



# Healthier Lives: **Impact Through Collaboration**

## Executive **Summary**



16th June 2020  
**Online Event**

## Introduction

*Sharon Bligh, Director, Healthier Lives, The Consumer Goods Forum*

Thank you to everyone who joined the CEO-led virtual session on 16th June, where we explored collaboration as a tool to inspire healthier lives, from those working together on the largest industry collaboration on improving health and wellness via the CGF's Collaboration for Healthier Lives (CHL) Coalition.

The wide range of speakers from industry, academia and other health experts explored what it really takes to address the health-related challenges facing our industry and growing demand from consumers for our industry to play a positive role. We hope the world-tour of local Collaboration for Healthier Lives initiatives inspired you to join us in our effort to impact at scale.



## Welcome to the Coalition of Action on Healthier Lives

*Mark Schneider, CEO, Nestlé and Frans Muller, President & CEO, Ahold Delhaize, and CGF Board Co-sponsors of the Coalition of Action*

The session was opened by Mark Schneider, Nestlé who welcomed participants to the CHL Coalition session. He talked about the Coalition of Action on Healthier Lives, which was [launched on World Health Day](#), and its ambition to work together and drive change in the future. Collectively, he said, we need to meet the nutritional needs of 10 billion people by 2050 in a responsible and sustainable way.

The COVID-19 global health crisis has put priorities into sharp focus and has highlighted the importance of nurturing a culture of prevention to secure the resilience of public health systems. He said, by acting together, we are stronger; for our business and for society.

Frans Muller, Ahold Delhaize then continued by saying the consumer goods industry is an integral player in transforming the global food system towards a sustainable one that delivers safe food and beverages and affordable healthy diets to all, responsibly. He said collaboration has never been so relevant, within the consumer goods industry, and with other stakeholders such as governments, UN agencies and civil society on both global and local levels. The Coalition is the platform that helps move that ambition into action.

He then talked about the number of collaborative programmes and tools in place across multiple countries, and the ['Workforce Nutrition Alliance'](#) the CGF is co-leading with GAIN, as well as the collaborations with public health stakeholders and academia. However, he said, to achieve scale, we need more companies. CEO leadership is needed to drive positive change.



# Impact and Scale Through Collaboration (Global/Local): The Ambition and Engagement to Empower Healthier People Around the World

*Emmanuel Faber, Chairman & CEO, Danone and Ozgur Tort, CEO, Migros Ticaret and CGF Board Co-Chairs*

Board Co-Chairs of The Consumer Goods Forum Emmanuel Faber and Ozgur Tort shared their vision on the important work the CGF is doing in the industry.

Emmanuel started by thanking Mark and Frans for their leadership in the Coalition of Action. He then said the CGF is all about how the industry can work together as a force for good.

The COVID-19 pandemic has led the CGF Board to rethink what the priorities are, and the Collaboration for Healthier Lives Coalition is one such priority. As a Board, they [issued a statement](#) with the World Health Organization COVID-19 Special Envoy, emphasising the need for global coordination in securing food, beverage, hygiene and personal care product supply chains. As a result of the pandemic, there will be a social and economic crisis, he said, and people will focus on affordable health, so nudging consumers into healthy shopping habits will be important.

He also thanked the Coalition [Steering Committee](#) and its Co-Chairs, Isabelle and Marcus, for leading the work on the Global Learning Mechanism (GLM), a platform launched last month that gathers information on health and wellness-related activities being led by retailers, manufacturers and associated stakeholders across the globe.

Ozgun continued to say the GLM has proven to be a great example of collaboration and how CGF members and stakeholders are sharing best practices from different regions. He then talked about how CHL provides great opportunities for collaboration, from local countries to global arenas. In CHL Turkey, for example, they are collaborating with the local government to empower farmers who are producing the food they sell. They have also collaborated with the National Bank to ensure the proper financial requirements are allocated to small suppliers and they have worked with independent organisations to ensure they measure consumer behaviour to enable them to support healthier lifestyles. They are using the Balanced Nutrition Index as the key measurement to track progress of healthier baskets in CHL Turkey.



## Collaboration for Healthier Lives: The Global Movement

*Isabelle Grosmaître, Alimentation Initiative Catalyst, Danone and Marcus Osborne, Vice President, Walmart Health and Co-Chairs of the Coalition of Action*

Isabelle shared information on the work the Coalition is doing around the globe to empower people to live healthier lives, work that is being driven by shared value and the fundamental belief to improve businesses and better serve communities at the same time.

