



COLLABORATION FOR
HEALTHIER LIVES JAPAN

Supply Chains for Consumer Goods in the Age of COVID-19

FEBRUARY 2021



Introduction

The Consumer Goods Forum (CGF) Coalition, Collaboration for Healthier Lives (CHL), is about making it easier for people around the world to adopt healthier lives for themselves and their families. It's about making healthier decisions easier and habitual for people in every community around the world. It is a global movement led by manufacturers, retailers, public health authorities and local communities, delivering local movements in communities worldwide. There are currently nine CHL initiatives running across 14 countries. As a collective, members of the CGF, and their partners, are exploring, experimenting, innovating and evolving business models to support positive change, while sharing data and knowledge at scale, cross industry. Health is not a competitive advantage; it's a basic necessity. And, it's clear no company can solve this issue alone. Collaboration is needed at scale and across sectors if the consumer goods industry is to play the necessary role in the health and wellbeing of people.

As part of the CHL Coalition leadership agenda, caring for our employees is key. The Coalition works towards accelerating CGF member companies' efforts to improve the lives of employees, families and communities they serve, and provide expert guidance and credible insights to accelerate collective action. In addition, the Coalition aims to

help CGF companies construct/evolve their platforms and provide a forum for discussion on common issues, and enable pioneering efforts and celebrate/feature key findings. In 2020, the CGF began its efforts in Japan by launching the "Healthy Life Expectancy Extension Working Group in Japan" and the "Employee Health & Nutrition Promotion Working Group" training for natural disasters, and a sense of corporate responsibility unique to the food products and daily necessities industries. We will begin this report by covering aspects of Japanese culture and customs as well as industry characteristics that member companies found important during the current COVID-19 pandemic.

CHL Employee Health & Wellbeing Framework: 3 Priority Areas



Health & Safety First

Building best practices and learning mechanisms through the Global Learning Mechanism (GLM) in times of COVID.



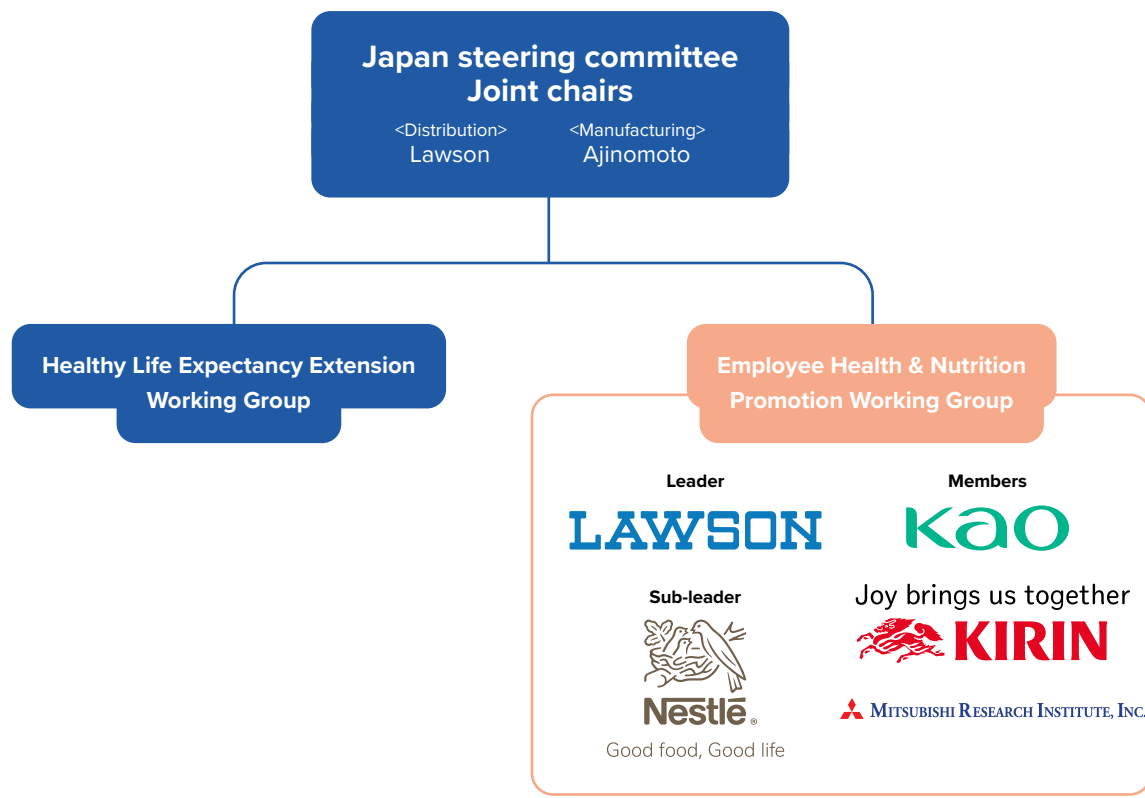
Workforce Nutrition

Shaping evidence-based KPIs and implementation with the Workforce Nutrition Alliance (CGF & GAIN) on 1) healthy food at work, 2) nutrition education, 3) nutrition focused health checks, 4) breastfeeding support.



Wellbeing

Developing measurable KPIs to track progress of wellbeing (including mental health) efforts to implement and track across CGF members.



This report summarises the findings of the Employee Health & Nutrition Promotion Working Group (see above)

Member companies of the Employee Health & Nutrition Promotion Working Group accelerated their efforts to ensure the health of their employees (including preventing the spread of COVID-19) from the moment concerns were raised over the spread of COVID-19. It goes without saying that ensuring the health of their employees was crucial to ensure business continuity for these companies. For all companies, ensuring employee health was also an important step in maintaining supply chains for consumer goods and helping to keep society functioning as a whole. Ensuring employee health was also handled as a priority issue for each company within the working group. The working group reflected on efforts taken during the COVID-19 pandemic and wanted to share their learnings and information that could be of use in the future, under the assumption that subsequent waves of infection or even an unknown virus could appear in the future. The working group finished analysing efforts in November of actions taken from

May through September 2020 and has summarised what was thought to be the most important information to share, in this report.

The following steps were taken in creating this report.

1. We first organised issues by supply chain during the COVID-19 pandemic
2. We then shared examples of efforts from each company
3. Finally, we identified efforts promoting the health and nutrition of employees, that could be shared and implemented

We hope that, by creating this report, the efforts considered by member companies will influence efforts throughout all of society in Japan and beyond, and will help to promote the health and nutrition of workers throughout the world.



MESSAGE FROM THE CO-CHAIR

Miho Yomoda, Deputy Director of the Lawson Group Health & Wellness Promotion Centre, LAWSON, INC.

This report began with asking Japanese companies how to promote employee health and nutrition. However, once COVID-19 infections began to spread, we shifted our focus and began investigating how to maintain employee health during the COVID-19 pandemic. This report summarises the results of our efforts. From May until November, we investigated employee health and nutrition during the COVID-19 pandemic, focusing on a core group of four companies that announced their participation in the working group: Nestlé Japan, Kao, Kirin Holdings, and Lawson. This was done after the Japanese government had declared a state of emergency, under which the government has asked people to refrain from going outside unless necessary. Bearing in mind the sense of crisis that COVID-19 infection posed, each company was forced to consider how to keep employees healthy, how specifically to prevent infection, and how to handle new work styles (the “new normal”). Those of us in the investigative commission entered into discussion from the very start under the assumption that COVID-19 would remain an issue for at least one year, and that infections would spread multiple times. We felt that it would be meaningful to share and reflect upon the efforts of each company and to share positive efforts with each other, and finally decided to release this information in the form of a report.

