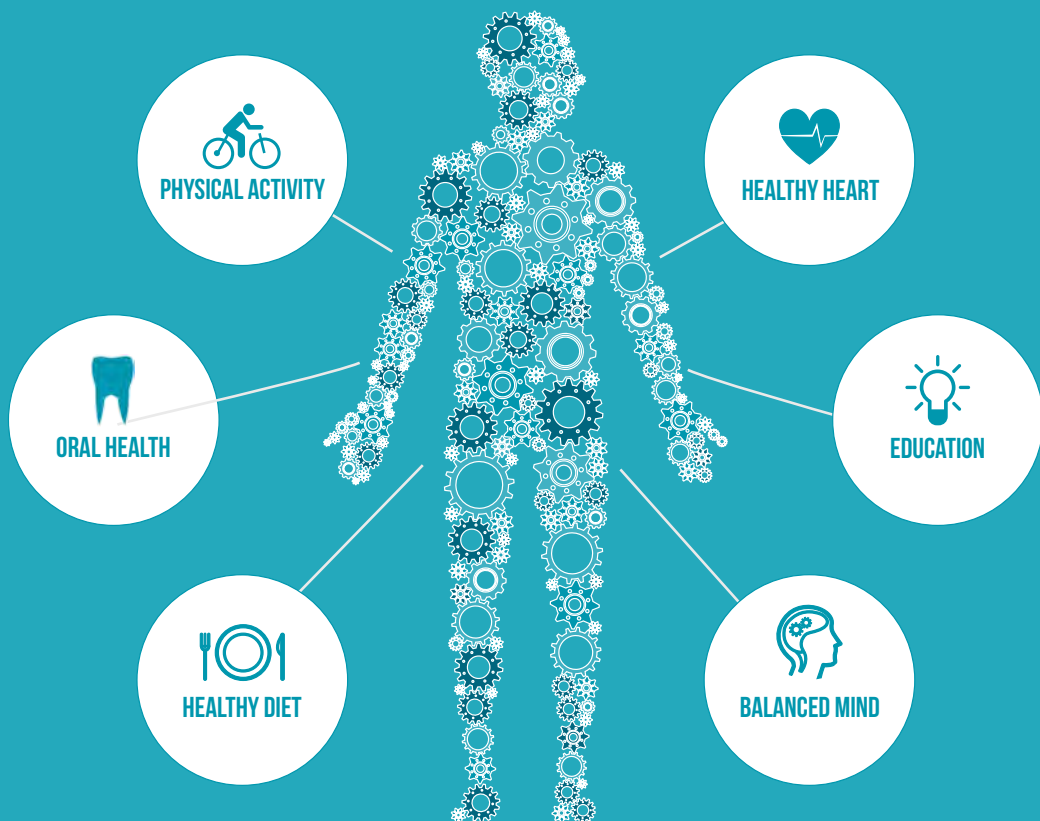


# HEALTHIER LIVES

COMMITMENTS & ACHIEVEMENTS OF CGF MEMBERS



The Consumer Goods  
**FORUM**



Health &  
Wellness

## ABOUT THE CONSUMER GOODS FORUM

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 3.5 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 50 manufacturer and retailer CEOs. For more information, please visit:

**[www.theconsumergoodsforum.com](http://www.theconsumergoodsforum.com)**

# INTRODUCTION NOTE

## A COLLECTIVE BUSINESS MOVEMENT TO EMPOWER PEOPLE TO LIVE HEALTHIER LIVES AND DRIVE SHARED BUSINESS VALUE

Our industry is facing a clear call to action. People want to live healthier lives and expect our industry to play a role in helping them meet their health and wellbeing needs.

At the CGF, our members acknowledge that the private sector can, and should, help people adopt healthier lifestyles and that there is a clear opportunity for business to really make a contribution to public health and a culture of prevention.

Led by consumer goods manufacturers and retailers, and with the support of public health authorities and local communities, the CGF's Health & Wellness Pillar is a global movement acting at the origins of healthier decisions. With our flagship initiative 'Collaboration for Healthier Lives' (CHL), we experiment, innovate and evolve business models, sharing data at-scale and best practices so that healthier decisions become easy and habitual for people in every community around the world. However, many companies need support and advice on how and where to get started.

As such, and in order to help all our members with implementation, we must continue to provide support, share best practices and engage with key external stakeholders. Through this booklet, which offers solutions that provide long-term benefits for both people and their businesses and shares success stories of how our members are implementing our Board-approved commitments to make company policies public on nutrition and product formulation; to implement employee health and wellness programmes; to help consumers make informed choices and to stop marketing communications to children under 12, we hope to inspire others to collaborate and join us on this journey.

Our goals are long-term and we do not yet have all the solutions, but our committee have a common vision to empower people to live healthier lives and drive shared business value. By sharing such success stories and best practices, we can help our entire industry understand what works, why it works and how to get started.

We trust you will benefit from the stories on offer and we expect to add further stories as we go along. Do reach out if you would like to get involved or to share your story.



A stylized, handwritten signature in black ink that reads "Sharon Bligh".

**SHARON BLIGH,**  
**Director, Health & Wellness**  
**The Consumer Goods Forum**

“ To realise and ensure both employees’ right work-life balance and business development, a sense of well-being is essential and indispensable. AEON, therefore, declared our policy of total commitment to our employee’s health as: 1. AEON supports employees’ and their families’ health, and 2. AEON realises health, wellness and happiness of local communities.



## OUR POSITION

AEON Health Insurance Society covers 140,000 insured workers as of June 2016, which is one of the largest health insurance societies in Japan. With regards to healthcare, the cost per person (fiscal year 2015) saw a growth of 105% year-on-year.

Employees' health and wellness is a precondition for the development of AEON's business scheme, "Health and Wellness". This is based on the idea that employees' health is an essential asset of a corporation that in turns leads to an increase in productivity. AEON implemented its "Plan of Health Data", aiming to promote the healthy and active life of employees.

## OUR ACTIONS

At AEON, we have taken a number of key steps, these include:

1. Introducing "Enlightenment and Education Activities" that were focused on the improvement of health literacy.
2. Helping employees to better visualise what "health" means.
3. Introducing campaigns and activities on lifestyle-



**Motoya Okada,**  
President and  
Group CEO,  
AEON Co., Ltd.



## oriented disease prevention

- Health Challenge Campaign (Reported below)
- Efforts to prevent increasing severity of health issues, especially those related to diabetes and high blood pressure
- Recommendation of consultations and individual health guidance
- Powerful driving force to support employees looking to quit smoking
- Support and education on improving mental health

The Health Challenge Campaign 2016 conducted in October and November 2016 was for AEON Health Insurance Society's insured members. Employees and their family members could apply for the campaign and enjoyed the challenge of building healthier lifestyles. As a result, there were some excellent examples of how employees improved their health across key health indicators and lifestyle habits.

This Campaign offered 24 course programmes for a healthier daily life, including prevention of metabolic syndrome. The participants choose two programmes out of 24 and continue working on these for the purpose of individual development and improvement of lifestyle habits. Those who achieved success in more than two programmes are rewarded for their

## accomplishments.

For employees, a wide variety of plans were provided to help lead to healthier lifestyles. They were then able to enjoy the challenge by him/herself or together with workplace colleagues.

## OUR RESULTS

The programmes have enjoyed a number of important successes and help our employees to become healthier and more aware of today's health challenges. Such successes include:

- 15,630 participants engaged in health-related activities
- 14,807 employees successfully completing the activities
- Popular courses such as "Take breakfast everyday", "Brush teeth and refresh" and "Eat vegetables first"
- 544 employees participated in the Quit Smoking Challenge
  - 438 employees successfully quit
  - An 80.4% achievement rate
- 24.8% of participants across the activities improved their BMI by 1.0 and more (2010-2013)
- A figure that represents 9.4% of whole workforce.



Course Example: Let's have breakfast every morning.  
For concentration and work efficiency



Course Example: Let's walk with a wide stride.  
For a good blood flow.



Product Reformulation & Healthier Lives



## OUR POSITION

Our Purpose — Real food that matters for life's moments — guides how we think about nutrition and health. We must ensure that our products are relevant and meet the expectations of our consumers, who are increasingly demanding healthier and fresher food with minimal artificial ingredients and processing.

