



Collective Action Awareness Guide
1 August, 2026



1 Collective Action & Positive Impact

Real system change doesn't happen in isolation, and often calls for collective action. At Meelunie, we see engagement and stakeholder dialogue as an integral part of that collective action. By participating in industry platforms, collective initiatives and partnerships, we help enable conditions that accelerate the protein transition and strengthen more sustainable food systems.

We have incorporated Positive Impact into our vision, mission, purpose, ambitions and strategy. It guides how we do business, how we engage with our stakeholders and how we contribute to society. Our participation in industry initiatives, stakeholder dialogue and public policy discussions reflect this commitment and forms part of our broader approach to collective action.

Underpinning these efforts, all our business is conducted with our vision, mission and purpose in mind:

VISION:

A balanced world where plant-based solutions drive positive impact

MISSION:

To continue our long-term tradition of doing business with head and heart

PURPOSE:

Plant Based Positive Impact

Learn more about our sustainability journey in our [Plant Based Positive Impact Report](#).

2 Engagement Through Intermediary Organisations

Meelunie does not maintain a dedicated lobbying function or engage in party-political lobbying. We do engage in public policy discussions, directly or indirectly, through intermediary organisations such as industry associations, collective initiatives and partnerships; but never in direct or independent lobbying.

Before joining or supporting an intermediary organisation that engages in collective action, Meelunie considers whether its objectives and activities align with our purpose, values and sustainability ambitions, and will accelerate the protein transition and/or strengthen more sustainable food systems.

Partnerships are reviewed internally to ensure consistency with this guide, and Meelunie's sustainability and commercial strategies. Current partnerships include the Plant Based Foods Association (PBFA) in the United States and TurboPlant in Denmark.

Where a partner intermediary organisation adopts a public position that conflicts with this guide, Meelunie will seek constructive dialogue and assess whether continued participation remains consistent with our purpose. Where necessary, Meelunie may decide to publicly clarify its own position, suspend participation and/or terminate the partnership.

3 Responsible Advocacy Principles

Our approach to collective action is based on the following principles:

3.1 Positive Impact

Meelunie will only engage in collective action that contributes to a positive impact on society or the environment, or to the development of fair and effective public policy. Our positions should support the acceleration of the protein transition and strengthening of more sustainable food systems, and remain consistent with our purpose, values and sustainability ambitions.

3.2 Reliable and Scientific Data

Our approach is based on reliable evidence and, where relevant and available, scientific research.

Sources may include:

- peer-reviewed scientific literature;
- independent market research;
- recognised industry studies;
- publicly available governmental and regulatory information;
- practical experience and knowledge gained through our value chain activities.

3.3 Transparency

We aim to be transparent about our collective actions and partnerships.

Where appropriate, we publicly communicate our progress through our annual Impact Report, our website and/or relevant stakeholder communications.

3.4 Political Contribution

Meelunie does not make direct or indirect financial or in-kind contributions to political parties, political candidates, election campaigns or public office holders.

3.5 Anti-Bribery and Corruption

Meelunie maintains a zero-tolerance approach to bribery and corruption. Any activities must comply with applicable laws and regulations, as well as Meelunie's internal policies, including:

- Anti-Bribery and Corruption Policy;
- Code of Conduct.

4 Governance

The Executive Committee is accountable for the oversight, implementation and periodic review of this Awareness Guide. In doing so, it recognises the potential risks associated with collective action, including:

- Conflicts with Meelunie's purpose and sustainability ambitions;
- Reputational risks;
- Legal and regulatory non-compliance;
- Misalignment with intermediary organisations.

Meelunie manages these risks through:

- internal oversight;
- periodic review of partnerships and collective action;
- escalation of significant concerns to the Executive Committee.

For any questions, feedback or concerns regarding this Collective Action Awareness Guide, please contact your Meelunie account manager or reach out to: positiveimpact@meelunie.com.