The movement has generated strong interest and 34 leading companies have signed up to the Coalition to act as catalysts of change and drive new standards for business. But it is just the beginning, she said. More than 100 organisations are acting locally for healthier



lives around the globe. Private, public and civil society partnership is being reinvented. We are the early makers of business acting as a force for good, she said.

Isabelle made a call to action to businesses to join the movement to build more resilient and inclusive healthier lives.

Marcus praised the work that has been taking place at a local level in 14 countries and went on to highlight four countries in particular: United States, France, Turkey and Japan.

The team in the US launched its initiative in collaboration with the local government of Hagerstown, Maryland. 'One for Good' was designed to prove that retailers and manufacturers, working together with local groups, could do things collectively that would have a significant impact on the health of the residents of Hagerstown. The initiative focused on four areas: healthier food choices, exercise, smoking cessation and medication adherence. The CHL US steering committee created a COVID response team to support local authorities during the health crisis.

Isabelle then talked about the initiative in France, where more than 25 companies joined forces with the local authorities in Lyon to impact healthier baskets, using Nutriscore as a reference. Initial learnings from this initiative will be published in a pre-report in June. The collaboration with academics, particularly INSEAD, is to better understand how to impact behaviour change, and these insights were also published in the Harvard Business Review.

She then talked about CHL Turkey and how 'The Wellbeing Journey' led by Migros Ticaret, is at the forefront when it comes to digital. The team is looking at food and hygiene categories, comparing purchase data with the recommendations from the Ministry of Health. The initiative has reached more than 1.8 million consumers and has had a significant impact on the Balance Nutrition Index of the baskets.

The work of the coalition in Japan has largely focused in three areas: improving life expectancy, promoting greater health and wellness solutions for employees, following the new normal framework as described on the GLM and supporting the Workforce Nutrition Alliance with the target of delivering a scaled programme in time for the Tokyo Nutrition for Growth Summit 2021.

Marcus then talked about the [Global Learning Mechanism](#), and how the GLM has served as a significant source of key information about optimal responses to the COVID crisis – with nearly 500 case studies on industry actions, reports and recommendations about local collectives' initiatives around the world.



## CHL China: Collaboration for Healthier Lives in a Digital World

*Shaohua Pu, Chairman of Bright Dairy and Food Co., Ltd; Xulin Guo, Chief of Staff & Business Assistant to CEO Freshippo/Alibaba Group*

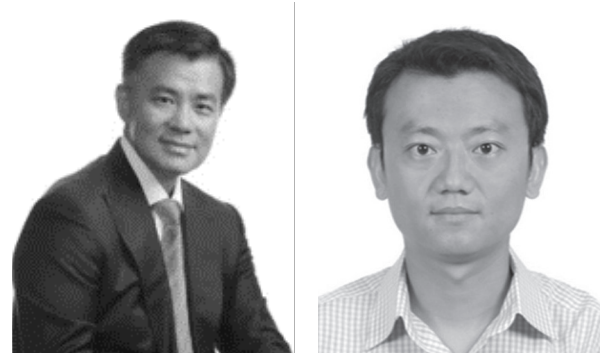
Isabelle began the session by providing a brief background of the CHL China initiative, which started at the end of 2019. The initiative brought key stakeholders on board, including the Chinese Nutrition Society, and the team is working towards the Healthy China 2030 plan with multi-stakeholder collaboration. The aim is to test innovative ways to reach the consumer with virtual, healthy shelves, live streaming with nutritionists and digital activations. An interim report from the initiative will be published at the end of June.

Shaohua Pu commented on the increasingly aging population and the current lifestyle of Chinese people that continues to pose health issues such as cardiovascular disease and diabetes, amongst others. To tackle these, the Central Government issued guidelines that

kicked off a new journey towards healthier lives.

Additionally, and in light of COVID-19, the National Health Commission issued a set of dairy consumption guidelines to build immune resistance amongst local residents, and this has led to an increased consumption of dairy products.

Xulin Guo then commented on how Freshippo has been involved in the CHL China initiative, with the launch of their 'Zero Series' that was officially launched in May 2020.



The idea behind the 'Zero Series' campaign consists of offering more than 80 products including vegetables, dairy, meat and others that include zero chemicals and zero antibiotics. The initiative took place in over 70 stores across Beijing and Shanghai and it involved a partnership with media and an online talk-show that allowed them to maximise consumer reach and CHL endorsement.