We believe it is imperative for Campbell to stay abreast of changes in food and nutrition to better understand how we can provide our customers with the healthy food they desire and thus identify the opportunities we have for growth. The food world continues to shift in unprecedented ways. These changes are reshaping the way food is grown, made, marketed, sold and consumed. In turn, an evolving food and nutrition landscape is fundamentally altering the way we think, talk and act about our products. We know that if we don't evolve with these trends, we will not be able to thrive as a food company. Some of the trends influencing our food and nutrition strategy are the rise in chronic diseases; a heightened consumer interest in fresh and healthy foods; and a demand for greater transparency.



**Denise Morrison,**  
**President and**  
**CEO, Campbell**  
**Soup Company**



HEALTHY DIET

BALANCED MIND





## OUR ACTIONS

We are constantly seeking ways to improve the nutritional value of our food and beverages so that we can help people improve their diets and meet their personal health goals. To do this, Campbell seeks to reduce the nutrients or ingredients of concern in our products such as saturated fats, sodium, sugar and artificial ingredients. At the same time, we pursue positive nutrition by increasing vegetables, whole grains, and other food components or nutrients under-consumed in the diet.

Campbell has a commitment to share with consumers what goes into our food, how we make our food and why we make the choices behind the ingredients used in our food. We have launched a website — [www.whatsinmyfood.com](http://www.whatsinmyfood.com) — where consumers can access information about our products, and have questions and concerns addressed in one place. This site provides information on several of our top brands, such as iconic *Campbell's*<sup>(R)</sup> condensed soups and *Pepperidge Farm*<sup>(R)</sup> *Goldfish*<sup>(R)</sup> crackers.

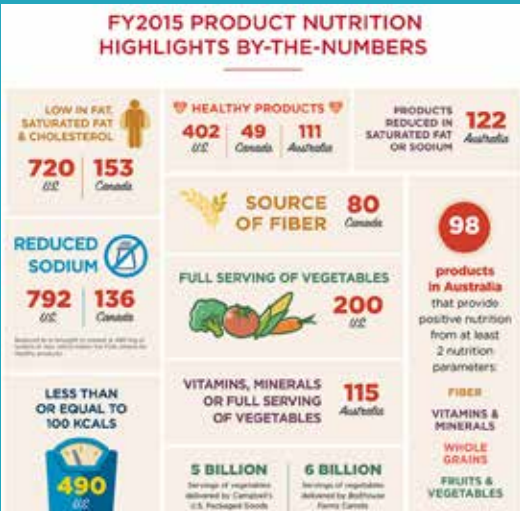
We have also been proactive in transparency of ingredients derived from GMO crops, and, in 2015, we became the first major food company to disclose the presence of ingredients made from GMO crops in our products via [www.whatsinmyfood.com](http://www.whatsinmyfood.com). Our decision was guided by our Purpose, rooted in our consumer-first mindset, and driven by our commitment to transparency. We believe it is the right thing to do for consumers and for our business.

Among our most enduring commitments is Campbell's Healthy Communities Program, launched in 2011. This is a commitment of time, talent and \$10 million over ten years to measurably improve the health of the young people in our hometown of Camden, New Jersey by reducing childhood obesity and hunger by 50%. Campbell collaborates with partners with a focus on four strategic areas: ensuring access to affordable and fresh foods, increasing physical activity in a safe environment, supporting healthy lifestyles through nutrition education and partnering with the community to advance positive social change.

## OUR RESULTS

Since 2010, we've measured our progress by making continuous improvements in the sales of better-for-you products. To track our progress against these goals, we evaluate the nutrition of our products against government and other scientifically accepted criteria, and in FY2015, expanded this assessment to include our global product portfolio.

Criteria	Progress
Government criteria for "healthy" foods.	\$2.9 billion, or 29%, of total gross sales of foods met the definition of "healthy," defined as those foods with nutritional profiles satisfying the FDA and other globally accepted criteria for our entire global portfolio. This is an approximate \$215 million, or 8.6%, increase over FY2014 in the US and includes an additional \$205 million in international sales.
Efforts to reduce or limit nutrients that, in excess, may contribute to negative health outcomes.	\$5.4 billion, or 53%, of total gross sales were generated by products brought to market that are lower in calories, saturated fat, trans fats, sodium and/or total sugars.
The contribution of our foods to a healthful diet through the provision of food groups or nutrients that are underconsumed in the diet.	\$3.2 billion, or 32%, of total gross sales of consumer products globally that make a positive contribution to the diet through servings of fruits and vegetables or are a good source of fiber, vitamins, or minerals. This is a \$259 million, or 9.7%, increase in the US with an additional \$275 million coming from international sales.



“ Our company is driven by people who believe in sustainable business. It makes us more competitive and helps keep our leadership position. We tackle this challenge by promoting healthy lifestyles towards our stakeholders, learning from CGF experiences.”



**Ricardo Yunge, CEO, Supermercados Cencosud Chile**



## OUR POSITION

Concerned about our customers eating habits, we developed our first initiative, Healthy Lifestyle. We promoted a healthy diet based on the consumption of 5 fruits and vegetables a day. Our customers and employees joined in and pushed for further actions.

Thus we developed “Eat Healthy”, a programme based on a balanced diet for our people and the promotion of healthy food. Our clients welcomed these messages and we, therefore, decided to go further by including special diets and food lifestyles, creating the Free From line and promoting food and cooking as something that is fun to do.

In 2016, our CEO created the Sustainable Committee, headed by all the managers of the company with the aim of achieving our Sustainable Business Plan, which is grounded on 3 pillars: Healthy Lifestyle, Environmental Innovation and Conscious Procurement. They focus our work on achieving more than 50 commitments that were suggested in a participatory way by our people.





## OUR ACTIONS

Since we started the 5 fruit and vegetables a day initiative, we have overcome several barriers that threatened the development of our Healthy Lifestyle commitments. Three of them are remarkable. The first one regards the absence of clear definitions about healthy eating habits and the consequent difficulty to define which products should be part of or banned from the programme. We chose to promote a balanced diet, due the benefits of a diverse food consumption. The second refers to the commercial barriers we faced when we decided to locate the Eat Healthy products at a strategic selling point in our stores. The third one concerns our commercial team and the need to make them aware of the impact of their commercial decisions when buying a product that fulfils the "Free From" condition.

Today we are proud of our achievements. Let's take a look:

- Weekly updates of our employees' menu, making their lunch healthier according to their needs and our nutritionist's advice.
- Yearly sports tournaments - football and bowling, among others - for our people.
- Training for our commercial team - more than 200 people - regarding food allergies and related diseases.
- Weekly updates of our Healthy Recipes, Menus and Guidance, published on our website <https://mundosjumbo.cl/come-sano>
- All catalogues contain tips and guidance to Eat Healthy and keep food fresh and safe.
- More than 2,000,000 users of our Healthy Cooking Spotify playlist.
- Twice a month, our stores organise school visits to tell children how important a healthy diet is, to keep a Healthy Lifestyle.

The visits are led by Jumbito, the Jumbo brand's pet.

- Two campaigns supporting our national athletes, raising awareness about their lifestyles and their eating habits to become the best of our country. These campaigns include the coverage of the Paramerican Games in 2015 and the Olympics and Paralympics in 2016.
- The redesign and reformulation of the products produced by us, according to the standards of the new Chilean food legislation, released in 2015.

## OUR RESULTS

Our customers have become aware of the importance of keeping a Healthy Lifestyle. Since our first initiative we have made a consistent contribution, improving their eating habits and those of their families too. Our customers have also taken part in this Healthy Revolution; and we can see their growing preference for healthy products, which proves the benefits of our work to educate consumers and promote conscious eating.

2016 was the first year in which our Circus - a free access show that has been performing around Chile every October for the past 11 years - helped to tell the story of an elephant - the Jumbo brand's pet - that develops a Healthy Lifestyle. The idea came from our employees and we are happy to make it real for more than 350,000 Chileans.

This year has also been rewarding in terms of public recognition; we have been awarded as one of the most sustainable companies in the country, according to the "Prohumana Ranking". We could not be more inspired to keep doing our best to fulfil our Sustainability Plan.



## CONTRIBUTING TO BRIGHTER SMILES AROUND THE WORLD

“ Educating consumers about the importance of improving oral health has been part of Colgate’s business strategy for over a century. Colgate Bright Smiles, Bright Futures® is a priority in each market where we do business because making good oral health a reality is also good for business. In 25 years, we have reached 850+ million children and families with materials translated into 30 languages. The company’s goal is to reach 1.3 billion children by 2020.”