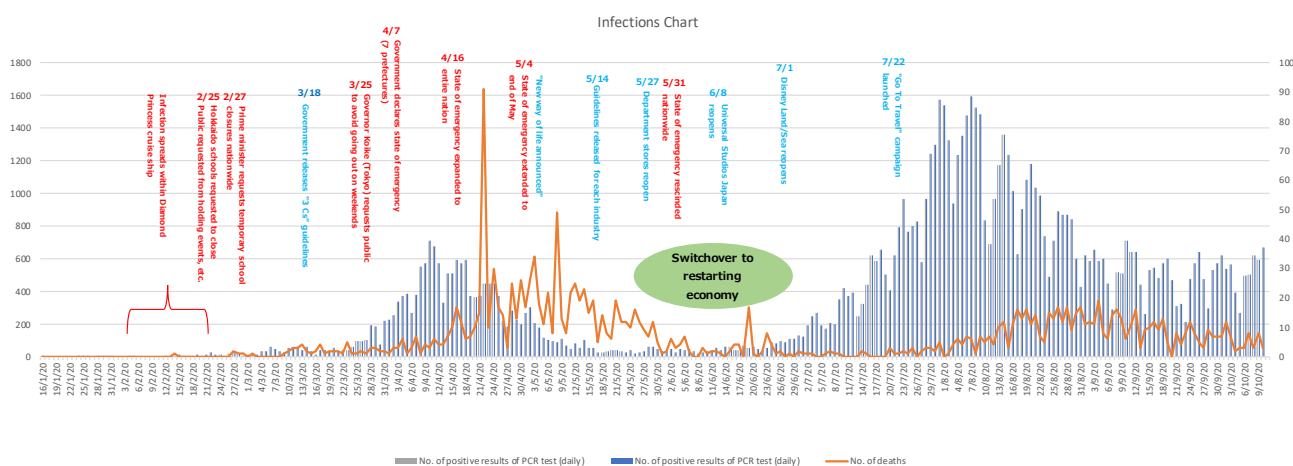
We had plenty of opportunities to exchange opinions as our investigation continued. This was likely due to factors such as the health education environment unique to Japan. Let us consider things from the perspective of a company in our industry. Because these companies handle food products and daily necessities (both essential commodities of life), it is assumed that these products will ultimately reach consumers and steps must be taken to ensure that these products continue to be supplied even in an emergency. This helped companies to ensure that thorough measures to prevent infection were taken. I believe that this report presents a thorough summary of the meticulous efforts undertaken by each company that were made possible due precisely to the fact that the companies detailed herein are in the food products and daily necessities industries. I hope that it will be of use in the investigations and discussions of many people regardless of industry.

We will likely see an even greater focus placed on health in both Japan and the rest of the world. I have been responsible for employee health management at Lawson now for two years. It is very difficult for each of us to manage our health on our own. Through discussing how companies have responded to COVID-19, I have become even more aware of how I belong to an organisation and how this can be of use in maintaining health and ensuring safety. Of course, many people can become health-conscious once they become sick. However, this can often be too little, too late. I hope we will make use of the organisational umbrella that companies provide and continue to investigate how to maintain and promote employee health, even as we work under the “new normal.”

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1 COVID-19 pandemic trends and changes to public behavior in Japan



1.1 COVID-19 INFECTIONS IN JAPAN

The number of infections in Japan is slightly higher than other countries in Asia, but lower compared to Europe and the United States.

Infections in Japan began spreading in February on the Diamond Princess cruise ship. The government then asked elementary and middle schools nationwide to close temporarily toward the end of February. This served to heighten the crisis mentality among the public early on, with regard to COVID-19 infections. In the middle of March, the government asked the public to avoid the “3 Cs” (closed spaces, crowded places, close-contact settings). This provided the public with a general idea of what they could do

to prevent infection. The government then declared a state of emergency at the beginning of April, in which the public was asked to avoid going out unless necessary and to help prevent infection. This situation continued until the end of May, and in the meantime new ways of life were presented and guidelines to prevent infection were released in each industry. Preparations to restart the economic activities began to be made from all quarters beginning in June. Infections began spreading again in August, just as the economic activities resumed. Infection prevention measures were strengthened on an ad hoc basis depending on conditions, while the public responded flexibly under great stress to maintain a balance between resuming business activities and preventing infection. Even so, Japan now finds itself in a situation that requires caution.

1.2 CHANGES TO PUBLIC LIFE

Japanese companies had already been implementing measures to ensure their employees are healthy in mind and body, such as changing work styles and providing health management. The spread of COVID-19 has only accelerated these measures. This has also rapidly made digital technologies such as remote work and remote diagnosis more common, while the COVID-19 pandemic has significantly changed public life—as represented by the term, the “new normal.”

COVID-19 has impacted not only work and work styles but has had a significant effect on the lives of the general public. Measures such as avoiding going out unless necessary and working from home have made “non-contact” lifestyles more common, and this in turn has dramatically changed eating habits and exercise patterns. It has also brought about major changes in consumption by increasing the amount of time spent at home and the number of meals taken at home (for example, takeout and delivery services have expanded). This will continue to transform the structure of the consumer goods industry.



2 The context of Japanese culture and customs

Participants in the working group often mentioned that, except for some concerns about a shortage of supplies such as masks and disinfectants, there was no suspension or disorder in critical supply chains for essential commodities of life including food products, allowing Japan to avoid any serious social disorder. In discussing the reasons why, we identified three specific characteristics of Japanese culture, customs, and industry that effectively made this possible: a heightened concern for hygiene, resilience training for natural disasters, and a sense of corporate responsibility unique to the food products and daily necessities industries. We will begin this report by covering aspects of Japanese culture and customs as well as industry characteristics that member companies found important during the current COVID-19 pandemic.

1 HEIGHTENED CONCERN FOR HYGIENE

Japanese people have always had a heightened concern for hygiene, and both hand washing (recommended as a basic measure to prevent infection all over the world) and mask wearing had already taken root as customs for many people even prior to governments, industry organisations, and companies taking these measures in guidelines¹.

Many Japanese people had already become accustomed to wearing masks, either as a countermeasure for annual flus, to prevent allergic reactions (to hay fever) among the growing number of allergy sufferers, or just as a matter of “coughing etiquette.” The fact that this had already become a habit of life likely made it easier to adopt this as a means of preventing infection.

¹ Sources:

MEXT (A portal site to support children's learning during the temporary closure of schools) https://www.mext.go.jp/a_menu/ikusei/gakusyushien/mext_00131.html, last viewed Oct. 7, 2020

PRESIDENT online [Root Cause for Japanese “Mask Dependence” that Surprises Europe and the United States”] (<https://president.jp/articles/-/34543?page=>), last viewed Oct. 8, 2020



2 RESILIENCE TRAINING FOR NATURAL DISASTERS

Japan is a nation challenged by serious natural disasters such as earthquakes and typhoons. However, it is for this reason that the Japanese public is so familiar with emergency situations. Japanese people are also taught from an early age to be considerate of others during emergencies. This concept is referred to as “self-help, mutual assistance, and public assistance.” It is common among Japanese people to follow social rules and avoid inconveniencing others even during a disaster. It is likely due to the fact that this way of thinking is so prevalent among Japanese people that the general public was so thorough in both wearing masks and avoiding going out, even though the Japanese government and other organisations merely requested compliance rather than of ordering or enforcing it.

