



High-level event Private Sector and Nutrition: Everyone's Business

26 March 2025, 10:00 – 17:00, Paris

Summary:

ATNi, GAIN, and the Paris Peace Forum hosted a high-level event 'Private Sector and Nutrition', bringing together over 170 representatives from public and private sectors. The event aimed to prioritize multi-sectoral collaboration and strengthen the business case for nutrition through joint action. It served as a platform to celebrate public and private sector commitments made under the N4G Summit. Building on outcomes of pre-Summit open dialogues as well as other global initiatives on private sector engagement in nutrition, the event reflected on the progress made since 2021 Tokyo N4G, the challenges faced, and the importance of achieving meaningful impact by 2030 through coordinated efforts, supportive regulatory environments, improved accountability and monitoring, and aligned strategies. The morning concluded with a speech by the French Minister Thani Mohamed Soilihi. The event culminated with the launch of the [**Paris Declaration on Business and Nutrition 2030**](#), a milestone in collaborative work to drive meaningful change. This report presents an overview of the sessions during the day.

Plenary sessions

Introduction and setting the scene

Lawrence Haddad, Executive Director of The Global Alliance for Improved Nutrition (GAIN)

- Engaging with the private sector is the only way to truly understand the mechanisms, risks, and opportunities within businesses, whether small, medium, or large.
- Instead of merely discussing the role of the private sector, efforts should be focused on exploring how different stakeholders can align and collaborate.
- Business commitments alone are not the key to success; commitments made collectively by multiple stakeholders are more effective and sustainable. There is a strong need for increased engagement and collaboration to drive meaningful progress in global nutrition.

Greg Garrett, Executive Director of Access to Nutrition (ATNi)

- Clear actions, incentives, and effective ways to address conflicts of interest are essential to achieving access to nutritious foods.
- A series of roundtables were hosted in 2024 to explore what it takes to build a stronger nutrition economy. Greater accountability and measurable actions are required from both the public and private sectors to drive meaningful progress.

Presentation of the Paris Declaration – Representative of the Governance of the Paris Peace Forum, Michel Duclos

- Malnutrition requires a coordinated and strategic response with private sector engagement.
 - **The Paris Declaration** lays the groundwork for future dialogues. Stakeholders are not expected to align with every word but with the broader vision and objectives. It



identifies critical opportunities for investment, greater transparency, and deeper partnerships between governments, civil society, and businesses.

- With recent cuts to international aid, there is an urgent need to assess and restructure financing mechanisms. Aligning incentives can help develop a sustainable model for healthier food production. The Paris Declaration marks a turning point for business engagement in nutrition and a stronger nutrition economy. It is a roadmap for multi-sector action against malnutrition.
- Clear commitments and accountability measures are essential for driving impactful business contributions. Achieving real outcomes requires collaboration across all sectors, industries, and borders.
- Call to Action:** All stakeholders present are invited to turn this vision into reality. Multi-sector players have a shared role and responsibility in establishing long-term solutions for people and economies. This declaration is only the beginning and serves as a follow-up to the Summit.
- Please find [here](#) the Paris Declaration.**

Plenary session 1: Private Sector role in addressing malnutrition: strategies and good practices

Key takeaways:

- Aimé Kwigera, SUN Business Network emphasized that the primary barrier preventing SMEs from producing nutritious food is inadequate access to finance. SMEs need funding to expand, hire staff, and invest in new equipment.
- Sharon Bligh, CGF shared on the Retail's Role in Nutrition & Sustainability: The Paris Declaration encourages retail involvement in shaping the food environment. Successful approaches by CGF include:
 - Marketing strategies to change habits and behaviours, which are measured through key point indicators. Examples are nudging techniques: e.g. Carrefour 'Act for food', and collaborations with retailers and chefs, such as Metro.
 - Working on national/regional programs incorporating sustainability, affordability, and nutrition into food offerings.
 - A key focus is helping partners with techniques that make healthy food more affordable.
- Regulations can **drive healthier consumer choices** by influencing what is available in the market. Proactive thinking is needed to **speed up regulatory measures** and shape the future of food environments.
- Frank Wagemans, Achmea** stressed that nutrition is a material topic with strong investment potential. Investors must consider externalities beyond financial returns, necessitating the development of appropriate metrics to assess companies' social and environmental impact.
- Emeline Fellus, WBCSD** underlined that commitments are crucial, and focus should be on how they can be **implemented**. Collaboration across financial markets is essential. Some companies that made commitments in [2021 have shown positive progress](#) and continue



their efforts. Metrics should include social and environmental components, beyond finance.