### OUR POSITION

As part of our “People, Performance and Planet” Sustainability Strategy, Colgate is committed to contributing to the communities where we live and work. As a key part of this commitment, we bring toothpaste, toothbrushes and education about how to improve oral health to more than 80 countries around the world through Colgate Bright Smiles, Bright Futures® (BSBF), our flagship corporate responsibility initiative. In doing so, children and their families benefit from improved health and the company builds brand value by engaging with consumers in the communities where they live.

### OUR ACTIONS

Colgate employees ensure programmes are tailored to local markets and provide the resources, staff and partnerships needed to make a lasting impact. For example, in the UK, where ~45% of eight-year-olds have experienced decay in their primary teeth, BSBF reaches 300,000 children/year via school-based education. In Brazil, Colgate has partnered with the Ministry of Health to train 25,000+ Community Health Agents to go door to door educating families about oral care and handwashing education, reaching 14+ million people in 27 cities since 2014. On the small island of Grenada, ~83% of children suffered from untreated tooth decay. Colgate’s “Smile



**Ian Cook,  
Chairman,  
President & CEO,  
Colgate-Palmolive  
Company**



Grenada" programme – in partnership with the NYU College of Dentistry and Henry Schein Cares Global Student Outreach Program – resulted in a -75% reduction in new tooth decay in children. In the US, Colgate's fleet of dental vans provide free dental screenings and oral health education to children in need, reaching 1,000+ towns and 10 million children each year. In South Africa, Colgate sponsors the Phelophepa Train, a mobile hospital that provides oral health care and medical services to remote areas, treating nearly 50,000 people in 37 communities/year.

The success of the BSBF programme makes us optimistic that real advances in oral health are possible – now that's something to smile about!

According to the World Health Organization (WHO), tooth decay and cavities affect 60-90% of school children and nearly every adult in the world. In the US alone, more than 51 million school hours are lost each year to dental-related illness. Through meaningful partnerships with retailers, governments, and other key stakeholders, Colgate's BSBF programme strives to give access to children without basic dental care and oral health education.

Six key initiatives drive the award-winning BSBF programme:

1. Integrated Marketing Communications (IMC)/ Trade Partner - With retail partners, such as Walgreens, the BSBF programme engages consumers in stores and online.
2. Community Relations - In some countries, BSBF is mobile. In the US, Colgate's fleet of mobile dental vans travel to rural and urban communities to provide free dental screenings and oral health education to children in need, reaching over 1,000 towns

and more than ten million children each year.

3. Employee Engagement - Colgate often involves our employees in BSBF programmes, providing opportunities to volunteer in the community or to teach their families about oral health.
4. Professional Partnerships - Colgate partners with government health agencies, non-governmental associations (NGOs) and dental associations to expand the reach of oral care education around the world.
5. In-School - Colgate partners with local schools, Ministries of Health and Ministries of Education to organise oral health educational classes and provided products. In many countries, BSBF materials have become part of the permanent school curriculum.
6. Digital - Educational resources are provided both in stores and online, including downloadable teachers' guides and oral health games.

## OUR RESULTS

Each year we strive to reach over 50 million children in more than 320,000 schools around the world. Over 35,000 dental professionals help Colgate reach an additional six million children through professional activities. Colgate has reached a total of 850 million children since 1991. We are proud that in 2016, Colgate now celebrates 25 years of the BSBF programme, which builds "shared value" for both Colgate and society, enabling Colgate to make a significant impact in the communities where we live and work while engaging with consumers to build our brand value.

“ Danone wants to start a slow revolution, challenging conventional thinking about food consumption and influencing eating and drinking practices as part of the solution to address public health challenges.”



## OUR POSITION

At Danone, we strongly believe that bringing health through food is not only a necessity, but our collective responsibility.

With more sedentary lifestyles and less healthy eating habits, we are facing major public health issues. We aim to **help people adopt eating and drinking habits** that are both healthy and relevant for them, whatever their age, culture or personal preferences. For Danone, nourishment goes beyond food and beverages to include nutrition, taste, social and cultural dimensions. This is what we call “alimentation”. Danone is moving from simply selling food, to encouraging the adoption of dietary habits that contribute to preserving good health.

Thanks to a portfolio of products consumed on a daily basis by millions of people worldwide and to a broad variety of activities to promote healthy habits, Danone provides a meaningful contribution towards meeting the diet-related health challenges the world is facing.

## OUR ACTIONS

In 2016, Danone has taken its Food & Nutrition Charter a step further by making six Nutrition Commitments with measurable goals and timeframe:



**Emmanuel Faber, Chief Executive Officer, Danone**







We have established an approach aimed at enhancing the nutritional quality of our products by monitoring and improving the nutritional profile of our products versus other available choices.

We invest in research to **understand local public health challenges and local eating practices**. These research programmes enable us to promote healthier choices that are relevant to communities' habits. For example, our comprehensive Nutriplanet programme provides hard scientific facts on nutritional deficiencies and local public health challenges, as well as useful insights into local traditions, preferences, values and beliefs relative to food and beverages. By the end of 2015, Nutriplanet has been extended to 53 countries.

To help reduce the problem of anaemia among babies in Ivory Coast and Cameroon, we conducted studies with local sociologists to understand the attitudes and beliefs of mothers. This data has been shared locally with experts, local authorities and paediatricians. The outcome led to a reformulated Blédina® Phosphatine infant cereal that is now enriched in iron.

Danone has already implemented **148 education programmes to promote healthy diets and lifestyles targeting over 500 million people**. By 2020, we will have contributed to a public health cause, with relevant actions and programmes in

the top 15 countries where we operate.

## OUR RESULTS

Danone is engaged in the continuous improvement of the nutritional quality of its products. In order to design healthier alternatives for consumers, we have already reduced the sugar and fat content of certain brands in many countries. In Brazil, the Danonião brand aimed at kids has been progressively improving since 1999 by reducing up to 32% of sugar and 35% of fat content.

Danone places a strong focus on local co-creation with stakeholders. In Poland, Danone contributed to a comprehensive educational programme "Mom, Dad, I Prefer Water" targeting children, parents and teachers to encourage them to drink water. In its third year, this programme has reached 700,000 children and 800,000 parents.

Danone has also joined the Partnership for Healthier America, a programme created to fight youth obesity in the United States. In addition to exceeding its sugar and fat reduction targets in just two years, the company has invested more than \$2 million in nutrition education and research.

## KEY FIGURES

- **88% of Danone's 2015 sales were generated in healthy categories** based on official public health recommendations: waters, early life nutrition, medical nutrition and fresh dairy products.
- Danone has made six strong and measurable Nutrition Commitments with quantitative objectives for 2020.
- **By 2020, 100% of Danone products will display comprehensive nutritional information** to guide consumers in all of its major markets.
- 148 education programmes developed by Danone have been implemented around the world to promote healthy diets and lifestyles.



Product Reformulation

“ An innovation we’re proud of at Delhaize Belgium is the ‘Better for All’ pork meat. Our team collaborated with local farmers to improve how the pigs are fed, raising the Omega-3 levels in the pork. Our full pork assortment is now better for the customer, the farmer, the environment and the animals.”



**Denis Knoops,**  
Chief Executive  
Officer,  
Delhaize BeLux



## OUR POSITION

Delhaize in Belgium has the ambition to promote a balanced diet and to provide better choices. Meat remains a cornerstone of the European diet, yet meat production can have an outsized impact on the environment and human health.

As customers become more interested in sustainable protein choices, Delhaize offers an increasing number of meat-free protein sources, including a range of seeds, nuts, legumes and vegan or vegetarian alternatives. At the same time, we are improving the sustainability of the meat products we sell in our stores.

To that end, Delhaize developed the ‘Better for All’ pork project in 2014 to increase the healthy, affordable and unique options available in our meat assortment.

## OUR ACTIONS

Pork is an affordable meat for many customers. That made it ideal for an ambitious project that created healthier pork products – without increasing prices. To improve sustainability, we began at the first step in the





## pork supply chain: animal feed.

The Healthy Farming Association Benelux, an organisation of scientists and agricultural professionals, helped develop a feed that is made from a mix of grains (partly flax seeds) and is naturally richer in Omega 3 fatty acids than traditional, corn-based feed. This feed results in healthier meat, as the pork contains at least twice the Omega 3, an essential nutrient, as conventional pork meat. Furthermore, growing a more diverse set of crops for the feed, rather than relying only on corn, promotes biodiversity in the farming region.

To encourage farmers to adopt the new, more expensive feed, we paid for the difference in cost from regular feed. We coordinated with 47 farmers, 10 feed suppliers and 5 slaughterhouses. Pork generated by this project is sold under the Delhaize brand, and is currently available in the majority of Delhaize Belgium and Luxembourg stores.