In contrast, there were concerns that traditional customs in Japanese companies (such as requiring employees to come to the office punctually every day in highly populated areas on packed trains, and making it difficult or impossible for employees with light illnesses to take time off) might have a negative effect on the spread of COVID-19. This required companies to take corrective measures such as implementing remote work, staggered work schedules, and health management and reporting.

3 CORPORATE RESPONSIBILITY UNIQUE TO THE CONSUMER GOODS INDUSTRY

An especially high level of quality and service is expected of Japanese companies with regard to safety and security, including ensuring the safety of raw materials and managing the hygiene of manufacturing processes. This is especially true of companies in the food products and daily necessities industries, as these products are very close to consumers—and the Japanese consumers, as discussed above, have truly taken safety and hygiene customs to heart. Safety or security incidents present especially significant risks to companies in recent years due to the ease at which information can spread through the media or over SNS. Society now requires companies to take such incidents seriously.

Responding to the stringent demands of consumers and the media has caused downstream companies to manage and make demands of upstream companies and has likely resulted in maintaining supply chains comparatively quickly.

Past experiences have also likely served as an effective foundation in responding to infection. For example, companies had prepared business continuity plans (BCP) in response to the spread of a new strain of flu in 2009, and those BCPs that were implemented were viable precisely because Japan is so challenged by natural disasters (as discussed previously), while the general public was prepared for the state of emergency based on actual experiences during disasters.

3 Details on efforts to maintain supply chains for consumer goods

In creating this report, we conducted questionnaire surveys and interviews with working group members (who are all major members within Japanese supply chains for food products and daily necessities) on how they were able to maintain supply chains for food products and daily necessities in Japan. We then reflected back on efforts and organised the information we obtained. This allowed us to identify efforts that could be of use in maintaining supply chains for food products and daily necessities in responding to the COVID-19 pandemic (which is expected to continue for some time) as well as in responding to new pandemics that might occur. It also allowed us to identify issues with maintaining and further enhancing supply chains and provided some suggestions as to how future supply chains should look.

3.1 ANALYSIS FRAMEWORK

During our survey, working group member companies were asked to take a questionnaire and attend an interview (this investigation took place from May to September 2020). The working group members surveyed and their major roles in their supply chains are listed below.

Lawson (retail)

Nestlé Japan (manufacturing)

Kao (manufacturing, including some face-to-face sales employees)

Kirin Holdings (manufacturing)

Companies were surveyed on the efforts of employees working on the front lines as well as office personnel providing backup support, and other collaborative efforts. Efforts identified during the survey were organised into three categories: physical, mental, and environmental.

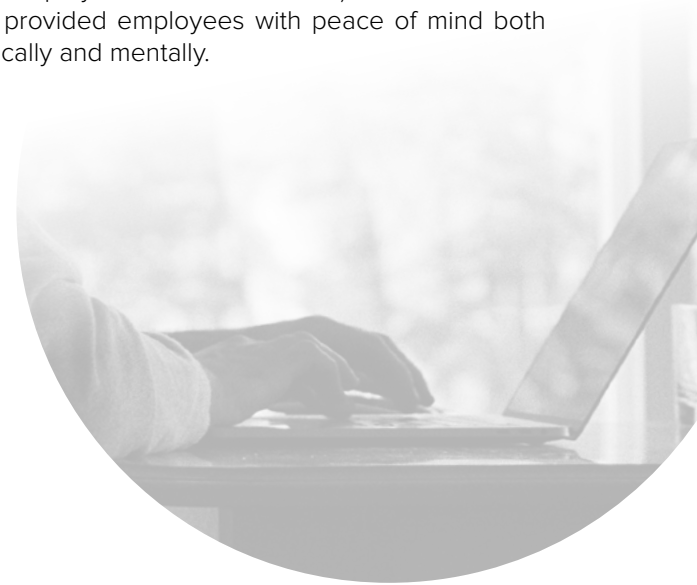
The following sections cover efforts organised by supply chain component.

3.2 ORGANISATION OF EFFORTS AND ISSUES BY SUPPLY CHAIN

3.2.1 Common efforts, etc. in all supply chains

A major issue common to supply chains was difficulty maintaining the physical and mental health of employees, as prohibiting employees from going to the office or recommending remote work resulted in employees spending more time at home and less time commuting to work (and exercising). This also placed a mental burden on employees who became unsure of the future or who were unable to communicate with colleagues as often. Each company therefore enhanced measures to support employees both physically and mentally. All companies were quick to provide employees with messages from top management and continued to do so. Each company released messages from top management indicating they would prioritise the health of their employees and their families. We can assume that this helped to provide peace of mind to employees who were anxious and unable to make as much contact with others amid the unprecedented COVID-19 pandemic, allowing employees to reliably perform their duties.

Companies also promoted remote work and established new office rules to reduce interpersonal contact, in order to help prevent infection. Companies had already transformed work styles through such means as establishing environments for remote work following government policy, so remote work quickly became a regular part of work. Companies had also prepared viable BCPs and had created manuals explaining how to respond if someone at a workplace is infected (for example, how to respond if someone is unwell or a family member of an employee becomes infected). We can assume that provided employees with peace of mind both physically and mentally.



| CATEGORY | EFFORTS |
|-----------------|--|
| [Physical] | <ul style="list-style-type: none"> • Creation of a manual on preventing infection in individual workplaces • Manual explaining how to respond if someone at a workplace is infected • Health promotion support services for employees, providing of information • Use of health promotion support applications |
| [Mental] | <ul style="list-style-type: none"> • Messages to employees from top management • Promotion of understanding and sympathy between employees through use of a COVID-19 infection countermeasure status site on the intranet • Mental health training • Employee engagement surveys, questionnaire surveys • Stress checks • Payment of special allowance when essential workers are requested to work on-site when working at the office is generally prohibited |
| [Environmental] | <ul style="list-style-type: none"> • Use of free seating to ensure sufficient physical distances within the office • Establishment of new rules for using conference rooms • Establishment of new rules for receiving guests • Revisions to work style system (work anywhere, focus on results, etc.) |

Table: Efforts taken by companies (common to all supply chains)

[Physical]

At Lawson, employees tended to not exercise enough when stuck at home, and so were provided with access to an application that would present a list of exercises they could do at home. Points were awarded to employees who entered their meals into the application, in order to urge employees to take an active role in managing their diets. During this period, 2,000 employees (roughly 40%) participated in this programme—the highest number yet. An application was also used to hold the yearly sports tournament. At Kirin, information on staying healthy was distributed regularly on the intranet in collaboration with the health insurance association, while a group company health video distribution service was provided for Kirin group employees.

[Mental]

In addition to continuing to conduct standard efforts in this area, some companies conducted new employee awareness surveys. At Kirin, online awareness surveys are conducted quarterly to understand the thoughts and behaviors of employees dealing with the COVID-19 pandemic, in order to improve the situation (take action) to achieve better organisational operation and a safer workplace. At Kao, efforts of employees dealing with COVID-19 at each workplace were timely shared on a special site (#oneKao) added to the intranet to promote understanding and sympathy between employees, and to share information. At Nestlé Japan, the company encourages employees to have online chat freely when they start working and have a coffee break during their working time, and organize enlightenment seminar such as “Coffee & Health” by utilizing online SNS and remote meeting software so that they could keep employees connected and healthy. At Kao, special bonuses were paid to employees who were requested to show up to work even when doing so was generally prohibited, as well as to employees involved in manufacturing, distribution, or foreign payments who could not stay home.