Key outcomes and questions from audience:

- **Aimé Kwigera, SBN:** less than 30% of the SMEs have access to finance, microfinance is less than 10%. SBN looks at what is needed: e.g. investor-readiness: record keeping, product formulation, food safety to increase risk to investment. Government **protection systems**, such as school feeding programs are mostly supplied by SMEs, have a significant impact. E.g. **Denmark's investment** in SMEs has contributed to **job creation and post-harvest loss**.
- Public investment is needed as well, governments can help with frameworks for product portfolios.
- There is a need for taxes to positively reinforce nutritious food businesses.

Plenary session 2: Bridging the gap: The role of governments to help address malnutrition and the private sector role in this picture

Key takeaways:

- Olivia Timpo, Ghana Health Service, shared a concrete example on how its country strategic engagement led to improved nutrition outcomes through a **public-private partnership project: Ghana Nutrition Project**. This project was launched to improve maternal and infant nutrition and later expanded to include **nutrition interventions**, such as diagnostic tools determining haemoglobin levels and malaria status. A mobile **app was introduced** to help health workers plan their activities effectively.
- Wampie Libon, Government of the Netherlands. noted that the private sector is often seen as a **risk in nutrition, yet, through certain approaches, all stakeholders can play their part**. Affordability, accessibility, quality but also innovation are crucial investment areas. SME participation herein is essential.
- **Rocco Renaldi**, IFBA underlined there is still an insufficient understanding of food businesses within the public health & nutrition community. Businesses need **long-term roadmaps** with clear objectives to ensure sustained engagement as well as government leadership to create incentives. Some companies struggle to comply with the **Principles of Engagement (PoE) of N4G** - companies with **less healthy products** may never fully align, but **they can still make meaningful contributions**.
- **Christian Frutiger, SDC** underlined that collaboration across industries is key to **breaking silos** and expanding nutrition impact. Governments and business need to change behaviour.
- Juan Carlos Mendoza, IFAD shared an example of limited **microfinance**; it stops when companies need larger investments. There are programs in IFAD supporting **farmers' cooperatives**, often in collaboration with local food processors. In the **Global South**, the main financial support is for **agricultural supplies**, but more diverse investment mechanisms are needed.



Conclusion: Key messages

- **Step out of silos and** engage with people outside the sector.
- **Seek common ground** by understanding different motivations and concerns.
- **Collaboration across sectors** is essential for driving impactful and sustainable nutrition solutions.

Announcement of nutrition commitments by private sector stakeholders

Dsm-firmenich's commitment:

- Bridge the gap of micronutrient deficiencies through increased reach of one billion people in 2030. Specific initiatives such as Millers for Nutrition (alliance of public, private, philanthropic sector in-country)
- MedAccess and dsm-firmenich will partner to provide stable [pricing and sustainable supply of vitamin A](#), a key micronutrient used for fortification of edible oil.

Nutriset Group:

- To reach 1.5 million people by 2027, who have not yet benefited from the nutritional support they need, by supporting public policies, empowering agrifood actors and unlocking finance through multisectoral approaches and partnerships with development banks and donors.

Cavacs' commitments:

- Committed to producing certified healthy, safe, nutritious, and affordable products for all consumers, especially low-income earners and students, while supporting over 700 daily consumers and sourcing raw materials from local farmers. Additionally, planning to expand to new markets, double production by 2026, and train 1,000 MSMEs and extension officers in food safety and nutrition to reduce malnutrition in Kenya.

Inyene Agro Processing Factory's commitments

Committed to improve nutritious food security and revenue by tackling post-harvest loss, and increasing purchasing power of smallholder farmers.

GAIN's commitments

- By 2027, GAIN will improve the consumption of healthier diets for 15 million people. This will be done as part of GAIN's Strategy 2022-2027, through and across our full portfolio of projects in twelve countries and our alliances which are global in reach.
- Strengthening Resilience Through Food Fortification: GAIN, supported by the Gates Foundation and the Swiss Agency for Development and Cooperation, will work with governments, civil society organizations, and the private sector to increase access to fortified foods across at least five geographies through 2025 – 2029: Bangladesh, Ethiopia, India, Nigeria, and Rwanda.

