

The Humans Behind Workforce Nutrition: A Case Study Booklet

We are proud our nutrition programmes have reached 6 million workers through our advocacy and technical support, and we are working towards 10 million by 2030.





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Foreword

We have just passed the midway point in the timeframe set to reach the United Nations Sustainable Development Goals. With less than seven years ahead of us to make the ambitious goal “*to ensure healthy lives and promote wellbeing for all all ages*” a reality, there is much to be done.

While it is widely acknowledged that good nutrition is one of the cornerstones of a healthy life, the correlation between healthy employees and thriving businesses is not always recognized. However, evidence suggests that investing in employee health is also an investment in the sustainability of your business. The workplace serves as a pivotal platform for enhancing individuals’ health through effective workforce nutrition programs. Considering that most adults spend a significant portion of their lives at work, workplaces offer a unique opportunity to promote and foster healthier lifestyles.

Businesses have long been investing in a variety of employee wellness initiatives, ranging from annual wellness days to comprehensive employee assistance programs. However, the impact and return on investment of these initiatives, regardless of their focus on nutrition, are often unclear. Additionally, they

may not undergo the same level of measurement and monitoring as other business functions. This presents an opportunity for improvement and optimization in employee wellness strategies.

The Workforce Nutrition Alliance (WNA) has established four pillars for workforce nutrition programs aimed at enhancing people’s health, thereby yielding beneficial outcomes for both employees and employers. These pillars have been translated into practical tools and resources, empowering businesses to effectively implement successful workforce nutrition programs. Furthermore, this framework has been aligned with various benchmarking standards, such as ATNI, WBA, and Nutrition for Growth, fostering widespread adoption and recognition of its importance.

We are thrilled to announce that, through advocacy and technical support, the WNA has reached 6,109,200 people over the four years since its establishment in 2019. Our Masterclass programme has played a pivotal role in assisting businesses around the world in establishing and advancing better nutrition for their employees, utilizing evidence-based approaches that deliver tangible results.

This initiative has fostered invaluable peer-to-peer knowledge exchange and best practice sharing among organizations. In this booklet, we are delighted to introduce you to some of our 2023 program participants. We hope that their experiences, shared here, will provide insight and inspiration, encouraging you to embark on or further your nutrition journey.

Join us in bringing healthy nutrition in every workplace, wherever it may be.



Lawrence Haddad
Executive Director
*Global Alliance for
Improved Nutrition*



Sharon Bligh
Health and Sustainability Director
The Consumer Goods Forum



About the Workforce Nutrition Alliance

The Workforce Nutrition Alliance (WNA) was launched by The Consumer Goods Forum (CGF) and Global Alliance for Improved Nutrition (GAIN) in 2019 to bring access and knowledge about healthy nutrition to millions of employees in member organisations and supply chains.

The WNA is a trusted and credible framework enabling employers to implement workforce nutrition programmes for employees and indirect workers. Its framework and tools are also recognised by international benchmarks, such as the World Benchmarking Alliance (WBA) and the Access to Nutrition Index (ATNI), for guiding employers' contributions to achieving the Sustainable Development Goals (SDGs).

The Alliance is proud to have reached 6 million workers through advocacy and technical support and is working towards 10 million by 2030.





We make this impact by focusing on these three areas of work:



Advocate

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



Businesses

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



Monitor

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

At the foundation of the Alliance lies a deep-rooted commitment to strong values and a culture of collaboration. This foundation empowers us, together with our partners, to leverage the workplace as a catalyst for delivering healthy nutrition to millions worldwide. Explore our manifesto to gain deeper insights into our guiding principles, and join us in taking action.



About Workforce Nutrition

If we are to address the high levels of under- and overnutrition and their related impacts on health and longevity globally, we need to focus our efforts on interventions that are going to result in the greatest improvements. The workplace has great potential to improve the health of individuals across the world, as we know that 58% of the global population will spend at least one-third of their adult lives at work.





Workforce nutrition programmes are associated with the following benefits for employees:

Improved health and nutrition status

Increased focus and reduced accidents in work environments where these are a risk

Enhanced mental health due to improved nutritional status

Higher work satisfaction and staff morale



The benefits of workforce nutrition programmes extend beyond the individuals themselves. Data has shown that employers experience:

Reduced absenteeism

Higher work capacity

Greater loyalty because of higher work satisfaction and staff morale

Healthy individuals also have a positive influence on their families and the societies they live in. Evidence shows that if workforce nutrition programmes include the following four focus areas, employee health and wellbeing will improve.