[Environmental]

In addition to making use of free seating in offices to ensure sufficient physical distances in offices, companies took various measures including setting new rules for using conference rooms and receiving guests (such as ensuring sufficient space, providing ventilation, requiring masks, taking and recording temperatures for employees and visitors, designating separate stairwells for ascending and descending, disinfecting equipment, requiring appointments for visits, disposing of guest cards, and eliminating reception areas). Several companies also made additional revisions to work style systems. Nestlé Japan had already been working toward improving productivity while providing employees with a positive balance between job satisfaction and health even prior to the COVID-19 pandemic, through introduction of the “Nestlé Japan White Collar Exemption” based on work styles that provide employees with some leeway in where and when they work, results-based management, and a positive work-life balance. This helped make it easier for employees to switch to remote work during the COVID-19 pandemic. At Kirin, the various environmental changes brought about by COVID-19 were seen as opportunities for growth for both the company and employees, and the company launched its “Hataraki-Gai reforms: KIRIN Work Style 3.0” programme to transform work styles within the new business environment. In addition to revising work styles (the “how”), the company introduced IT tools, revised personnel systems, and introduced new styles of communication as a means for employees to continue to reflect on and review what their jobs meant to them and what goals they wanted to accomplish (the “what”) and for each employee to feel a sense of job satisfaction, with the goal of achieving continuous growth for themselves and the company by increasing productivity, creativity, and personal fulfillment.

3.2.2 Factory (food products/daily necessities) employees

Each company had already worked to maintain a high level of hygiene and safety management awareness. Companies took this to the next step by positioning their factory employees as essential workers, taking even stricter measures to prevent infection, and providing multifaceted care (such as physical care and providing incentives) to employees, to ensure the supply chains for consumer goods continued to operate.

| CATEGORY | EFFORTS |
|------------------------|--|
| [Physical] | <ul style="list-style-type: none"> • Daily coming-and-going restrictions in manufacturing areas and staff office areas • Strict social distancing for factory employees • Enforced wearing of masks when moving about site, installation of trash cans exclusive for mask disposal • Remote large-scale meetings in the factory • Disinfecting of common areas • Entry/exit record management for members entering manufacturing areas • Daily temperature taking and health checks for employees • Employees made to disinfect hands with alcohol more often • Health and wellness services for employees (measures to prevent food poisoning/heat stroke, flu vaccinations, dental checkups, health checkup follow-ups, etc.) |
| [Environmental] | <ul style="list-style-type: none"> • Establishment of standards for managing employee cafeterias (at all sites with cafeterias) • Entry/exit management for visitors to company facilities (temperature checks at facility entrances/exits, mask checks, overseas travel history checks) |

Table: Efforts taken by companies (factory (food products/daily necessities) employees)

[Physical]

Various measures were taken to help prevent infection among factory employees. At Nestlé Japan, a range of specific measures were taken in addition to regular hygiene management efforts for factory employees, including taking temperatures daily, having employees disinfect their hands with alcohol, and enforcing social distancing even in cafeterias and break rooms. The company had already provided health and wellness services to employees, such as measures to prevent food poisoning and heat stroke, and flu vaccinations. These efforts functioned effectively even during the COVID-19 pandemic.

[Environmental]

At Kao, efforts were made to restrict entry to manufacturing areas, such as implementing daily coming-and-going restrictions in manufacturing areas and staff office areas and managing entry/exit records for members entering manufacturing areas. The company also established new standards for managing employee cafeterias (such as setting mealtime slots based on one's workspace floor, specifying meal areas in cafeterias, keeping meal times within 25 minutes, and prohibiting talking during meals). At Nestlé Japan, global instructions on managing visitors entering/exiting company facilities were introduced early on, while measures such as taking temperatures at facility entrances/exits, requiring the wearing of masks in more areas, and checking for histories of foreign travel were strengthened and enforced.

3.2.3 Wholesale/transportation

As with measures taken for factory employees, companies took strict measures to help prevent infection among wholesale/transportation employees, as these essential workers had to be able to continue to work in order to keep supply chains for food products and daily necessities functioning.

| CATEGORY | EFFORTS |
|------------------------|--|
| [Physical] | <ul style="list-style-type: none"> • Employees provided with disinfectant and other required supplies • Sufficient physical distance provided, employees made to wear clean protective gear |
| [Mental] | <ul style="list-style-type: none"> • Payment of special allowance when employees are requested to work on-site when working at the office is generally prohibited • Employees presented with gifts • Employees provided with daily supplies |
| [Environmental] | <ul style="list-style-type: none"> • Enforcement of mask wearing during deliveries • Doorstep delivery of products upon request for certain customers |

Table: Efforts taken by companies (wholesale/transportation)

[Physical]

At Kao, disinfectant and other required supplies were provided to employees in response to the spread of COVID-19. Kao also offered to provide these supplies to companies entrusted with transporting their products, when requested. The company also ensured sufficient physical distancing and suggested that employees wear clean protective gear.

[Mental]

At Kao, employees were paid special allowance if they were requested to work on-site when doing so was generally prohibited (from the beginning of April to early/mid May, 2020). Employees were also provided with daily supplies.

[Environmental]

At Kao, employees were required to wear masks during deliveries, and offered doorstep delivery of products upon request to certain retail customers.



3.2.4 Retail (convenience store staff and cosmeticians [example])

As with measures taken for wholesale/transportation employees, companies took strict measures to help prevent infection among retail employees, as these essential workers had to be able to continue to work in order to keep supply chains for food products and daily necessities functioning. Employees make direct contact with consumers at these locations, so companies took the opportunity to raise awareness and ask consumers for support with regard to measures to prevent infection.

| CATEGORY | EFFORTS |
|------------------------|--|
| [Physical] | <ul style="list-style-type: none"> • Employees provided with disinfectant and other required supplies • Sufficient physical distance provided, employees made to wear clean protective gear • Transition to non-contact/non-face-to-face operations (promotion of self-checkouts, etc.) |
| [Mental] | <ul style="list-style-type: none"> • Payment of bonuses when employees are requested to work on-site when working at the office is generally prohibited • Employees presented with gifts • Employees provided with daily supplies |
| [Environmental] | <ul style="list-style-type: none"> • Enforcement of mask wearing during deliveries • Doorstep delivery of products upon request for certain customers |

Table: Efforts taken by companies (convenience store staff and cosmeticians [example])

[Physical]

At Lawson, supplies required to prevent infection were introduced/distributed, such as installing plastic shields and placing disinfectant at registers or counters, with the goals of ensuring sufficient physical distance between customers and staff, and of encouraging both groups to disinfect their hands. The company also accelerated its transition to non-contact/non-face-to-face operations by introducing non-contact POS payment systems and promoting the use of self-checkouts. At Kao, various measures were taken to prevent infection. Cosmeticians and other personnel who provide services such as in-store counseling that involve making contact with customers were required to wear protective goggles while servicing customers, and they made use of disposable tools when demonstrating products. The company also introduced non-contact counseling (self-lessons) as a new service.

[Mental]

At Lawson, supportive videos were distributed on the company intranet and messages of gratitude were sent to stores as a means of encouraging and

motivating the essential workers working at these locations. The company also prohibited customers from using facilities such as the restrooms and trash cans, in order to reduce the number of customers and objects coming into and out of stores, and to reduce the mental burden on employees working there.

