disease policy*. *BMJ Global Health* 6:e005216.

**Figure 7. Coca-Cola Europe: radar screen for monitoring public policy threats**

This matrix is reprinted from an international strategy document called the 'radar screen', produced by senior managers in Government Relations for Coca-Cola Europe. This 'public policy risk matrix' compares 49 governmental policy threats to Coca-Cola's business interests in the European Union (on the Y axis) against the likelihood that each could materialize in member countries (on the X axis). New tax policies were assessed to have the greatest 'business impact' on Coca-Cola and to have a strong likelihood to materialize.

Source: Andrea Pedroza-Tobias et al. (2021). Food and beverage industry interference in science and policy: efforts to block soda tax implementation in Mexico and prevent international diffusion. *BMJ Glob Health* 6:e005662. DOI: 10.1136/bmjgh-2021-005662.



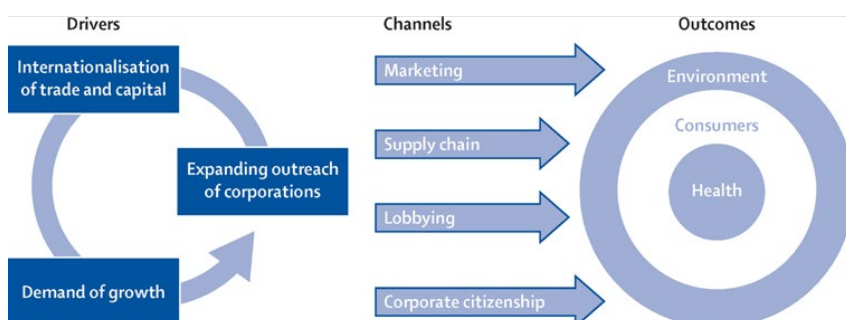
# 6 What are commercial determinants of health?

The concept of commercial determinants was first introduced in 2013 and has become [popular since 2016](#). [Commercial determinants of health](#) are strategies and approaches used by the private sector to promote products and choices that are profitable for companies but detrimental to health and nutrition, such as junk food, smoking, alcohol, chemicals, pesticides and firearms. Most studies of commercial determinants focus on industries producing harmful products. However, corporate practices themselves can be detrimental to public health even if the products are healthy. For example, a commercial farm may produce vegetables, fruit or meat, all considered healthy, but the routine use of antibiotics in animals contributes to antimicrobial resistance; the use of pesticides pollutes water; tax avoidance reduces available government funds for public health (and other public responsibilities); and precarious working conditions contribute to labourers' ill health.

[Corporate influence is exerted through four channels](#) which amplify corporate reach and the resulting harm to health and nutrition: marketing, which increases the desirability and acceptability of unhealthy commodities; lobbying, which can obstruct public health policies such marketing restrictions or taxes on unhealthy commodities; corporate social responsibility strategies, which can deflect attention and whitewash tarnished reputations; and extensive supply chains, which amplify company influence around the globe. The concept of commercial determinants expands the traditional lens of public health beyond individual choices and behaviour, to include how they can be shaped by their living environments, which are in turn influenced by structural factors such as (food) systems and their drivers (Figure 8).

**Figure 8. Commercial determinants of health**

The concept of commercial determinants helps shift the traditional lens of public health from individual behaviour driven by inadequate living environments to a focus on (food) systems and their drivers



Source: Kickbusch I, Allen L, Franz C (2016). [The commercial determinants of health](#). *The Lancet Global Health* 4(12):E895-E896.