## CHL UK: Delivering on Our Goal in the UK! What Have We Learnt, Impact on the Community and Future Ambition?

*Judith Robinson, Head of Health – Product, Group Quality - Product Development, Tesco and Kieron Boyle, CEO, Guy's and St Thomas' Charity*

The UK is considered one of the leading countries in public health behaviour change and nudging has been seen as one of the keys to the success of its policies. The CHL UK team began their own nudging trials in 2019.

Judith talked about the CHL UK journey, which included all relevant experts from the start of the initiative to provide the right level of support and experience. This is where Guy's and St Thomas' Charity played a key role in helping the team understand the challenges that people are facing with regards to health.

The results from the 52-week long trial in the London boroughs of Southwark and Lambeth are being evaluated by Oxford University and learnings will be co-published by the CGF and Guy's and St Thomas' Charity in autumn 2020.

Judith said she is truly grateful for the leadership and support from fellow CGF members, saying CHL local initiatives are a unique opportunity to act together in order to have an impact at scale and would welcome further collaboration as they start to gain momentum. She said, our best work as a collective is needed now more than ever. We would welcome more collaboration and hope you can join us in the next step of the journey. The business learnings from phase I of the initiative were [published in June](#) with a future vision to expand the scope of phase II to healthier and sustainable diets.

Kieron then talked about the importance of Private Public Partnerships and how COVID-19 has revealed the extent to which income inequality impacts health challenges. He stressed that the pandemic has fast-forwarded patterns that were there all along.



# CHL Latam: Reaching the Most Vulnerable in the Age of COVID-19

*Daniel Javier Servitje, President & CEO Grupo Bimbo and Carlos Mario Giraldo Moreno, CEO, Grupo Exito*

The CEOs from Grupo Bimbo and Grupo Exito talked about the CHL initiative in Latin America, which was the first CHL initiative to be launched three years ago in Colombia.

Daniel said they are now in the third version of CHL in Colombia and have expanded to six cities, and, as they continue to evolve, they are constantly learning from what works and what doesn't.

The second region they focused on is Central America, where they organised health fairs in four countries. And, in Mexico, another of the LatAm CHLs, they started with physical exercise activations in-stores, and in CHL Chile they were working on a 2019-2020 plan that had to be moved to a digital approach, given the global health crisis.

Carlos Mario Giraldo then talked about the key takeaways and learnings from CHL LatAm:

- Having a regional Board of Directors is crucial to access the full potential of Coalitions of Action, and there are now four Coalitions working in Latam.
- Communicating about the collaboration between manufacturers, retailers, government and academia is key to gain credibility.
- Using data is critical to measuring impact.

Daniel said there is still a lot of innovation to be done and they have been inspired by the work done in Turkey to move to digital solutions, in order to scale. They recently launched an app for Carulla and Grupo Exito that is connected to the Mexican Ministry of Health.

He then spoke about the latest developments in food labelling policies in Mexico that will impact manufacturers and retailers.

Carlos then ended the session by sharing what Grupo Exito has done to support vulnerable partners and communities during the COVID-19 crisis, including:

- donating food to vulnerable children;
- anticipating payments to small and medium-sized suppliers, to protect their working capital and employment;
- free home deliveries for medical staff;
- reserving the first hour of store openings to senior citizens to protect their health;
- promoting solidarity by encouraging Colombians to donate baskets of basic items to those in need; and
- maintaining jobs for textile workers by having them produce masks.



## Employee Health & Wellbeing: The Workforce Nutrition Alliance

*Lawrence Haddad, Executive Director, GAIN and Rebecca Marmot, Chief Sustainability Officer, Unilever*

Lawrence Haddad made a clear call to action for businesses to join the Workforce Nutrition Alliance (WNA), and to join the movement to improve the nutrition of three million employees globally by 2025. As COVID-19 hits, food supply chains are going to become more disrupted, he said.

The goal of the WNA is to improve the health of employees and is co-led by CGF and GAIN. Supporting the Alliance is the smart thing to do, and the right thing to do, he said.

Lawrence then urged businesses to become signatories to the Alliance Pledge, stressing that by joining the pledge, it will not only be noticed by employees, but by the world.