## OUR RESULTS

Omega-3 fatty acids are essential for the body and important for maintaining a healthy metabolism. However, people don't create them

naturally, so they need to obtain them from their diets.

Unfortunately, Europeans don't consume appropriate omega-3 levels versus the intake recommendations. The 'Better for All' pork helps consumers improve their omega-3 intake (even without having to change their consumption pattern) and has a positive impact on health. Through the pork products, Delhaize Belgium puts 114 Tons of extra omega-3 on the plates of the Belgian consumer each year.

### Better for All

#### Better for the Consumer:

Pork meat with improved level of omega-3 without extra price.

#### Better for the Farmer:

The extra production cost is taken by Delhaize and not by the Belgian farmers.

#### Better for the Environment & Animals:

Pigs receive nutritionally optimised feed that contributes to more biodiversity

Learn more about Delhaize's sustainable pork:  
<http://bit.ly/24jUwVz>





GENERAL MILLS

Product Reformulation

“ We are laser focused on making food people love while at the same time delivering nutrition in many areas of our portfolio. We believe that nutritious foods made with quality ingredients contribute to overall health and wellness, and we have reformulated recipes and made nutritional improvements in hundreds of products around the world. We are deeply committed to serving our consumers and will continue to modernize our product offerings to address leading consumer health and wellness trends.”



**Ken Powell,**  
**Chairman,**  
**Chief Executive**  
**Officer, General**  
**Mills**



## OUR POSITION

At General Mills, we've worked hard over the years to make food people love, while at the same time delivering nutrition. To set clear goals for delivering nutrition, we decided a tangible measurement was needed. So in 2005, we created the "Health Metric" to gauge improvements to our food. Developed by the General Mills Bell Institute of Health and Nutrition, the Health Metric helps quantify and encourage the company's progress on nutrition and health improvements. As a result, in a span of 10 years, we improved the nutrition profile of more than 800 US products. We achieved this by introducing new products or reformulating existing products to increase nutrients such as whole grain, dietary fiber, protein, vitamins and minerals, or by decreasing nutrients of concern, such as sodium, sugar and fat.

## OUR ACTIONS

In 2010, we accelerated our sodium reduction efforts by pledging to reduce sodium 20 percent in 10 key U.S. retail product categories by 2015. Our approach to sodium reduction involved incremental steps over several years to introduce changes gradually, giving people time to adapt their palates to the lower sodium levels. Product developers reduced sodium in many recipes by adding additional spices to ensure

the flavor remains vibrant. In some cases, we adjusted the placement of the sodium, such as moving it to the food's surface so it's more readily tasted. These changes allowed us to maintain the great taste consumers expect while reducing sodium intake.

## OUR RESULTS

As of the end of 2015, we met or exceeded our goal in seven of 10 categories and made significant progress in the other three, with reductions across the 10 categories ranging from 18 to 35 percent. This effort encompassed sodium reduction initiatives on more than 350 of the company's products, or more than one-third of its U.S. retail sales volume. The categories included cereals, dry dinners, frozen pizza, Mexican dinners, refrigerated dough products, savoury snacks, canned vegetables, side dishes, soups, and variety baking mixes.

Significant progress was also made in the three categories in which General Mills did not meet the aggressive 20 percent target, including

a 19 percent sodium reduction in ready-to-serve soup, a 19 percent reduction in Mexican products and an 18 percent reduction in cereal.

*"If you're trying to reduce the sodium your family eats this year, packaged food giant General Mills has got your back! The company has announced meeting a 20% sodium reduction goal in seven out of ten food categories. Because about 77 percent of the sodium Americans eat comes from packaged, prepared and restaurant foods, reaching more moderate levels of sodium in these foods will be a big help. And, this example shows us that sodium reduction is possible in many types of foods. We are excited about these achievements, but more is needed to make an impact on public health. It's time for other companies to commit to more moderate levels of sodium in the foods they offer."*

- American Heart Association







“ As grocery retailers and members of the CGF, we have a responsibility to meet and exceed the health and wellness needs of our shoppers and our employees. IGA is committed to driving change through consumer and employee education and product formulation, and we look forward to playing a role in a future where moderation and better choices in health and wellness fit seamlessly with people’s enjoyment of their daily lives. It’s good for our brand and our business, yes, but even more importantly, it’s good for the people and communities we serve each day.”

**Mark Batenic,**  
Chairman, IGA,  
INC.



## OUR POSITION

In 2015 IGA joined The Consumer Goods Forum Health & Wellness Pillar with a specific set of objectives in mind. To remain relevant to our shoppers and maintain our place as the world's largest and most progressive independent grocery brand, we wanted and needed to step up our health and wellness game:

- Offering consumers and shoppers a range of products and services that support individuals' goals of more balanced choices and healthier lifestyles.
- Providing transparent, fact-based information based in current science through recipes, informative videos and other easy to implement formats with the goal of helping employees and shoppers alike make informed purchases throughout the store and at home.
- Using communication and educational programmes to help raise consumer and employee awareness on health and wellbeing to inspire and inform better choices.

To achieve these objectives, IGA worked with IGA Health and Wellness Advisor Kim Kirchherr, MS, RDN, LDN, CDE, FAND, utilising her nearly 20 years as a registered dietitian and more than 10 years in the grocery industry to create the IGA Better Choices platform. This programme provides shoppers and



employees with information to make informed and balanced decisions about their health and wellness needs through the IGA Better Choices mobile enabled website; and provides IGA retailers with insights and resources to bring health and wellness to life in their stores.

## OUR ACTIONS

A year and a half into the IGA Better Choices programme, we continue to develop tools and resources that provide consumers with information about the health and wellness space while adhering to the philosophy behind the programme—that Better Choices is about balance: enjoying occasional treats and personal favourites while making informed decisions every day. Providing simple, easy-to-follow information -- including blogs, videos and timely articles from reputable sources covering wellness, shopping and planning and food safety, as well as shopper friendly games, activities and recipes -- help people embrace their health and wellness journey in a practical and realistic way. Retailer tools such as in-store POP, social media resources, step-by-step guides on how to work in partnership with local dietitians and other health professionals, and an event implementation guide that follows our Better Choices content, make it possible for IGA stores to become health and wellness destinations within their communities. Additionally, as an international speaker and guest of local and national media, Kim has shared the Better Choices philosophy, encouraging use of the website as a personal health and wellness tool, and speaking to the best practice of the programme as a guide for others in the industry.

In the area of product information, IGA was an industry leader in the adoption of Facts Up Front labelling on all of our food-based IGA Exclusive Brand products. At the same time, IGA has now reformulated more than 200 of those products to reduce sodium, sugar and saturated and trans-fats.

Related to employee health and wellness, IGA corporate enacted a health and wellness

programme providing onsite exercise classes for corporate employees, as well as fitness consultations from an onsite personal trainer. On a store level, we have provided resources through the IGA Better Choices programme that encourage IGA retailers and their employees to adopt a healthier lifestyle both at home and in the workplace. In the long term, IGA plans to make available online health and wellness training classes through the IGA Coca-Cola Institute.

## OUR BENEFITS

As independent grocers, IGA retailers have a more challenging business environment than do most chain store operators. Our retailers constantly juggle concerns like operations costs and store upkeep, product selection and safety, employee training and branding and marketing, meaning it's easy to fall behind in areas that don't seem as relevant to their daily existence. Health and wellness has traditionally been one of those areas, particularly given that IGAs are often in smaller communities where health and wellness isn't always top of mind. That is beginning to change with the advent of IGA Better Choices, with our efforts to create a healthier more transparent private label line, and through Kim as IGA's health and wellness advisor sharing broadly that health and wellness isn't a programme to implement, but instead a lifestyle that permeates our shoppers' decisions every day.

Our turnkey programme for consumer education and retailer activation is helping to inspire our brand, and consumers' perception of it. As consumer awareness of our retailers' attention to health and wellness is grows, IGA stores across the country are becoming health and wellness destinations for employees and consumers alike, and with tools like the Better Choices website and Facts Up Front on our private brands, it makes it easy to make informed choices even on the busiest days.

