



Nestlé Good food, Good life

ADVOCACY PLAYBOOK

June 2022



WELCOME TO NESTLÉ'S ADVOCACY PLAYBOOK

This playbook provides guidance and best practice examples for those currently involved in advocacy programs in markets, Nestlé businesses and Center functions.

The document

- Defines our approach and what advocacy means to Nestlé
- Clarifies Nestlé's advocacy structure and roles
- Describes how our people can engage more effectively to assess priorities, develop their advocacy strategies and present the company's position to relevant audiences

Advocacy relies on a specific context, time horizon and a number of other market-sensitive considerations. Our introduction serves as a starting framework from which to formulate your plans. It complements and updates previous documents, principles and policies (see right).



Content updates

This guidance may be revised over time. Access the latest content using this online version of the document.

Questions and feedback

Please share any questions or feedback on content with Marie Chantal Messier.

Complementary guiding principles to this playbook

- 🔗 [Corporate Business Principles](#)
- 🔗 [Code of Business Conduct](#)
- 🔗 [Policy on Transparent Interactions with Public Authorities](#)
- 🔗 [Transparency on advocacy, lobbying and industry associations](#)
- 🔗 [Group Antitrust Law Policy](#)

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OUR APPROACH

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1.1



Honoring our promises to society will not be possible if we go alone.

As a global company, Nestlé operates in a complex and vibrant political, regulatory and legislative environment around the world. Sustained advocacy with authorities and other stakeholders helps to ensure our business is compliant, competitive and operates on a level playing field – so that we are well placed to meet existing and emerging demand.

This has never been more critical. Consumers, investors and other stakeholders increasingly want business to be a force for good. They want companies to contribute, and even lead efforts, to help overcome society's greatest challenges. Nestlé's Case for Good defines our own purpose to "unlock the power of food to enhance the quality of life for everyone, today and for generations to come."

Nestlé rises to this challenge by supporting bold ambitions that hold us accountable, such as our **Net Zero Roadmap**, **the Nestlé Human Rights Framework** and advocacy for **regeneration**. **Creating Shared Value** is how we make a difference. To be successful, we will need a wide range of stakeholders to come with us on the journey and help create the enabling environments for greater positive impact on people and the planet.

How can we bring stakeholders on board? Our advocacy efforts need to engage them sympathetically, diligently and systematically, starting with a clear understanding of the concerns and ambitions that we share. We should consistently apply a Shared Value lens when advocating for legislation and regulations that create a favorable environment for our own business.

CASE FOR GOOD: OUR CORE NARRATIVE

We unlock the power of food to enhance quality of life for everyone, today and for generations to come.

We unlock this power with our healthy, delicious and convenient food and beverages.

Meeting the needs of a growing population responsibly, with affordable nutrition.

Helping advance the health of our planet and ensure there will always be enough nutritious food, grown sustainably.

Few companies have the people and culture, the knowledge and resources, the scale and sheer ambition to meet such challenges.

We do.

We are Nestlé, the Good food, Good life company.

REACHING OUR GOALS TOGETHER



1.2 HOW DO WE DEFINE ADVOCACY?

Advocacy is the process
or act of supporting a
cause or proposal.

Nestlé's Advocacy aims to directly and indirectly support decision-makers, stakeholders and relevant audiences in the pursuit of a broader positive societal agenda and outcome that are aligned with our business goals framed by our corporate purpose and values. Advocacy can include many activities such as stakeholder engagement, media campaigns and public speaking.

Whether it is an unexpected change in a national law or regulation, a new scientific discovery or a technical standard adopted across a region or the globe that has the potential to impact our business and the communities we serve positively or negatively, Nestlé should make its voice heard.

Our advocacy should present Nestlé's position articulately, clearly and consistently. It includes:

- Understanding business and societal needs (such as those framed by planetary limits, UN Sustainable Development Goals, etc.)
- Identifying the people, policies and processes involved in the decision-making cycle
- Identifying key decision makers and when best to approach them
- Identifying how best to promote a viewpoint
- Carrying out activities such as stakeholder engagement, media campaigns, and public speaking

Advocacy based on both evidence and empathy - communicated with conviction and respect by knowledgeable Nestlé colleagues - will enable us to meet both shorter- and longer-term objectives.



OUR REMIT IS GROWING

Increasingly, Nestlé is taking public positions on important global topics like sustainable nutrition, climate change and plastic waste. Where previously we presented our positions on a more reactive basis, our **Creating Shared Value** approach requires us to advocate over the longer horizon for the framework conditions within which meaningful change can take place.

As a result, while specialist functions like Legal & Compliance, Regulatory Affairs and Public/Corporate Affairs remain central to successful advocacy efforts, there is a growing need for senior leadership (e.g. Market Heads, BU Leaders) to play an active role in advancing common agendas.

Meanwhile, we have seen instances where Nestlé colleagues company-wide can be our most convincing grassroots advocacy ambassadors within their own communities. All of us should feel empowered to join dialogues with confidence and advance agendas on topics where we share concerns and ambitions with our communities and society.

OTHER RELEVANT TERMS:

WHAT IS A POLICY?

A definite course or method of action selected from among alternatives and in light of given conditions, to guide and determine present and future decisions; a high-level overall plan embracing the general goals and acceptable procedures, especially of a governmental body.

WHAT IS A LAW?

A binding custom or practice of a community; a rule of conduct or action prescribed or formally recognized as binding or enforced by a controlling authority.

WHAT IS A REGULATION?

An authoritative rule dealing with details or procedure; a rule or order issued by an executive authority or regulatory agency of a government and having the force of law.

WHAT IS LOBBYING?

Oral or written communication with a public official to influence legislation, policy or administrative decisions. It includes any activity where an attempt is made to influence a public decision making process. Lobbying can be direct, or indirect (via trade associations or any other third party entity) as well as an advocacy technique (but not all lobbying is done for advocacy purposes).

1.3

OUR ADVOCACY AREAS OF EXPERTISE

Scientific, policy, legal and regulatory advocacy are often combined for successful outcomes.

Advocacy is not an empirical science. It is enhanced and often enabled by scientific and other expert evidence, aligned with our business objectives and governed by our established **policies, principles and guidelines**.

Our four main areas of advocacy expertise in markets, businesses and at corporate level are summarized adjacent. **None of these areas is mutually exclusive.** As we will see in the following chapters, a combination of techniques and people will often be needed to achieve success.

