





Workplace Nutrition Toolkit

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WHY NUTRITION IN THE WORKPLACE?

Healthy + well-nourished workforce → **Productive workforce**

Workplace wellness programs can deliver returns of approximately $3 for every $1 spent and lead to:

- **Increased productivity**
- **Reduced absenteeism**
- **Lower employer-sponsored healthcare costs**
- **Improved employee retention**



THE BURDEN OF MALNUTRITION

Each year, malnutrition not only threatens billions of people's health, but also directly contributes to the deaths of 3.1 million children under age five and leaves some 165 million stunted.

As a result of widespread and severe micronutrient deficiencies, countries are **losing 2 to 3% of their Gross Domestic Product or more**



Poor workplace diets can **cost countries up to 20% in lost productivity** due to malnutrition, both in undernutrition and overweight or obese workers

Unhealthy diets are a key risk factor for non-communicable diseases (NCDs), such as cardiovascular disease, diabetes, cancers and chronic respiratory diseases.
(WHO: 57 million global deaths in 2008, 63% from NDCs)

But with modest investments in workplace nutrition programs that are repaid in fewer sick days and accidents, companies can strengthen workers' health, while reducing the impact of undernutrition-related illness and NCDs and enhancing productivity.

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CORPORATE COMMITMENTS

Strategic investments in workplace nutrition interventions → **High returns in worker health and productivity.**

Companies are increasingly understanding the value of nutrition investments. This momentum was clearly captured in the Nutrition for Growth Compact of the 2013 G8:

29 companies have **signed on to improve the nutrition of over 927,000 workforce members in more than 80 countries, stating:**

"Businesses specifically commit to putting good nutrition at the core of business practice.

As a first step, we will support the productivity and health of our workforces by introducing a nutrition policy and improving policies for maternal health, including support for breastfeeding mothers."

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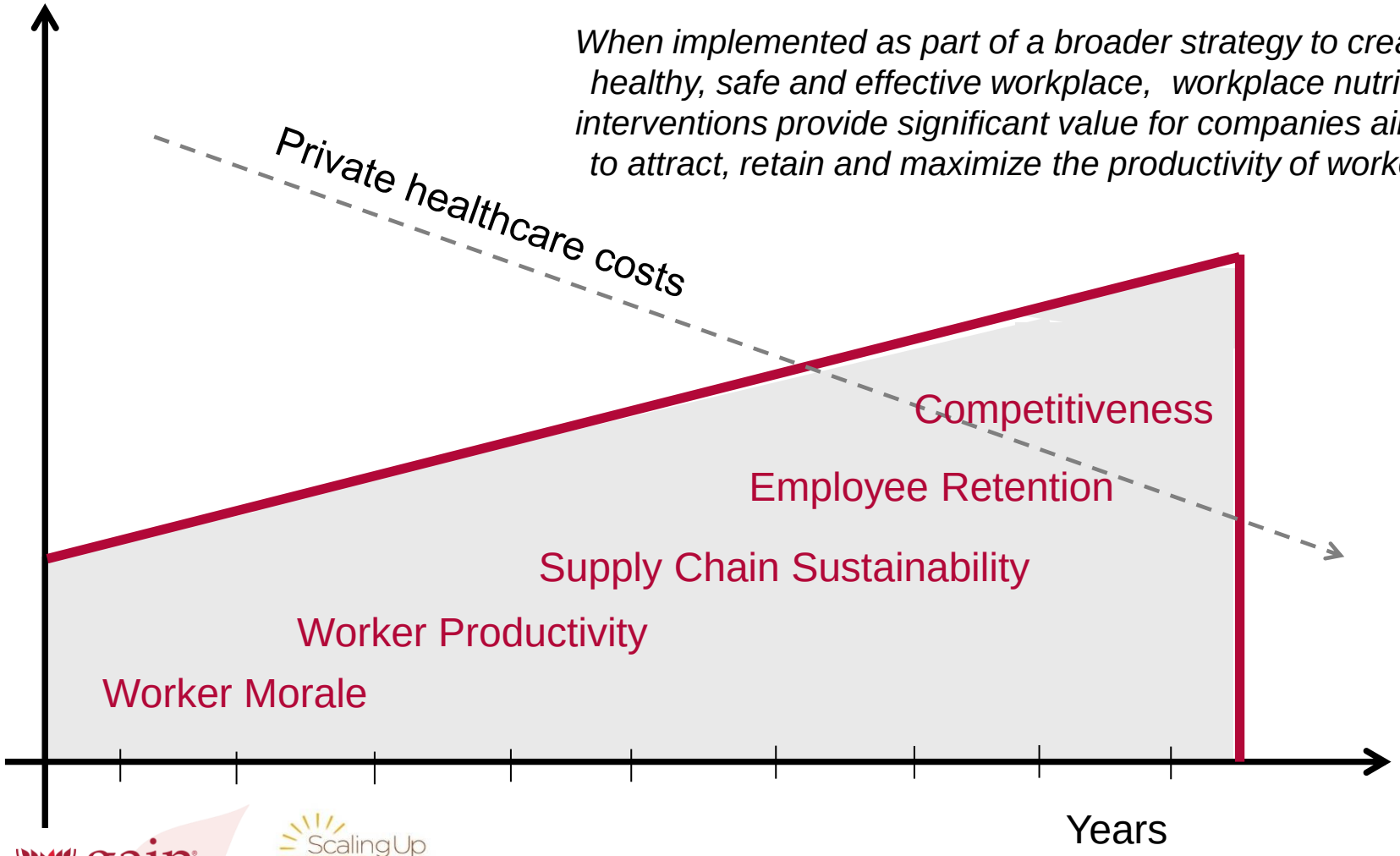
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THE BUSINESS CASE – RETURN ON INVESTMENT