## KEY FIGURES

- Over **11 million impressions** of IGA Better Choices through IGA owned media
- The IGA Better Choices programme launch was covered in nearly **300 consumer publications**
- More than **200 IGA Exclusive Brand products reformulated**
- All food-based IGA Exclusive Brand products feature **Facts Up Front labelling**



“ As a food specialist, we believe we have a decisive role to play in contributing towards good public health through high quality, safe and nutritionally-balanced products, while promoting healthy eating habits. ”

PHYSICAL ACTIVITY



**Pedro Soares dos Santos,  
Chairman of the Board of Directors and  
CEO, Jerónimo Martins Group**



## OUR POSITION

More than 1.9 billion adults were overweight in 2016, of which over 650 million were obese and 41 million children under 5 were overweight or obese, according to the WHO. The no. 1 cause of death are cardiovascular diseases (CVDs) and the number of people with diabetes has risen from 108 million in 1980 to 422 million in 2014. In 2015, an estimated 1.6 million deaths were directly caused by diabetes. Diabetes will be the 7<sup>th</sup> leading cause of death by 2030. All these diseases may stem from bad food habits. All these can be prevented.

At Jerónimo Martins, we are fully aware of our responsibility in helping consumers make conscious decisions with a positive impact on their lifestyles. We do it by developing and offering safe, healthy and accessible food.

We promote good health through food because we know food can help preventing those diseases and, therefore, providing quality of life. We acknowledge our part in raising awareness on healthy eating habits and promoting the access of families that can't afford the recommended daily amount of vitamins and minerals.





## OUR ACTIONS

Our priorities are to:

- Invest in the quality and innovation of our Private Brands;
- Guarantee food safety;
- Offer a trustworthy service;
- Provide full nutritional information on the products we sell.

Our Nutritional Policy, based on the WHO's Guidelines for Europe, defines restrictions to the use of colouring, preservatives and other superfluous synthetic additives. They also define packaging materials, nutritional labelling, product monitoring plans and maximum accepted quantities of some ingredients like salt, sugar and fat.

When reformulating products, the priority lies with FMCG that are beneficial for the health or are popular among children. Our reformulation strategy is focused on decreasing, replacing or removing ingredients such as salt, sugar and fat from product compositions and on adding greater amounts of fibre, fruit and micronutrients whenever possible.

Our offer aims to combine convenient food solutions with a balanced nutritional profile. In Portugal, the Pura Vida range was designed for people who search for gluten-free products or those without any added sugar. In Poland, the same approach has been taken. Considering children's specific dietary needs, we develop product ranges focused on offering the best nutrition solutions for this target in both countries.

Our Packaging Manuals state the benefits of our Private Brand products, complying with technical and legal requirements, namely on the nutritional composition of the products, and presenting full nutritional tables. We also voluntarily chose to make things easier

for consumers by indicating more intuitive nutritional information on the forefront of the packages such as "GMO-free", "source of Omega-3", "lactose-free", "gluten-free", "without added sugar", "without fat", "Healthy Choice", calorie icon on alcoholic beverages, symbols warning against consumption by pregnant women, symbols for a vegan diet and for organic products and indication of fibre in the nutritional table (back of packages).

## OUR RESULTS

From packed fish and traditional pies in Poland, to ready-to-eat meals in Portugal, our fight against salt, sugar and fat started in 2007. 10 years gone and in 2017 alone, we reformulated 88 products and prevented 782 tonnes of fat, 85 tonnes of sugar and 59 tonnes of salt from entering the market.

The products from Biedronka's Milk Start range were created to offer low-price food solutions, providing up to 25% of the daily needs in vitamins and minerals recommended for a child's healthy growth. In the last 10 years, we sold more than 200 million units.

In 2017, our Pingo Doce chain contributed with 25 recipes on the Mediterranean Diet developed by its nutrition team for the Promoting Healthy Eating National Programme with the Portuguese Government agency for the sector. In the healthy Pura Vida range, 11 new products were launched, bringing the total number of references to 87.

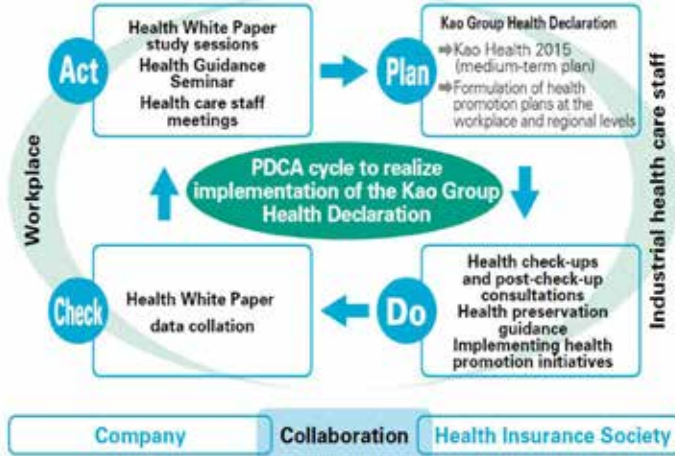
In Colombia, 11 new Brand products were put out in 2017 by our Ara network, with a view to providing healthier alternatives for the local consumers.

## KEY FIGURES

- In the 2011-2017 period, we redesigned around **590 products**, preventing nearly **260 tonnes** of salt from entering the market and reaching people's tables.
- **2,585 tonnes** of sugar and more than **1,330 tonnes** of fat were also avoided.



## Health Promotion Management System



“ Recognising that having healthy employees is a prerequisite for the realisation of effective *Yoki-Monozukuri*\*, for making a contribution to society, Kao implements a range of Health and Productivity Management measures. ”



PHYSICAL ACTIVITY



**Michitaka Sawada,**  
**President and Chief Executive Officer,**  
**Kao Corporation**

## OUR POSITION

Kao believes that helping its employees and their families stay fit and healthy can help to ensure the successful future development of the company's operations.

Kao announced the Kao Group Health Declaration in 2008 and has been implementing Health and Productivity Management measures.

## OUR ACTIONS

As a company, Kao aims to do more than just promote health management (which Kao sees as being only the least that a self-respecting business enterprise should do). Aiming to foster “employees with high health literacy,” Kao has put in place a system to facilitate effective collaboration between the company itself, the Health Insurance Society, occupational health staff, and external experts. More specifically, Kao has been implementing the following Five Support Countermeasures:

1. Address lifestyle-related diseases
2. Address mental health issues
3. Support to quit smoking



HEALTHY DIET

4. Support employees affected by cancer
5. Support women's health

Kao's goal is to improve employees' health literacy level, so Kao is working to make its health-promotion activities more visible, engaging in "Health and Productivity Management" that uses a PDCA cycle to increase employee health levels.

Kao considers employees as demonstrating high health literacy if they implement the following:

1. Review lifestyle habits and improve them on their own, based on health checkup results
2. Consult with a usual doctor in regard to health checkup results as needed (besides consulting occupational physicians)
3. Remain aware of his/her mental health, and confer with appropriate professionals as needed

## OUR RESULTS

- 8.8% reduction in the number of male employees aged over 35 requiring Specific Health Guidance (compared to FY 2009)
- Kao is selected for inclusion in the Health & Productivity Stock list for the second year in a row. For the second consecutive year, Kao has been chosen for inclusion in the Health & Productivity Stock list compiled by Japan's Ministry of Economy, Trade and Industry (METI) and by the Tokyo Stock Exchange (TSE) as a listed company that has demonstrated outstanding performance in the area of Health and Productivity Management.\*



*Mini-exercises lesson for prevention of lifestyle diseases with employees working at a factory*



*Internal exercise lesson event at our headquarters*

*\*Yoki means "good" or "excellent" and Monozukuri means "development and manufacturing of products." But Yoki-Monozukuri is not limited to our initiatives for R&D and production. It also includes all business activities through which we deliver our products and services to consumers, such as marketing, product supply chain and sales. Yoki-Monozukuri is a common value for all Kao members to share. It shows our commitment to consumers.*



“ Our consumers look for help to guide them in achieving their health and wellbeing goals. So, we are innovating in our product portfolio, and fine tuning our labelling and marketing to help inform their choices. We’re also partnering with others to advance health and food safety in our categories.



**Grant F Reid**  
**Chief Executive**  
**Officer and**  
**Office of the**  
**President,**  
**Mars,**  
**Incorporated**

## OUR POSITION

The diversity of our product portfolio allows us to deliver different benefits to people's lives. For instance, our food brands are intended to enrich family meals, providing whole grains, vegetables and other nutrients. Our sugar-free gum improves the oral health of millions of consumers across the world. The Chocolate and Confections brands so many love, are intended to be an occasional treat. And our pet food and services can be counted on to deliver great nutrition and good health throughout an animal's life.