[Environmental]

At Lawson, various measures were taken that targeted consumers. For example, customers were asked to visit the store at varying times to avoid overcrowding by posting the peak hours at the storefront. Sufficient physical distance was ensured by managing lines, disinfectant was placed at store entrances, and customers were encouraged to wash their reusable shopping bags. The company also had store employees disinfect store carts and tongs and follow rules on leaving doors open.

At Kao, rules were set at some stores to prevent crowding, such as refraining from sending cosmeticians to storefronts full-time and switching to shorter business hours (coordinated with some retail companies).

3.3 SUMMARY

In addition to implementing measures to prevent infection at each workplace while also attempting to resume the economic activities during the seemingly endless COVID-19 pandemic, companies continued efforts to keep employees healthy and safe by also taking the mental health of essential workers into consideration. These efforts should serve as reference for companies even in industries outside the food product and daily necessities industries, and we hope that companies will make use of this information together with the case studies included in the supplement to this document.

In creating this document, we realised how important it is for top management to provide employees with a strong message at an early stage indicating that the company would prioritise the health of its employees and their families. Doing so further increases the sense of employees belonging to the company, and likely made it easier to implement efforts to prevent infection among employees. Providing a message from top management indicating that the company prioritises its employees can be of help in creating subsequent infection prevention manuals and making environmental changes, but also can help to show gratitude to employees working in the field. Doing so certainly encouraged essential workers who had no choice but to work on the front lines amid fears of becoming infected. Japanese culture and customs certainly do play a role here. However, the fact that companies were able to operate supply chains normally without any sudden or dramatic increases in infections was likely strengthened by the strong sense of responsibility and sense of mission companies have toward ensuring that consumers have access to products and services, the sense of security provided to employees by messages from top management, and the thoroughness at which measures were implemented to prevent infection. These efforts will also likely further toughen supply chains during the COVID-19 pandemic.

4 Future efforts

As discussed previously, members of this working group engaged in a wide range of efforts to promote both the physical and mental health of their employees, as COVID-19 infections continued to spread.

A society that cannot contain the spread of COVID-19 will suffer increasing unease, and it is important for companies to implement considerate efforts for their employees. The food products and daily necessities industries will need to continue to take new efforts and strengthen existing ones. This process must never stop. Employees supporting supply chains for food products and daily necessities are not only essential workers for society—they are also consumers, themselves. It goes without saying that keeping employees healthy helps to keep society functioning and helps to protect the livelihoods of consumers.

A survey conducted by the Ministry of Health, Labour and Welfare (from August to October)² indicates that not enough is being done in Japan to promote the health of employees. For example, approximately 60% of companies indicated they were “not doing anything in particular” when asked what they were doing to ensure that employees working remotely were staying healthy. We hope that efforts introduced in the food products and daily necessities industries will be shared widely throughout Japan to serve as reference for other companies.

We have identified the following issues with regard to efforts to further promote the health and nutrition of employees.

² MHLW “Report on the meeting to discuss how to manage teleworkers” (4th) (Survey on labor management in telework) (Preliminary Report) Nov. 16, 2020

<https://www.mhlw.go.jp/content/11911500/000694957.pdf>
last viewed Jan. 22, 2021

1 TRANSFORMATION IN HOW HEALTH IS MANAGED AND MAINTAINED DUE TO CHANGES IN WORK STYLES

Individuals and companies have been asked to stay inside and avoid the “3 Cs” (closed spaces, crowded places, close-contact settings). Although companies have responded by introducing remote work and staggered work schedules, they will need to introduce means to accurately monitor the health of remote employees and encourage them to stay healthy. Digital tools such as smartphone applications and online communication tools have been of help in quickly and accurately monitoring the health of employees working from home or in multiple offices.

COVID-19 has made people increasingly aware of their own health, and companies began last year providing their employees with access to health management applications to monitor data such as the number of steps taken per day, what they eat, and how long they sleep. This working group will also continue to consider how best to use such applications in managing the health of employees.



2 TWO-PRONGED CARE FOR PHYSICAL AND MENTAL HEALTH

Employees working on-site at companies in the food products and daily necessities industries have been asked to keep working as essential workers even as infections spread and people are asked to avoid going out whenever possible. Office workers have also transitioned to remote work as a means of reducing the risk of infection, and this has dramatically changed how they work. How companies manage and communicate with employees will also need to change to suit changes in workplace environments and work styles. This is true even for on-site office work.

To help promote communication, companies have had top management express their gratitude for on-site employees and have set time for employees working remotely to chat freely online. To help improve management, companies have worked to set clear organisational guidelines to follow-up on infections in a manner that assumes that anyone could become infected.

These efforts have likely helped bring peace of mind to employees who have experienced dramatic changes in their workplace environments and work styles as infections spread. Companies will need to communicate appropriately so that employees can

continue to work positively, through such means as adopting management styles that suit new work styles and to check up on the mental health of employees. This working group recognises this type of communication as an ongoing issue.

Companies will have no choice but to work with COVID-19 for the time being. However, we would ask that companies also continue to introduce new efforts to promote the health and nutrition of their employees. Companies are encouraged to contribute to and access the CGF Global Learning Mechanism, which is a key resource for companies to learn from each other on how to best deliver real impact, at scale for healthier lives. The open access database houses valuable information and insights on COVID-19, employee wellbeing and wider health-related topics and activities being led by the consumer goods industry and associated stakeholders across the globe. In addition, the launch of the CHL Employee Experts Conversation Series is another way the CGF continues to work towards keeping employee health and wellbeing at the top of the agenda. We hope that this summary of working group discussions and efforts will help contribute to society and help even in some small way to help contain the spread of COVID-19.



Case studies

1. INSTALLING PLASTIC SHIELDS AT REGISTERS AND COUNTERS (RETAIL/PHYSICAL)

Lawson has prioritised the safety of its employees working in stores, and has taken the following measures to allow customers to shop with peace of mind and to prevent the spread of COVID-19.

- (1) Install vinyl sheets at counters
- (2) Have employees wear masks
- (3) Install alcohol disinfectant bottles
- (4) Use trays to hand over change
- (5) Ensure proper ventilation in stores, such as by leaving entrance doors open
- (6) Suspend usage of in-store eating areas
- (7) Display posters recommending customers line up at least one meter apart

- (8) Display markings on floors to indicate where customers should stand when waiting in line at the register
- (9) Broadcast in-store announcements urging caution
- (10) Expand use of self-checkouts
- (11) Ask customers to enter store at different times
- (12) Introduce medical aid efforts (consultation hotlines, etc.)

COMPANY:
LAWSON, INC.

REFERENCE URL:
https://www.lawson.co.jp/lab/entry/art/1397029_7683.htm



2. SENDING MESSAGE OF GRATITUDE TO STORE EMPLOYEES WORKING ON THE FRONT LINES, AND MESSAGES OF SUPPORT BETWEEN STORES

At Lawson, relay messages were distributed between stores in May under the hashtag of “#bringing joy to your town” to all crew members nationwide supporting store operations during the COVID-19 pandemic.

