

# Lactalis

Headquarters  
France

Type of ownership  
Private

Estimated percentage of Lactalis's global F&B sales from CF <sup>1</sup>  
0.2%

Estimated percentage of Lactalis's global baby food sales from CF <sup>2</sup>  
12%

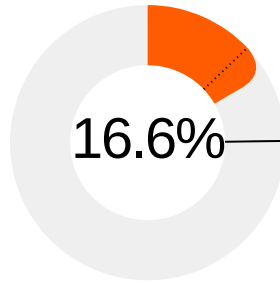
Countries covered in country studies  
US

Company also assessed in:



BMS Index 2024

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CF Marketing Score 2024 <sup>3</sup>

Average score  
Highest score



Country Studies Score <sup>4</sup>

33% 1 country



Corporate Profile Score

0.1%

### Important:

The research findings regarding companies' performance in this Index are based on information shared by companies or gathered by service providers, in addition to information that is available in the public domain.

The level of detail and comprehensiveness of information shared by companies and gathered through external service providers varied. In the case of limited or no engagement by companies, this Index may not represent the full extent of their efforts. Similarly, in the case of limited data collected by service providers, the findings of this Index may not provide a comprehensive representation of company practices.

ATNI's research and Indexes do not assess compliance with local regulations or laws, but rather assess private sector performance against international standards and guidance.

# CF COUNTRY STUDIES



Country Studies  
Score

33% 1 country

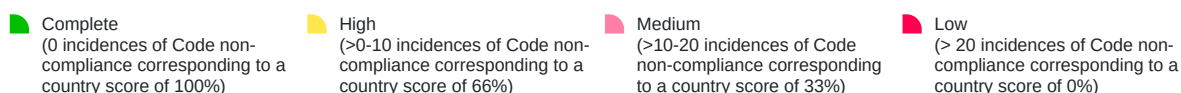
The Country Studies component of the BMS and CF Marketing Indexes 2024 evaluates the extent to which a company's marketing practices align with specific provisions of the WHO Code not against local Code-related regulations). The main marketing channels assessed in the Country Studies for the BMS and CF Marketing Indexes 2024 are online points-of-sale, traditional and online media outlets, and product labels which were all assessed according to the NetCode protocol. Lactalis only sells CF products in the US, one of the five countries selected for the assessment, which represents 100% of Lactalis's estimated global CF sales. The Country Studies results for Lactalis are summarized below for the US and across each marketing channel.

<https://new-140rlzsq.accesstonutrition.org/app/uploads/2024/03/Assessment-methods-and-scoring.pdf>

# Country Studies overview

Lactalis	Country assessments			CF market <sup>5</sup>	
	Total incidences of non-compliance across online, traditional media, and product labels <sup>6</sup>	Number of product labels assessed <sup>7</sup>	Company brands found	CF market share	Proportion of Lactalis's global CF sales
CHINA	N/A	N/A	N/A	N/A	N/A
GERMANY	N/A	N/A	N/A	N/A	N/A
INDONESIA	N/A	N/A	N/A	N/A	N/A
US	11	2	Stonyfield	<5%	100%
VIET NAM	N/A	N/A	N/A	N/A	N/A