Investors pledge – presented by Achmea:

- ATNi investor coalition: commitment is to drive through investor engagement, the percentage of publicly listed companies that disclose the percentage of healthier sales of



their portfolio based on government endorsed nutrient profiling models -- **helping to show change in nutrition portfolio.**

- ATNi commits to increase the number of investors actively engaging and promoting disclosure of percentage of healthier sales of portfolios of companies

Achmea:

- In 2030, only invest in companies that have a strategy and show progress on healthy nutrition. Companies need to disclose the percentage of healthy sales and do they show progress. This links with responsible marketing.
- Under process: ambition to have 10% of assets under management dedicated to impact investing – nutrition will be one of the core teams.

Closing the morning by French Minister Thani Mohamed Soilihi

- The private sector has a fundamental role to play, with companies capable of developing innovative services and technologies that are both effective and efficient in combating malnutrition. We encourage new businesses to join this movement.
- The Paris Declaration on Nutrition and the Private Sector highlights the importance of transforming the private sector's role in addressing nutrition and offers concrete solutions. With only five years remaining until the target date for the Sustainable Development Goals (SDGs), we must remain mobilized to ensure progress.
- The summit aims not only to set ambitious goals for tomorrow but also to shape the future of development policies beyond 2030. Nutrition is a vital issue for the well-being and development of society, and it requires a collective effort from all sectors of society.

Parallel sessions

The afternoon featured interactive breakout panel sessions, providing participants with the opportunity to share their insights and learn from key actors in these areas.

1. *From Policy to Plate: Building Bridges for Nutrition Impact* – leads: WBCSD & Eat well Global

Key takeaways:

- **Scaling proven solutions through public-private alignment:** Food fortification and protein diversification are well-established, effective approaches to improve public health and food system resilience. Scaling these solutions requires business innovation that aligns with national nutrition strategies and implementation frameworks.
- **Enabling environments drive impact:** Supportive policies, clear regulatory pathways, and public investment are essential to shape consumer behaviour and incentivize industry action. Businesses are ready to support these efforts through agile partnerships and knowledge sharing.
- **Effective collaboration starts with shared priorities:** Public, private, and civil society actors must work together to overcome barriers – including regulatory fragmentation, affordability challenges, and operational constraints – while respecting government leadership in setting the agenda and protecting public interest.



2. *Finance and Investment for Improved Nutrition – Moderator: Greg Garrett, Executive Director, ATNi*

Key takeaways:

- **Business case for nutrition:** The materiality of nutrition and the business case for nutrition is still emerging as per ATNi's and Planet Tracker's seminal research in 2024. There is a major role for innovative finance to help derisk nutrition investments and strengthen the business case for nutrition.
- **Impact management and measurement:** There is a role for institutional investors who are increasingly also trying to measure impact through their investments. Mirova expanded on their approach.
- **Unlocking private sector finance for healthier food value chain:** There is a role for DFIs with FMO (Netherlands) and Proparco (France), both explaining how nutrition is now squarely part of their food investments and how their funds are being used to de-risk and unlock private sector financing for healthier food value chains like pulses, dairy, and chicken in LMIC.
- **Technical assistance to food businesses:** There is a role for technical assistance to help derisk investments and build the capacity of investees/food businesses. Both IFC and ATNi provided examples of the kind of technical assistance that can be provided and how that translates to better business plans and better, healthier products.
- The role of donors and grant money remains very important but grant money must be used differently as leverage to unlock more responsible private sector financing for healthier food production.

3. *Integrating Nutrition into Occupational Safety and Health Regulations – leads & moderators: CGF, GAIN (Barbel Weiligmman, Steve Godfrey)*

Key takeaways from the panellists:

- Sharon Bligh (The Consumer Goods Forum): There is a strong business case for workforce nutrition, with companies like Sodexo and Unilever demonstrating that well-designed programs can boost both employee well-being and business performance
- Dr. Nikunj Desai (Reliance Industries Limited): A holistic approach to employee well-being, as seen in Reliance Industries Ltd.'s five-pillar framework, can drive long-term productivity, health, and organizational success.
- Dr. Md Shibir Ahmed Osmani (Ministry of Health and Family Welfare, Bangladesh): Structural barriers to integrating nutrition into workplace policy, such as fragmented governance and lack of employer awareness, can be addressed through stronger public-private partnerships, capacity building, advocacy, and clear policy mechanisms.
- Joaquim Nunes (International Labour Organization): Workforce nutrition has been on the ILO's agenda since 1956, but greater collaboration at the government level is essential to integrate it fully within OSH frameworks.