Rebecca Marmot then continued to talk about how Unilever is putting this into action in its own operations and along the supply chain. She talked about the essential aspects of a good employee health and wellbeing programme, and how employees should be at the core of the agenda. The COVID-19 crisis has made it clear just how important it is to promote healthier lives for your employees, she said.

## A New Ecosystem of Collaboration with Academics

*Pierre Chandon, Professor of Marketing, The L'Oréal Chaired Professor of Marketing - Innovation and Creativity, Director, INSEAD Sorbonne University Behavioural Lab*

Giving us a perspective from the academic world, Pierre Chandon explained how to collaborate with academia to better create trust with consumers and employees. He explained there are two reasons why now is a good time for CGF members to collaborate with academia:

- The food industry has a trust problem, consumers are more likely to trust health professionals than retailers and manufacturers.
- The ongoing global health crisis means that people are now relying on science.

Pierre has been collaborating with CHL France, helping the team better understand how to impact behaviour change. By working with academia, data and scientific results from the initiatives can be published, which will convince consumers and employees that real progress is being made. He then encouraged businesses to make the healthy choice, the easy choice.

Pierre ended by urging retailers and manufacturers to get academics involved from the very start of the initiatives to document the progress the industry is making.



## Q&A

With the ambitious agenda, there was no time for Q&A during the webinar. Questions received via the chat or by email focused on the following areas:

- The role of non-food (hygiene) in CHL going forward and how will the teams integrate this in their scope of work.
- How to scale CHL – the challenge to go from community to national level in a sustainable and feasible way.
- Expanding the scope to include healthier and sustainable diets.
- Sharing more detail on how the CGF will work towards the Nutrition for Growth Summit in Tokyo 2021.

All four areas are a work in progress by the global and local teams and we look forward to reporting back to you on progress in these areas in the coming weeks.

## CEO Closing Remarks

***Mark Schneider, CEO, Nestlé and Frans Muller, President & CEO, Ahold Delhaize and CGF Board Co-sponsors of the Coalition of Action***

Mark thanked speakers for sharing significant efforts on what can be accomplished to promote health around the world. The journey is going to be long but it's worth it, he said. Collectively we can touch a lot of people's lives, and the health of the planet. The health and safety of employees is paramount, and the Workforce Nutrition Alliance will help reach the goal improving nutrition of three million employees globally by 2025.

Frans concluded the session by saying he is delighted to Co-Sponsor this Coalition because of the important work being done for the industry. Looking back at the progress in the last year, it is clear the collaboration between retailers, manufacturers, academia and civil society is what makes CHL strong, and he repeated his initial call to join the local initiatives and to scale.

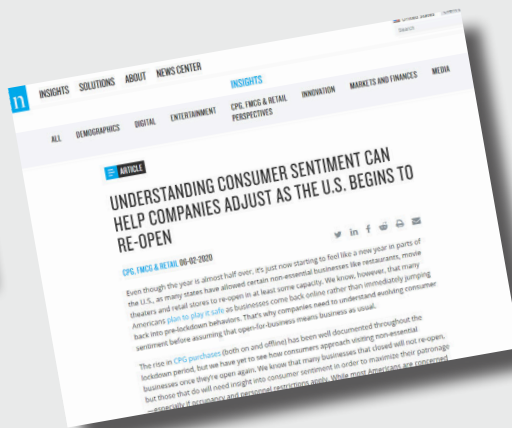
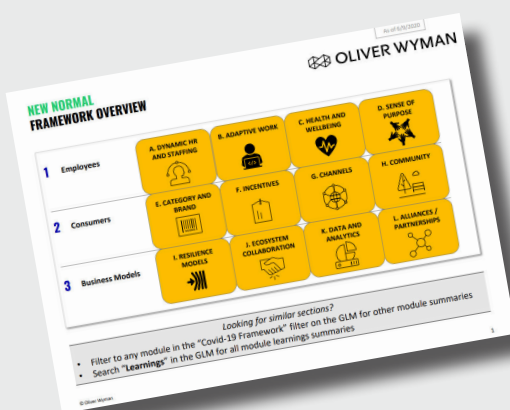






# Learn More About Consumer Goods Industry Actions & Insights on Supporting Healthier Diets and Lifestyles, as well as Mitigating the Impacts of COVID-19 by Visiting the CGF's Global Learning Mechanism.

## Resources Include:



[www.globallearningmechanism.com](http://www.globallearningmechanism.com)



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