When implemented as part of a broader strategy to create a healthy, safe and effective workplace, workplace nutrition interventions provide significant value for companies aiming to attract, retain and maximize the productivity of workers.



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RELEVANT NUTRITION POLICIES

Human Resources	• Length of break • Space available for facility • Workforce gender • Special needs • Proximity or accessible of meal plan
Maternity Protection and Breastfeeding support	• Adherence to maternity protection standards as outlined by the ILO Maternity Protection Convention (2000) • Place & time during working hours to breastfeed
Workplace Health and Safety	• Food safety • Sanitary conditions • Sufficient nutritious calories to perform work
Health and Wellness	• Wellness program • Nutrition education • Incentives
Corporate Social Responsibility (CSR)	• Community outreach • Sustainability and sourcing



POTENTIAL INTERVENTIONS

How to help employees prepare or have better access to nutritious meals?

Access to nutritious foods

- Kitchenette
- Nutritious foods in vending machines
- Organized street vendor service
- Nutritious foods in canteens
- Offer vouchers for nutritious foods
- Community gardens
- Vitamin and mineral supplementation

How to change awareness and attitudes towards healthy eating?

Education & services

- Provide nutrition education through courses, talks publications
- Promote good hygiene and sanitation practices
- Link to community health center and extension services

How to keep loyal, satisfied, healthy workers and reduce absenteeism ?

Supportive policies

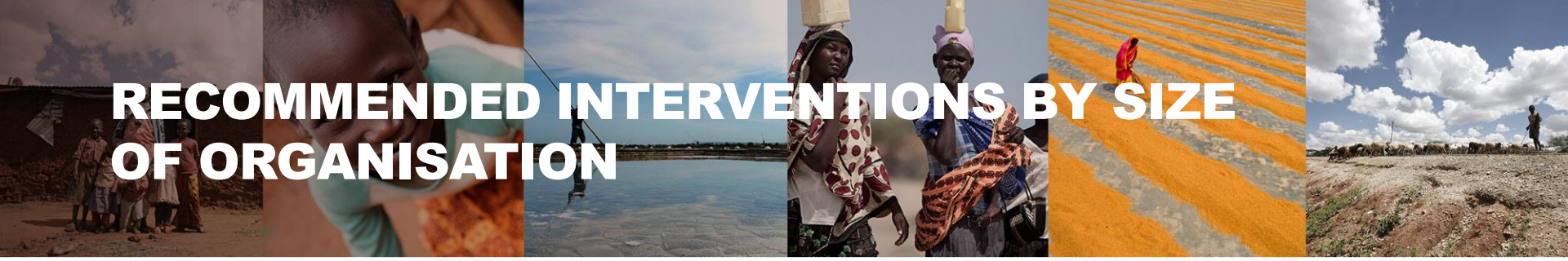
- Breastfeeding policy
- Maternity protection
- HR policies:
  - length of breaks
  - gender-focused nutrition policies
  - equal access to meals & breaks
- Food, water and dining facilities are safe and hygenic