THE EXCHANGE OF SCIENTIFIC EVIDENCE

When: When common scientific/technical research areas are identified

How: Direct engagement between scientists/experts on evidenced-based and peer-reviewed science (publications/conferences)

Who: Nestlé R&D coordinates discussion supported by topic experts

EXCHANGE AROUND CASE FOR GOOD / CREATING SHARED VALUE

When: When common/diverging agendas are identified on policies

How: Can be direct engagement at ministerial level or senior officials/KOLS advising ministers; includes advocacy with peers and supply chain

Who: Corporate Communication and Public Affairs (Center, BU, Zone, Market) leads, and may need senior management involvement

THE EXCHANGE OF EXPERT LEGAL OPINION

When: When a (draft) law is published

How: Usually Nestlé's Legal expert engages with the policy drafting team/regulatory authority

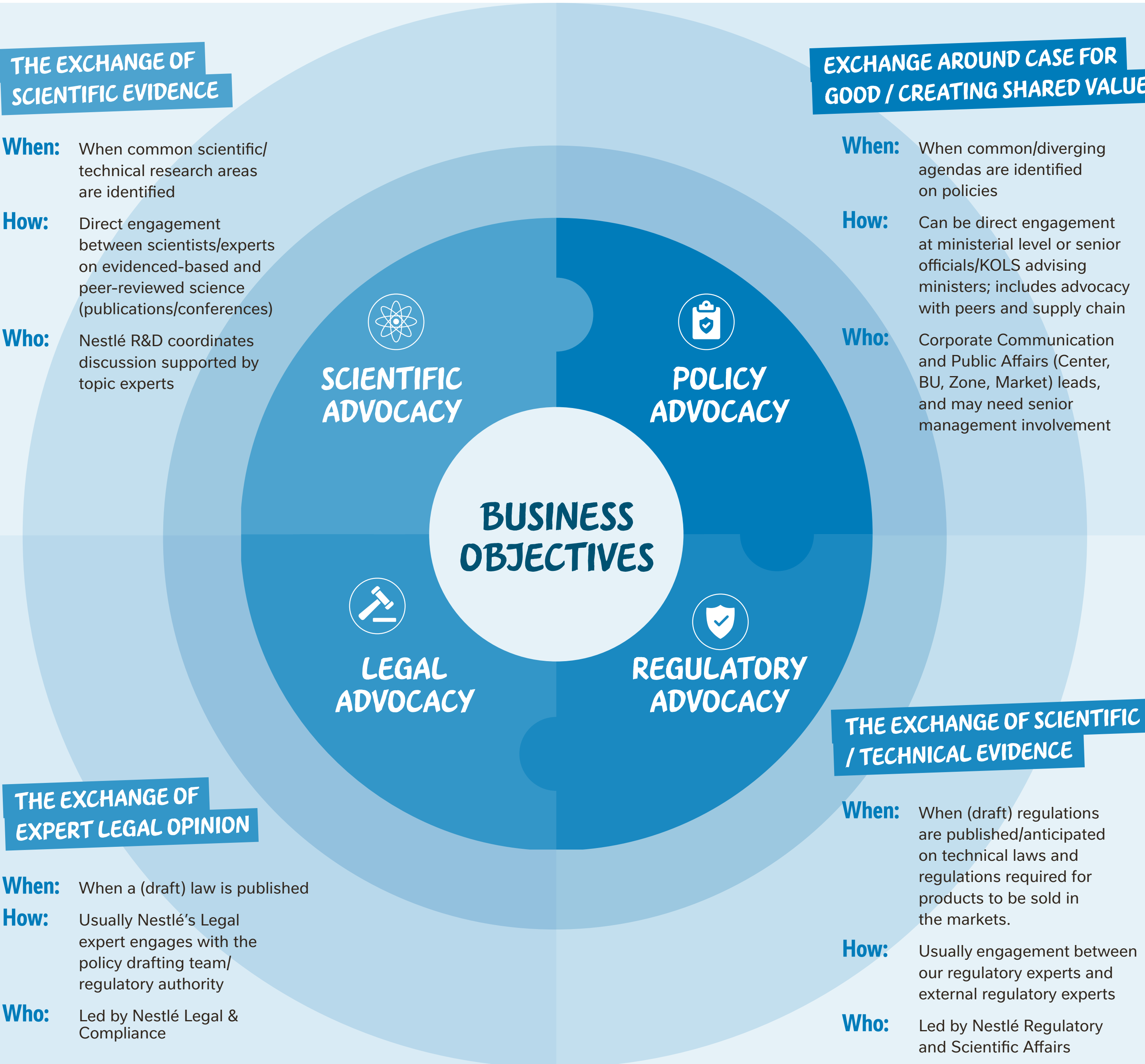
Who: Led by Nestlé Legal & Compliance

THE EXCHANGE OF SCIENTIFIC / TECHNICAL EVIDENCE

When: When (draft) regulations are published/anticipated on technical laws and regulations required for products to be sold in the markets.

How: Usually engagement between our regulatory experts and external regulatory experts

Who: Led by Nestlé Regulatory and Scientific Affairs



1.4

SCOPE AND TIMINGS FOR ENGAGEMENT

Stakeholder engagement is the process used by an organization to engage relevant stakeholders for a clear purpose to achieve agreed outcomes.

Deciding how quickly to apply an advocacy format, or a combined advocacy format, will depend on many factors. Context is essential, including who the main audience is, when best to reach its members and the topic's importance.

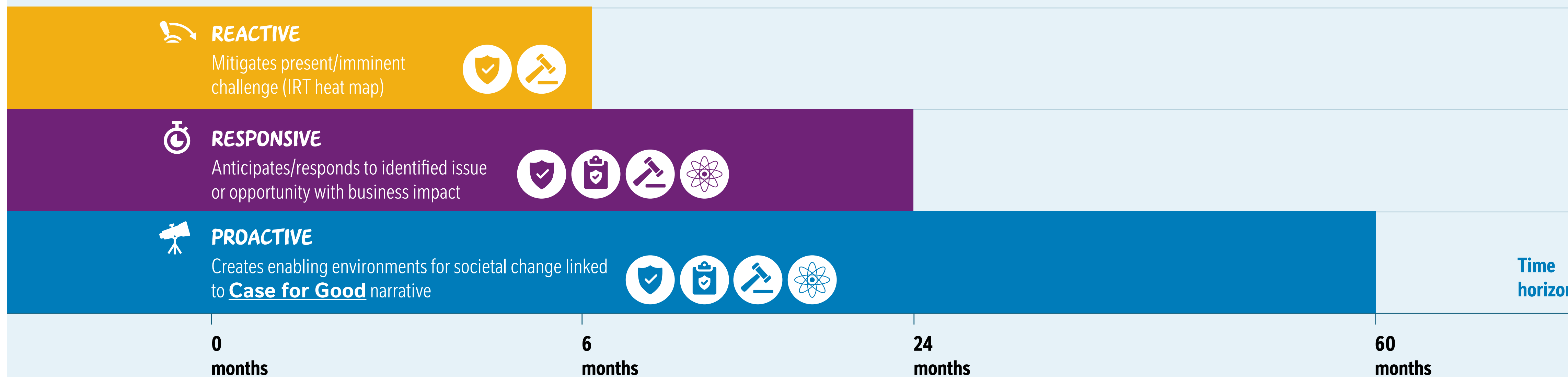
The framework on this page provides a fluid overview in terms of our scope and timings. It divides our advocacy into three approaches – reactive, responsive and proactive – and engages with stakeholders at many different

touchpoints throughout the advocacy period. For example, an urgent issue presents an opportunity for a highly reactive approach, while draft regulatory texts can remain unfinalized for several years and could benefit from a longer time horizon.

