



WORKFORCE NUTRITION ALLIANCE

CASE STUDY BOOKLET

Working to bring access to and knowledge about healthy nutrition to over three million employees in member organisations and supply chains by 2025 and over ten million by 2030.

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OUR THANK YOU MESSAGE

To quote our manifesto's opening line, "Good nutrition is a key driver for both healthy lives and healthy businesses – and to create a better world". This belief is the foundation on which the Workforce Nutrition Alliance was built, and it is a belief that continues to guide us today.

Over the last 12 months, we have seen more companies join us on our journey, a journey focused on enhancing workforce nutrition programmes and cementing this action through a positive commitment to improve workforce nutrition at work. This work was brought even further into the fore at the Nutrition for Growth Summit in Tokyo at the end of 2021, where workforce nutrition was identified as a win-win-win – benefiting people, businesses and economies.

This was a proud moment for us, as our Alliance, built on the backdrop of the UN's Decade of Action for Nutrition, supports the Nutrition for Growth framework calling for much-needed action on policy and financing commitments related to the UN Sustainable Development Goals (SDGs).

We believe the "business case" for change is strong. With workers spending, on average, one third of their lives at work, the workplace is an optimal point of intervention to contribute to

improved health and wellbeing of individuals, their families and society at large.

This booklet is a collection of case studies that showcase the work and direction of organisations that have made public commitments using the Nutrition Accountability Framework. We explore what these companies have done, the impact of their work and some of the challenges. It's a great place to start if you are looking to do the right thing for workers across your offices and throughout your supply chains, and for your company!

Looking ahead, we are calling on more organisations to join this movement. In return, we will continue to provide you with the tools and knowledge needed for employers like you to use in assessing your current workforce nutrition programme, planning your programme enhancements, and implementing your enhanced programmes.

Thank you to all the organisations who have supported us over the last 12 months, and we look forward to continuing our collaboration and helping to make workforce nutrition for all a basic standard.



Wai-Chan Chan
Managing Director
The Consumer
Goods Forum
(CGF)



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



ABOUT THE WORKFORCE NUTRITION ALLIANCE

The Workforce Nutrition Alliance (WNA) was launched by The Consumer Goods Forum (CGF) and Global Alliance for Improved Nutrition (GAIN) in 2019 to bring access to and knowledge about healthy nutrition to millions of employees in member organisations and supply chains. The WNA is a trusted and credible framework enabling employers to implement workforce nutrition programmes for employees and indirect workers. Its framework and tools are also recognised by international benchmarks, such as WBA and ATNI, for guiding employers' contributions to achieving the SDGs

The Alliance's aim is to support employers to adopt and expand workforce nutrition programmes to positively impact over three million employees in member organisations and supply chains by 2025 and over ten million by 2030.

We make this impact by focusing on these three goals:



Advocate

We advocate for the benefits of workforce nutrition programmes to improve the livelihoods of millions of people worldwide.



Support

We support you to assess your workforce nutrition programme, develop an enhancement plan and implement your new programme.



Monitor

We monitor progress in creating successful workforce nutrition programmes that support global nutrition goals.

The Alliance is built on a core foundation of strong values and a culture of cooperation. This enables us, together with our technical partners and our signatories, to leverage the workplace as a mechanism to bring healthy nutrition to millions of people worldwide. Read our manifesto to better understand what drives us, and then take the step to take part.

[Read the manifesto >](#)

2021 IN REVIEW

Our work enhancing workforce nutrition focuses on four pillars:



Healthy food at work



Nutrition education



Nutrition health checks



Breastfeeding support

SUCCESSES



5,581,148

employees and workers along the supply chain potentially reached through company commitments

21

organisations part of the 1st technical support programme, reaching 30 000 employees across 9 countries

10

companies have made public commitments on workforce nutrition

Accessed scorecard:



38

companies



115

offices or worksites



30

countries

17%

Beginner

48%

Bronze

29%

Silver

6%

Gold

WHY IT MATTERS

Globally, one in nine people is undernourished, and one in three people is overweight or obese, bringing significant losses to individuals, households, economies and businesses due to malnutrition.

We also know that most of us will spend one-third of our adult lives at work. By leveraging the workplace as a connector to people, we can bring access to and knowledge about healthy nutrition to millions of people around the globe through workforce nutrition.

As employers, business leaders, experts in the field of nutrition and advocates for the Sustainable Development Goals, we realise that by working together, we can create healthy workforce nutrition programmes that benefit employees and employers alike - to create a better world for everyone, everywhere there is a workplace.

As such, we know the workplace is an optimal point of intervention to contribute to improved health and wellbeing of individuals, their families and society at large. By working on this, data shows us that healthier workforces equal better productivity and they generate less turnover, but greater loyalty. Not to mention, there is the positive ripple effect across families and society at large.

The companies who have provided case studies for this booklet understand why it matters, and have made commitments on workforce nutrition; made at the Nutrition for Growth Summit in Japan in December 2021. Results against these will be tracked via the Global Nutrition Report.



58% of the global population will spend at least 1/3 of their adult lives at work.



AJINOMOTO GROUP

CASE STUDY

Eat Well, Live Well.



To demonstrate the company's commitment to workforce nutrition and to help deliver on its 2030 targets, the Ajinomoto Group has joined the Workforce Nutrition Alliance. This facilitates further opportunities to improve workforce nutrition efforts through tools such as the scorecard.



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We know that what is good for employees is good for the company, and employee engagement – employee passion – and business performance are strongly correlated. None of this can be achieved without programmes that prioritise and support our employees' mental and physical health, and I look forward to continuing to identify ways these programmes can be strengthened and expanded for even greater impact.



**Taro Fujie, President & CEO,
Ajinomoto Group**

The Ajinomoto Group’s vision is to contribute to greater wellness for people worldwide, unlocking the power of amino acids to resolve the food and health issues associated with dietary habits and aging. With this in mind, the company is seeking to help extend the healthy life expectancy of one billion people by 2030.

It recognises that employee health is the first element to realising this outcome. While workplace nutrition is a goal across many industries, as a global food and health company, the Ajinomoto Group believes it has a unique responsibility to improve the nutrition of its own employees as it works to make a positive impact on society.

In December 2021, the Ajinomoto Group developed its Commitment to Nutrition, which supports the vision of the Nutrition for Growth Summit 2021, hosted by the Japanese government. Through this commitment, it has set specific targets to contribute to nutrition improvement by 2030. Among these targets are two focused on promoting the nutrition awareness and education of the company’s employees who form the foundation of its efforts to improve nutrition. First, the company will help its employees improve and maintain their health by providing healthy meals in the workplace, nutrition education, health check-

ups, and maternity leave. Second, the company will provide multiple nutrition education sessions to each employee, totalling 100,000 touchpoints by 2025.

To demonstrate its commitment to workforce nutrition and to help deliver on its 2030 targets, the Ajinomoto Group is proud to have joined the Workforce Nutrition Alliance. This facilitates further opportunities to improve workforce nutrition efforts through tools such as the initiative’s scorecard. This self-assessment mechanism provides the company with visibility into its current situation, allowing it to understand where it is today and where it wants to be in the future – ultimately making its workforce nutrition initiatives more sustainable.

CONCRETE BENEFITS

Maintaining mental and physical health in our daily lives is the foundation for high performance in the workplace. Those at the Ajinomoto Group know that initiatives that focus on employee mental and physical health can improve motivation and productivity while reducing absenteeism and presenteeism. The company also believes these initiatives provide it with an opportunity to increase employee

“Having recently stepped into the role of CEO at the Ajinomoto Group, one of my first areas of focus is corporate culture. Our culture must provide employees with the essence of happiness, the essence of health, and the essence of excitement. In other words, it makes them passionate to come to work each day. I would like employees to feel that ‘when I am with Ajinomoto Group, it makes me naturally excited, naturally healthy, naturally happy.’”