Research indicates that when workforce nutrition programs incorporate the following four focus areas, there is an enhancement in employee health and wellbeing:

The WNA Workforce Nutrition programme provides support for employers in each of these four areas in the form of a self-assessment scorecard and guidebooks. In-depth support is provided through a three-month [Workforce Nutrition masterclass](#).



Our progress

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

The Workforce Nutrition Alliance has already reached over 6 million employees worldwide through advocacy and technical support, which exceeds our 2025 target and puts us on track to meet our 2030 goal.

Over the past three years, our Masterclass programme has expanded its reach from 9 to 22 countries, while also witnessing a consistent increase in the number of participating organizations. We have almost doubled the number of organisations using the scorecard assessment tool to objectively measure their progress against key workforce nutrition metrics. Furthermore, we are delighted to see the number of organisations that have reached silver and gold status increase year after year.





	2021	2022	2023
Masterclass			
Organisations	21	23	27
Employee reach	30,000	35,000+	110,000+
Countries	9	15	22
Scorecard			
Companies	38	44	67+
Worksites	115	219	344
Countries	30	42	48
Level			
Beginner	17%	19%	17%
Bronze	48%	38%	33%
Silver	29%	37%	40%
Gold	6%	6%	9%

Self Assessment Scorecard

The self-assessment scorecard provides a comprehensive deep dive for businesses to understand how they are performing in implementing key levers for change. Key figures:

344 Assessments

50% INCREASE (+121 ASSESSMENTS)
IN 2023

48 Countries

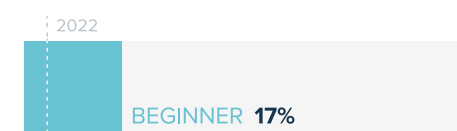
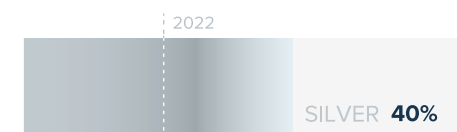
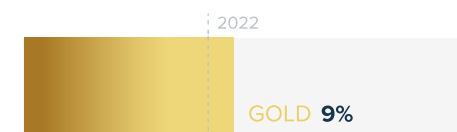
COVERED WITH 5 NEW COUNTRIES
REPRESENTED IN THE SCORECARD USERS

+67 ORGANISATIONS

52% INCREASE (+21) ENGAGED WITH
THE WORKFORCE NUTRITION ALLIANCE

Self Assessment Scorecard

In 2023, **344 worksites** conducted self-assessments of their workforce nutrition programmes.



Self Assessment Scorecard

The masterclass sessions support organisations to design a plan for their worksites as well as stimulate peer learning and best practices.

Since the masterclasses began, we have run **four training cohorts, enabling 49 executives across 20 countries** to implement an easy four-step workforce nutrition programme.

49 EXECUTIVES

20 COUNTRIES SINCE THE FIRST COHORT

[See here WNA one pager](#)



Expanding our reach in 2023

In 2023, businesses in Africa, Asia and North America have participated in the WNA Masterclass.

Aviv
Tanzania

Grupo Bimbo
Mexico

PT OMRON Manufacturing
of Indonesia (OMI)
Indonesia

Olam Agri
Ghana

Olam Agri
Côte d'Ivoire

Consumer Goods Council
of South Africa
South Africa

Olam Agri
Nigeria





The Humans Behind Workforce Nutrition

Our experience is that a vital element behind workforce nutrition programmes is the personal advocates that are champions for change within organisations. These individuals play a pivotal role in helping organisations understand the importance of workforce nutrition and then help to create an enabling environment for these programmes to start showing benefits. They are passionate and enthusiastic and ignite meaningful change.

Over the years, we have seen that these individuals don't need to be in a specific role to be an ambassador for workforce nutrition. We have seen CEOs, sustainability experts, and human resource personnel take on this role. Change can indeed come from anywhere. To sustain this change, we have found that organisations that create cross-functional teams that allow collaboration and collective effort are leading the way.

- Building a healthier workforce: Olam Agri Ghana's nutrition journey
- Aviv Tanzania's roadmap for healthier employees and communities
- Grupo Bimbo follows the recipe for a healthier workforce
- Olam Agri Nigeria focuses on employee wellbeing to boost productivity
- Industry association pioneering health: CGCSA's approach to employee wellbeing
- Olam Agri Rubber employs smart solutions to support workforce breastfeeding
- How OMI Indonesia is championing breastfeeding at work





We'd like to introduce you to some of the individuals that we have had the pleasure of working with through our WNA Masterclasses in 2023. From an agri-business in Ghana to an electronics manufacturing business in Indonesia we've been on an amazing journey together. We hope you find the experiences shared by these individuals insightful and inspiring.