Remember: A successful advocacy program cannot be separated from systematic stakeholder engagement. We can achieve this by:¹

- Focusing on issues material to the organization and/or its stakeholders

- Creating opportunities for dialogue
- Adding value to both the organization and its stakeholders
- Being flexible and responsive
- Pursuing and monitoring methodically over time, rather than when a specific issue arises.



¹AA1000 Stakeholder Engagement Standard 2015. Retrieved from www.accountability.org/standards/

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2.1

OUR ADVOCACY STRUCTURE

Globally, the Advocacy Coordination Group (ACG) coordinates and provides strategic guidance on all advocacy strategies devised by the Core Theme Groups (CTGs). A monthly Issues Round Table (IRT) proposes topics that require a responsive advocacy approach on a systematic basis.

Zones and Businesses Advocacy Committees are the link between the Global structures and markets.

Markets carry out the systematic management of their advocacy strategies and are best placed to determine their appropriate governance structure.

Where relevant, markets contribute via their Zone Advocacy Committee to bring information to the ACG.

However, if a topic is especially prevalent in a specific market or could have significant business or reputational impacts, the zone lead may invite a market expert to provide context or perspective.

 Reactive  Responsive  Proactive

GLOBAL

Issues Round Table (IRT)

Discusses pressing issues and proposes responsive advocacy approach (IRT heat map)



Core Theme Groups (CTGs)

Provides topic guidance (e.g. climate, sustainability packaging)



Advocacy Coordination Group (ACG)

Provides alignment and strategic guidance



ZONE

Zone Advocacy Committee

Defines the Zone Advocacy Action Plan and aligns with markets and categories



Head of Zone Legal & Compliance



Regulatory & Scientific Affairs cluster heads



CCPA and other specialists

MARKET

Market Advocacy Committee

- Defines and implements the Market Advocacy Action
- Plans based on external realities/pressures and business priorities/objectives
- Brings information to the ACG where appropriate through the Zone Advocacy Committee



Market head



CCPA



Legal & Compliance



RSA

Only one voice should report to the Zone and to other functions in the Center

2.2

MARKET ADVOCACY COMMITTEE

Many markets will have a dedicated Advocacy Committee. This group defines and implements Market Advocacy Action Plans based on external realities/pressures and business priorities and objectives.

Following best practice, the committee should:

- Appoint the lead of the Advocacy Committee in the Market
- Designate the functions that should have a permanent and mandatory participation
- Coordinate efforts between different business units around shared policy or regulatory risks or opportunities, especially those targeting the same stakeholder.



Frequency of the meetings

Once a month, with periodic reviews with the full Mancom

(In some markets, it may make more sense to discuss and progress advocacy topics as a distinct section of the regular Issues Round Table meeting, given that the participants of both groups are frequently the same)



Attendees

- Chaired by the market head or other senior leader
- Core membership is typically composed of CCPA, Legal & Compliance, Regulatory and Scientific Affairs
- Key business or other functions can be permanent or ad hoc members (for example Nutrition BU for WHO Code-related topics, or the Sustainability Champion)



Informed by

The Zone Advocacy Action Plan approved by the Zone Advocacy Committee and supplementing these topics on a needs basis with market-specific ones

2.3

ZONE AND BUSINESSES ADVOCACY COMMITTEES

Zone and Businesses Advocacy Committees are the link between the market and Global structures.

Typically, they define their priorities at Zone or Business level and align those with markets and categories. The tools and formats they use will depend on their context.

A CLOSER LOOK

Two examples of zone advocacy structure:

	Zone Europe	Zone AOA
APPROACH	<p>In Zone Europe, a category approach is adopted. Advocacy in an RMB such as <i>Purina</i> is managed at regional level and coordinated for Industry affairs/ association topics across regions.</p> <p>In this example, Nestlé supports and inputs; <i>Purina</i> leads and manages the Petcare-related stakeholders directly and in collaboration with the Brussels teams.</p>	<p>In Zone AOA, the purpose of the Zone and Businesses Advocacy Committees is to enable markets to shape a supportive external framework through regulatory, scientific or legislative advocacy that allows us to fulfil our business objectives.</p> <p>The Zone and Businesses Advocacy Committees has three priorities, each sub-divided in different streams.</p>
ATTENDEES	<ul style="list-style-type: none"> • The Brussels CCPA team convenes the Advocacy Committee • The Advocacy Committee includes Functional contact points for Europe (NHW, Legal & Compliance, Operations, Public/Industrial Affairs and RSA) 	<ul style="list-style-type: none"> • Zone Advocacy Committee is led by the Head of Zone Legal & Compliance • Includes the Zone Heads of CCPA and the CT RSA Cluster Heads covering the regions • Specialists from within the Zone CCPA, Legal & Compliance, NHW and RSA teams are designated as focal points on the priorities
FREQUENCY	<p>Quarterly</p> <p>Meetings are complemented by regular Corporate Communications and ESG engagement workshops (bringing together all corporate communications networks) and Corporate Communications leadership team meetings (bringing together heads of corporate communications from Nestlé Waters, NPPE and selected Z-Europe Markets)</p>	<p>Three to four times a year</p> <p>And in the interim uses online platforms in Teams, SharePoint and Workplace</p> <p>The broader advocacy community that is convened includes CCPA, Legal & Compliance and RSA leads from the markets</p>

2.4 AT GLOBAL LEVEL

Three groups act in coordination.



ISSUES ROUND TABLE (IRT)



The monthly global IRT discusses pressing issues and proposes topics that require a responsive advocacy approach on a systematic basis.

Key role

Short- to medium-term response coordination

Responsibilities

- Responds to issues
- Short-term reactive advocacy
- Medium-term reactive/responsive advocacy
- Agrees to list of "standing topics" and reviewed/regularly

Attendees

Sponsor: COO/Head Group Legal & Compliance
 Chair: CCPA
 Curator: CCPA
 Core members: R&D, COQM, CCPA, RSA, Procurement, BNHW, IT, Legal & Compliance, Security, HR, BUs/GMBs, ZAC leads, key markets (US)
 Ad hoc members: Topic specialists

Meeting frequency

Monthly

Informed by

IRT heat map

ADVOCACY COORDINATION GROUP (ACG)



The ACG replaces the Global Advocacy Committee and coordinates and provides strategic guidance on all advocacy strategies devised by the Core Theme Groups and carried out by the zones, markets and businesses.