Taro Fujie, President & CEO, Ajinomoto Group

engagement and ultimately build an internal culture that values nutrition and wellness.

Therefore, it expects its workforce nutrition efforts will facilitate individual employees to feel supported in their health and wellbeing, which will enable them to produce more positive results in their work and increase their job satisfaction and engagement. All of this positively correlates with business results, creating both social and economic value.

As a result of the company’s workforce nutrition efforts thus far – which span healthy meals in the workplace, nutrition education, health-focused seminars, annual health check-ups, and maternity leave – in the company’s 2021 employee engagement survey, 81% of Ajinomoto Group employees said that the company provides an environment and engages in measures to maintain and promote health in consideration of employee mental and physical health.

LEARNING, THINKING & ACTING

The Ajinomoto Group’s goal is to help its employees improve their health and wellbeing – simply by the act of working at the Ajinomoto Group. They do this through three steps: Learning, Thinking and Acting. Employees naturally become aware and learn more about health issues to maintain healthy minds and bodies and foster a culture of healthfulness. This “self-care” is additionally supported by company actions that are informed by employee feedback gathered during ongoing meetings.

Some of the efforts initiated across the company’s Japan headquarters and throughout the Ajinomoto Group include health-focused seminars on topics such as non-smoking and reducing sugar consumption and a health advice app. The company also provides 30-minute, annual consultations with a health practitioner for all employees at the Ajinomoto Group headquarters, with their individual health status easily accessible through an online system.



In addition, the company has implemented initiatives such as healthy lunches in its headquarters cafeteria and is expanding to large affiliates overseas. It provides a healthy menu that allows employees to “self-care” in a way that suits them. The meal options meet a standard nutritional balance with a variety of dishes that are both delicious and good for you. Employees can then enter their lunch data into an app on their smart phones to receive advice on dietary content based on nutritional intake.

The company is now working towards its goal of providing nutrition education to all its employees by 2025. Last year, it created a nutrition literacy programme and began rolling it out, first with employees in Japan, and has started introducing it to employees in Ajinomoto Group companies around the world.

CHALLENGES & OPPORTUNITIES

Like other global companies, Ajinomoto has faced challenges in addressing workplace nutrition across all of the markets in which it operates.

On one hand, there are universal initiatives that the company can provide to its employees regardless of geography. For example, currently the company is rolling out a nutrition literacy programme for all employees throughout the Ajinomoto Group. Understanding the basics of nutrition and what comprises a healthy diet is universal. But the challenge is determining what can be the next overall target that works across geographies. Because on the other hand, Ajinomoto Group

recognises the situation is different in each market. And in most cases, there is a need to regionalise initiatives to take into account local cultures, needs and regulations. Trying to implement a one-size-fits-all programme that does not consider these factors would limit its impact on employee mental and physical health.

And here the company sees the opportunity to leverage its global network for the betterment of all employees. What works in one market might not be exactly replicable in another, but there are precedents and learnings that can be translated across geographies. This is especially true for the Ajinomoto Group headquarters, where initiatives can be trialled with employees at a large scale, and then provided to leaders in other markets for inspiration and guidance. This focus on empowering regions at a local level will allow the company to make a difference in nutrition status of employees across the world.

HOW TO PROGRESS

The Ajinomoto Group prioritised workforce nutrition in recognition that employees are the company’s most important stakeholder. This is true for any business. When employees are healthy and happy, it boosts productivity. It is therefore vital that companies provide programmes that support employees’ mental and physical health. There is no downside of investing in your employees.

However, this can be a significant undertaking, and it is difficult to know where to start or what to prioritise. For this reason, the company is grateful to have the support of the Workforce Nutrition Alliance. The self-assessment scorecard will help it visualise the current situation and understand where to direct resources to achieve the company’s workforce nutrition goals.

It was recognised at the Nutrition for Growth Summit that Japan’s Ministry of Economy, Trade and Industry’s health and productivity management and the Workforce Nutrition Alliance are aligned in the goal of investing in employee health. There is an opportunity for Japanese companies to help create synergies and amplify these public and private sector efforts.



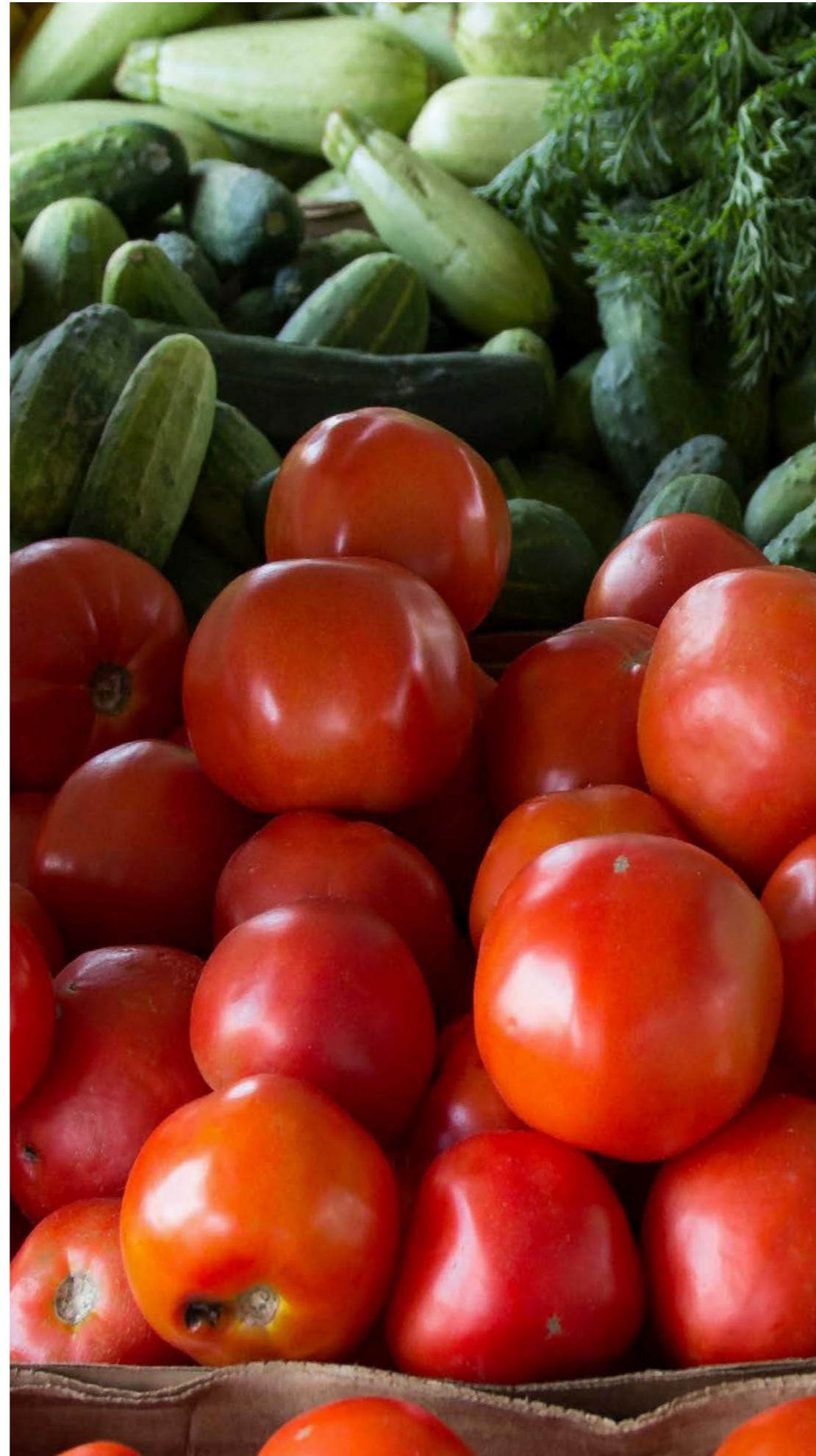
EAT WELL GLOBAL

CASE STUDY



Eat Well Global

Eat Well Global is supporting its workforce, who all work remotely around the world, with a home delivery service of fresh produce.