## 7 Is any of this relevant to undernutrition and related policy-making?

UNICEF has long engaged with the salt industry, cereal flour industry and cooking oil industry as key partners in implementing large-scale food fortification to tackle micronutrient deficiencies in children and women. But other food industry actors – such as manufacturers of ultra-processed foods, breastmilk substitutes (BMS), follow-on formula and growing-up milks – are also trying to gain influence by positioning themselves as partners in solving undernutrition through multi-stakeholder platforms and organizations such as the SUN Business Network and GAIN. This is problematic because through these platforms and organizations, manufacturers position their products as part of the solution (e.g., fortified packaged [noodles](#) or cookies), and keep the focus on undernutrition and short-term, medicalized and product-based solutions to malnutrition rather than responding to all forms of malnutrition through regulations that ensure nutritious, safe, affordable and sustainable diets. Furthermore, they gain a seat at the policy table and are then able to influence the policy debate not just for undernutrition, but all forms of malnutrition. Over the last decades, they have leveraged this influence to [shift the focus of undernutrition policy away from conflicts of interest, and take advantage of](#) multi-stakeholder platforms to further their interests.

These companies' products are ultra-processed and can contribute to overweight and obesity (e.g., many growing-up milks have almost the [same sugar content as soda](#)). The [increased availability of ultra-processed foods and beverages in settings with child malnutrition](#) increasingly [replaces traditional foods and as such decreases dietary diversity and micronutrient intake](#), which contributes both to undernutrition and overweight/obesity. Additionally, the [promotion of BMS discourages breastfeeding – a life-saving practice with life-long positive health impacts for children, including reducing their risk of overweight and obesity](#).

## 8 What can I do?

- ▶ Advocate for food environment regulations that are mandatory and of the highest technical standards (use WHO and UNICEF guidelines, recommendations and standards).
- ▶ Follow the money: ask yourself where funding for research, an organization, or an activity comes from.
- ▶ Understand that industry interference can come from (front) groups and platforms, not just companies.
- ▶ Educate yourself about industry practices and associated risks to public health, particularly maternal and child nutrition.
- ▶ Ask yourself if engagement with the food and beverage industry is critical to achieve a clear and tangible benefit; consider if the same benefit could be accomplished partnering with a non-food/beverage company instead, or a food and beverage company whose core business does not consist of producing, distributing or marketing ultra-processed food or beverages. If engaging with a food or beverage manufacturer is absolutely necessary, establish a clear rationale and theory of change, as well as clear and transparent processes of engagement, including rules on managing conflicts of interests.
- ▶ Monitor industry practices in your country and region to enable you to anticipate and counter industry interference. Remember that industry interference often continues even after a law or regulation is adopted, as attempts are made to undermine enforcement or to repeal the measure.



# Resources

## 1 Background information on childhood obesity and food environments

- UNICEF (2019). [Protecting Children's Right to a Healthy Food Environment](#).
- World Obesity Federation. [Resource collection on food systems and obesity](#).
- [Bite Back 2030](#): youth-led advocacy group to improve the food environment; [Mascots Anonymous](#) (video)

## 2 UNICEF priority policies for a healthy food environment

- **Overview:** UNICEF (2022). [Effective Regulatory Approaches for the Prevention of Overweight and Obesity in Children and Adolescents](#). UNICEF Technical Note.
- **Marketing:** UNICEF (2021). [Marketing of unhealthy foods and non-alcoholic beverages to children](#). WHO (2010). [Set of recommendations on the marketing of foods and non-alcoholic beverages to children](#).
- **School food:** Global Food Research Program, University of North Carolina at Chapel Hill (2018). [Fighting Childhood Obesity with Healthy School Food Environments](#)
- **Food labels:** UNICEF (2021). [Policy Brief: Front-of-pack nutrition labelling of foods and beverages](#). UNICEF (2021). [Front-of-pack Nutrition Labelling: A 'How-to' Guide for Countries](#). UNICEF Technical Note.
- **Fiscal policies:** UNICEF (2021). [Policy Brief: Sugar Sweetened Beverage Taxation](#).

**Note:** the second webinar of the series discusses UNICEF's priority policy interventions in detail. The accompanying summary and resource sheet contains additional resources on the priority policies.