Code compliance level

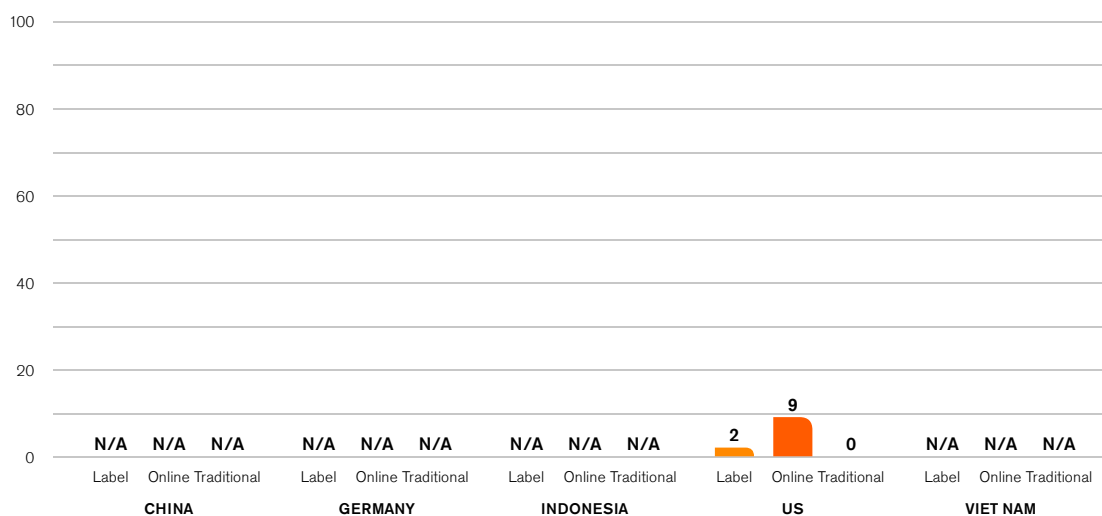


• The US accounts for all the CF sales from Lactalis and the company has a relatively small share (<5%) of the US CF market. A total of 11 non-compliance incidences were found, which included nine

advertisements or promotions on online media channels and both product labels assessed contained one or more instances of non-compliance.

## Observed incidences of non-compliance with the Code per country

Absolute number of incidences of non-compliance



Category <sup>8</sup>
■ Commercial complementary food < 6 months of age
 ■ Commercial complementary food 6-36 months of age
 ■ Product brand

## Main in-country findings

The total number of incidences of non-compliant marketing practices for Lactalis that were found in the US was 11.

For the US market, the majority of incidences of non-compliant marketing practices observed for Lactalis were identified through the social listening of online platforms (9). The remaining two incidences of non-compliance were for inappropriate CF product labels (2). On traditional media, no incidences of non-compliance were found in the six months the channels were monitored.

#### Online findings

- The total incidences of non-compliance found online (9), were all found on the company's local social media platforms. No point-of-sale promotions were found on online retail channels in the eight weeks the channels were monitored.

- From the online advertisements of Lactalis' CF products found in US, an average of three incidences of non-compliance were identified with each observation. All the advertisements were missing the statement on the importance of exclusive breastfeeding in the first six months of life and continued breastfeeding for up to two years or beyond, as well as a statement with clear recommended age of introduction. Four out of nine of the online advertisements observed included marketing claims, followed by health (3) and nutritional claims (2).

#### Traditional media findings

- On traditional media, no incidences of non-compliance were found for Lactalis CF products during the six-months the channels were monitored.

#### CF product label

- The total number of Lactalis CF products assessed was two in the US.

- All CF products assessed in the US were found to be clearly marketed as suitable for older infants and young children between six months and up to three years of age. For all Lactalis product labels assessed, at least one incident of Code non-compliance was observed. The average number of incidences of non-compliance per product label assessed was five.

- All Lactalis CF labels assessed in the US had all three types of claims including marketing, nutritional and health. Also, none of the product labels included a statement on the importance of exclusive breastfeeding in the first six months of life and continued breastfeeding for up to two years or beyond.

- Another incidence of non-compliance was observed in both products including an image, text, or other representation that may suggest use for infants under the age of 6 months. One of the two product labels assessed was found to contain text, image or other element that can be considered to undermine or discourage appropriate complementary feeding. In addition, both labels were found to contain an endorsement by a professional, in this case by mentioning that it was recommended by pediatricians.