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As a fully remote organisation, Eat Well Global developed a fun, creative solution to offer healthy food at work, while being flexible, convenient and tailored to our team members' unique local food environment.



**Erin Boyd-Kappelhof, Co-CEO,
Eat Well Global**

Eat Well Global is a highly-specialised strategic communication consultancy on a mission to empower global change agents in food and nutrition. They employ a global team of credentialed health professionals who support their clients through 360° insights, nutrition strategy planning, and stakeholder engagement.

Eat Well Global's main motivation in developing a programme was to enable healthy eating habits for their team members. Operating on a remote business model, with 100% of employees working from home offices or local co-working spaces, posed a unique challenge in providing nourishing food at work. To tackle this, Eat Well Global decided to offer their core team members a regular home delivery service of fresh produce.

A GOOD START

Anecdotally, the programme launch was well-received. Eat Well Global will measure employee satisfaction by conducting an annual survey. The organisation expects to see an improvement in self-reported eating habits as a result of the programme.



FINDING THE RIGHT PARTNER

Eat Well Global primarily faced logistical hurdles when developing the programme. The process of finding local vendors offering fresh produce, home deliveries, and full control of delivery frequencies proved to be challenging. Eat Well Global sees an opportunity to collaborate with more vendors that emphasise impact, sustainability, and responsible business practices, such as fellow B-Corporations.

MEET THE NEEDS OF YOUR EMPLOYEES

Eat Well Global recommends being creative and tailoring your approach to employees' needs. In Eat Well Global's case, the majority of their employees have formal backgrounds in nutrition, which is why developing education resources was not a priority. Instead, they focused on identifying a practical solution to make healthy eating easily accessible for employees: delivering fresh and nourishing produce boxes to their homes.

GOOGLE CASE STUDY



The mission of Food at Google (Google's workplace food programme) is to inspire and enable the Google community to thrive through food choices and experiences. Google's Global Workplace Programs team recognised they had a unique opportunity to make healthy and sustainable eating accessible, easy and the default model for workplace foodservice.



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The Workforce Nutrition Alliance has provided a meaningful platform for us to galvanise our efforts around employee wellbeing. We are motivated to use our Global Workplace Programs (Food, Health and Performance, and Sustainability) to optimise the workplace experience of our employees.



**Michiel Bakker, VP, Global Programs,
Google**

The Food@Google mission is to inspire and enable the Google community to thrive through food choices and experiences. Google's Global Workplace Programs team recognised they had a unique opportunity to make healthy and sustainable eating accessible, easy and the default model for workplace foodservice. When Google learned that the Workforce Nutrition Alliance was being formed to help drive more progress in this space, they jumped at the chance to join forces with other like-minded organisations. Google believes that in order for the workplace to be a place where employees are the most productive, better connected and most well cared for employees, the company must ensure its food experiences support the health and wellbeing of its people and our planet.

Google also believes deeply in the power of collective action. The company notes they find more success when organisations come together as a powerful coalition to learn and share best practices and to adequately recognise the successes of their work. The culture of cooperation that is cultivated through the Alliance creates a tremendous amount of good will and allows for many experts to network and support each other as members encourage deeper commitments to nutrition in the workplace.



CONCRETE BENEFITS

The Workforce Nutrition Alliance provides a fantastic framework and platform to create team alignment throughout an organisation. In today's workplace, it is often the case that disparate teams work on workplace wellness and health. This "fragmented" approach can make it challenging to create a cohesive and shared approach to employee wellbeing. The WNA Scorecard provides a robust way to coordinate a variety of team actions and it allows for teams to work together toward a common goal that supports internal team alignment. Google is beginning to use the WNA Scorecard to have constructive conversations about what they want to achieve and how they can work together to make more progress.



CHALLENGES

Google is working to overcome the "isolation" of nutrition as a singular opportunity or issue that a workplace employer might embrace. They like to think of nutrition as a driving force for good and ultimately a shared benefit to the topics of sustainability, employee engagement and retention, employee health and wellbeing and an opportunity to surprise and delight their workforce. When working collaboratively with its company leadership, culinary talent, its sustainability leads, people operations teams, communications teams, procurement teams and its foodservice operations, the company finds greater success than when working in isolation.

As the company identifies a holistic and relevant approach to transforming its food system, they can join forces to:

- build deeper resilience to de-stabilising climate shocks across Google's communities;
- build replicable supply chains that ensure accessible and affordable nutrition to more people; and
- build delicious and nutritious options across all food environments that inspire consumer choice.



RECOMMENDATIONS

Senior Leadership Engagement: One of the biggest opportunities has been for Google's senior leadership to become more deeply connected to its Workforce Nutrition Alliance announcement and commitments. Google recommends that companies establish a senior leader that can provide air cover and support for the deep and detailed work of nutrition experts within a company.

Recognition: In addition, recognition of successes inspires even greater action. If we can all work together to recognise the accomplishments of our peers, we can motivate others to follow this work.

Google hopes to drive more thought leadership in the field of shifting diets and act as a model for other foodservice programmes. The Global Workplace Programs team looks forward to finding more synergies as it comes in contact with other purpose-driven teams.



GRIFFITH FOODS

CASE STUDY



Griffith Foods is committed to providing nutrition education to their employees and they have already seen an increased interest in voluntary activities to support nutrition and health, and a desire to learn more amongst their employees.



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“At Griffith Foods, we’re working with our suppliers and customers to make food more nutritious and sustainable. As we do, we’re encouraging our people to think through how embracing healthier, more nutritious foods could enhance their personal wellbeing—and build a more vibrant nutrition and innovation culture across our business.”



**Dave Bender, Global Vice President,
Research and Development, Griffith Foods**

At Griffith Foods, they blend care and creativity to nourish the world. The company believes that providing nutrition education to all employees serves to help the company build a strong nutrition culture that enables their purpose and directly benefits the health and wellbeing of their workforce and their families.

NUTRITION EDUCATION

Through the company's nutrition education efforts, Griffith Foods believes that their

employees will be able to 1) incorporate the knowledge into a healthier lifestyle, 2) support efforts to meaningfully contribute to the nutritional quality of the products the company develops and how they communicate regarding the benefits of the company's portfolio, and 3) build a strong internal nutrition culture. The company has already seen an increased interest in voluntary activities to support nutrition and health, a greater focus on nutritious product development and a desire to learn more amongst their employees.



ONLINE LEARNING

Griffith Foods' employees have been offered an online learning programme developed by Registered Dietitians that provides education regarding basic nutrition information, and how nutrition can impact health and various conditions. The programme was provided in extended versions for those in research & development and customer-facing roles, while their operators and other support staff received a more condensed version with the option to complete the original version should they choose. Knowledge and comprehension checks were included, and post-course surveys from employees has demonstrated significant interest in receiving additional nutrition education in many cases.