Key role

Alignment

Responsibilities

- Aligns Core Theme Group agendas
- Identifies risks, opportunities, gaps and inconsistencies across Core Theme Groups
- Mobilizes resources for new Groups or reconfiguration/dissolution of existing Groups

- Oversees progress of Core Theme Groups, activates stakeholder relationships across themes
- Presents advocacy overview to EB and feedback to Core Theme Groups
- Shares/coordinates proactively/systematically (between meetings)
- Reviews ACG performance dynamically, adjusts accordingly

Attendees

Sponsor: Head Group Legal & Compliance
 Chair: CCPA
 Curator: CCPA (Advocacy Hub)
 Core members: Core Theme Group leads, ZAC leads, relevant Legal & Compliance/RSA/R&D/Policy advocacy experts
 Ad hoc members: select BUs, commitment leads/experts

Meeting frequency

Quarterly and once per year EB + interim online

Informed by

- IRT and Core Theme Groups
- Post-2020 commitments
- External intelligence
- Materiality analyses
- Stakeholder convenings
- CSV Council
- Other advisory groups/KOL labs
- ESG and Sustainability Council

CORE THEME GROUPS (CTGs)



CTGs will deep dive on the topic in question, such as for sustainable packaging and climate, handling both responsive and proactive advocacy.

Key role

Medium- to long-term theme strategy

Responsibilities

- Medium- to long-term proactive advocacy programs/stakeholder engagement strategy for themes
- Mobilizes zones/markets/businesses to carry out/report advocacy on theme
- Equips top management for advocacy on theme
- Equips markets with positions, guidelines, training, etc.

Attendees

Sponsor: theme owner (EB or not)
 Chair: theme owner or appointed representative(s)

Curator: Main theme owner

Support: Hub curator (PA)

Core members: Relevant Legal & Compliance/RSA/R&D/Policy advocacy experts for theme; ZAC topic expert

Ad hoc members: BUs/GMBs, key markets

Meeting frequency

Based on need

Informed by

- Relevant post-2020 commitment(s)/theme roadmap
- Relevant IRT responsive advocacy output/ZACs
- BU- and zone-specific priorities on Theme
- Stakeholder engagement with specialist internal/external groups on Theme

FRAMING YOUR STRATEGY

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3.1

HOW DO WE IDENTIFY ADVOCACY PRIORITIES?

Global Markets, Zones and Business Units have a set of priorities that should align as much as possible. However, not all priorities are applicable to all markets. The following guidance is meant to help you focus on what matters to create an effective Advocacy Roadmap.

The right issues

Many markets share the Center's practice of using a materiality analysis and/or a heat map to track key emerging issues relevant to them.

The **Market Advocacy Committees** (or equivalent body) should use the lens of this analysis as well as the market business strategy to come up with its priorities.

The **Zone Advocacy Committees** typically aggregate priority advocacy topics that are recurrent across the markets in their territory.

- They are aligned with the **Zone Strategic Roadmap** and identified **global priorities**.
- Their conclusions may also be represented as priorities.

The right alignment

A critical element is alignment between the Group and the market position. This is especially necessary in the case of sensitive topics like deforestation in the Amazon or South-East Asia.

The right strategy

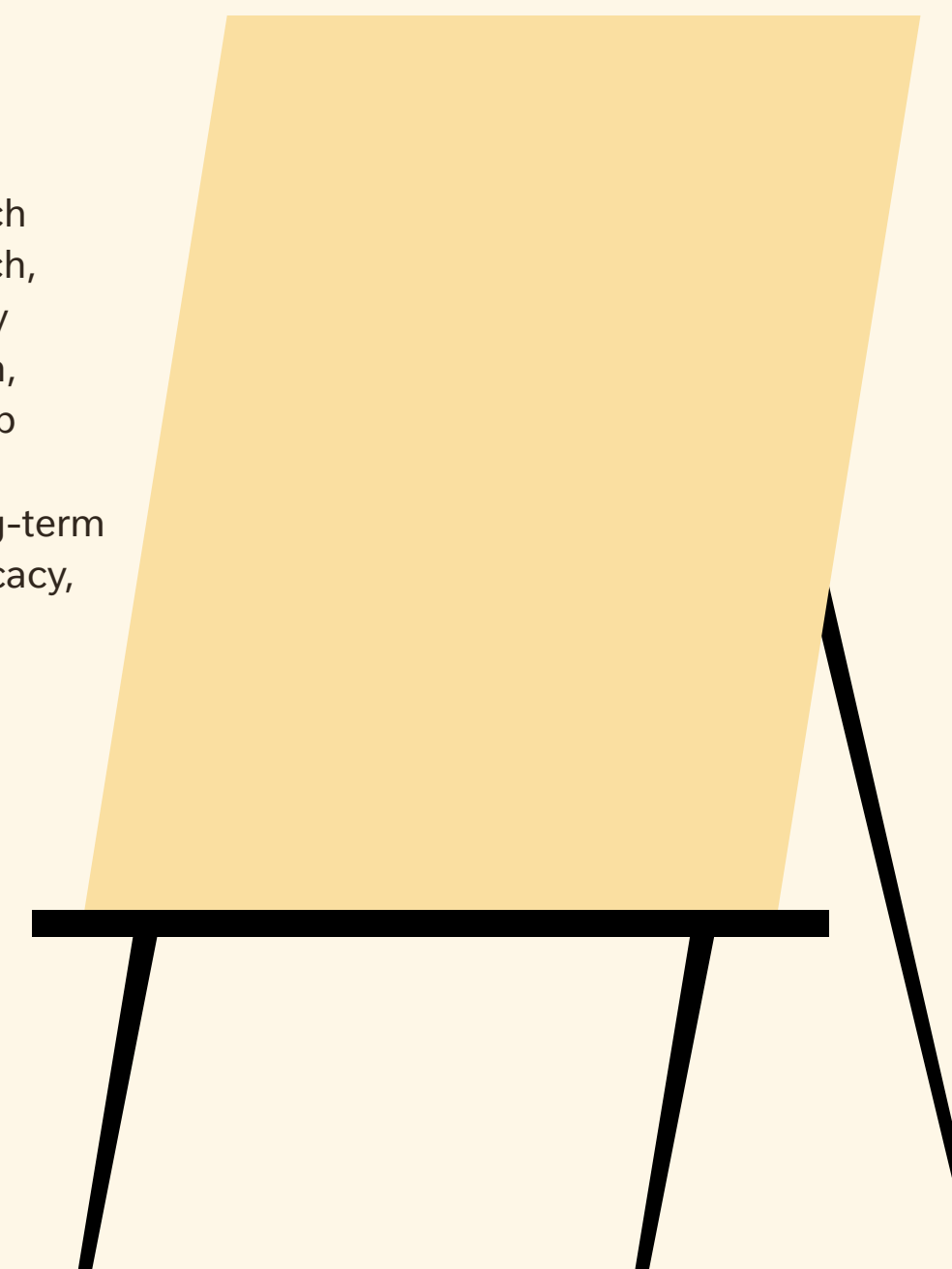
Markets should evaluate the best way to engage and advocate, which could be through a hybrid approach, combining participation in industry associations with direct interaction, or joint representation with a group of companies. Your focus should preferably be on developing a long-term strategy, based on proactive advocacy, and validated once a year.