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RECOMMENDED INTERVENTIONS BY SIZE OF ORGANISATION

Enterprises by employees

Large enterprises	Medium enterprises	Small enterprises	Micro enterprises
100 or more	25 to 100	5 to 25	1 to 5

Recommendations

- Farmers markets
- Work with street food vendors
- Canteens
- Subsidized catered food
- Mess rooms
- Meal vouchers
- Nutrition Education
- Access to clean water
- Small dining area
- Kitchenette
- Breastfeeding support programs

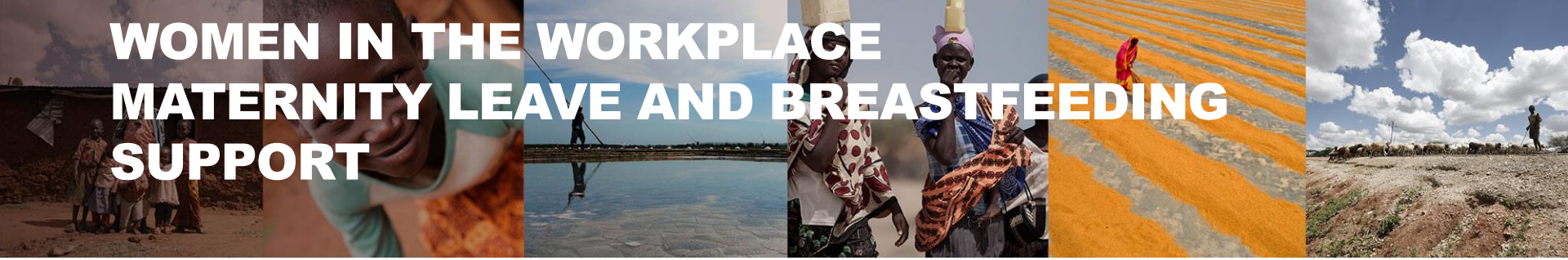
Informal sector

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WOMEN IN THE WORKPLACE MATERNITY LEAVE AND BREASTFEEDING SUPPORT

Nutrition delivered through the workplace can dramatically improve the health and wellbeing of female workers and their families, while being good for business through improved productivity and morale.

There is significant opportunity to improve women's health and productivity through interventions such as:

- Improved/increased maternity leave policies
- The right and opportunity to privately breastfeed at work
- Extra energy and nutrients, as well as rest during pregnancy and lactation, delivered through interventions such as: nutrition-sensitive policies and education, supplementation, or diverse foods in kitchens and canteens.



RECOMMENDATIONS FOR VULNERABLE POPULATIONS

The workplace may be the only place where poor workers have the opportunity to eat a nutritious meal.

Companies working in poor areas can take steps to address the particular needs of their workforce, even on a modest budget:

- ***Assess the nutritional needs of the workforce*** – conduct an initial survey to determine the extent of workers' poor nutrition and/or poor knowledge of nutrition.
- ***Design a plan or policy to meet workers' needs*** – plans should take into account issues such as food security, workers' ability to pay and health/nutritional status of workforce.
- ***Supply adequate amounts of macro- and micronutrients*** – plans should offer subsidized nutritious meal options and, where appropriate, vitamin and mineral supplementation.
- ***Combat malnutrition in surrounding communities*** – consider distributing food to workers' families or partner with community health and/or nutrition services to provide education about, and access to, proper nutrition.



CASE STUDY: BREASTFEEDING SUPPORT PROGRAM IN VIETNAM

***Alive & Thrive (A&T)* is an initiative to improve infant and young child feeding practices. In Vietnam, along with other interventions focusing on policy change, interpersonal communication & mass media, baby-friendly workplaces were established to support good feeding practices.**

alive&thrive
nourish. nurture. grow.