What all of our products have in common, whether for pets or people, is our overarching belief that what the products we make and the services we provide should be a part of a healthy and happy lifestyle for the people and animals who use them. As the world evolves, so will our offering to consumers. But we believe our recipe of food safety, product renovation and innovation, and responsible marketing will allow us to remain relevant to consumers while making a meaningful contribution to their health and wellbeing.



## OUR ACTIONS

What all of our products have in common, whether for pets or people, is our belief that the products and services we provide should be a part of a healthy lifestyle for the people and animals who use them. Several pursuits enable us to achieve this:

- We believe we have a responsibility to help raise standards of food safety across the globe because where there is no food security, people do not have access to the nutrition they need. We therefore encourage food safety legislation and effective regulation that can be enforced. On occasion we also make investments - like the new Mars Global Food Safety Center in China - to improve how our entire industry meets the challenge of providing safe, accessible nutrition to a growing population.
- Through renovation and innovation we seek to continuously improve our products. Sometimes this means increasing the nutritional value of a product as we did when we doubled the servings of vegetables in our pasta sauces. At other times this means working to make our indulgent products more permissible as part of a healthy diet, which we did when we lowered the saturated fat in TWIX and MILKY WAY.
- We are also thoughtful about how we can market responsibly and encourage healthy consumption. In 2007 we pioneered a revolutionary Marketing Code that clarified our commitment not to market to children under 12 and we regularly assess it to ensure that it reflects the changing world of advertising and social media. We also use packaging details - such as placing nutritional information on front of pack, capping pack size of confectionary products at 250kcal or less, and placing the label "occasional" on some food products - to help consumers make smart choices.

As the world evolves, so will our offering to consumers. But we believe our recipe of food safety, product renovation and innovation, and responsible marketing allows us to make meaningful contributions to the health and wellbeing of consumers for years to come.

In short, the global obesity epidemic greatly concerns us. It is dramatically impacting how long people live, how public health officials govern and what our customers and consumers need from us. The best way we

can support people's daily food choices is by cutting through the clutter of often conflicting dietary recommendations. That's why the Mars principle is to stand by the WHO recommendations on nutrition and support governments introducing WHO-based nutrition policies.

At Mars, we publicly support the WHO guidelines on sugar, sodium and look forward to do so when the new SATFAT recommendations are being published. Mars also calls globally for legal bans of trans-fats. By reformulating our products, reducing our portion size, committing to responsible marketing, inspiring cooking in family environment, encouraging people to have pets and supporting innovative on-pack and on-line labelling solutions, we hope to make it easier for families around the world to have better diets.

## OUR RESULTS

1. We reached our goal to reduce sodium in Mars Food products globally by 25% in 2013 -- two years ahead of schedule.
2. As of today we are 99% compliant with our goal to have all Chocolate and Confectionary offerings be below 250kcal per portion.
3. We are also 99% compliant with our goal to implement GDA labelling across our Chocolate, Confectionary and Food products.
4. We have eliminated trans-fats from our portfolio.
5. All our factories are externally audited for compliance with our world-leading food safety standards.





“ We believe that healthier communities mean healthier companies. Through our motto ‘Good for You’, we want to emphasise our vision to promote healthier and better lives. Accordingly, in our workplace, we have built our Employer Brand on our ‘Good Job, Good Future’ commitment and have focused on our employees’ health and wellness as a kick-off point for making a positive change in society. While we are increasing the number of healthier choices in our stores, we also educate our customers with our employees about healthier shopping and nutrition choices and the importance of physical activity.”



**Ö. Özgür Tort,**  
**Chief Executive**  
**Officer,**  
**Migros Ticaret**



## OUR POSITION

It's important for the retail sector to create behavioural change in society. Our employees in stores have the chance to directly touch customers and positively support the in-store decisions customers are making. At Migros, we are a big family with our 22,000 employees all around Turkey and we believe that our strength comes from our employees. With this perspective, we have transformed traditional HR to HHR - Healthier Human Resources. We have built our Employer Brand on our “Good Job, Good Future” commitment. According to our perspective:

- Healthy employee means happy employee
- Happy employees mean happy teams
- Happy teams mean happy workplace
- Happy workplace means happy customers and shareholders

That means we are as strong as our employees and if our employees are healthy, they will lay the base for a healthy community. Therefore, to have a healthier community - the ultimate goal - we focus principally on the health of our employees.



With the motto of “Your Health is a State of Mind”, we have started the Migros Employee Health and Wellness Programme to promote healthier lifestyles to our employees.

## OUR ACTIONS

It's important to understand the needs of our employees. We regularly organise employee satisfaction surveys and ask them for their opinions on a number of topics. One such topic is health. In fact, while we were generating our Employer Health & Wellness Programme in line with our HHR - Healthier Human Resources approach, their suggestions guided us in its development. As a result, we decided on two focus areas for the programme: “Health at Work” and “Wellness at Work”.

We organise health-related activities such as dietitian services, diet meal alternatives, regular sanitary controls, diabetes and sight screenings, vaccinations, massage services and healthy way of life conferences and trainings within the scope of “Health at Work”.

The balance between physical health and mental health is very important, so we want to provide our employees with an environment to socialise and develop hobbies along with doing sportive activities, such as camping, skiing, sailing, fishing, dancing and indoor athletics. We also organise a sports festival where our employees from all over Turkey gather together.

With the positive effect of this programme, we have raised awareness among our employees. We have then used this impact to help educate the general public on the positives of leading a healthier lifestyle and how to get there. This

has included a movement, “Get Moving”, which is supported by our employees. The cities involved have then competed against each other, through the actions of our customers who downloaded the Migros app, for 15 days. We then built recreation centres in the top three cities with the most active customers. The second phase of the programme will be held later in 2016.

We also started a community awareness programme on 23rd April, our national Children's Day. The children of our employees visited our stores and “helped” their parents in the daily work, helping to inform our customers' children about healthier foods. To care for both the mental and physical health of children, we offer children the opportunity to watch plays free of charge. The theme of our mobile children's theatre is the importance of healthy nutrition and sport. This year, after the theatre performance during the Children's Day events, our employees informed the audience through the “Growing Up Healthfully” guidebook prepared for children in cooperation with the Turkish Food Safety Association. As a follow-on project, we also organised tours for children in our stores. Our employees who received “healthy life” trainings were on-hand to help inform children about nutritional balance, shopping correctly, avoiding food waste and the importance of physical activity.

## OUR RESULTS

We've seen a number of positive results in 2015 through our Employee and Community Health & Wellness Programmes, as highlighted by the figures below.

## FIGURES



“ Two billion people suffer from micronutrient deficiencies worldwide. We are committed to improving the nutrition of people at risk by offering fortified foods and beverages.



## OUR POSITION

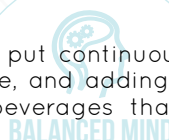


**Mark Schneider,**  
**Chief Executive**  
**Officer, Nestlé**  
**S.A.**

Inadequate intakes and absorption of vitamins and minerals to sustain good health and development lead to micronutrient deficiencies. With two billion people suffering from deficiencies in Iron, Iodine, Vitamin A and Zinc, this remains one of the world's biggest public health issues.

While ideally, essential micronutrients should be obtained from a balanced and varied diet, this is not always possible. Fortified foods that are both affordable and accessible have been recognised as a cost-effective way to improve nutrition and health of vulnerable populations alongside efforts to diversify diets. Infants, young children and women of childbearing age are disproportionately affected, because of their greater need for these nutrients.

That is why we at Nestlé have put continuous efforts in studying the needs of people, and adding relevant micronutrients to foods and beverages that people already enjoy eating.



## OUR ACTIONS

At Nestlé, our purpose is to enhance quality of life and contribute to a healthier future. It is the reason why we exist as a company. It informs everything we do.

That is why we are supporting the UN Sustainable Goals with our 2020 objective to reach millions of children and families with fortified foods and beverages. We focus our efforts primarily on products that help meet the requirements of a large part of the population at risk of developing a specific micronutrient deficiency and are affordable for and likely to be purchased by the population at risk.

Nestlé's approach to micronutrient fortification targets foods for population groups most vulnerable to micronutrient deficiencies through fortification of commonly used products and ingredients. (e.g. 30% Recommended Daily Allowances/serving in cereals or milks for young children).

Our path to provide relevant and impactful fortified offers entails:

- understanding the local needs and gaps;
- optimising our portfolio based on the needs;
- educating and communicating on the benefits of fortified foods;
- ensuring accessibility via channel management and route to market;
- partnering with stakeholders to leverage efforts; and
- studying the impact of our actions for continuous improvements.