## Recommendations

- Given the incidences of non-compliant marketing practices for CF products observed, Lactalis is encouraged to consider the gaps identified to improve its CF marketing practices in the US such that they fully align with the requirements of the Code. The WHA 69.9 supported guidance includes recommendations around which messages should be present on CF labels to support optimal infant and young child feeding, and which are inappropriate and could undermine recommended practices. Lactalis should incorporate these recommendations in their policies and practices and apply them to their CF products, as none of the CF products in this assessment fully met these requirements. Examples of aspects that the company can improve across all platforms include restricting the use of all types of claims as defined by WHO Europe's Nutrient and Promotion Profile Model for all forms of CF marketing. The company should also refrain from including endorsements by professionals like pediatricians.

- None of the online advertisements of CF or the CF labels from Lactalis that were assessed in the US included a statement on the importance of exclusive breastfeeding in the first six months of life and continued breastfeeding for up to two years or beyond, which is a Code requirement as per recommendation 4 of the guidance on inappropriate promotion of foods for infants and young children supported by WHA resolution 69.9. The company should aim to address missing statements on exclusive breastfeeding in the first six months of life and continued breastfeeding for up to two years or beyond.

- Lactalis is strongly encouraged to take responsibility for monitoring its marketing practices beyond local regulations, according to the principles and the aim of the Code and subsequent relevant resolutions, and to take steps to ensure this includes online media

channels.

- ATNI is calling on Lactalis to review all incidences of

non-compliance identified across all marketing channels, which were shared in detail with the company, and to take corrective action in the US.

# CF CORPORATE PROFILE



Corporate Profile  
Score

0.1%

The Corporate Profile component of the BMS and CF Marketing Indexes 2024 evaluates the extent to which a company's policies align with various provisions of the Code, the effectiveness of its related management systems as well as the company's level of disclosure on commitments relating to CF marketing. Lactalis's CF marketing commitments were assessed across 9 topics that cover different aspects of the Code yielding an average score that is equivalent to the company's initial overall Corporate Profile score before a geographic penalty (if applicable) is applied. A company that is found to market CF for infants under six months of age only gets half of the initial overall Corporate Profile score (this is identified by one of the indicators in the first topic on "Guiding Principles of Infant and Young Child Feeding"). As described in the findings on the topic "Guiding Principles of Infant and Young Child Feeding" below, Lactalis was found to market CF products for infants under six months of age, therefore its initial overall Corporate Profile score was halved from 2% to 1%. The final Corporate Profile score considers how the company's marketing commitments are applied across different markets for CF products intended for older infants and young children between six months up to three years of age (CF 6-36 months). The next section 'Geographic application of CF commitments by product type' shows how the company's application of commitments for CF 6-36 months was evaluated. The scores and findings on each topic are described in further detail in the section below on 'CF Commitments by Topic'.

## Geographic application by Lactalis of CF commitments by product type

The percentage of product sales where commitments are upheld, and the geographic penalty applied to CF products intended for older infants and young children aged six months up to three years. The penalty ranges from 0% up to 90% depending on whether a company fully upholds its CF marketing commitments in all or none of the countries in which it operates, respectively, where national Code regulations are absent or less stringent than the company's policies and standards.

Corporate Profile score before penalty <sup>9</sup>	Product type	Percentage of Lactalis's global sales from markets where CF commitments are upheld <sup>10</sup>	Geographic penalty applied	Final Corporate Profile score
1%	Commercial complementary foods 6-36 months <sup>11</sup>	0%	90%	0.1%