Find more [here](#).



Parallel sessions round 2

1. *Catalysing support for agrifood MSMEs to transform global food systems – lead & moderator: Aimé Kwizera, Global Coordinator, SUN Business Network (SBN)*

Key takeaways:

- Fragmented efforts limit impact. Coordinated, country-level structures are needed to align goals, monitor progress, and build supportive ecosystems for MSMEs.
- MSME partnerships between the Global South and North should be strengthened through trade linkages and shared learning platforms. This fosters innovation, market access, and a win-win exchange of knowledge and resources. Cross-regional trade partnerships and online communities of practice should be strengthened and improved.
- Innovative financing models—combining public, private, and philanthropic capital—are helping to scale MSME support. Blended finance mechanisms between INGOs, governments, and fund managers are increasingly important in many geographies. Examples include N3F, GFIF, and the Fund for Agricultural Finance in Nigeria (FAFIN). Local NGOs in Sub-Saharan Africa working with Smallholder farmers have increased the supply chains of food in many countries by working with social enterprises.

2. *Innovations transforming food systems for nutrition – lead & moderator: Matt Freeman, CEO, Stronger Foundations for Nutrition*

Key takeaways:

- Strong data systems are foundational to improving food security and global nutrition. Reliable, real-time data drives smarter decision-making and more effective nutrition programs.
- The private sector plays a critical role in translating nutrition commitments into scalable impact.
- Digital platforms help make nutrition data more accessible and actionable —enhancing program targeting, monitoring, and accountability at national and global levels.
- Investments in innovative, data-driven nutrition solutions are drivers of change and should prioritize equity, impact, and sustainability across food systems.
- Digital tools need to be inclusive, and risks like technological access gaps and algorithmic bias should be addressed. Equity should be at the centre of tech-enabled innovations in nutrition.

3. *Nutrition and Transition Towards Sustainable Agrifood Systems – lead and moderator: Sarah LaHaye, I-CAN Lead, GAIN*

Key takeaways:

- Addressing the Nutrition-climate nexus is critical: solving hunger means **nutritious, climate-smart** solutions, beyond calorie supply.
- Investment is needed to invest in the foundations of food systems—like sustainable production and resilient livelihoods—rather than focusing solely on social safety nets.
- **Priority Interventions are linked to** three areas
 - **Sustainable production:** home gardens, aquaculture, livestock, agroforestry.
 - **Fair & efficient markets:** infrastructure, food safety, fortification.
 - **Healthy consumption:** school feeding, cash transfers, nutrition education.



Plenary

Intervention by Ms. Marjeta Jager, Deputy Director-General, DG INTPA, European Commission

Ms. Jager underlined that public investment in nutrition is not sufficient. The European Commission will attract European private sector companies to improve nutrition. The HDX accelerator in partnership with Gates and EIB aims to invest in infrastructure for health systems and malnutrition health products. The EC Global Gateway strategy is an entry point for engagement with the private sector. The [Team Europe Compendium](#) and [Commitment](#) are published online.

Closing speech: Next steps by The Access to Nutrition initiative (ATNi), Global Alliance for Improved Nutrition (GAIN) and Paris Peace Forum (PPF)

- The issue of providing a nutritious diet is fundamental to human development, representing a challenge for both our generation and future ones. There's optimism driven by a shift in how we think about nutrition, emphasizing the need to leverage institutions for more effective and sustainable diets. A need to rethink how we utilize available resources and how investments can be better directed towards improving diets.
- There is an ongoing debate on challenges related to the private sector. Understanding these challenges is key to influencing meaningful change. It is crucial to be more open to dialogues with all stakeholders to effectively address challenges.
- The Paris Declaration is an important statement that helps move the agenda forward, driving results for all involved. The event highlighted the deep sense of shared responsibility among participants.