GUIDING PRINCIPLES FOR YOUR ADVOCACY ROADMAP



- ✓ Identify four to five key priorities
- ✓ Think long term
- ✓ Be proactive
- ✓ Align with the equivalent zone priorities and communicate to the Zone or Businesses Advocacy Committee
- ✓ Validate once a year
- ✓ Make sure your targets are SMART

- S Smart
- M Measurable
- A Achievable
- R Realistic
- T Timely



3.2 MATERIALITY AND PRIORITIES

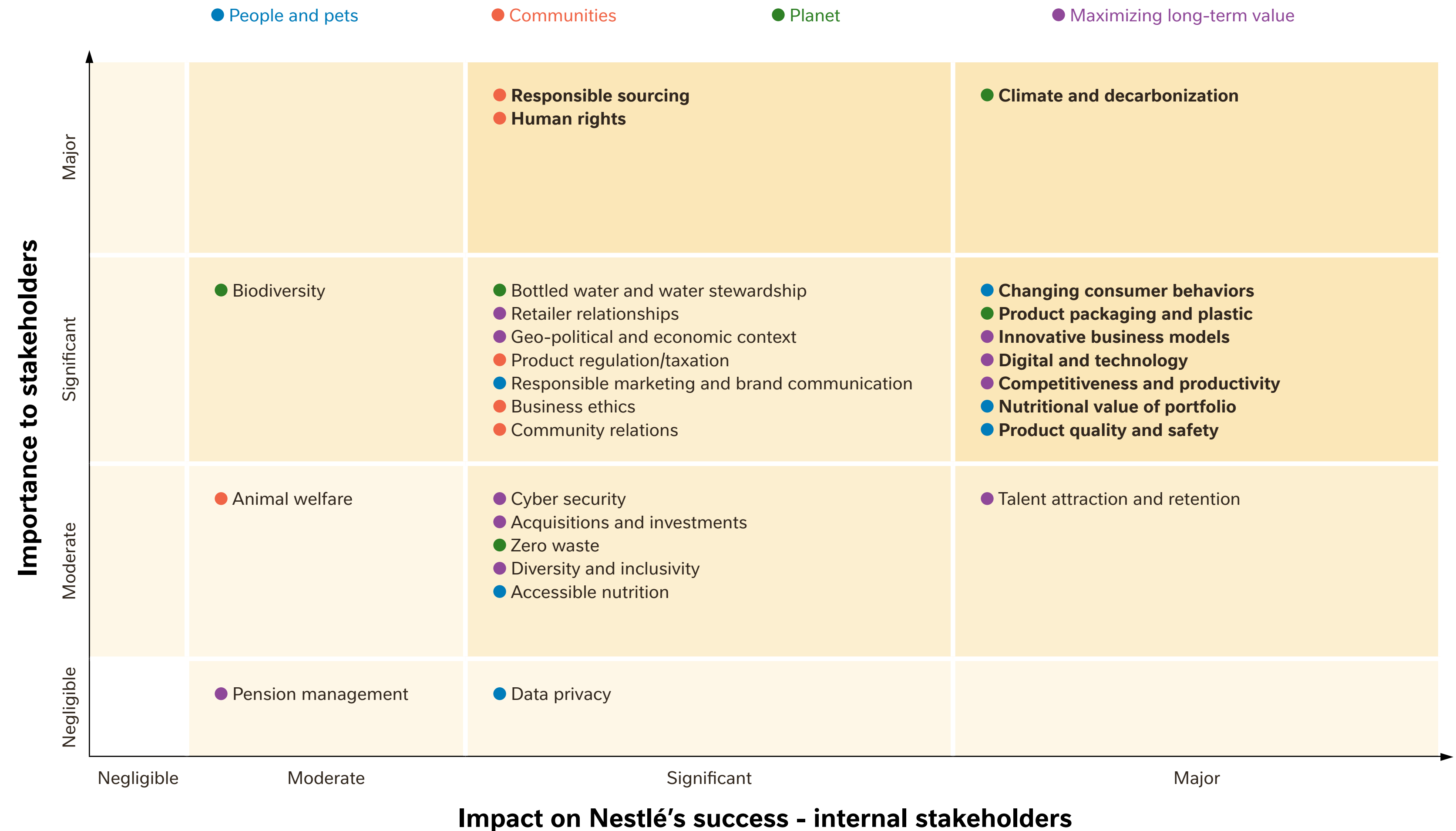
A CLOSER LOOK

Our Global materiality matrix

We tailor our activities based on the results of the assessment, aiming to address those issues identified as being most material to our business. These issues should not be viewed in isolation – they are increasingly interconnected and can often impact each other. That is why we are moving more toward a more integrated, holistic approach to managing sustainability, developing ambitious goals to advance the health of our planet, drive societal progress and support a sustainable and healthy food system.

The assessment results are plotted on a materiality matrix, with their position relative to the degree of stakeholder interest and potential business impact.

[Read more](#)

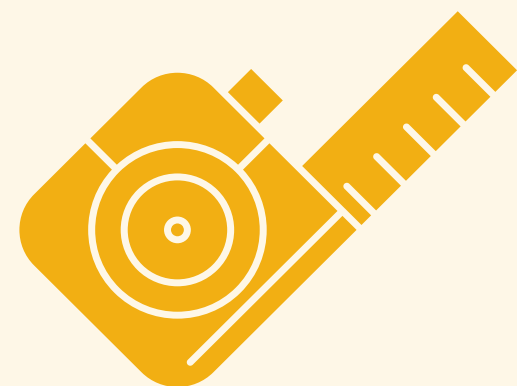


3.3

HOW REALISTIC IS IT TO ACHIEVE SUCCESS?

We need to be very clear about what we are trying to accomplish and define what success looks like.

When scoping advocacy strategies, it is useful to ask yourself: **is it realistic to achieve one or more of the outcomes outlined on this page?** By thinking through many of the points, it is possible to evaluate your ability to deliver effectively on your advocacy priorities.



1 MEASURABLE CHANGE

Measurable change in the policy environment as identified by business priorities and as a result of advocacy efforts

- What is the policy context in which our business priorities, purpose and external commitments can be achieved to maximize positive societal impact and achieve our business objectives?
- How would the policy environment need to change for this to happen?
- What would a level playing field look like?
- What would change and how, and under what scenario or circumstances? (ideal vs compromise scenarios)



2 A DEMONSTRABLE LEADERSHIP ROLE

A demonstrable leadership role on the topic that resonates with stakeholders and strongly supports our position (at least sufficient to mitigate opposition)

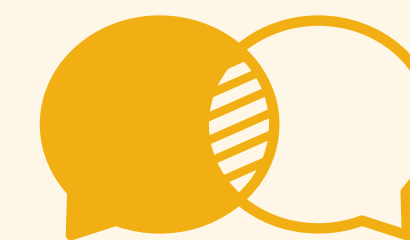
- How aligned is our position/objectives with those of key stakeholders?
- What is the degree of support we can count on? From peers? From other influencers (e.g. academics)?
- To what extent are we likely to be able to create strong and lasting partnerships with key stakeholders behind a common advocacy position?
- Is there a dissenting position on this topic? By whom and how well is it articulated and supported with evidence?