CHALLENGES

Challenges identified included access to technology to view the online modules, time constraints to complete the course, language & translation issues, and ensuring culturally relevant examples and material. To address these, the company has collected feedback that will be used to revise and update the course. They are also investigating the use of 'technical' language translation and the use of updated technology platforms to allow for simplified viewing of the content and automated tracking capabilities.

RECOMMENDATIONS

Be sure to include your own employees throughout the entire process. Identify regional ambassadors, internal experts, and pilot the programme and content with employees. Allow for employee feedback, and tailor content to a variety of interest levels, understanding, and time availability.



INDOFOOD CASE STUDY

Indofood
THE SYMBOL OF QUALITY FOODS

Indofood has shown its commitment to workforce nutrition by implementing the Balance Nutrition Guidance and Lactation Room Guidance from the Indonesian Ministry of Health and guidance provided by the Workforce Nutrition Alliance.



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Workforce nutrition programmes increase trust between the employer and employees, resulting in lowered personnel attrition for businesses and more a fulfilling, stable and satisfying workplace for staff.



**Axton Salim, Director,
PT Indofood Sukses Makmur Tbk**

PT Indofood Sukses Makmur Tbk was invited by the Global Nutrition for Growth Compact in 2013 to participate in its society nutrition improvement movement. The company then reviewed what they could do to contribute to the movement. It was decided the least they could do was to take action for their workforce. By improving their knowledge on nutrition, it will positively affect their families and, in the long run, will contribute to the community's health status and productivity of the company.

PT Indofood Sukses Makmur Tbk will contribute to improve the nutrition, and, consequently, the productivity and health across their workforce. By December 2030, the company will:

- Introduce a corporate nutrition policy for a productive and healthy workforce; and
- Improve corporate policies for maternal health, including breastfeeding support for mothers. This support includes, to prevent stunting, six months exclusive breastfeeding support and follow up support with complementary foods up to 24 months to further support nutritional intake for the first 1,000 days, which is known as the most effective intervention

The company looks to the Scaling Up Nutrition

(SUN) Business Network as a platform for accountable, transparent business action on the nutrition agenda.

By taking these actions, the company intends to:

- potentially reach up to 91,585 of Indofood's employees in Indonesia with their Nutrition Policy'; and
- improve maternal health and support breastfeeding for approximately 2,200 working mothers who are an important part of the company's workforce.

CONCRETE BENEFITS

At first, the company implemented Balance Nutrition Guidance and Lactation Room Guidance from the Indonesia Ministry of Health. Since this year, they are now also using Workforce Nutrition Alliance guidance. Concrete benefits that the company have seen so far include:

- Collaboration with the Faculty of Public Health University of Indonesia on Piloting Workforce Nutrition programmes. This includes increasing the number of employees participating; from 3,500 employees in four factories previously,

“Several members of the Scaling Up Nutrition Business Network (SBN), who have implemented workforce nutrition programmes, shared the benefits of reduced sick leave, reduced medical costs and improved productivity, health and wellbeing.”

Axton Salim, Director, PT Indofood Sukses Makmur Tbk

building up to nine factories and reaching more than 5,000 employees in the last five years.

- Implementing breastfeeding support building up from 40 breastfeeding facilities in company factories and the head office to 56 facilities in the last five years. The young mothers appreciate the facilities for their comfort and privacy and assurance to collect quality breastmilk for the children's needs.
- Nutrition education, through webinars and Zoom meetings, has been done over the last two years, reaching approximately 800 employees.

- Healthy Food at Work: calculate ideal menus for carbohydrate and protein percentages.
- Breastfeeding practices: check list of breastfeeding facilities and improvement.
- Nutrition focus health check: basic calculator of BMI (Body Mass Index), haemoglobin level, and use of health check data, such as cholesterol and blood sugar, for nutrition improvement.
- Knowledge improvement: benefits of nutrition knowledge awareness lead to behaviour changes in consumption at work and at home.

SIMPLE SUCCESS STORIES

The company has implemented numerous actions that have led to simple successes:



CHALLENGES & OPPORTUNITIES

The company has had to overcome several challenges when working to implement workforce nutrition programmes across the company. These include the cost of living and rising food prices, the availability of employee health data to enable the company to set a baseline for nutrition improvement, ensuring the right type of employee education on nutrition and health and wellbeing, and reaching the requisite number of people.

However, with challenges, there are also opportunities. The company has seen more opportunities for learning and best practice sharing with other nutrition partners and leaders and have been able to set a benchmark. They have also seen improvements in nutrition awareness and more shifts toward positive behaviour change from employees.

All in all, investment in nutrition has proven to be a good investment.

RECOMMENDATIONS

Currently, most companies have not put enough attention on workforce nutrition and do not understand the benefits of proper nutrition to improve productivity of the employee. The normal practise is to focus on the cost of meals for employees.

The recommendations that the company would like to share with other companies include:

- Seek support from the Workforce Nutrition Alliance (WNA) for sharing knowledge and best practises.
- Start with low hanging fruit of Workforce Nutrition Pillars; in this case start with Breastfeeding support facilities and nutrition education.
- Consider piloting as it is good to use the model of the Workforce Nutrition Alliance covering topics like Breastfeeding Support, Healthy Food at Work, Nutrition Education and Nutrition-related Health Checks



KAO CASE STUDY

Kao

Kao is committed to the spreading of the evidence-based workplace nutrition improvement programmes like “Smart WASHOKU”, a culinary method based on the company’s own proprietary research and insights.



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The strength of Kao’s long-running health initiatives is our ability to practice and propose evidence-based activities for incorporation into daily living based on a wealth of basic information and healthcare insights that we have cultivated over many years. One example is how we have provided our evidence-based nutrition improvement program Smart WASHOKU to our own employees, with demonstrated healthcare effects such as visceral fat reduction. Going forward, we will implement these activities for working people in companies and people living in various regions in order to help boost global health and nutrition.



Hideki Mamiya, Executive Officer, Human Capital Development, Kao Corporation

Kao Corporation believes that if their employees and their families are healthy and happy, employee productivity and corporate value will be boosted. The company also works on workforce nutrition because they hope to contribute to the health and wellbeing of many people in society by sharing the knowledge, technology, and results cultivated in-house with workplaces other than their own.

REDUCING HEALTH-RELATED RISKS

The company believes its work on workforce nutrition will help drive a reduction in risks pertaining to lifestyle-related diseases connected with obesity. They also believe this

will help reduce productivity losses due to absenteeism and presenteeism.

Encouraging people to undergo check-ups, implementing programmes to help improve dietary and exercise habits, and making other efforts have boosted employees' health literacy. The company has noted a decrease in healthcare costs per person among those getting treated for lifestyle-related diseases as well as a drop in the number of employees taking long-term leave.

SMART WASHOKU

Examples of Kao's work in this area include them holding events to check visceral fat and lifestyle habits. This helps to visualise people's current health statuses and prompts them to improve their diets, where needed.

The company is also implementing "Smart WASHOKU", a culinary method based on their own proprietary research and insights. The company provides internal seminars, online videos, cooking classes, company cafeteria lunches, and other activities so that all employees can obtain information on healthy food and get access to good food.

Beyond just their own workforce in Japan, however, Kao believes more people, including employees' family members and overseas employees, should be able to obtain information on Smart WASHOKU and get access to relevant meals.