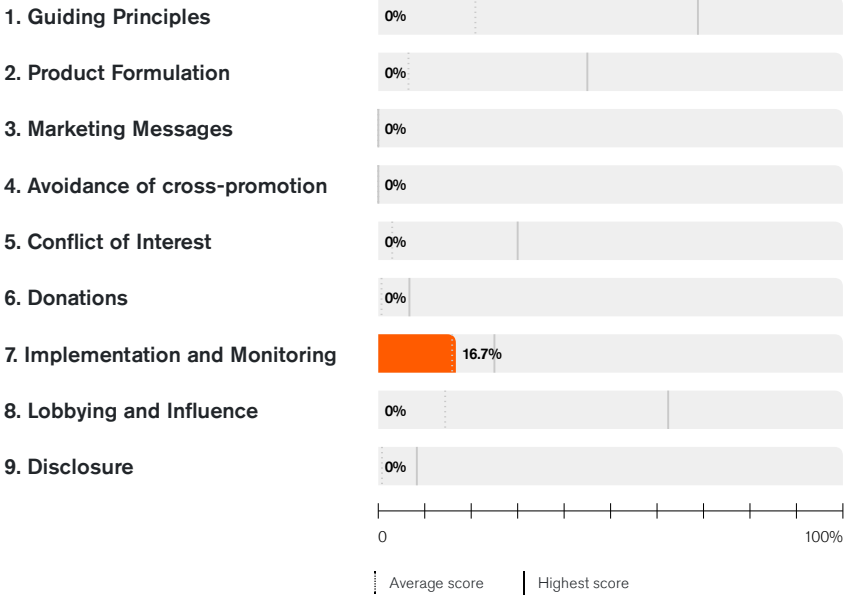
Commitments are upheld

- Upheld for all products in this category - without exception - globally
- Upheld for some products in this category - without exception - globally
- Upheld for all products in this category - without exception - only in some markets
- Upheld for some products in this category, and only in some markets
- Not upheld for this product category in any market
- No policy found in the public domain nor shared by the company, therefore no information on how commitments are upheld

**Commercial Complementary Foods**  
 No information was found in the public domain nor shared by the company describing if and where (in what markets) marketing commitments are upheld for CF 6-36 products. Therefore, the corresponding geographic penalty is the maximum of 90% and the final Corporate Profile score is 0,09%.

ATNI calls on Lactalis to consider the expanded definition of the Code, following the World Health Assembly resolution 69.9 recommendations that cover and address the responsible marketing of commercially produced complementary foods intended for older infants and young children aged 6–36 months.

# Topics Overview



These represent the initial overall scores before applying the penalty.

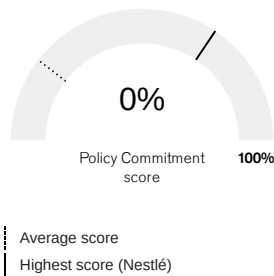


# CF commitments by topic

Most topics include both policy commitments and management systems except for 'Guiding principles of infant and young child feeding' which only considers policy commitments, 'Implementation and Monitoring' which only considers management systems, and 'Disclosure' which only considers the level of disclosure of identified commitments. 'Lobbying and Policy Influence' is the only topic that includes policy commitments, management systems and disclosure.

## 1. Guiding Principles

This topic consists of policy commitment indicators only.

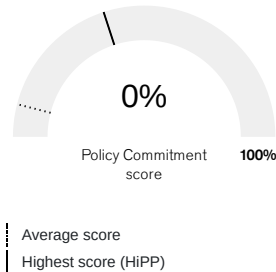


### Policy Commitment

- ATNI acknowledges the company's response to the BMS Call to Action where the company acknowledges the importance of the principles of the World Health Organization International Code of Marketing of Breast-Milk Substitutes of 1981 (WHO Code). However, no other evidence was found in the public domain nor shared by the company to reflect the company's official commitment.
- ATNI did not find a policy, nor any other documents published by Lactalis that cover the marketing of complementary foods and drinks for older infants and young children between six months and three years of age. In addition, the company was not found to commit to not market CF products for infants under six months of age, therefore it only gets half of the initial overall Corporate Profile score, as described in the section above.
- No other relevant information was found to reflect recognition of the International Code of Marketing of Breast-milk Substitutes and relevant subsequent WHA resolutions, including the guidance on ending the inappropriate promotion of foods for infants and young children supported by WHA resolution 69.9.
- No information was found either on the company's support of exclusive breastfeeding for the first six months and continued breastfeeding up to two years of age or beyond, as well as the introduction of appropriate complementary foods from the age of six months, as per international public health recommendations.
- As no further evidence was found, the assessment could not be substantiated. The company therefore did not score on this topic. To score in this area, Lactalis is urged to recognize the Code in full and to make these statements.