Wilhemina Borketey

Human Resources Manager

Olam Agri
Ghana



Building a healthier workforce: Olam Agri Ghana's nutrition journey

Peer learning is one of the key benefits of the WNA Masterclass programme. Each cohort brings together professionals from a range of businesses and a variety of countries and continents, creating a platform where ideas and challenges related to workforce nutrition can be shared.

Wilhemina Borketey, Human Resources Manager at Olam Agri Ghana, signed up to join the WNA Masterclass programme in March 2023. Below she details her workforce nutrition journey.

Olam Agri Ghana Joined the WNA Masterclass

By leveraging key learnings, Olam Agri Ghana is committed to supporting the organisation's agenda of ensuring that 100% of the total workforce gains access to nutrition programmes by 2030. The WNA programme pillars, namely access to nutritious and safe food in the workplace, nutrition education, regular health checks that include nutrition and/or follow-up counselling, and workplace modifications to support employees to continue breastfeeding were aligned with these goals.

Olam Agri Ghana's Workforce Nutrition Programme

Olam Agri Ghana has fortified their workforce nutrition efforts by:

- Forming a Workforce Nutrition (WFN) Champions group, consisting of representatives from each business location, to brainstorm and develop programmes that support business priorities
- Launching a WFN campaign at the worksite to create awareness and stimulate employee interest
- Celebrating World Nutrition Day with a health webinar featuring a registered and licensed dietitian
- Sustaining the use of fortified rice at the staff canteen
- Revising the staff canteen menu to include more vegetables and fewer carbohydrates, salt, and fat
- Continuing to provide free fruit to employees once a day
- Implementing ongoing nutrition education campaigns



In addition to these initiatives, the organisation has received tremendous support from leadership, resulting in significant improvements. These include:

- Refurbishing the staff canteen
- Providing a daily free meal to colleagues across all locations in Ghana
- Establishing a private lactation room, which offers a safe and convenient place for new mothers to express milk and then continue focusing on their work duties
- Providing breast pumps and cooler sets for new mothers to express and store milk safely for their babies' use

The organisation has also actively collected feedback with permission from employees from the on-site clinic to identify recurring health-related issues among employees. This information has been instrumental in planning and implementing tailored solutions:

- Health talks during toolbox meetings on various health topics
- Health education through webinars, newsletters, and flyers
- Referrals for specialist consultations and counselling
- Health walks
- Specialised dietary plans



Why was it a Success?

Wilhemina made a strong case for the workforce programme to the business, which included explaining the benefits of providing healthy meals to staff, i.e. improved health and wellbeing, increased productivity and its positive impact on the bottom line, punctuality and reliability in the workplace, and prevention of chronic diseases associated with poor diets, such as heart disease, hypertension, and diabetes.

She also highlighted the potential effects of not providing healthier meals, such as increased health and medical expenses; higher absenteeism due to illness or frequent health facility visits; reduced workforce productivity due to ill health; and decreased energy levels and enthusiasm for work.

This, supported with data from in-house clinic and biometric attendance records, was instrumental in our success in mobilising internal funds for workforce nutrition.

Key Challenges and Opportunities

The major challenge was behavioural change, as employees are accustomed to specific menu options. Overcoming this challenge takes time and is ongoing within the organisation.

Previously, budget constraints affected colleagues at other locations, but this issue was addressed through consistent engagement by the Workforce Nutrition Champions with senior management.

The team at Olam Agri Ghana, mindful of the challenges involved in executing programmes without prior budget allocation, held brainstorming sessions to discuss and agree on the best approach to secure funding. This process included identifying opportunities to make a compelling business case for success.