## 3 Industry interference

- **Monitoring of industry interference**
  1. Global Health Advocacy Incubator (GHA): [industry watch resources](#), [industry watch website](#), [Behind the Labels](#) (report on industry interference)
  2. NCD Alliance (2020). [Signalling Virtue, Promoting Harm- Unhealthy commodity industries and COVID-19](#).
  3. Center for Science in the Public Interest (2016). [Carbonating the World. The Marketing and Health Impact of Sugar Drinks in Low- and Middle-income Countries](#).
  4. Mialon M, Swinburn B, Sacks G (2015). [A proposed approach to systematically identify and monitor the corporate political activity of the food industry with respect to public health using publicly available information](#). *obesity reviews* 16(7):519-530.
- **Industry interference:** Yates J, Gillespie S, Savona N, et al. (2021). [Trust and responsibility in food systems transformation. Engaging with Big Food: marriage or mirage?](#) *BMJ Global Health* 6:e007350. Monteiro C & Cannon G (2019). [The role of the transnational ultra-processed food industry in the pandemic of obesity and its associated diseases: problems and solutions](#). *World Nutr J* 10(1):89-99. Scrinis G (2020). [Ultra-processed foods and the corporate capture of nutrition](#). *BMJ* 371:m4601. Dr Stuart Gillespie: [blog posts](#) on industry interference, in particular [Dracula, blood banks...and getting serious about malnutrition](#) and [Beware the nutri-washers](#). UNICEF, Instituto Nacional de Salud Pública (2021). Technical note: Development of new front-of-pack nutrition labeling in Mexico: arguments posed by the food and beverage industry and evidence-based counter arguments / Nota técnica: Argumentos de la industria de alimentos y bebidas y contraargumentos basados en evidencia científica, en el marco de la modificación del Etiquetado Nutricional Frontal en México.
- **Interference attempts at WHO:** Lauber K, Rutter H, Gilmore AB (2021). [Big food and the World Health Organization: a qualitative study of industry attempts to influence global-level non-communicable disease policy](#). *BMJ Global Health* 6:e005216. Lauber K, Ralston R, Mialon M et al. (2020). [Non-communicable disease governance in the era of the sustainable development goals: a qualitative analysis of food industry framing in WHO consultations](#). *Global Health* 16:76.
- **Interference in LMICs:** Tangcharoensathien V, Chandrasiri O, Kunpeuk W, et al. (2019). [Addressing NCDs: Challenges From Industry Market Promotion and Interferences](#). *Int J Health Policy Manag* 8(5):256–260. Delobelle P (2019). [Big Tobacco, Alcohol, and Food and NCDs in LMICs: An Inconvenient Truth and Call to Action](#). *Int J Health Policy Manag* 8(12):727–731. Kwong E et al. (2021). [How big companies are targeting middle income countries to boost ultra-processed food sales](#). *The Conversation*, 13 September 2021.
- **Reformulation:** Fanzo J, Harris J (2021). [Can we Trust Industry to Reformulate Food for Health?](#) 26 January 2021, World Food Policy Center, Duke University.
- **Public-private partnerships:** Fanzo J, Shawar YR, Shyam T, et al. (2020). [Food System PPPs: Can they Advance Public Health and Business Goals at the Same Time?](#) Discussion Paper #6. Global Alliance for

Improved Nutrition, Geneva. Hoddinott J, Gillespie S, Yosef S. (2016). [Public-Private Partnerships and Undernutrition: Examples and Future Prospects](#). In: Biesalski HK, Black RE (eds): Hidden Hunger. Malnutrition and the First 1,000 Days of Life: Causes, Consequences and Solutions. *World Rev Nutr Diet* 115:233-238.

- **Multistakeholder partnerships:** Michéle L, Rundall P, Prato S, et al. (2019). [When the SUN casts a shadow](#). IBFAN, FIAN International, Society for International Development. Fanzo J, Shawar YR, Shyam T, et al. (2021). [Challenges to establish effective public-private partnerships to address malnutrition in all its forms](#). *Int J Health Policy Manag* 10(12):934-945.