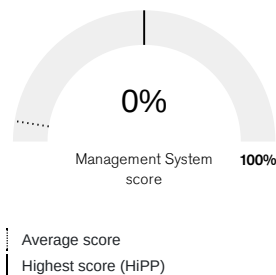
## 2. Product Formulation

This topic consists of policy commitment indicators and management system indicators. Each set of indicators contributes an equal weight of 50% each to the topic score.



### Policy Commitment

- Lactalis did not score on this topic since no explicit commitments were found nor shared by the company on the formulation of complementary foods for older infants and young children aged 6-36 months. No information was found indicating if the company adheres to any relevant Codex standards and guidelines at a minimum, nor if it follows any national, regional and global standards for composition, safety, quality and nutrient levels.
- Lactalis is encouraged to explicitly state which specific Codex standards and guidelines and other national, regional, and global standards it follows at a minimum for clear reference, and to ensure that the listed standards and guidelines are regularly revised so that the most updated versions are adhered to.

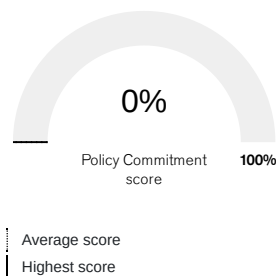


### Management System

- ATNI was unable to identify documentation of any management systems the company has in place to implement any policy it may have in relation to this topic.
- To score in this area, Lactalis would need to develop comprehensive management systems, procedures and other guidance for its employees to implement all commitments set out in its policy(ies) relating to responsible CF marketing.

## 3. Marketing Messages

This topic consists of policy commitment indicators and management system indicators. Each set of indicators contributes an equal weight of 50% each to the topic score.



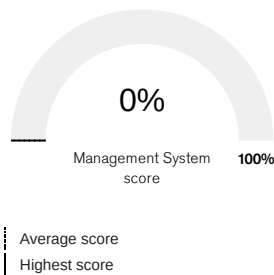
### Policy Commitment

- Lactalis did not score on this topic since no explicit commitments were found to ensure that messages on all packaging and marketing/promotional materials of its complementary foods for older infants and young children aged 6-36 months align with the Code requirements of what should and should not be stated as per recommendation 4 of the guidance on ending the inappropriate promotion of foods for infants and young children supported by WHA resolution 69.9. The findings from the country assessments show that Lactalis's messages across all forms of marketing assessed did not fully align with the requirements of recommendation 4 of the WHA 69.9 guidance.
- Lactalis is encouraged to adopt these Code requirements in full for all CF marketing materials and clearly outline them in a

company policy dedicated to the responsible marketing of complementary foods.

#### Management System

- ATNI was unable to identify documentation of any management systems the company has in place to implement any policy it may have in relation to this topic.
- To score in this area, Lactalis would need to develop comprehensive management systems, procedures and other guidance for its employees to implement all commitments set out in its policy(ies) relating to responsible CF marketing.