Influence of WNA's Masterclass Sessions

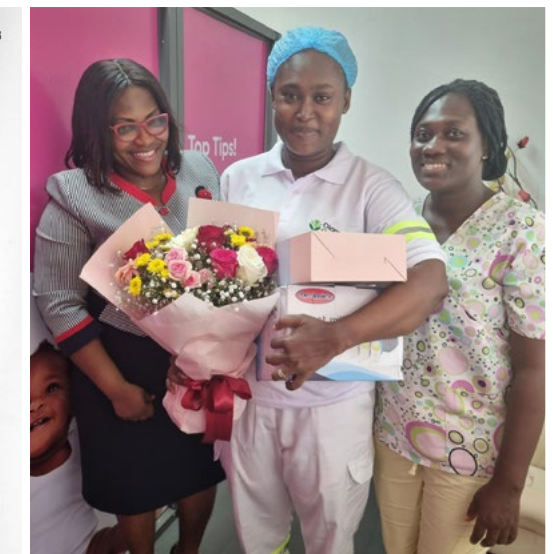
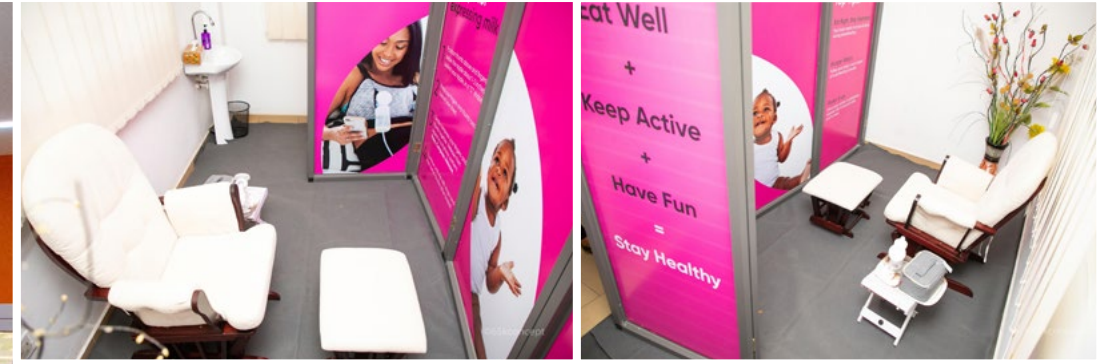
While the organisation had pre-existing plans, the Masterclass significantly supported our efforts. It provided a structured framework for our programme, offered additional tools and resources, and boosted our confidence in implementing our planned initiatives.



“As someone dedicated to employee health and wellbeing, I was thrilled to be part of this programme, which allowed me to contribute meaningfully to our initiatives.”

Recommendations for other Organisations Planning to Start a Workforce Nutrition Programme

The WNA Masterclass has been the instrumental in enhancing workforce nutrition programmes. It equipped Wilhemina with invaluable opportunities for nutrition education, sharing of ideas and experiences from other countries, and one-on-one coaching sessions, among others. These resources and experiences greatly supported existing plans and added significant value to Olam Agri Ghana's initiatives.





Bertha Fokas

Stakeholder Engagement Manager

Aviv

Tanzania



Aviv Tanzania's roadmap for healthier employees and communities

Situated in the lush coffee estates of southern Tanzania, Aviv Tanzania, an **ofi** company, operates amidst four neighbouring communities.

As employee numbers swell from 300 to 3,500 during peak coffee-picking seasons, the organisation realises their responsibility to the community villages. “We engage with them in aspects of health, water hygiene and sanitation, education, climate, agriculture and economic opportunities,” explains Bertha Fokas, Stakeholder Engagement Manager at Aviv. As an extension of this, they also recently embarked on a new workforce nutrition programme.

Fokas shares some of their organisation's experiences with this new initiative.

A Focus on Health as a Foundation for Productivity

The inception of Aviv's focus on health came from recognising that employees spend most of their time at work, along with the realisation that many employees and community members needed support with nutrition education, and to improve their nutrition-related health status.

“We wanted to ensure workers are fit at work and even at home through taking some initiatives to provide training, medical consultation, testing and treatment. We believe this is important to help workers feel secure and confident at work and to improve productivity and ownership.” says Fokas.

Joining Forces with the Workforce Nutrition Alliance

Aviv's engagement with the Workforce Nutrition Alliance and participation in the Masterclass was a strategic move to support the company with its goals. “*Nutrition and health is a major theme to ensure the company attains its goal of thriving communities. These include workers and surrounding communities,*” explains Fokas.

The company's aim of participating in the WNA's Masterclass was to attain the knowledge to improve health and wellbeing status of employees, their families and surrounding community members.





Tangible Impacts and Collaborative Successes

In 2023, as they rolled out their programme, tangible successes emerged: Around 560 workers received nutrition education, 148 employees underwent health check-ups, and clean drinking water provisions were secured for employees. Notably, 492 women accessed services to support nutrition and breastfeeding, also affirming the company's commitment to maternal and child health.

"It was not always easy to implement," says Fokas, who was thrilled at the external support. Many activities were possible through partnering with government offices like District Medical Offices (DMO), district nutritionists, and private partners, like an NGO who collaborated in the provision of nutrition experts for nutrition education and training and conducting nutrition-related health checks.