#### 4 Conflicts of interest

- **WHO:** [WHO Framework of Engagement with non-State Actors \(FENSA\)](#). WHO Guide for Staff on engagement with non-State actors. [WHO handbook for guideline development](#) (2nd ed.) – refer to chapter 3.7 and 6 for information on conflict of interest. [Safeguarding against possible conflicts of interest in nutrition programmes: draft approach for the prevention and management of conflicts of interest in the policy development and implementation of nutrition programmes at country level](#).
- **Conflicts of interest:** Rahman-Shepherd A, Balasubramaniam P, Gautham M, et al. (2021). [Conflicts of interest: an invisible force shaping health systems and policies](#). *Lancet* 9:e1055. Harris J, Nisbett N, Gillespie S (2022). [Conflict of Interest in Nutrition: Where's the Power?](#) *Int J Health Policy Manag* 11(3):391–393. Lie AL, Granheim SI (2017). [Multistakeholder partnerships in global nutrition governance: protecting public interest?](#) *Tidsskrift for den Norske Laegeforening* 137(22). Stuckler D, Ruskin G, McKee M (2018). [Complexity and conflicts of interest statements: a case-study of emails exchanged between Coca-Cola and the principal investigators of the International Study of Childhood Obesity, Lifestyle and the Environment \(ISCOLE\)](#). *J Pub Health Policy* 39:49-56.
- **Proposed solutions:** Mialon M, Vandevijvere S, Carriedo-Lutzenkirchen A, et al. (2020). [Mechanisms for addressing and managing the influence of corporations on public health policy, research and practice: a scoping review](#). *BMJ Open* 10(7): e034082. Buse K, Mialon M, Jones A (2021). [Thinking politically about UN political declarations: a recipe for healthier commitments—free of commercial interests](#). *Int J Health Policy Manag* x(x):x–x. Kraak VI (2022). [Advice for food systems governance actors to decide whether and how to engage with the agri-food and beverage industry to address malnutrition within the context of healthy and sustainable food systems](#). *Int J Health Policy Manag* 11(3):401–406.

#### 5 Country examples of industry interference

- **Mexico:** Pedroza-Tobias A, Crosbie E, Mialon M (2021). [Food and beverage industry interference in science and policy: efforts to block soda tax implementation in Mexico and prevent international diffusion](#). *BMJ Global Health* 6:e005662. Mardirossian N & Johnson L. (2021). [Children's Cereal Company v. Mexico & the Corporate Use of Investor-State Dispute Settlement to Influence Policymaking](#). Columbia Center on Sustainable Investment, 30 November 2021. [Visualisation of industry interference in Mexico](#).
- **Latin America and Caribbean:** UNICEF (2021). [Experiences in the design and implementation of front-of-pack nutrition warning labels in Latin America and the Caribbean / Experiencias sobre el diseño y la implementación del etiquetadonutricional de advertencia en América Latina y el Caribe](#)
- **Brazil, Canada, Chile, England, Fiji, Guatemala, Mexico, Spain:** Mwatsama M (ed) (2018). [Public health and the food and drinks industry: The governance and ethics of interaction. Lessons from research, policy and practice](#). London, UK Health Forum.
- **Berkeley, USA:** Public Health Institute (2016). [Soda Tax Debates: A Case Study of Berkeley Vs. Big Soda's Social Media Campaign](#)
- **Malaysia:** [In Asia's fattest country, nutritionists take money from food giants](#) (NYTimes)
- **China:** [How chummy are junk food giants and China's health officials? They share offices](#) (NYTimes)

#### 6 Industry interference beyond food environment regulations

- Friends of the Earth investigates how Big Food and agrochemical corporations are deliberately misleading the public and reporters on facts about industrial agriculture and organic and sustainable food production in their report [Spinning Food](#).
- Oxfam's [Behind the Brands](#) assesses and scores the agricultural sourcing policies of the world's 10 largest food companies on seven criteria: land, women, farmers, workers, climate, transparency and water.