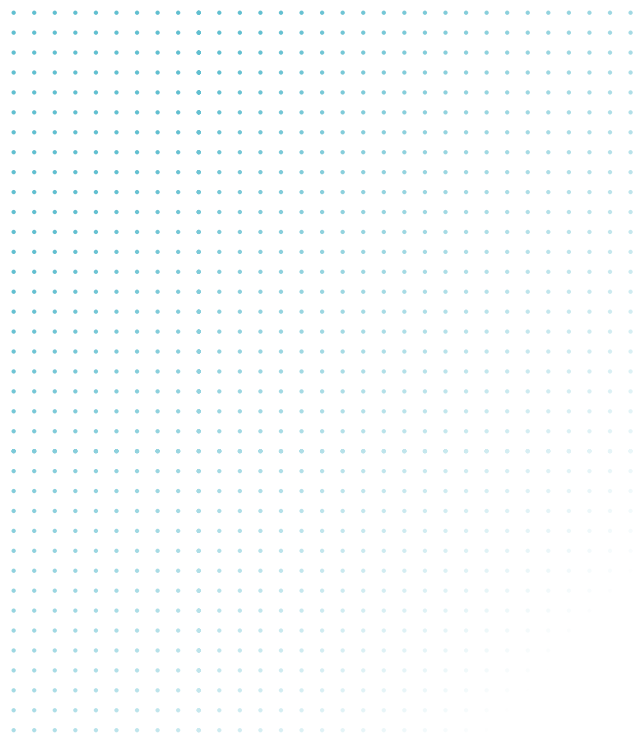
A total of around 170,000 messages of gratitude gathered from employees were also delivered to everyone supporting store operations at the end of May under the hashtag of “#send your feelings to stores.”

In June, video messages were also distributed from singers and other personalities in the entertainment industry to show their support and gratitude.

Many people wanted to bring some cheer to employees working at stores, and decided to take part in these efforts with the hope that doing so would bring some measure of relief to those struggling through the COVID-19 pandemic.

COMPANY:
LAWSON, INC.

REFERENCE URL:
https://www.lawson.co.jp/lab/entry/art/1397029_7683.html



3. TRANSFORMING REGULAR HEALTH PROMOTION POLICIES INTO PLANS THAT CAN BE EASILY IMPLEMENTED EVEN DURING THE COVID-19 PANDEMIC

Lawson has held walking competitions twice per year since 2016 (roughly every six months) as a means of promoting good health. An application is used during these competitions to measure the number of steps taken by participants.

COVID-19 has resulted in less people going out and more people working remotely from home, so these efforts really took hold in 2020. Employees were awarded points for registering their meals each day and were provided access to articles to increase their health literacy.

Although participation is optional, a record number of people participated this year and the total number of points awarded was 1.5 times that of normal.

*The impact of COVID-19 has probably increased people’s daily awareness of health management.

COMPANY:
LAWSON, INC.

REFERENCE URL:
https://www.lawson.co.jp/lab/entry/art/1397029_7683.html



4. KEEPING OUR PEOPLE SAFE THROUGH TAKING STRICTER MEASURES

At Nestlé Japan, COVID-19 efforts focused on three priorities: keeping our people safe, assuring continued supply of essential food and beverages to consumers and caring for our communities.

This is especially the case for operations at company factories related to employee health and business continuity. Global instructions on managing visitors entering/exiting company facilities were introduced early on, while measures such as taking temperatures at facility entrances/exits, checking that employees are wearing of masks, and checking for histories of foreign travel continued to be enforced.

Global rules were also provided in areas other than entry/exit management including quality management and behavior guidelines, and attempts were made to ensure that these rules were enforced and complied with.

COMPANY:
Nestlé Japan Limited

REFERENCE URL:
<https://www.nestle.co.jp/>



5. ENHANCING PRODUCTIVITY IN A WAY THAT PROVIDES JOB SATISFACTION AND MAINTAINS HEALTH

Nestlé Japan had already been working toward improving productivity while providing employees with a positive balance between job satisfaction and health even prior to the COVID-19 pandemic, through introduction of the Nestlé Japan-style white collar exemption based on work styles that provide employees with some leeway in where and when they work, results-based management, and a positive work-life balance.

2011: Ensured sales employees do not need to stop at the office on the way to work or on the way home

2016: Introduced a system allowing all employees (with some exceptions including factory employees) to work flexibly (no constraints on location) regardless of the reason and frequency

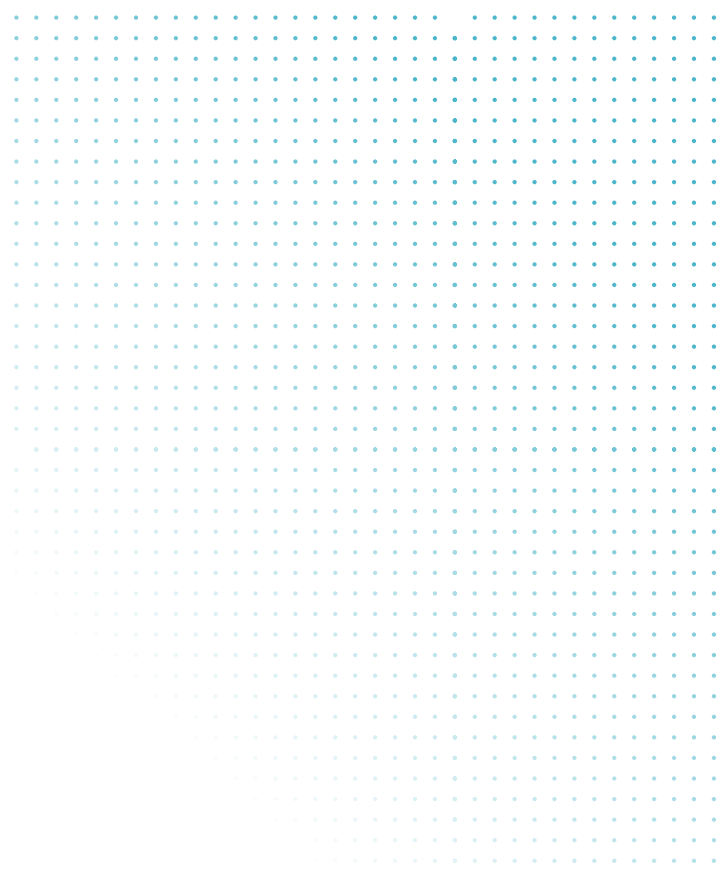
2017: Introduced “Nestlé Japan-style White Collar Exemption”

COMPANY:

Nestlé Japan Limited

REFERENCE URL:

<https://www.nestle.co.jp/>



Nestlé Japan-style White Collar Exemption



Work styles that provide employees with some freeway in where and when they work

- Work style reform for sales division
- Promotion of remote work
- Deployment of teleconferencing equipment



Results-based management

- Elimination of pay based on years of service and individual allowances
- New job rank system based on job description documents (same pay for the same work)
- Revision of business flows



Work-life balance

- Rule requiring employees to leave by 7:00 pm
- Five-day consecutive paid holidays
- Flexible retirement system
- On-premises daycare (HQ)

IMPROVED PRODUCTIVITY

6. “HATARAKI-GAI REFORMS: KIRIN WORK STYLE 3.0”

COVID-19 has resulted in changes to both social values and the values of customers, as well as changes in work-related stereotypes. The Kirin Group decided to leverage these changes as opportunities for growth for both the company and its employees, and continues to promote the “Hataraki-Gai reforms: KIRIN Work Style 3.0” project as a means of transforming work styles in the new business environment for the approximately 20,000 group employees in Japan.

In addition to revising work styles (the “how”), employees are urged to continue to reflect on and review what their jobs mean to them and what goals they want to accomplish (the “what”) and for each employee to feel a sense of job satisfaction, with the goal of achieving continuous growth for themselves and the company by increasing productivity, creativity, and personal fulfillment

This has allowed the company to flexibly support work styles that are more efficient and effective with an impressive sense of speed.