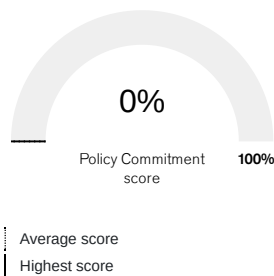


## 4. Avoidance of cross-promotion

**This topic consists of policy commitment indicators and management system indicators. Each set of indicators contributes an equal weight of 50% each to the topic score.**

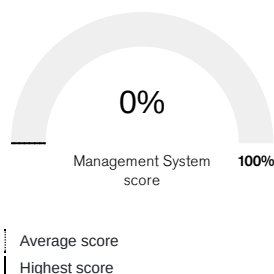
#### Policy Commitment

- Lactalis did not score on this topic since no explicit commitments were found indicating that the company takes various measures to avoid promoting its breast-milk substitutes indirectly via the promotion of its complementary foods for older infants and young children aged 6-36 months, also known as cross-promotion.
- Lactalis is encouraged to adopt the Code requirements set out in recommendation 5 of the guidance on ending the inappropriate promotion of foods for infants and young children supported by WHA resolution 69.9 that address cross-promotion. The company is urged to clearly outline in a company policy dedicated to the responsible marketing of complementary foods how it will differentiate the packaging and other materials used in the marketing of CF from that used in the marketing of its BMS products, as well as commit to avoiding establishing contact with caregivers, including through baby clubs and social media groups and other platforms of communication.



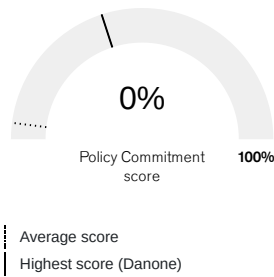
#### Management System

- ATNI was unable to identify documentation of any management systems the company has in place to implement any policy it may have in relation to this topic.
- To score in this area, Lactalis would need to develop comprehensive management systems, procedures and other guidance for its employees to implement all commitments set out in its policy(ies) relating to responsible CF marketing.



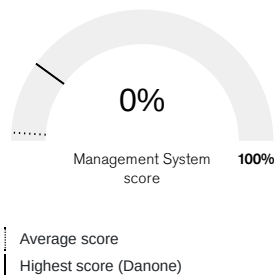
## 5. Conflict of Interest

**This topic consists of policy commitment indicators and management system indicators. Each set of indicators contributes an equal weight of 50% each to the topic score.**



### Policy Commitment

- Lactalis did not score on this topic since no explicit commitments were found to avoid conflicts of interest throughout the healthcare system in line with the Code, specifically recommendation 6 of the guidance on ending the inappropriate promotion of foods for infants and young children supported by WHA resolution 69.9.
- To comply with the Code, Lactalis would need to explicitly commit to not using health facilities to host events of any kind and to not giving out gifts or any other offering to caregivers of infants and young children. The company should also commit to not educating caregivers on infant and young child feeding and to only provide scientific and factual information to health workers on the use of complementary foods for older infants and young children aged 6-36 months. Lactalis would also need to refrain from providing contributions to health workers and sponsor meetings of health professionals and scientific meetings.
- Lactalis is encouraged to adopt recommendation 6 of the guidance supported by WHA resolution 69.9, and clearly outline in a company policy dedicated to the responsible marketing of complementary foods how it will avoid conflicts of interest with healthcare workers and in healthcare facilities in line with these Code requirements.

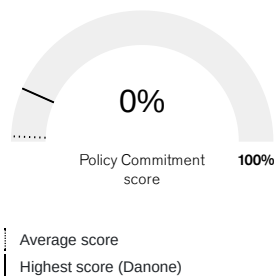


### Management System

- ATNI was unable to identify documentation of any management systems the company has in place to implement any policy it may have in relation to this topic.
- To score in this area, Lactalis would need to develop comprehensive management systems, procedures and other guidance for its employees to implement all commitments set out in its policy(ies) relating to responsible CF marketing.