The company wants to spread awareness about Smart WASHOKU throughout society, and secure partners to distribute information and meals together with this objective in mind. The company hopes to achieve this through the Workforce Nutrition Alliance.





RECOMMENDATIONS

There are multiple approaches that already exist to motivate people to start their journey towards eating more healthy food, each with different goals for nutrients. However, many people are unable to put these into practice.

It is crucial for people to first understand their current health conditions and lifestyle habits, to discover the importance of improving their eating habits, and to develop motivation for working on this as a personal challenge.

In addition, it is ideal to create an environment for such people to improve their eating habits without excessive stress, such as by leveraging technology to provide meals that are very delicious and enjoyable, as well as very healthy



olam food ingredients

CASE STUDY

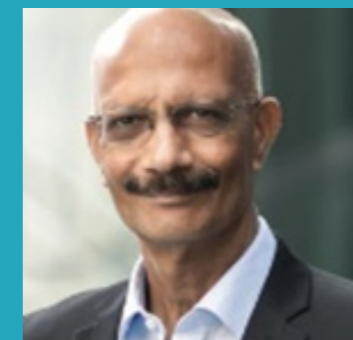


ofi sees workforce nutrition is a business imperative and as a huge opportunity to improve health and nutrition outcomes globally. The company is taking a holistic approach to promoting health and wellbeing at work.



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Improving nutrition is a critical part of food system transformation, and implementing company-wide goals in our own workplace is one of the key levers for driving such improvements. We at ofi are proud to be recognised as an industry leader in workforce nutrition; an honour that strengthens our commitment to improving year after year.



Ashok Krishen,
CEO, ofi's nuts platform

Promoting health and nutrition throughout **ofi's** workforce is part of making real the company's purpose - to be the change for good food and a healthy future. As an organisation underpinned by a 40,000+ strong workforce and a sourcing network of over 2.5 million smallholder farmers, it's a business imperative and huge opportunity to improve health and nutrition outcomes globally.

Evidence demonstrates that malnutrition and poor health around the world continue to negatively impact businesses as result of working days lost to illness and reduced workforce productivity. Studies also clearly illustrate how investments in employee nutrition and wellbeing lead to increased worker output, and improved employee-employer relationships, benefitting both the individual and the business.

ofi notes its workers are key to their success as an organisation. The organisation wants to create an environment where employees want to come to work every day – it's in everyone's best interest.

HOLISTIC HEALTH

By encouraging the company's business units globally to serve healthy food at work, boost nutrition education, provide employees with nutrition-oriented health checks and create breastfeeding-enabling environments, **ofi** expects there will be tangible benefit for both their employees and for **ofi** as an organisation.

By establishing and strengthening workplace nutrition programmes throughout their worksites, they expect employees will be happier, be healthier and derive greater satisfaction from their work. It is **ofi's** hope that this will be reflected through employee satisfaction surveys.

Through strong nutrition education programmes in the workplace, employees will be empowered to make healthy decisions related to their diets, and through breastfeeding support, mothers will be encouraged to follow best breastfeeding practices, to the benefit of themselves and their infants.

With regards to the benefits for **ofi** as a business, the company also anticipates that these actions will improve their workplace culture, boost worker productivity, and reduce the risk of workplace accidents. As a result, they expect to see reduced rates of absenteeism, increased employee retention and improved intra-company relationships.

Since **ofi** began rolling out the Workforce Nutrition Alliance scorecard in 2021, 47 **ofi** worksites have developed action plans to improve their workforce nutrition programmes, having completed the initial scorecard assessment.

An example of **ofi** sites that are leading the way in workforce nutrition, is the company's nuts business in Viet Nam. In 2021, the business launched a programme to support new mothers in the workplace. From raising awareness, providing counselling sessions and creating breastfeeding-friendly spaces,



there has been a positive response amongst female employees. An employee at one of their nuts factories told the company that the new lactation room, equipped with refrigerated storage, together with training on how to use a breast pump, was instrumental in her decision to stop taking lactation-impeding medications and resume breastfeeding her child.



GLOBAL EXAMPLES

Last year, **ofi's** coffee team in the Democratic Republic of Congo conducted an assessment of the overall diets of female employees, with results showing that only one in three women were consuming adequate diets. In response, the team began adapting the foods served in the canteen to address the specific nutritional deficiencies identified.

Early this year, the team at **ofi's** cashew factory in Anyama, Côte d'Ivoire constructed a nursery facility that can accommodate up to 60 children at one time, with a dedicated breastfeeding space. This is enabling new mothers to return to work earlier than they would otherwise have felt able to. It also provides new mothers with reassurance that there is a safe and hygienic on-site day-care facility if they need it.

In February 2021, the hazelnuts team in Turkey hosted a nutrition training with a dietician for 114 employees to learn about healthy eating practices and diet-related health concerns. Participants showed a high level of engagement and enjoyed a lively discussion. During the follow-up, several employees revealed that they had since modified their eating habits as a result of what they had learned during the session. Due to the success of this initiative, the team now plans to make this training a regular event.

The cocoa team in Ecuador has begun distributing nutritious snacks to its 70 worksite employees throughout the week as part of a healthy eating programme. This programme also includes free consultations with nutritionists, and regular screenings for diet-related health indicators such as cholesterol, triglycerides, and glucose. A number of employees have expressed their appreciation for this scheme through direct feedback to management.

CHALLENGES & OPPORTUNITIES

A key challenge is expanding the scope of sustainability efforts to include the workplace. Many business units remain unaware of the direct positive impact that robust workforce nutrition programmes can have on their employees and on the business as a whole. As such, galvanising support for workplace-level interventions and ensuring that workforce nutrition is addressed by **ofi**'s business units globally will require continuous sensitisation, outreach, and internal dialogue.

Another challenge is the relative lack of subject matter expertise within the individual business units when it comes to improving workforce nutrition. As a result, many business units have expressed their desire for more support in this area, in order to bring about significant change when it comes to workforce nutrition. Building this

capacity within business units will be key to growing the company's programme.

Nevertheless, as their Workforce Nutrition Programme grows, and the more they engage with central HR and product teams on assessment and action planning, the more empowered **ofi**'s management teams will become to action workforce nutrition programmes to positively impact their employees. In addition to working with the individual teams to brainstorm and develop action plans, the company is actively disseminating ready-to-use tools such as nutrition education materials, and knowledge resources such as the Workforce Nutrition Guidebooks.

There is also a large pool of expertise and resources for companies to draw from, such as training programmes organised by the Workforce Nutrition Alliance or knowledge partners like Alive & Thrive – a partner of the **ofi** nuts team in Viet Nam - who can offer valuable support to companies on their journey to improving workforce nutrition.

RECOMMENDATIONS

Appointing ambassadors for workforce programmes in your business is key. From getting the balling rolling, to driving momentum once up and running, this point person will champion the business case for workforce nutrition and ensure aspirations translate into action.

Given workforce nutrition programmes are a relatively new phenomenon within many organisations, its essential that people (ideally leaders) within the organisation be willing to speak up and share their views that investing in nutrition should be considered part of any core business as it benefits both employees and the business itself.

Key to a successful workforce nutrition programme is ensuring a comprehensive strategy is in place to achieve your objectives. At **ofi**, they are working to bring nutrition support to 100% of their primary employees. To achieve this, they're rolling out the workforce nutrition scorecard to assess where they stand, and working directly with teams to provide support and guidance necessary to drive meaningful action.



OLAM CASE STUDY



Building on over a decade of work to improve health and nutrition for communities, Olam Group strengthened its commitment to nutrition in 2020 with a new goal: 100% of its workforce will have access to nutrition programmes by 2030.