List of speakers

Introduction and setting the scene – Lawrence Haddad, Executive Director GAIN and Greg Garrett, Executive Director, ATNi
Presentation of the Paris Business Declaration – Michel Duclos, Representative of the Paris Peace Forum governance
Plenary session: Private Sector role in addressing malnutrition: strategies and good practices Moderator: Greg Garrett, Executive Director, ATNi <ul style="list-style-type: none">• Ms. Sharon Bligh, Director Health and Sustainability, The Consumer Goods Forum (CGF)• Ms. Emeline Fellus, Senior Director, Agriculture & Food, World Business Council for Sustainable Development (WBCSD)• Mr. Aimé Kwizera, Global Coordinator, SUN Business Network (SBN)• Mr. Frank Wagemans, Senior Engagement Specialist, Achmea Investments
Plenary session: Plenary session 2: Bridging the gap: The role of governments to help address malnutrition and the private sector role in this picture Moderator: Lawrence Haddad, Executive Director, GAIN <ul style="list-style-type: none">• Ms. Wampie Libon, Ambassador for Sustainable Development at the Ministry of Foreign Affairs from the Netherlands• Ms. Olivia Mawunyo Adzo Timpo, Deputy Director of Nutrition, Ghana Health Service• Mr. Christian Frutiger, Ambassador, Head of Thematic Cooperation at Swiss Agency for Development and Cooperation (SDC)• Mr. Rocco Renaldi, Secretary General, International Food & Beverage Alliance (IFBA)• Mr. Juan Carlos Mendoza, Director, Environment, Climate, Gender and Social Inclusion
Reflections by French Minister Thani Mohamed Soilihi
Thematic parallel sessions
1. From Policy to Plate: Building Bridges for Nutrition Impact Lead WBCSD & Eat Well Global
2. Finance and Investment for Improved Nutrition Moderator: Greg Garrett, Executive Director, ATNi <ul style="list-style-type: none">• Mr. Peter Elwin, Individual consultant• Mr. Hadrien Gaudin-Hamama, Impact & ESG Specialist Mirova• Ms. Liudmila Pestun, Associate Operations Officer, International Finance Cooperation (IFC)• Ms. Fariza Chalal, Investment Officer, Manufacturing, Agribusiness and Services, Proparco• Mr. Coen Van Genderen, Manager Agribusiness Food & Water, FMO Dutch Entrepreneurial Development Bank
3. Integrating Nutrition into Occupational Safety and Health Regulations Moderators: Sharon Bligh, Director, Health & Sustainability, CGF; Bärbel Weilgmann, Global Lead Workforce Nutrition; GAIN, Steve Godfrey, Director of Policy, GAIN <ul style="list-style-type: none">• Mr. Joaquim Pintado Nunes, Branch Chief, Occupational Safety & Health, ILO• Ms. Sharon Bligh, Director, Health & Sustainability, The Consumer Goods Forum• Dr. Ninkush, Director, Occupational Health & Nutrition, Reliance Ltd (virtual)• Md Saidur Rahman, Secretary, Ministry of Health and Family Welfare (MOHFW), Bangladesh
4. Catalysing support for agrifood MSMEs to transform global food systems Lead & Moderator: Mr. Aimé Garlas Kwizera, Global Coordinator, SUN Business Network Keynote: <ul style="list-style-type: none">• Ms. Federica Angelucci, Senior advisor on food systems, International Trade Center
5. Innovations transforming food systems for nutrition Moderator: Matt Freeman, Executive Director, Stronger Foundations for Nutrition <ul style="list-style-type: none">• Mr. François Scheffler, Head of Global Marketing & Business Development, dsm-firmenich• Ms. Laetitia Poelman, Chief Operating Officer, Bluesquare• Mr. Fred Grant, Senior Program Officer, Nutrition, the Gates Foundation• Ms. Trisha Nain, Health and Public Service Manager, Accenture
6. Food Systems, Nutrition and Climate Mitigation Moderator: Sarah Lahaye, I-CAN Lead, GAIN <ul style="list-style-type: none">• Keynote: Ms. Carin Smaller, Executive Director, Shamba Centre for Food and Climate• Mr. Jeffrey Opoku, Youth Leader, Act4Food• Ms. Anjali Marok, CGAP Partnerships, Food Security & Agriculture, Climate: World Bank• Mr. Arnold Puech d'Alissac, President, World Farmers Organisation
Intervention by Deputy Director-General DG INTPA, European Commission, Ms. Marjeta Jager