## OUR RESULTS

Year-on-year we have increased servings of micronutrient-fortified products by more than 30%, reaching 207 billion servings in 2016.

The popularity of our Maggi products gives us a solid platform to reach vulnerable populations. Almost 103 billion individual servings of Maggi soups, condiments, seasonings and noodles were fortified, of which 59 billion were fortified with iron. In Central and Western Africa alone, we have delivered 64 billion servings of fortified products.



We also fortify cereals and milk to provide additional nourishment to school-age children and expectant mothers.

We focus on providing affordable products. In 2016, 83% of our Popularly Positioned Products were fortified with at least one of the following micronutrients - iron, iodine, vitamin A and zinc.

Health economic analyses in several countries show that fortified products such as children's milks, cereals, condiments and noodles significantly reduced health and economic burden among populations at risk.

The aim of our Nestlé Policy on Micronutrient Fortification is to offer foods and beverages that:

contribute to meet the requirements of a large part of the population at risk;

contribute to a generally healthy diet; and

are affordable for the target consumers and likely to be widely and regularly purchased by the population at risk.



### Impact of Nestlé's activities in 2016

**121 billion**

individual servings of Nestlé products were fortified with iron

**113 billion**

individual servings of Nestlé products were fortified with iodine

- Participated in a study on the biofortification of wheat, rice and maize with iodine trials ongoing in Turkey and India

**27 billion**

individual servings of Nestlé products were fortified with zinc

- Explored the viability of zinc-biofortified wheat in India

**42 billion**

individual servings of Nestlé products were fortified with vitamin A

- Researched more than 1000 tonnes of vitamin A-biofortified maize varieties for use in our branded cereal porridge in Nigeria
- Encouraged more farmers to adopt biofortified seeds through demonstration plots
- Continued to buy biofortified maize for use in our commercial products



# PEPSICO



Product Reformulation and Employee Health & Wellness

PERFORMANCE WITH PURPOSE 2025:  
OUR AGENDA FOR THE NEXT DECADE

“ We are redoubling our commitment to Performance with Purpose to help create a healthier relationship between people and food over the coming decade. Our focus includes transforming our portfolio and offering healthier options while making our food system more sustainable and communities more prosperous.



**Indra K. Nooyi,**  
Chairman and  
CEO, PepsiCo



## OUR POSITION

Malnutrition and obesity are among the world's most serious health problems. And with global population expected to surge to 9.7 billion by 2050, according to the United Nations, the private food industry will need to make nutritious food available in greater quantities and at affordable prices. Simultaneously, consumer demand for more nutritious foods and beverages is rising, presenting growth potential for PepsiCo.

A decade ago, we launched Performance with Purpose—our vision to deliver top tier financial performance over the long term by integrating sustainability into PepsiCo's business strategy. Since then we have been reducing added sugars, saturated fat and salt in our products, while expanding our line-up of nutritious foods and beverages. With the recent launch of our Performance with Purpose 2025 Agenda, we will focus on expanding the work of the past 10 years, including the continued transformation of our portfolio and offering healthier options.



## OUR ACTIONS

- We have introduced new whole grain products around the world, including Quaker High Fiber Oats Dairy Drink in China that was named “Best Dairy Drink of 2015” at the World Beverage Innovation Awards. Made possible through SoluOats, PepsiCo’s propriety technology that offers a “drinkable” version of oats, the drink contains the nutrients of natural whole grains and the dietary fiber of a bowl and a half of Quaker oatmeal.
- In 2010, PepsiCo voluntarily committed to display calorie count and key nutrients on our packaging for all of our products in key countries. In 2015, PepsiCo achieved over 93 percent compliance with this commitment.
- We have adopted and continuously improve global policies that ensure that we communicate responsibly with children and their caregivers. In 2008, we made a global voluntary commitment to only advertise to children under the age of 12 products that meet specific nutrition criteria.

Through PepsiCo’s new Products goals— informed by the latest dietary guidelines of the World Health Organization and other authorities—we intend to build on this progress over the next decade. Our plans include the further transformation of our portfolio as well as a significant expansion of food and beverage offerings containing positive nutrition, with a focus on reaching more underserved communities and consumers with healthier choices.

## OUR RESULTS

1. As of 2015, PepsiCo’s \*Everyday Nutrition portfolio accounts for 25% of revenue.

\*PepsiCo products with positive nutrition like whole grains, fruits and vegetables, dairy, protein and hydration.

2. We have removed up to 40 calories from added sugars per 12-ounce serving of our 7UP carbonated soft drink (owned by PepsiCo outside of the U.S.)— including reducing up to 30% of calories from added sugars in Mexico, Russia and China. Using what we’re learning, we aim to offer more beverages with fewer added sugars.
3. We’ve reduced the average sodium per serving by 12% and removed more than 2,300 metric tons of sodium from key global food brands in key countries as compared with 2006.



## Healthy Living: Employee Wellness at PepsiCo

PepsiCo’s global well-being program, Healthy Living, encourages employees and their families to engage in healthy lifestyles in an effort to “be a little bit better every day.” Healthy Living focuses on three key areas:

- Find Balance (resilience, financial wellness and work life quality)
- Get Involved (community and social connection)
- Be Well (nutrition, physical activity and prevention)

Healthy Living programs offer various benefits including; personal health assessments (PHAs); on-site wellness programs; fitness and nutrition programs; weight management; access to nurses and expert doctors; a healthy pregnancy program; and a smoking cessation program.



“ We want to partner and innovate on health. Not because we want to burnish Tesco’s image but because two thirds of supermarket shoppers want us to. Because it is about Tesco serving Britain’s shoppers a little better every day. ”



**Dave Lewis,**  
CEO, Tesco  
Group

## OUR POSITION

At Tesco we are committed to helping our customers, colleagues, their families and the communities we work in to live healthier lives.

With this in mind, we have implemented a well-structured food and drink reformulation programme.

Every time we change the recipes of our food, we aim to make it healthier and will deliver affordable, healthy food without compromising on quality or taste.

It’s important that when we reformulate our food and drinks ranges to be healthier that customers love the taste – this often means gradual changes need to happen over a period of time as tastebuds adjust. Our journey to reduce sugar in soft drinks started in 2011. Taking the sugar out of our soft drinks over the past five years has meant that our customers love our new ranges - the average Tesco customer is now consuming 20 percent less sugar from their Tesco soft drinks than they did in 2011.

We know it’s not all about sugar – that’s why we’ve also cut the salt and fat from the food we sell too.





## OUR ACTIONS

Firstly, we helped colleagues to adopt and become advocates of the principles that govern our reformulation programme.

We have developed clear priorities and goals for our work and we have pledged our long-term commitment.

Since 2011, soft drinks have been one of our priority categories because of the significant contribution we can make to reducing children's sugar intake.

For five years we have consistently reduced sugar levels in products from across the category.

Our reformulation programme is not just about sugar; we also strive to cut the salt and fat from the food we sell following the same principles and approach.

We have a wide range of healthy ready meal options available at Tesco. Our products are clearly labelled with their sugar, calorie, salt and fat content so our customers are equipped with the right information to make a choice about what to buy.

We've also removed billions of calories from our ready meals and sandwiches by changing the recipes to make them healthier.

Our supplier partners are at the core of our reformulation programme and we work together on achieving goals.

Having a long term focus on reformulation with our partners helps us to develop innovative solutions in a timely manner.

And we're helping make it more affordable and convenient to eat more fruit and veg, one of the simplest ways for everyone to eat more healthily.

Our recently launched farm brands range of fresh produce and 'wonky' fruit and veg ranges have proved hugely popular with our customers.

We were the first major retailer to remove sweets and chocolate from checkouts at all our stores - a change our customers told us they wanted to see.

We now make it as easy as possible for children to get the fruit and vegetables they need by launching our 'free fruit for kids' initiative in over 800 Tesco stores in the UK. Participating stores have a selection of fruits available including

apples, soft citrus and bananas for parents to take to give to their children.

## OUR RESULTS

We have reformulated and delivered healthier specifications for over 800 products from across our business. As part of the programme, we have recently removed over 300 tonnes of saturated fat and 15 tonnes of salt from our own label butter and spreads ranges.

Our cooking sauces ranges have been reformulated to remove 65 tonnes of fat, 600 tonnes of sugar and 27 tonnes of salt.