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Increasingly businesses understand that investing in nutrition is not simply about improving livelihoods and wellbeing, but it also delivers economic benefits. Collective action by companies will be a major step towards solving global malnutrition



**Julie Greene, Chief Sustainability Officer,
Olam Group**

It has been Olam's longstanding ethos to do business responsibly. As a purpose-driven company with a total workforce of over 34,000 people, the organisation believes supporting employee wellbeing is their responsibility. Once they looked at how malnutrition impacts the countries and economies where Olam operates—including its impacts on health, income, and poverty—the need to invest in workforce nutrition became self-evident. Decades of research show that by investing in nutrition, both people and businesses do better.

Building on over a decade of work to improve health and nutrition for communities, Olam Group strengthened its commitment to nutrition in 2020 with a new goal: 100% of its workforce will have access to nutrition programmes by 2030. To date, they have assessed the level of access to nutrition programmes of nearly 5,500 employees across 21 worksites in six countries. Fifty-six percent of the assessed employees work at offices, factories and farms that have access to at least bronze-level workforce nutrition programmes as per the Workforce Nutrition Alliance scorecard, with access to comprehensive health check-ups emerging as a global strength and nutrition education as an area that can still be further scaled-up. For beginner-level worksites, the company is engaged in active action planning to implement new activities that will improve their scores.



CONCRETE BENEFITS

There is a clear relationship between malnutrition and productivity: malnutrition contributes to presenteeism – where employees come to work, but lack stamina and concentration to perform at their best – and to absenteeism, as poor diets increase susceptibility to illness. This undermines a person's wellbeing as well as productivity and profitability to the company.

In places where Olam have supported nutrition at work, the organisation can see reduced absenteeism, improved worker morale, lower staff turnover and increased productivity. A great example comes from its worksites in Ghana, where employees participate in annual wellness campaigns that raise awareness of the importance of healthy eating and physical activity. These campaigns include initiatives such as enhancing the canteen menu to incorporate fresh fruits as a standard component and sports activities for employees. Following this initiative, the Human Resources team observed a decline in medical costs and absenteeism, as well as an increase in employee productivity and engagement. Olam expects to see similar results in places where workforce nutrition programmes are now starting.

NUTRITION IN ACTION

Olam Agri's rubber team in Cote d'Ivoire recently ran their first nutrition education session, hosted by an external nutritionist, for their workforce at a factory employing more than 220 people from the surrounding communities in Aniassué. In order to ensure that all workforce members had access to the training, they hosted several sessions throughout the day. They also introduced a pre- and post-knowledge survey to gauge the effectiveness of the educational sessions. Following the session, nearly all workers experienced an increase in their knowledge of healthy foods. This intervention will be complemented by efforts to improve the quality of the food served in their canteen and together these actions promise to yield good results for the wellbeing of employees and their engagement at work.

In Mozambique, the nutrition leaders in our rice facilities have been exceptionally passionate and motivated to implement nutrition-focused activities for the workforce. One notable activity is the introduction of a Health and Wellness WhatsApp group, where members will share low-cost, delicious and nutritious recipes, ask questions and encourage each other to eat and live well. This small practice—when coupled with their distribution of healthy foods—can serve to motivate employees and



spark further nutrition education initiatives.

Another outstanding example comes from our flour mills in Nigeria. After participating in GAIN's Technical Support Programme, our beginner-level sites are introducing an array of activities, such as enhancing the quality of the meals served at their canteen, introducing annual health checks for all employees and initiating nutrition education activities, including sensitisations on breastfeeding. By taking action in all four areas of workforce nutrition, these worksites can encourage comprehensive change through their actions.

OVERCOMING CHALLENGES

A primary challenge is scaling best practices while also accounting for local realities. Interventions must be contextualised and adapted to increase the chances that ideas and activities will be positively received by employees. This is especially true for Healthy Food at Work; Olam sometimes hear hesitancy about replacing cherished cuisine with some other type of “nutritious” food. Olam recognises that food is incredibly culturally significant and that good nutrition can be embraced in any cuisine. For example, modifying commonly-consumed dishes—such as increasing the portion of

vegetables in a traditional stew—can ensure that efforts to improve diets are effective in the long-run.

A key opportunity is identifying champions at each worksite to lead the specific design and implementation of activities. To accomplish this, the organisation takes advantage of the various opportunities, resources and tools offered by the Workforce Nutrition Alliance. For example, Olam recommend champions to the Alliance's support programmes, share Alliance guidebooks and promote local partnerships that can increase capacity. To increase internal capability for activity implementation, Olam also organise internal webinars and make available internal case studies that share different approaches to improving nutrition at work.

RECOMMENDATIONS

For those who are looking to begin or strengthen their workforce nutrition journey, engaging with all members of the workforce is vital. As a topic, food is fun to talk about; sharing local, nutritious dishes is a great way to initiate discussions about nutrition that are enjoyable and engaging. Find out what employees would like to learn more about when it comes to good health and nutrition, and find simple ways to support it. This way, the actions you take will reflect your workforce's needs and desires, increasing employee engagement and the effectiveness of your interventions.

It is important to remember that workforce nutrition programmes aren't built in a day. When getting started, focus on the quick wins as an entry point. You can start small by having one or two offices implement a new activity and ask them to share their experiences and adjust before scaling up; this will ensure that your approach grows from the ground up in a sustainable way. As we transition back to in-person work and meetings, you can also include nutritious food options wherever possible. This can include stocking healthier options in office vending machines or subsidising more nutritious foods at the workplace to make healthy eating more affordable.



QUORN FOODS

CASE STUDY

Quorn

Quorn has started its workforce nutrition journey by focusing on education, promoting healthy meat switches and a focus on fibre. The company also provides free emails in some locations to help with employee education around creating nutritious meals.



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Our colleagues are the heart of our business. Living our company purpose - healthy food for people and planet, it is imperative for us to support better nutrition outcomes for our colleagues. We are proud of the commitments and progress we have made so far, and are looking forward to continuing to learn, develop and grow the impact of the programme over the months and years to come.