3 ABILITY TO DRIVE INTERNAL POLICY AND BEHAVIOR CHANGES

Ability to drive internal policy and behavior changes in alignment with the advocacy agenda

- Especially if there are significant differences between our starting position and that of peers or other stakeholders, to what extent can engagement bring new learnings so that Nestlé is better equipped to reduce gaps between its current performance and stakeholder expectations?
- At which internal forums can these new learnings be presented and discussed?



4 CLEAR AND TRANSPARENT COMMUNICATION OF KEY ADVOCACY TOPICS

Clear and transparent communication of key advocacy tools including why and how Nestlé intends to contribute

- What is the extent to which we can articulate an ambitious “Nestlé voice” and position on key societal issues related to the topic, in order to drive Nestlé’s objectives and support our Case for Good narrative?

3.4 HOW DO WE GAIN SUPPORT BEHIND OUR POSITIONS?

Advocacy should not be left to chance or managed on an ad hoc basis.

Advocacy must be built over years and requires a lot of local commitment, but will often be more effective than ad hoc engagement when a proposal is already under consideration by politicians.

As previously mentioned, different advocacy situations require different time perspectives – **reactive, responsive and proactive approaches.** In any or all of the situations highlighted on this page, it will always be preferable to act in concert with peers or other influential stakeholders.

IF FACED WITH...

A (perhaps unexpected) specific issue with a narrow window to influence emergency legislation proposed in its wake...

RESPONSE

Clearly reactive advocacy is likely to be the most appropriate approach. Our Legal & Compliance teams will probably lead the response in most cases, though this may differ from one market or business to the next.

Reactive



A legislative or regulatory text on technical laws and regulations required for products to be sold in the markets published in an official gazette - with a known and reliable procedure for consultation, reasonable timelines and high likelihood that science-based evidence will be considered and amendments duly incorporated...

A responsive advocacy approach, led by our Regulatory and Scientific Affairs teams with scientific support from our Technical or R&D colleagues.

Responsive



A newly elected government that has published policy promises in its manifesto related to one or more of our key advocacy themes...

This is primarily a proactive advocacy approach and would normally be led by our CCPA teams with support from our technical and scientific community as necessary.

This will need to be engaged appropriately as the government takes office to establish shared agendas and to both prepare for and contribute to policy changes.

Proactive



IMPORTANT PRINCIPLES

We support government efforts, and only engage with them to implement efficient policy frameworks to improve nutrition and health. We collaborate with WHO, Governments and other intergovernmental health agencies in their efforts to develop regulations to implement health and nutrition measures and on other ESG matters.

We safeguard opportunities for other to lobby, including through not spending disproportionately.

We pursue cooperation with CSOs to promote & support governmental efforts to improve transparency and accountability in relation to lobbying.

We continue to provide constructive and science-based support to government policy efforts to improve nutrition and health. We favor transparent scientific dialogues with all experts from all parties and respect independent, peer-reviewed science.



3.5

HOW DO WE TAKE STAKEHOLDERS WITH US ON THE JOURNEY?



PLANNING... AND BEING FLEXIBLE

By creating a comprehensive annual advocacy plan, we can clearly identify the level and type of engagement we will need with public agencies and officials, NGOs, academia and general and specialized media. Our communication platforms are essential to facilitate and support any institutional, legal, regulatory and scientific advocacy streams.

While all strategies should be well defined, changing circumstances may need us to be more flexible. For example, it is important to be pragmatic and recognize when a reactive advocacy strategy and plan may not be enough – and then apply an issue management treatment, which may in turn require a legal strategy.

- Scientific-backed evidence can be included to support our positions that both enable businesses and protect consumers

Use internal tools to

- Monitor and report topic trends
- Track progress systematically
- Anticipate or contribute to regulatory drafts



MAKING OURSELVES CLEAR

If an industry or another type of association of which we are a member adopts a position that diverges from our own, or if its proposed strategy does not meet with our standards, we must not be afraid to insist that it be made clear to stakeholders that we have asked to be excluded from the association's position.

When it becomes consistently difficult to reach consensus with association members, we have seen that it is possible to engage either by ourselves or directly with peers who share our position, either on a single issue or on a range of common topics.

- Leverage learnings to resolve similar cases
- Marshal systematic responses/inputs to local regulatory drafts and developments
- Find best-in-class scientific evidence to support relevant positions

Engage early, clearly and with others to make ourselves heard.

Getting ahead of the issues and understand the lay of the land

Our legal radar is an essential tool whilst planning an advocacy strategy. It assists in both tacking our advocacy efforts on existing laws but also monitoring the legal landscape on a country level related to a particular topic. This internal tool developed by the concerted efforts of our legal network across the globe informs the business on potential headwinds and tailwinds in order to guide their strategies. The legal radar is fundamental to draw the legal boundaries at a market and zone

level and in turn help reshape such boundaries where necessary, amongst others, it fulfills the following functions:

- Monitor existing and upcoming laws at state and country level
- Track legislative advocacy efforts on a per topic basis by the respective legal stakeholder in the market/zone
- Inform the business of legal developments and boundaries essential to shape strategies
- Notify and update the business on existing public lawsuits on a topic basis, crucial for product claims assessment

Our Regulatory Early Warning Event (REWE) system is a global database of early warnings (EW) that tracks

regulatory challenges and opportunities by geography and topic. Since its creation in 2014 by CT RSA, virtually no significant regulatory developments have been missed. It is regularly maintained by markets and businesses and reviewed once a month by the IRT.

REWE is a powerful tool for staying on top of regulatory issues that may affect our markets and zones:

- Trends are regularly tracked and reported to RSA, the global advocacy community and senior management
- Progress is methodically tracked (704 active early warnings were reported as of 1st November 22, 2021)
- Alert systems can be enabled for topic managers and local and regional EW owners

3.5

WORKING COLLECTIVELY

Partnerships and collective action

Societies globally are facing a range of complex challenges, from rising obesity rates to child labor and climate change. Change will take joint action.

We need to build relationships with partners and like-minded stakeholders in markets around the world to design and deploy sustainable solutions.

Why do we partner with others?

To deliver a bigger impact. We benefit from engaging with diverse stakeholders. By working together, we maximize what can be achieved. These stakeholders include multilateral agencies, international organizations, governments, academia, non-governmental organizations and industry bodies.

In addition, we safeguard opportunities for others to lobby, including by not spending disproportionately.

We pursue cooperation with CSOs to promote and support governmental efforts to improve transparency and accountability in relation to lobbying.

Coalition building

A strong and aligned industry association, with members sharing the same goals and principles, is likely to be more effective in advocacy than individual efforts. When an advocacy program can be allied to the agendas of influential civil society partners – for example, academics or a relevant professional institution (such as a Nutrition Society in the context of NHW topics) – the potential for a successful outcome significantly increases.

It is critical to align other companies behind our position by chairing or participating in the relevant working groups of industry associations. By doing so, we take on the leadership position expected of us on advocacy initiatives, while executing with other companies or industry associations.