The problem

- Only 19.6% of children under 6 months old exclusively breastfed
- Only 22% children continued to be breastfed until 24 months



A&T's Response

1. Successful advocacy for maternity protection policy in Labor Code: duration extended from 4 to 6 months
2. Workplace Lactation Support Program in partnership with General Confederation of Labor
   - Produce and disseminate leaflets
   - Organize orientations on infant and young child feeding for female workers
   - Set up a breastfeeding room
   - Monitor the condition and use of the breastfeeding room



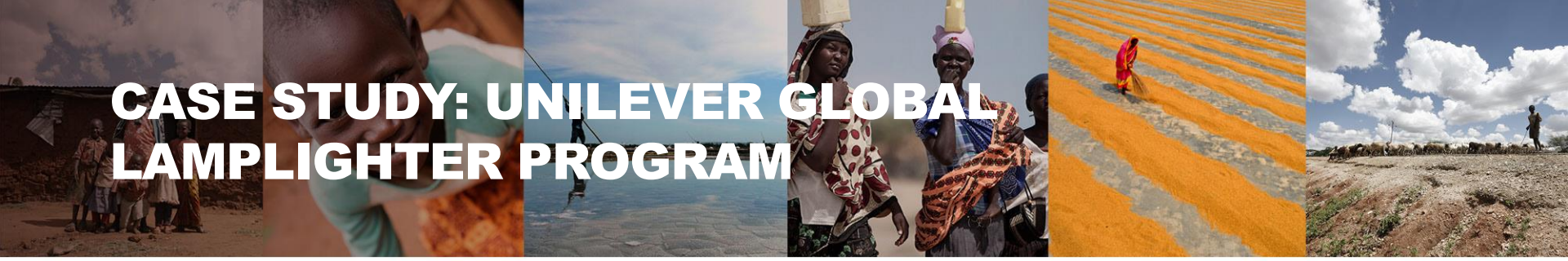
Canon example

- 7 months paid maternity leave: 1 month before delivery - paid by the company; 6 months after delivery – paid by Social Insurance
- $7 added to monthly salary for employees who have children under 1 year old.
- $7 added to salary for months that pregnant women have regular prenatal check-up appointments(3 months)
- Breastfeeding room with essential equipment (pump, refrigerator, towel, sterilizer, IEC materials)
- Breaks to express breast milk (1 hour/day) permitted for workers who have children under 1 year old



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CASE STUDY: UNILEVER GLOBAL LAMPLIGHTER PROGRAM

As an organization, *Unilever* recognizes that its brands can make a positive impact on people's health and well-being. Consequently, Unilever strives to create a positive organizational culture in which employees actively think about health and well-being.

Unilever's Approach

Lamplighter Program is an innovative approach to employee wellness that uses health risk appraisals alongside exercise, nutrition and mental resilience to help employees improve their health and wellbeing over a 6 to 12 month period. Unilever's long-term goal is to extend the rollout to all countries operating over 100 people.

The program covers a broad scope of activities. Fundamentally:

1. A nutrition component: nutrition and tailored nutritional advice
2. An exercise component: A personal exercise plan based on health requirements personal goals.
3. A mental resilience component: an online tool to identify, monitor and improve individual's stress
4. A reassessment after 6mo to track progress



Achievements

The program is now operating in 46 countries and has reached 35,000 Unilever employees, driving improvements in health status across 30 countries.

Global successes include:

- An 8% reduction in overweight/obesity
- A 16% reduction in hypertension
- A 5% reduction in physical inactivity
- A 17% reduction in poor or under nutrition
- A 3.5:1 return on investment (ROI)





CASE STUDY: NOVARTIS 'BE HEALTHY' IN SINGAPORE

Novartis Approach

Launched in April 2011, Be Healthy is Novartis AG's group-wide health promotion initiative, reaching 95% of the more than 120,000 group company associates worldwide

In Singapore, Be Healthy is offered on a voluntary basis to 100% of the company's associates in manufacturing, research, commercial and regional offices, approximately 1,100 people, and includes:

- inexpensive labelled healthy food at on-site canteens,
- free fresh fruit is available to all employees
- nutritionist talks and hands-on workshops in areas such as sushi and salad making and supermarket shopping demonstrations.

Success Factors: innovative communications, leadership support and integration of families, regular evaluation, diversity in a global campaign

[Source: Workplace Wellness Alliance 2013 Report]



For more information about specific interventions, please contact Kristina Spiegel at kspiegel@gainhealth.org.

For more information about the SUN Business Network, please contact Jonathan Tench at jtench@gainhealth.org.