COMPANY:
Kirin Holdings Company, Limited

REFERENCE URL:
https://www.kirinholdings.co.jp/news/2020/0701_01.pdf



7. SUGGESTIONS ON HOW TO ENJOY ALCOHOL IN THE NEW NORMAL

Lifestyles have changed due to the prolonged call to avoid going out unless necessary and to work from home, and this has changed how we consume alcoholic beverages. Presented with more opportunities to drink at home, there is a tendency to spend more time drinking a larger amount of alcohol.

The Kirin Group provides employees with some important points to keep in mind when drinking at home as well as some facts on alcohol, so that they can consume alcoholic beverages responsibly at home.

[Three key points]

- Point 1: Decide in advance how much you will drink.
- Point 2: Set a time limit for drinking.
- Point 3: Drink slowly.

Drinking slowly has been put to good use during online drinking parties, and the company provides information on this practice to the general public.

COMPANY:

Kirin Holdings Company, Limited

REFERENCE URL:

<https://www.kirinholdings.co.jp/english/csv/alcohol/slowdrink.html>

■ 1日の節度ある適度な飲酒量 ■

適量は 純アルコール量 男性 20g / 女性10g 女性は男性の約半分程度が適量。

純アルコール量20gの目安



■ 1日の節度ある適度な飲酒量の目安 と純アルコール量の計算方法 ■

適量は 純アルコール量 男性 20g / 女性10g 女性は男性の約半分程度が適量。

※18歳～70歳未満の成人を対象にアルコールの代謝能力が平均的な人の場合。
少量の飲酒でも健康被害を生じる可能性がある人がいる人も見られます。2020年 厚生労働省の目安です。
※適量の2倍が生活習慣病のリスクを高める飲酒量です。
男性 純アルコール40g / 女性20g

純アルコールの計算
お酒の量(ml) × アルコール% × 0.8 (アルコールの比重) = 純アルコール量(g)

| | |
|--|---|
|  $350\text{ml} \times 5\% \times 0.8$ = 14g |  $120\text{ml} \times 12\% \times 0.8$ = 11.5g |
|--|---|

※飲酒量単位はアルコール100mlあたりです。
(飲酒状態セルフチェック 純アルコール摂取量と処理時間が簡単に計算できます。)

オンラインで楽しむスロードリンク



8. THOROUGHLY SHARING CRISIS MANAGEMENT INFORMATION THROUGHOUT THE ENTIRE COMPANY AND PROVIDING SUPPORT TO WORKERS ON-SITE: COSMETICS PRODUCTS BEAUTY COUNSELING

Kao first ensured that employees understood that "the first priority is the health and safety of company group members and their families" as stated in the "Message from the CEO," and then made sure to provide both physical and mental care for employees.

More specifically, the company implemented measures to prevent employees from having to go to work and to allow employees to work from home (depending on infection levels), and also paid special allowance to employees who had to go to work even when doing so was generally prohibited.

The following general information was shared and updated throughout the company, and each division responded accordingly on-site.

- (1) Messages from the CEO
- (2) Crisis management measures as business support guidelines
- (3) Enforcement and strengthening of measures to prevent infection
- (4) Response and HR handling when it is discovered that someone is infected, has been in contact with someone who is infected, or is not feeling well

[Case study: Cosmetics products beauty counseling]

The company has implemented a robust array of measures to prevent infection in response to the increase in cases of pneumonia brought on by COVID-19, so that employees can provide beauty counseling services in a way that safeguards the health and safety of customers and cosmeticians.

(1) Measures to prevent infection:

Some of these measures include (1) having both customers and cosmeticians wear masks, (2) having both customers and cosmeticians disinfect hands, (3) having cosmeticians wear face shields or goggles, (4) having cosmeticians wear gloves, (5) making use of disposable tools, (6) having cosmeticians extend their arms to maintain a proper distance from customers, and (7) having employees remain in contact with customers for only a short time (around 15 minutes).

(2) Measures to manage hygiene:

These include such measures as ensuring that counters, fixtures, chairs, and other areas are cleaned after working with each individual customer.

*Actual efforts vary according to infection levels, regions, stores, and time periods.

COMPANY:
Kao Corporation

REFERENCE URL:
<https://www.kao.co.jp/lifei/feature/jokin/>

REFERENCE URL:
<https://www.kao.com/jp/corporate/news/business-finance/2020/20200130-002/>

Timely and thorough sharing of basic information on the intranet

COVID-19 HQ information

Messages from President Sawada



Battling COVID-19 infections

Crisis management measures

Infectious Disease Risk Assessment Project

Health consultations, attitude to prevent infection

Wearing of face shields Training on preventing face touching




Lesson-style Training



Efforts to protect employees:

- The company distributes hygiene-related goods such as masks, disinfectant, and hand soap to Kao Group members in 23 countries and regions around the world. It does this to continue to accomplish its social mission as a manufacturer and to prevent its employees from infecting (or being infected by) customers. It is also done to ensure the health and safety of group members.
- The company holds online calisthenics events and encourages communities among other things, as a means of addressing health issues and the issue of insufficient exercise brought about by rapid changes in work styles and lifestyles (this has been very popular with a total of 3,244 people participating as of August).
- In July 2020, Kao launched the Infectious Disease Risk Assessment Project with the aim of how employees can work safely in the workplace without both being infected and making others infected, and to ensure to continue their business activities. The project was based on Kao's own health science research, as well as knowhow accumulated through the experience of distributing sanitary products to medical and nursing care settings. It carried out evidence-based identification of infection risks in the workplace to draw up infection prevention guidelines specific to work practices, and efforts are made to ensure that all employees strictly follow these rules. In late July, Kao also released the Basics of Infection Prevention, which explains with simple illustrations the fundamental infection prevention measures that employees and their family members are recommended to habitually carry out in daily life, both in and outside the workplace. It has so far been translated into nine languages and has been adopted by the Kao Group both in Japan and overseas.

COMPANY:
Kao Corporation

REFERENCE URL:
<https://www.kao.co.jp/lifei/feature/>

REFERENCE URL:
<https://www.kao.com/jp/education/next-generation/handwash/>

REFERENCE URL:
<https://www.kao.co.jp/bioreu/family/hand/song/>



10. CONTINUED EFFORTS TO HOLD “HAND WASHING CLASSES” FOR CHILDREN FROM KINDERGARTEN TO EARLY ELEMENTARY SCHOOL AGED CHILDREN, AS A PART OF NEXT-GENERATION UPBRINGING ACTIVITIES

The company would like children to get used to hand washing and to grow up healthy. Kao had already been sending employee volunteers to serve as teachers during hand washing classes meant for first and second year elementary school students, since 2009. The company began including preschools and kindergartens in this programme in 2011.

Since 2019, hand washing classes have been held for:

- (1) A total of approximately 60,000 students in approximately 1,700 elementary schools
- (2) A total of approximately 130,000 students in approximately 1,600 preschools and kindergartens

The COVID-19 pandemic forced the company to stop holding in-person classes this year. Instead, schools were provided with content and tools free of charge upon request, so that teachers could teach these classes themselves.

- (1) March: Hand washing posters were delivered to approximately 20,000 elementary schools across Japan.
- (2) April: Online class content was posted on the company website following school closures, and hand washing teaching kits were distributed to schools that requested them.
- (3) June: A second round of applications was held for hand washing teaching kits (with the target number being reached in a single day).