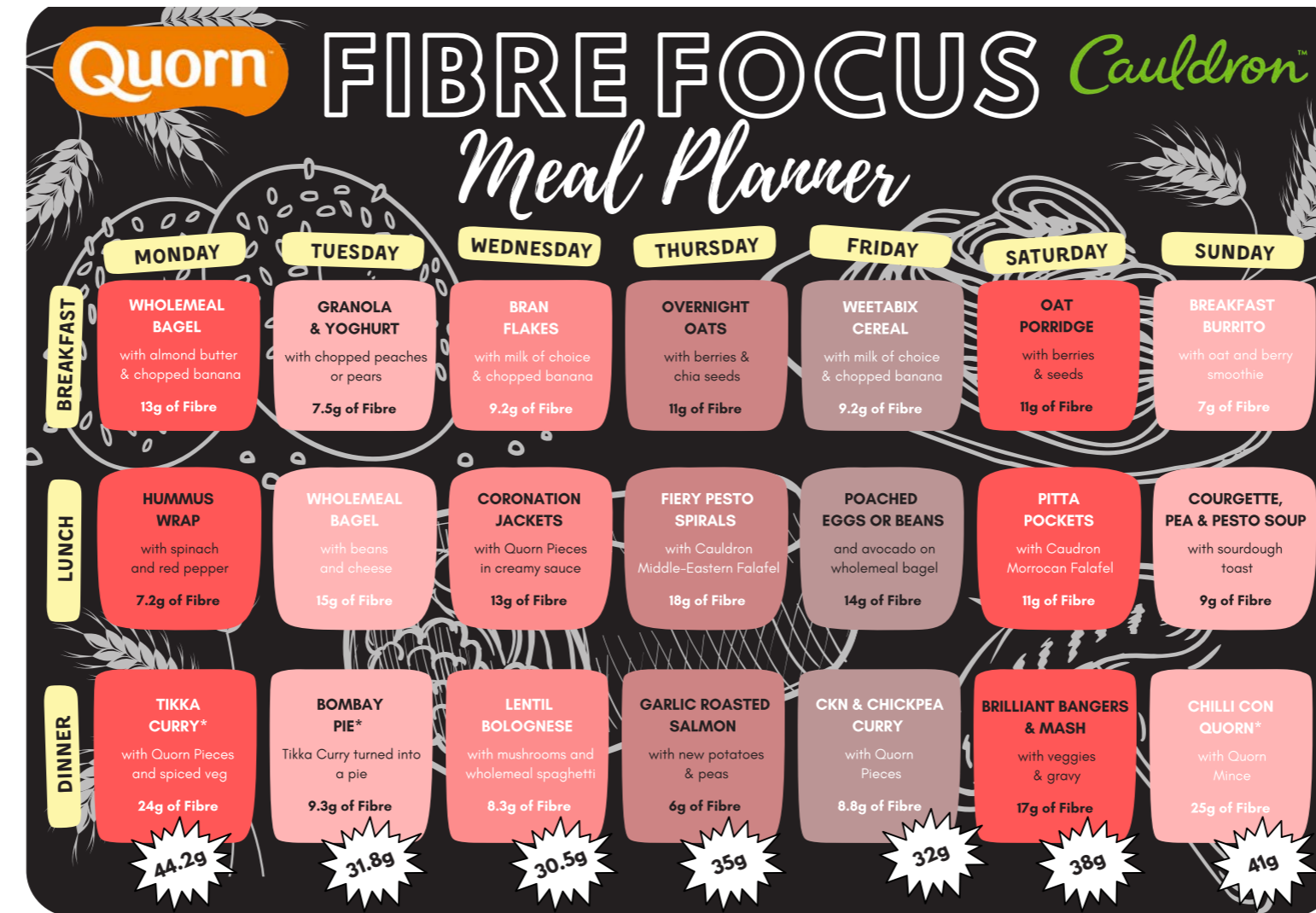
Tongwen Zhao, Director of People and Planet, Quorn Foods

Quorn is committed as a business to delivering healthy food for people and planet, and that includes their workforce. The company recognise that supporting their employees to eat better and lead healthier lives, helps in a number of ways. A healthier diet for employees improves overall health, which in turn means they can lead fuller, healthier lives. Educating the company's people as to what makes a healthy, sustainable diet can help ensure their families eat better too. Providing access to healthy food in the workplace can also help in a small part with making the current increased cost of living prices, just that little bit more bearable. For Quorn, having a healthier workforce means a more productive, happier workforce and less absenteeism. The company will have a more engaged workforce as a result, and by having a workforce nutrition programme it shows the company care about their people, which is a brilliant way of retaining their existing staff and attracting new talent.

CONCRETE BENEFITS

Quorn are at the start of their workforce nutrition journey and will be implementing their workforce nutrition programme over the course 2022, starting with nutrition education.

Over time, the company are expecting to see an increase in employee awareness of



what makes a healthy, sustainable diet and that includes understanding the role that mycoprotein plays and the role employees play in ensuring a sustainable food future.

The company also expect to see a year-on-year improvement in employee engagement scores, and a reduction in total absenteeism. Quorn look forward to seeing a positive response to the programme elements and to continue their implementation the company will ensure they are embedded in to site plans and strategies.

started small, in just one factory, but now reaches all three UK manufacturing sites with a different recipe each month. The company have served up more than 1,000 meals to their employees since the start of the initiative and the lunches have been very well received, especially in the absence of staff canteens. Recipes have been requested so meal can be cooked at home further too.

In February 2022, in support of a fibre awareness initiative in the UK, the Nutrition Science & Culinary Teams created a fibre planner for distribution around the company's manufacturing sites and offices, to help ensure employees eat more fibre in the diet. Employees were able to take home the A5 meal planners and use the inspiration to increase their fibre consumption to the recommended 30g/day, whilst understanding the health benefits that high fibre diets provide. Feedback has been really positive around format and content and many staff reported using the planners at home.

SUPPORTING EMPLOYEES

In 2021 Quorn launched an initiative called 'Food for Our People' whereby staff at the company's UK manufacturing sites are offered free monthly lunches featuring Quorn mycoprotein. Not only do people receive free hot meals, but they are also able to see how easy it is to swap meat in their diet with meat substitutes, without compromising on flavour, whilst doing good for the planet at the same time. The initiative

CHALLENGES & OPPORTUNITIES

Challenges to be overcome include existing perceptions, habits and access to information about, and actual healthy food options at each of our sites. Also, ensuring that a consistent communications plan for workforce nutrition is embedded into existing colleague engagement.

Quorn notes that key opportunities include utilising national and international food and nutrition awareness campaigns to drive messages about healthy eating, and to harness the skills and experience of your own internal nutrition, culinary and product innovation teams as well as external partners where appropriate (e.g. the British Nutrition

Foundation's healthy eating week) to enhance credibility and consistency of these messages to your colleagues.

RECOMMENDATIONS

It doesn't matter where or how you start on your workforce nutrition programme, or how big the initiative is, just start! Every action, no matter how small or large is a step in the right direction.



ROYAL DSM CASE STUDY



DSM offers workplace food access to a majority of their employees across sites and offices. The offering is in line with the healthy food guidelines of the Workforce Nutrition Alliance.



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Nutrition programmes in the workplace, including the access to and understanding of good nutrition, are core to our purpose at DSM. They demonstrate our commitment to the health and wellbeing of all of our employees.”



Diane Moody, Global Lead Organizational Development, Culture and Change, Royal DSM

DSM is a global purpose-led nutrition, health, and biosciences leader with a 100-year heritage in food and a clear purpose: to 'Create brighter lives for all'. As a leading player in the field of nutrition, the company believes that they have the know-how and capabilities to help transform global food systems for the better. However, to overcome today's major food system challenges, a sustainable workforce with healthy employees is required. For that reason, DSM wants to ensure all of their workplaces provide nutritious food. Since they believe good workforce nutrition contributes to good health and wellbeing of employees, this could not be missed in their vision.

CONCRETE BENEFITS

DSM offers workplace food access to a majority of their employees across sites and offices. The offering is in line with the healthy food guidelines of the Workforce Nutrition Alliance.

With workforce nutrition, the company hopes to increase the access while supporting behaviour change to make healthy choices. The use of Workforce Nutrition Alliance scorecard helps in baselining and guiding their roadmap, qualitatively and quantitatively. There is already a lot of enthusiasm and pull from the company's



young workforce to know more and even support more in spreading the message. Healthy diets support overall wellbeing and that would result in lower rates of accidents, sickness, absenteeism or mistakes and increase productivity.

Altogether, the company expects to have healthier employees, creating a better workplace and even more positive results.

PROMOTING A BALANCED DIET

During times of a pandemic, DSM believes it has been even more important that their employees have an adequate micronutrient intake to ensure resilience which can only be met by ensuring access and demand through understanding the importance. That is why they have created their #optimizeyourimmunity campaigns. These campaigns increase the awareness and knowledge of the supporting role of micronutrients for good working immunity. By providing free access to micronutrients for all employees and their families, the company supported adequate intake of micronutrients for all.