PLANNING YOUR ENGAGEMENT

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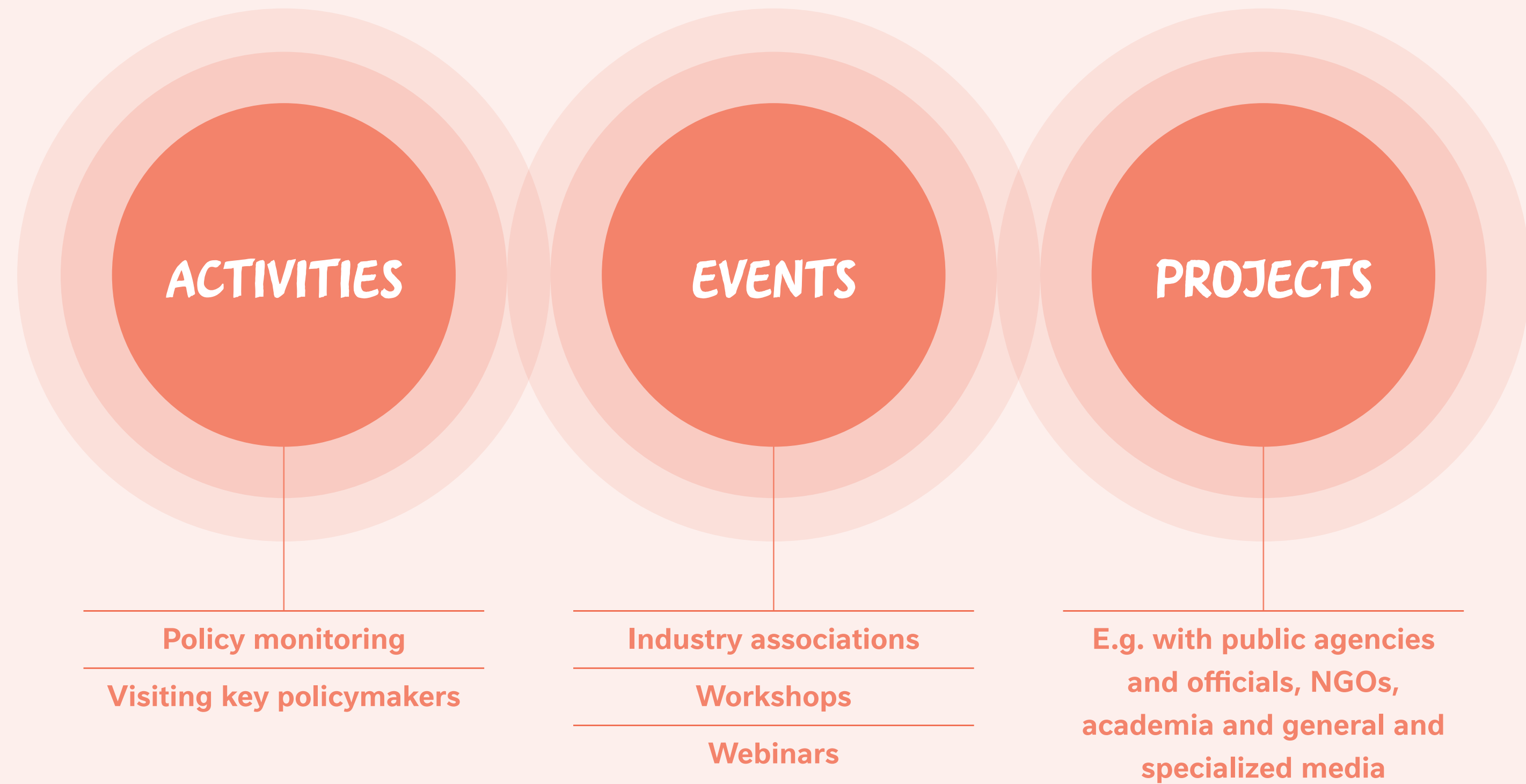


4.1

KEY MEASURES

Our communication platforms are essential to facilitate and support the institutional, legal, regulatory and scientific advocacy streams of our advocacy strategy.

Adjacent are some examples to build your toolkit.



4.2 TRACKING YOUR PROGRESS

Once your advocacy strategy has been suitably framed, priorities set and roles established, ideally your programs should be tracked regularly through a market, zone or center advocacy committee OMP process.

Your progress can be included in a stakeholder engagement tracking system.

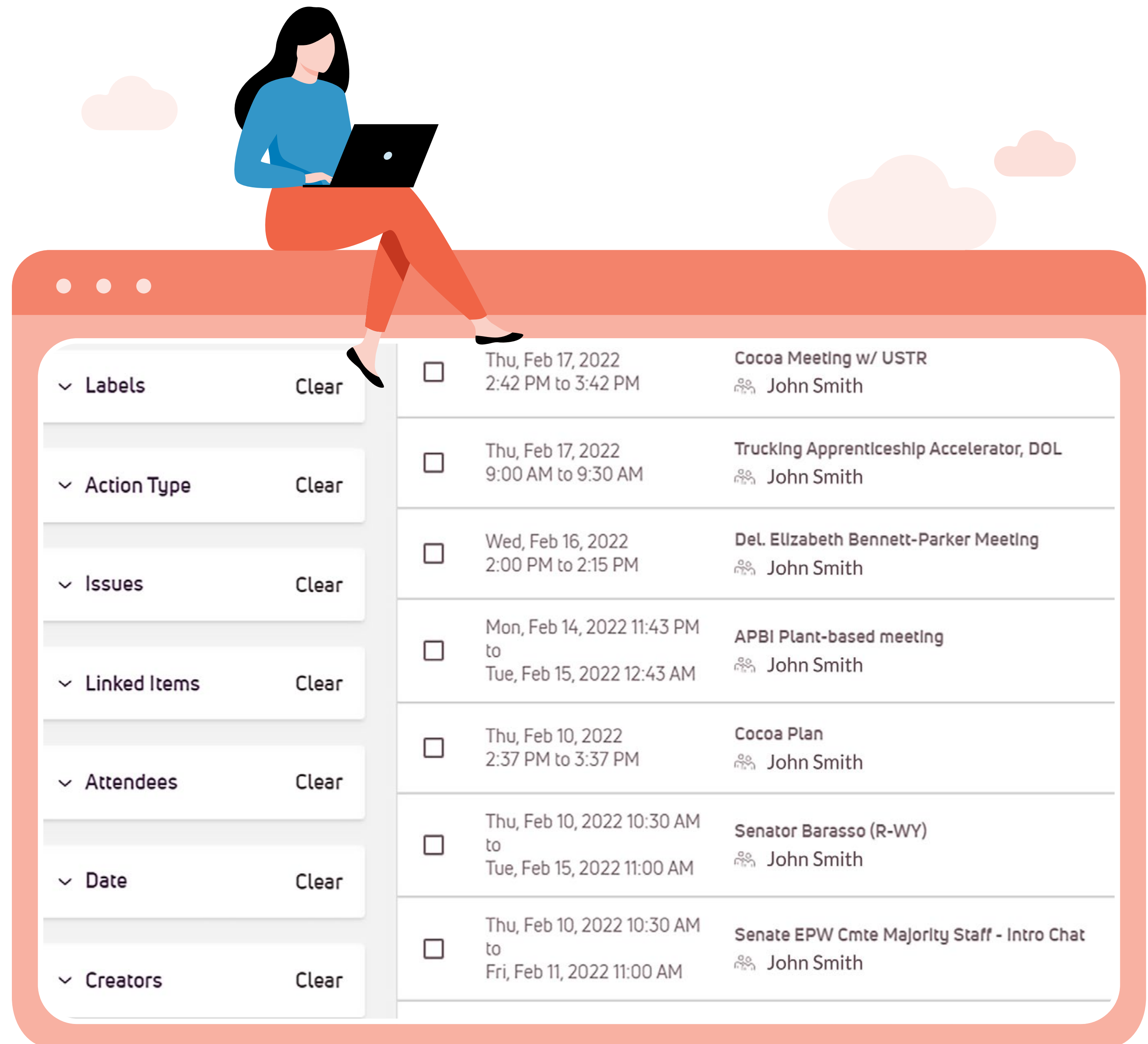
Key elements should include:

- A mapping of the stakeholder landscape and respective fields, and an evaluation of the levels of stakeholder influence
- A defined and systematic contact strategy with regularly tracked progress.

An example of best practice in this field is the work undertaken by Nestlé in the U.S. (NiM team) to track outreach to policymakers, regulatory and agency officials, and other key stakeholders.

The team tracks engagement across topics by all advocacy community members using a dedicated, searchable third-party tool that allows individual topics / issues, relationships and engagement threads to be systematically tracked. As a result, both challenges and successes can be identified and evaluated early on.

It is also possible to track financial returns on our stakeholder engagement and advocacy activities. In 2021 an advocacy component was incorporated into the monthly NiM-NUSA IRT to prioritize and discuss opportunities / strategies to help manage issues through engagement with policymakers, agencies and other stakeholders.



4.3 EMPOWERING ONE ANOTHER

Well-run advocacy strategies can bring about positive changes internally.

Including colleagues to help advance your Advocacy Roadmap can have many benefits. Here are suggestions on how to do it.



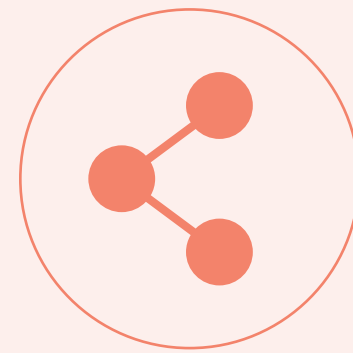
Culture change

- Accelerate the evolution towards a proactive and anticipatory advocacy culture at Nestlé
- Make systematic use of existing early warning tools and dialogue with stakeholders who advocate and can influence policy to identify and understand emerging concerns/issues, while identifying earlier longer-horizon opportunities to engage



Skills and training

- Establish a multifunctional network of highly skilled professionals able to activate the right local strategies in support of the advocacy objectives, including training and development, and alliance/coalition building
- Strengthen capacities of relevant teams in the markets and create wherewithal to mobilize grassroots advocacy efforts where appropriate
- Develop training resources for all those engaged in advocacy across the company



Resource sharing

- Create and curate an advocacy hub with tools, resources and concrete examples of best practice
- Gather, share and celebrate the many cases of excellence that exist across the organization. Update and refresh regularly

ADVOCACY IN ACTION

Advocacy efforts start with our own people as ambassadors. Here are some examples.

#WeAreNestlé is a tool to create grassroots advocacy on specific topics in active markets via our own network of colleagues. When using any outreach platforms, always work closely with CCPA to ensure that they are optimally deployed.

4 SUBMIT A POST

Submit any news you are proud of

- 1** Cut & Paste the link of the post in the URL section
- 2** Enter a title and a description to create a post from scratch or edit the suggested one
- 3** Upload a new image or change the suggested one

! Once approved by the program manager, your post will be visible on the feed!

Nestlé Cares encouraged employees globally to tackle plastic waste.

[Read more](#)

There are a number of factors that influence low breastfeeding rates. To promote the practice worldwide, Nestlé introduced breastfeeding rooms and parental-leave policies.

[Read more](#)

CONCLUSION

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5.1

CONCLUSION



ADVOCACY TAKES TIME

All advocacy campaigns require planning, execution and systematic tracking alongside issues management and stakeholder engagement strategies. Planned, prepared and tracked outreach greatly enhances the chances of favorable outcomes.

Bear in mind that different time horizons, audiences and contexts will determine the mix of advocacy approaches we deploy - and that often tangible results may not be apparent for a number of years (in multiple cases, we have seen the benefit of patient, sustained action over time).

IT TAKES LEADERSHIP

As a rule of thumb, if it is possible to advocate in concert with peers, it is usually more effective to advocate as an industry. However, as stakeholders – from consumers to civil society – increasingly expect more leadership from us, it may be necessary to stand alone or with coalitions of the like-minded.

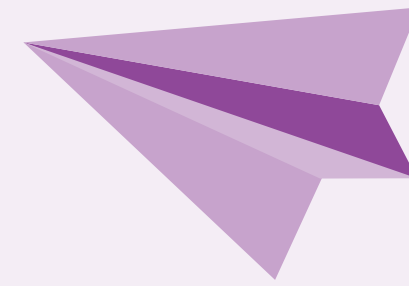
SUCCESS TAKES SHARED WISDOM

While researching this document, it became apparent that there is considerable appetite around the network for a shareable and searchable resource of best practice examples. There is also a clear need for training resources dedicated to this topic that go beyond this document. The global PA team will work on these essential resources in conjunction with markets, zones and businesses as our collective advocacy journey continues.

GLOSSARY



6.1 GLOSSARY



ACG	Advocacy Core Group	NHW	Nutrition, Health and Wellness
AOA	Asia, Oceania and Sub-Saharan Africa	NiM	Nestlé in the Markets
BU	Business Unit	NPPE	Nestlé Purina Petcare Europe
CCPA	Corporate Communications and Public Affairs	NUSA	Nestlé in the United States of America
COO	Chief Operations Officer	OMP	Operational Master Plan
COQM	Corporate Quality Management	PA	Public Affairs
CSO	Civil Society Organization	REWE	Regulatory Early Warning Event
CSV	Creating Shared Value	RMB	Regionally Managed Business
CTG	Core Theme Group	RSA	Regulatory and Scientific Affairs
CT	Corporate Technical	R&D	Research and Development
EB	Executive Board	UN	United Nations
EW	Early Warning	US	United States
ESG	Environment, Social and Governance	WHO	World Health Organization
GMB	Globally Managed Business	ZAC	Zone Advocacy Committe
HR	Human Resources		
IRT	Issue Round Table		
KOL	Key Opinion Leader		
NGO	Non-Governmental Organization		