Our five-year journey to reduce sugar in soft drinks has meant that the average Tesco customers is now consuming 20% less sugar than they did in 2011. We have removed four and a half billion calories and 1,400 tonnes of sugar from this range.

We continue to invite customers to taste our reformulated products to ensure we deliver great taste and quality.

The importance of never compromising on taste or quality is essential from a commercial perspective.

Our consistent sugar reduction programme in the soft drinks category has been at a time of strong sales growth and a current UK market share of 34%.

Our pledge is to keep going - cutting the sugar content of all our soft drinks by on average 5% each year.

## FIGURES





Unilever  
Product Reformulation

“ As part of our Unilever Sustainable Living Plan we are already helping more than one billion people around the world to improve their health and well-being. That includes action to improve nutrition and to address the twin challenges of obesity and under-nutrition. We will go on playing our part to address these challenges and welcome any industry initiatives and structural reforms that help and encourage business to play a positive and proactive role.



## OUR POSITION

We are a strong supporter of the UN Sustainable Development Goals and want to play an important role in addressing over- and under-nutrition. As more than 1 billion people enjoy our Foods and Drinks every day, we are very conscious of the important role that food has in people's well-being, and that non-communicable diseases are a high public health priority. We know that people want and expect superior quality products that are healthy and tasty. We also know that people want foods that are sustainably sourced and made with ingredients they recognise and trust.

We do this by offering nutritious foods that are appealing, and through communication that is responsible, engaging and meaningful. We enrich many foods with essential vitamins and minerals, and have set bold targets to reduce salt, saturated fat, sugar and calories across our brands.

## OUR ACTIONS

We understand how foods affect people's well-being and quality of life and we regularly assess the nutritional content of every single product in our portfolio, including those sold through retail and food service channels. All products carrying the Unilever brand are in scope, including Joint Ventures.

**Paul Polman,**  
Chief Executive  
Officer,  
Unilever



In 2003, we launched our pioneering Nutrition Enhancement Programme in response to the WHO's call for action. This defined maximum levels of salt, saturated and trans fats, sugar and kilocalories across our entire portfolio of retail and foodservice products. We use this to guide innovation and reformulation and achieved significant reductions in all key nutrients of concern. Our original methodology has been published in the European Journal of Clinical Nutrition and our nutrition programme continues to address key public health priorities, such as excess salt intake and obesity, as outlined in the WHO Global Action Plan. We share our insights with health experts around the world and we make our policies, positions and commitments on nutrition publicly available on our websites.

Since 2010 a set of time-bound nutrition commitments are included in the Unilever Sustainable Living Plan. These include doubling the proportion of our products meeting highest nutrition standards, eliminating trans fats from all foods, reducing saturated fat in spreads, reducing salt in our savoury, spreads and dressings products, reducing sugar in sweetened tea beverages and reducing calories in ice-creams.

Additionally, we provide a range of products containing important micronutrients to help address undernutrition. In developing and emerging markets, we aim to offer fortified foods at an affordable price and to promote nutritious cooking.

We continually learn from our experiences of designing nutrition principles into product formulation. It is clear that to have any impact, the focus of reformulation should be on those products that are eaten most frequently and in greatest volumes. To enable this, products need to be appealing and in line with consumers' wishes for taste, quality and naturalness. This means that our entire R&D teams are involved in driving product reformulations and innovations. This is invaluable in driving efficiencies by ensuring that nutrition monitoring processes are embedded into standard systems and ways of working across the total business.

## OUR RESULTS

We are making steady progress and the benefits that this brings are relevant for employees as well as for our external reputation, not to mention that even more nutritious products are available for our consumers.

We also realise that it's not just about having nutrition commitments in place, we also need to be transparent about the progress we make, lending us a high degree of credibility and we

are regularly consulted to share experiences.

Our successes include:

- In 2015, 34% of our total portfolio by volume met our highest nutrition standards and we expect 60% of the portfolio will meet these high standards by 2020.
- In 2015, 60% of our total portfolio met product benchmarks that enable consumers to achieve salt intakes of no more than 5g per day.
- In 2015, 82% of our soft vegetable oil spreads contained no more than 33% saturated fat (as % of energy) and 15% of essential fatty acids recommended by international dietary guidelines.
- At end of 2012, we reported that 100% volumes did not contain trans fats from partially hydrogenated vegetable oils.
- Between 2010 and 2015, we have achieved an 11% sugar reduction by volume across all our sweetened tea-based beverages.
- At the end of 2014, we fulfilled our commitment that 100% of our children's ice creams (Max, Paddle Pop and Popsicle) contained 110 kilocalories or fewer per portion.
- About 15% of our total food and beverage sales by volume - principally our spreads and bouillons - already contributes to people's recommended daily intake of five key micronutrients: iodine, vitamin A, vitamin D, zinc and iron.





“ At Walgreens Boots Alliance we have long recognised the benefits of having a diverse workforce, and our efforts on disability inclusion reflect those beliefs. ‘Care’ is one of our company values, and it isn’t just an integral part of our corporate responsibility approach – but it is a key element of how we relate to our employees and how we drive the performance and growth of our company.



## OUR POSITION

“ As a Company whose values include trust, care and partnership, it is second nature to make the health and wellbeing of our own employees a priority. We continue to support our people through training and development so that they can both grow professionally and meet the evolving challenges of our industry.

Walgreens has always hired people with disabilities, however in the mid-2000s a new generation of distribution centres were developed, making the timing right to design facilities and training programmes to help create more job opportunities for people with disabilities.

The strategy for the programme was built on three pillars:

- Jobs and expectations would be the same whether an employee had a disability or not;
- All employees would be held to the same work standards for the same pay; and
- The model should be sustainable and fit operational, human resource and other critical standards.



**Stefano Pessina,**  
**Executive Vice**  
**Chairman and**  
**Chief Executive**  
**Officer,**  
**Walgreens**  
**Boots Alliance**



HEALTHY DIET



## OUR ACTIONS

In 2007, Walgreens opened the first distribution centre under this programme in Anderson, South Carolina. It surpassed its goal to be 30% more efficient than the previous generation of distribution centres and to have people with disabilities comprise at least 20% of the workforce. Two years later, a similar distribution centre opened in Connecticut.

Physical changes at the distribution centres gave more people with disabilities the opportunity to work for Walgreens. The implementation of technology developed for accommodating the needs of employees with disabilities included changing work station computer screens from text-based to touchscreens with icons, installing adjustable workstations, and providing employees who have difficulty speaking or hearing with tablets that enable them to type or write to express themselves.

Smaller investments were deemed to be equally effective, such as using iconology at workstations to accommodate team members who understand pictures better than numbers or letters.

In fiscal 2015, Walgreens launched transitional working groups at all Walgreens distribution centres. The transitional working groups, in conjunction with local non-profit organisations and state disability agencies, provide candidates with disabilities on-the-job training of technical skills and soft skills such as cafeteria etiquette and socialising with team members. At the completion of the transitional work group program, the trainee may be eligible for hire.

In addition, Walgreens has continued to provide employment through the Retail Employees with Disabilities Initiative. The four to six week in-store training programme aims to help people with disabilities gain retail and customer service skills and works closely with community organisations and vocational rehabilitation agencies to train and develop candidates.

## OUR RESULTS

Walgreens has seen a great deal of positive results from its programmes to employ people with disabilities. These programmes are relevant and closely connect Walgreens to the communities in which it serves. They provide valuable opportunities for Walgreens team members, and more importantly they provide Walgreens with a capable and willing workforce. Customers are often drawn to stores where people with disabilities are employed. Walgreens has seen dramatic results in efficiency in both distribution centres and retail locations that employ people with disabilities. These team members work at the same level as team members without disabilities and have a 30% lower rate of absenteeism and 30% lower accident rate. These programmes have also allowed Walgreens to share its learnings with other companies and governments and hopefully inspire them to create programs of their own.

One challenge is ensuring that there is a constant stream of potential team members to enter the training programs, and Walgreens has partnered with a variety of organisations to help bridge this gap.

## FIGURES



People with disabilities comprise at least 20% of the workforce at the Walgreens distribution centre in Anderson, South Carolina:

- People with disabilities make up nearly 12% of our total distribution centre workforce
- 30% Fewer accidents
- 30% Lower absenteeism

### Retail Employees with Disabilities Initiative at Walgreens:

- 62 stores, across 22 states, participate with more stores looking to participate.
- Approximately 67% of those completing the Retail Employees Disability Initiative training are recommended for hire; 165 were hired since 2012.
- Over 784 people have completed the training since the programme began in 2012.



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