Across different geographies meals are prepared using balanced, healthy and compatible ingredients and offer choices for different types of diets. In DSM's major regions of operations, the catering service contracts are adapted to the principle of dietary nutrition balance. It includes 'meat, vegetables, staple food, coarse cereals, fruits, low-fat yogurt and drinks', which meet the daily nutritional balance. In China, the company has a new offer of a healthy light meal, this provides a "healthy plate" service for employees to increase the accessibility of nutritious foods while in Netherlands their new contract explicitly captures their commitment and incorporates the Workforce Nutrition Alliance guidance.

To stimulate DSM's employees to make healthier food choices in- and outside the workplace, the company has expanded their nutrition education. Two internal communication/webinars are planned and learning platforms are provided to ensure that DSM's employees stay well informed about sustainable and healthy diets.

CHALLENGES & OPPORTUNITIES

Building on DSM's initial work on workforce nutrition within the company, the next step forward is to make the change sustainable. Designing menus based on food preferences and culture with a diverse offering of nutritious foods and solutions with local and seasonal foods can also lower the environmental impact while fitting to the local tastes and diets.

The next challenge would be to enable employees towards a healthy lifestyle, rather than only influencing single meal choices at the workplace. Behaviour change can be achieved when employees have the motivation, ability and opportunity to do it. Fundamental understanding of why healthy nutrition is important and beneficial for their own health and environment is key.

A good opportunity to overcome these, and other, challenges, is to combine forces. Using globalisation for the good, co-operation across regions provides opportunities to share knowledge and experiences. For example, DSM has nutritional and technical expertise in scaling up projects globally that aim to make nutritious foods better accessible. Combining the strengths and innovations from GAIN and DSM together, the company can develop effective guidelines with a larger reach to create a bigger impact.

DSM is also keen to partner with others on

this topic as the company believes in the transformational power of partnerships.

Please see this blog by DSM's colleague on the topic, published on the Sight and Life Foundation's website: <https://sightandlife.org/blog/workplace-nutrition/>



REGIONALISE YOUR APPROACH

Recommendations to improve workforce nutrition are mainly focused on personalisation. DSM believes that organising the accessibility of nutritious foods per region can increase the likeliness of employees making healthier food choices. Differences per region would make it possible to offer foods with a lower environmental impact because it is locally sourced, and provides the opportunity to adjust to local food preferences. Organising workforce nutrition regionally also allows for different standards (e.g. 3 levels) based on specific starting points or needs per location. This would lower possible barriers to start committing to workforce nutrition, making it easier for employers to become involved.

Another recommendation to increase the likeliness of employees making healthier food choices is to increase engagement. By making nutritional education more interactive, e.g., including various questions, the vision of workforce nutrition becomes clearer and impactful. Building on this, the offer of regular Health Checks can stimulate discussions between the health or nutritional professional and the employee about their nutritional health, leading to further interactivity and engagement.

Together, the public and private sectors can implement nutrition programmes to improve the nutrition and health status of today's workers. Micronutrient-rich fortified foods centrally distributed throughout the

workplace provide the opportunity for employers to reach many workers, helping to ensure optimal health and improve quality of life, thereby boosting productivity and business profitability.

DSM is proud to work with organisations worldwide, providing evidence based future-proof, sustainable and cost effective nutritional solutions and education to help end malnutrition in the workforce. For instance, DSM joined forces with Singaporean social enterprise 45Rice to add vitamins and minerals to the daily rice meals of migrant construction workers, ensuring they receive both calories and essential nutrients. DSM also provides fortified rice to its factory workers, and has previously supplied this product through public and private sector partners to garment factory employees in India, Cambodia, Indonesia, Malaysia and Singapore.

UNILEVER CASE STUDY



Unilever's Health Improvement Program (HIP) is a programme to improve the health and wellbeing of Unilever employees focusing on nutrition behaviour changes, physical activity and mental health and other aspects of a healthy lifestyle.



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As a global business, Unilever is committed to taking a holistic approach to support our employees to improve their health and wellbeing, focusing on nutrition, physical activity and mental health. By joining the Workforce Nutrition Alliance, we now have access to key tools and resources, like the Scorecard, which have allowed us to see where we need to make menu changes in our cafeterias and we are already seeing the benefits.



**Diana Han, MD, Chief Medical Officer,
Unilever**



At Unilever, the company has committed to aligning its global Healthier U initiative, a programme focused on whole-person health prevention and promotion. By doing so, the company is working to increase awareness among its workforce of healthier eating principles and to improve the nutritional quality of the food offered at its work sites. The company believes good nutrition is a key cornerstone of health, knowing that every Unilever employee they equip and empower with the knowledge and confidence to make healthier food choices will also bring this knowledge home to their families.

This is a voluntary programme offered to all Unilever employees worldwide and based on a health risk assessment, clinical evaluation and lab tests that help define an individual health risk score. Depending on this health risk score, the employee is invited to participate in the programme, which also aligns with global health targets to halt the rise in prevalence of adult obesity; halt the rise in prevalence of adult diabetes; and reduce the prevalence of raised blood pressure.

The Workforce Nutrition Alliance is a partner of this programme through the scorecard tool. The four-pillars scorecard is being assessed in 70 of its manufacturing sites around the world with onsite catering, and action plans to address identified gaps will be defined over the next four years.



THE ACTIONS TAKEN

With the identification of improvement opportunities and actioning these with the company's cafeteria partners, Unilever has observed considerable enhancements in the nutritional quality of the food served. The company notes they are beginning to see quantifiable improvements in health metrics, including improvements in obesity.

Unilever is now deploying the Workforce Nutrition Alliance scorecard at worksites that have embedded cafeterias and have, accordingly, made menu changes to enhance nutritional quality. The company is seeing improvements in scorecard results from initial assessments those later follow-up assessments, indicating progress.

A POSITIVE IMPACT

Unilever has needed to ensure that any cafeteria menu improvements it makes to enhance nutritional quality must also retain excellent taste and attend to local cultural sensitivities.

The investments have been worth the time, energy, and effort, as the company has seen, in its first few months of deployment. Unilever believes these signs are very encouraging evidence of health improvements and positive lifestyle changes.





Read the Company Commitments in Full; Visit the Workforce Nutrition Alliance Website.

www.workforcenutrition.org



ABOUT CGF

The Consumer Goods Forum (“CGF”) is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide. It brings together the CEOs and senior management of some 400 retailers, manufacturers, service providers, and other stakeholders across 70 countries, and it reflects the diversity of the industry in geography, size, product category and format. Its member companies have combined sales of EUR 4.6 trillion and directly employ nearly 10 million people, with a further 90 million related jobs estimated along the value chain. It is governed by its Board of Directors, which comprises more than 55 manufacturer and retailer CEOs. For more information, please visit: www.theconsumergoodsforum.com.



ABOUT GAIN

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the United Nations in 2002 to tackle the human suffering caused by malnutrition. Working with governments, businesses and civil society, we aim to transform food systems so that they deliver more nutritious foods for all people, especially the most vulnerable. For more information visit: www.gainhealth.org



Workforce Nutrition Alliance

The Workforce Nutrition Alliance was launched by the Global Alliance for Improved Nutrition (GAIN) and The Consumer Goods Forum (CGF) in October 2019. The Alliance's aim is to support employers to adopt and expand workforce nutrition programmes to positively impact over three million employees in member organisations and supply chains by 2025 and over ten million by 2030.

GET IN TOUCH

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