## 6. Donations

**This topic consists of policy commitment indicators and management system indicators. Each set of indicators contributes an equal weight of 50% each to the topic score.**



### Policy Commitment

- Lactalis did not score on this topic since no explicit commitments were found to indicate that:
  - the company does not donate nor provide samples of complementary foods for older infants and young children aged 6-36 months to caregivers and children through health workers or health facilities
  - the company does not donate or distribute any equipment, materials (including educational materials), or services to any part of the health care system

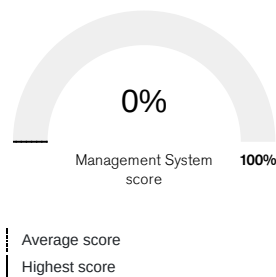
- the company does not donate CF 6-36 products in humanitarian settings, unless officially requested by a competent government authority of the country affected by the emergency or by the designated emergency response coordinating body acting on behalf of the government

- the company does not use donations of CF 6-36 products to children who require them in social welfare institutions as a sales inducement, nor distributes them for use outside these institutions

- Lactalis is encouraged to clearly outline in a company policy dedicated to the responsible marketing of complementary foods how it will donate complementary foods for older infants and young children aged 6-36 months in various settings, and ensure that it follows recommendation 6 of the guidance supported by WHA resolution 69.9, as well as the requirements outlined in WHA resolutions 47.5 and 63.23 pertaining to donations, and the Operational Guidance for Infant and Young Child Feeding in Emergencies.

#### Management System

- ATNI was unable to identify documentation of any management systems the company has in place to implement any policy it may have in relation to this topic.
- To score in this area, Lactalis would need to develop comprehensive management systems, procedures and other guidance for its employees to implement all commitments set out in its policy(ies) relating to responsible CF marketing.

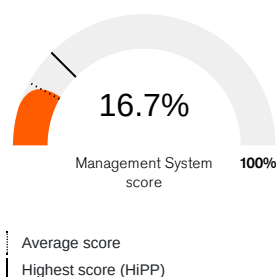


## 7. Implementation and Monitoring

This topic consists of management system indicators only.

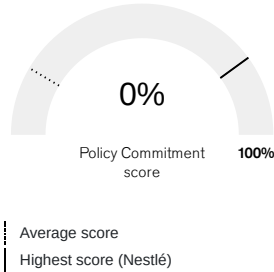
#### Management System

- Like most companies assessed in the BMS Marketing Index, the company was found to follow globally recognized food safety and quality standards to certify its BMS products, such as FSSC, which was clearly evidenced in Lactalis' 2021 CSR report.
- Lactalis did not score fully on this topic, mainly due to the company's lack of commitments specifically in relation to the marketing of complementary foods for older infants and young children aged 6-36 months.
- ATNI was unable to identify relevant commitments, and no relevant management systems were identified either, therefore the company did not score in this aspect.
- To score in this area, in addition to developing and having a comprehensive company policy dedicated to the responsible marketing of complementary foods, Lactalis is encouraged to clearly define and effectively communicate to all relevant employees and relevant executives their responsibilities for implementing commitments related to the marketing of CF 6-36.



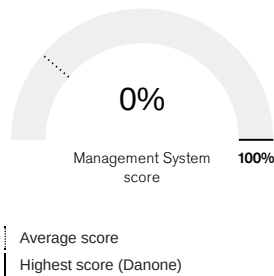
## 8. Lobbying and Influence

This topic consists of policy commitment indicators, management system indicators, and disclosure indicators. Each set of indicators contributes an equal weight of 33.3% each to the topic score.



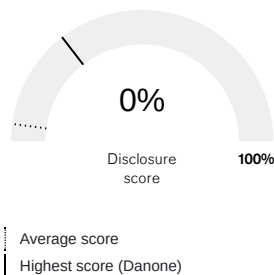
### Policy Commitment

- ATNI did not find any publicly available information concerning any commitments or objectives the company has in relation to engagement with policymakers on CF marketing. The company therefore did not score on this topic.
- To score in this area, Lactalis is encouraged to develop a policy setting out under what circumstances and how it will lobby and engage with governments and policymakers on issues relating to CF marketing. The company should also commit to not undermining existing public policy frameworks, the work of WHO or similar agencies, and Government efforts to develop regulations to implement the Code in full. In addition, the company should review the positions of all trade associations and industry policy groups it belongs to and assess the extent to which they align with the company's own policy positions.