The company continues to raise awareness on issues, and in response to requests from many schools opened up the rights to use the “Foaming Hand Washing Song” lyrics and sheet music to the public.


COMPANY:
Kao Corporation

REFERENCE URL:
<https://www.kao.com/jp/education/next-generation/>

REFERENCE URL:
<https://www.kao.com/jp/education/next-generation/handwash/>

Objectives of “hand washing classes”

- ✓ Understand why hand washing is so important
- ✓ Learn how to best wash your hands
- ✓ Get into the habit of hand washing



Foaming Hand Washing Song



Hand washing teaching kits





Message from stakeholders



THE “CONSUMER GOODS SUPPLY CHAIN DURING THE AGE OF COVID-19” PROJECT

Taku Kuroiwa, Deputy Director, Policy Division Food Industry Affairs Bureau

The Tokyo Nutrition for Growth Summit is scheduled for December 2021. The Nutrition for Growth Summit was first held in 2013 under the leadership of the U.K., which took the holding of the Olympic/Paralympic games as an opportunity to do so. The Japanese government agrees with the concept of “promoting international efforts to improve various nutrition issues challenging the world” and, following London and then Rio de Janeiro, will provide a means for stakeholders from all over the world to come together for discussion.

There are currently 690 million people suffering from starvation or malnutrition throughout the world and 140 million children are so malnourished that their growth has been stunted. Meanwhile, obesity continues to

rise and we appear no closer to achieving the second SDG of “ending hunger and malnutrition.”

COVID-19 has only made this situation worse. It has gone beyond an illness we combat at an individual level, and its impact is now so massive that it will change the very fabric of our society.

Worldwide discussions have found weaknesses in our food systems that have until now prioritised efficiency, while risks related to food security are said to be having a significant impact due to the state of health of vulnerable people. The issue of helping food product companies to once again reliably supply food will likely become a major topic of discussion even during the Tokyo Nutrition for Growth Summit.

Although there are still concerns over increased risks of infection, Japanese society has remained calm without any panic over food supplies. This report reveals why and how from the standpoint of food product vendors.

First, we were able to keep our food systems going thanks to the heightened concern for hygiene of the Japanese people, along with the sense of responsibility companies have with regard to safety and security. Japan can be proud of these values. There is also something we need to study, and that is how employees behaving responsibly serves as the ultimate value—and asset—of a company. I believe that everyone involved in managing a company will now realise how the combined daily efforts of each employee together with how companies take their customers into consideration all add up and make it possible for a company to continue to operate.

In order for the food products industry to respond flexibly to lifestyle changes and achieve sustainable development, companies will need to safeguard the mental and physical health of their employees (who are also consumers) and work together in considering what the future will bring. This is the key to increasing the value of a company and building trust relationships between companies and customers, and this is what this report has taught me.



“MALNUTRITION AND PREVENTING INFECTION”

Teiji Nakamura, President of the Japan Dietetic Association

There is increasing interest in eliminating malnutrition worldwide. Improving nutrition is crucial in maintaining and improving health, but we must first understand that doing so has a positive impact on welfare, education, labor, wages, and environments. Improving nutrition means obtaining energy and approximately 30 types of nutrients in just the right amounts. You might think that you could take care of this by being careful in choosing your food products and by making use of supplements. However, many in the world still suffer from both hunger and obesity, and we seem unable to eliminate malnutrition. Why is that?

It is because energy and nutrition rely heavily on what we eat each day. Food products are produced through agriculture, processed, distributed, and then sold. We then prepare and eat these products. Our diet is formed from this continuous process. Localised efforts do not improve the whole, but a problem occurring in one area can result in the dysfunction of the whole. This can eventually lead to malnutrition. Changes in climate, earthquakes, or pandemics (such as the current COVID-19 pandemic) can suddenly make it impossible to maintain a proper daily diet and can disrupt the balance of nutrients we need to

stay healthy. The people of Japan have had plenty of experience in dealing with emergencies since the end of the war, including natural disasters, climate change, and now the spread of infections from a new illness.

To overcome such issues requires that company employees stay healthy and engage in related efforts, and also requires cooperation between companies in the same and different fields, experts, and the government. It will be necessary to build online organisations and information networks, and to develop and use health and food stockpile applications. The Japan Dietetic Association established the Disaster Assistance Team (JDA-DAT) following the 2011 Tohoku Earthquake and Tsunami and established a framework for rapidly sending the team out to sites when disaster strikes.

Japan has seen remarkably low rates of infection and death for COVID-19 compared with other developed countries in Europe and the United States. This may be due to ethnic factors. However, these results are likely due to several factors in Japan, including the facts that there are few people living in poverty, people tend to be healthy and nutritious, and there is a culture of excellent hygiene that includes hand washing and wearing masks. We will need to maintain these traditions. I am pleased that the CHL Employee Health & Nutrition Promotion Working Group released this report, and I believe it will be of great use in the future growth and development of humanity.

Teiji Nakamura

Teiji Nakamura serves as Japan Dietetic Association President, Kanagawa University of Human Services President, and Japanese Association of Nutritional Science Education President. He is also an honorary member of the Japanese Society for Clinical Nutrition and Metabolism and participates in the Japan Society of Nutrition and Food Science. He has published several works, including “Japan nutrition unraveled by clinical nutrition scholar Teiji Nakamura: For the past, present, and future of Japan nutrition” (Dai-ichi Shuppan Co., Ltd.).

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- **Miho Yomoda**, Deputy Director, Lawson Group Health & Wellness Promotion Centre
- **Reiko Kasai**, Secretary/PR Department Manager

LAWSON

Nestlé Japan Limited (sub-leader company)

- **Miki Kanoh**, Marketing & Communications Division Executive, Officer Group Head Corporate Affairs Group
- **Daisuke Harada**, Marketing & Communications Division, Corporate Affairs Group Assistant Manager



Nestlé

Good food, Good life

Kao Corporation

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- **Taisuke Itoh**, ESG Promotion, Global Business Planning and Management, Consumer Products Business

KAO

Kirin Holdings Company, Limited

- **Akihide Toda**, Deputy General Manager, CSV Strategy Department
- **Kaoruko Ishiyama**, CSV Strategy Department

Joy brings us together



KIRIN

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- **Noriko Shindo**, Senior Manager in Charge of Sustainability, Health and 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 58 manufacturer and retailer CEOs. For more information, please visit: www.theconsumergoodsforum.com

ABOUT COLLABORATION FOR HEALTHIER LIVES COALITION

The Consumer Goods Forum (CGF)’s CEO-led Coalition of Action on Collaboration for Healthier Lives (CHL) is about making it easier for people around the world to adopt healthier lives for themselves and their families. It’s about making healthier decisions easier and habitual for people in every community around the world. CHL is a global movement led by manufacturers, retailers, public health authorities and local communities, delivering local movements in communities worldwide. There are currently nine CHL initiatives running across 14 countries and involving over 100 organisations. As a collective, members of the CGF, and their partners, are exploring, experimenting, innovating and evolving business models to support positive change, while sharing data and knowledge at scale, cross industry. Health is not a competitive advantage; it’s a basic necessity. And, it’s clear no company can solve this issue alone. Collaboration is needed at scale and across sectors if the consumer goods industry is to play the necessary role in the health and wellbeing of people. To learn more, visit www.tcgfhealthierlives.com