### Management System

- ATNI was unable to identify documentation of any management systems the company has in place to implement any policy it may have in relation to this topic.
- To score in this area, Lactalis would need to clearly assign executive responsibilities and oversight to ensure the effective implementation of its policy on engaging with stakeholders on CF marketing and the Code, as well as develop clear systems and control mechanisms such as reporting and internal audits.



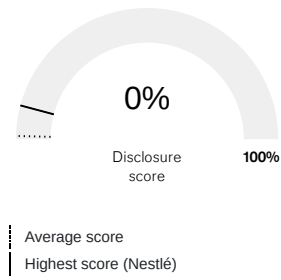
### Disclosure

- No information was found on Lactalis's website neither of its interactions, or that of its trade associations, in legislative processes related to the Code and CF marketing, nor of links to relevant external platforms that may include this information. ATNI encourages the company to follow key public policy frameworks in private sector engagement and lobbying such as the Responsible Lobbying framework, WHO framework of engagement with non-state actors and OECD principles for transparency and integrity in lobbying, among others.

## 9. Disclosure

This topic consists of disclosure indicators only.

## Disclosure



- Lactalis did not score on this topic, mainly due to the company's lack of commitments specifically in relation to the marketing of complementary foods for older infants and young children aged 6-36 months.
- In addition to developing and having a comprehensive company policy dedicated to the responsible marketing of complementary foods, Lactalis is encouraged to have its commitments available and easily accessible in the public domain.

## Footnotes

1. CF refers to commercial complementary foods. These include baby porridge and cereals, dairy/fruit/vegetable-based baby purées, savory meals, and snack foods, as well as baby teas, juices, and water for infants and young children aged 6-36 months. CF products marketed to infants aged under six months are considered unwanted breast-milk substitutes, as these products interfere with exclusive breastfeeding in the first six months. However, ATNI assesses these products in the CF Marketing Index rather than the BMS Marketing Index, to emphasize that CF products are intended for older infants and young children aged 6-36 months and should not be introduced to infants aged under six months who should be exclusively breastfed.
2. 88% of Lactalis's global baby food sales are derived from breast-milk substitutes.
3. The Country Study score and Corporate Profile score each contribute to 50% of Lactalis's CF Marketing Index score.
4. This represents the average score of one country assessment: the US.
5. Based on 2021 Euromonitor retail sales estimates.
6. Incidences of non-compliance include non-compliant labels and non-compliant observations from online and traditional media.
7. Where companies engaged, these numbers should represent the number of products confirmed to be marketed in these countries as communicated by the companies to ATNI. It is possible however that the number of products and brands assessed are not representative of each of the assessed markets, due to limitations in data collection and limited company engagement.
8. - Commercial complementary food intended for infants under six months of age (CF < 6). - Commercial complementary food intended for older infants and young children between six months and three years of age (CF 6-36 months). - Product brand relates to observations where no age is specified on a product or no specific product is promoted, but the observation is associated with a CF brand.
9. This is the company's average score on the 9 topics.
10. Euromonitor retail sales estimates (2021 data) were used to calculate the proportion of companies' global product sales covered per product type. It is important to note however that the underlying data used for the calculations may not be fully representative of the company's markets. Euromonitor International intelligence is used under license. Although Euromonitor aims to correct inaccuracies of which it is aware, it does not warrant that the data will be accurate, up-to-date or complete as the accuracy and completeness of the data and other content available in respect of different parts of the content will vary depending on the availability and quality of sources on which each part is based.
11. The Code recommends the introduction of CF products no earlier than six months of age to protect exclusive breastfeeding in this period. Since CF < 6 products should not be available on the market, they were counted as observations of non-compliance and not assessed on any further indicators that evaluate appropriate marketing practices. Therefore, the assessment across the 9 topics solely concerns the responsible marketing of CF 6-36 products.