Challenges to overcome

However, nutrition education and health checks do not guarantee healthier employees. According to Fokas, behaviour change remains a significant hurdle, as some employees have yet to adopt healthier dietary practices, such as incorporating fresh fruits and vegetables into their meals. *"Also, some people fear undergoing treatment or accepting the*

results when they find that their health condition is affected by some lifestyle elements, or if they are supposed to do some health follow-ups regularly to improve their health conditions," explains Fokas.

Financial constraints for the company can also be challenging. *"Provisions of nutrition check-up services and healthy food at work require an effective budget that has to go through processes within different management levels to be approved,"* says advises.

Masterclass Resources: A Catalyst for Programme Enhancement

Fokas says the tools and resources provided by the Workforce Nutrition Alliance's Masterclass played a crucial role in guiding Aviv's journey toward a better nourished workforce. *"They have offered direction in resource allocation, prioritisation of implementation steps, collection of employee feedback, and data gathering to enhance our workplace nutrition programs,"* she says.



Advice for other Organisations

If an organisation is looking to launch a workforce nutrition programme, Fokas has three key recommendations:

1. Assign dedicated personnel to engage with such initiatives and encourage them to participate in educational opportunities, like the [Workforce Nutrition Guidebooks](#), [Scorecards Resources](#) and [Masterclass](#).
2. Forge partnerships with health and nutrition-focused organisations.
3. Allocate sufficient resources for programme implementation.

Vision for the Future

Looking ahead, Aviv has ambitious goals. According to Fokas, they would like to ensure universal access to nutrition education and training for all workers; offer increased support for women to continue breastfeeding at work; collaborate with local food vendors and health experts to ensure the provision of healthy food options for workers; and ensure ongoing health service improvements through employee health surveys to assess and respond to their nutritional needs.

As Aviv Tanzania continues to forge a path toward a healthier workforce, its efforts stand as a testament to the belief that investing in employee wellbeing is an investment in the community's prosperity and the company's success.





• [Grupo Bimbo follows the recipe for a healthier workforce](#)

Tamara Sanchez

Global Safety and Wellness Supervisor

Grupo Bimbo

Mexico



Grupo Bimbo follows the recipe for a healthier workforce

Grupo Bimbo, the international baking company with a presence in 34 countries, has long positioned itself as a leader in the food industry, in particular, its approach to employee wellness. The company, which operates 204 bakeries worldwide and employs 139,000+ individuals, has made notable strides in integrating comprehensive health and wellness strategies into its corporate structure.

We spoke to Grupo Bimbo's Global Safety and Wellness Supervisor, Tamara Sanchez, about their workforce nutrition programme and participation in the Masterclass.

A Strategic Shift in Workplace Wellness

As part of Grupo Bimbo's philosophy to build a sustainable, productive, and humane company, comes their commitment to "value the person", says Sanchez.

This has guided the development of a global wellness strategy that incorporates nutrition, physical activity, occupational health, and work-life balance. Sanchez explains that in 2022, their strategy was further refined to include an additional "work-life" pillar, a move that aligns with global trends towards holistic employee wellness programmes. This refinement was not about

introducing new concepts but rather highlighting and formalising practices that have always been integral to Grupo Bimbo's operations. By formally acknowledging actions such as fostering a positive work environment, ensuring clean and well-equipped work facilities (including ergonomic workstations and robust ventilation systems), and other elements that contribute to a supportive atmosphere, Grupo Bimbo reinforces their commitment to employee wellbeing.

"Though these actions had always been part of the company, they weren't truly acknowledged or visibly recognised as efforts made," says Sanchez.

Cultivating a Culture of Health

This renewed commitment set off a series of innovative interventions to instil a culture of health. According to Sanchez, Grupo Bimbo's efforts now include initiatives, such as the "Wellbeing Leaders" series, which aim to engage management in leading wellness practices. She says the series has addressed various aspects of employee workforce, from mental health to the workplace climate, reflecting a growing recognition of these factors' impact on overall productivity and employee satisfaction.





Nutrition Education through Internal ‘Grupo Bimbo University’

The company has also launched various educational campaigns to provide employees with information essential to making informed dietary choices. Workshops, talks, and the internally developed “GB University” serve as platforms for educating employees on nutrition, underscoring the significance of informed food choices in preventing lifestyle-related diseases.

Certification and Customisation Challenges

In its pursuit of a healthier workplace, Grupo Bimbo has implemented a certification system for its canteens across the world. The 40-point checklist is used to assess and certify facilities with a focus on the availability of fresh, wholesome food options.

Global implementation, however, is not without difficulties. Sanchez says that expanding a nutrition program globally presents challenges in adapting menus to local tastes, translating materials, and ensuring alignment with employee needs. “Overcoming these hurdles involves meticulous menu planning to cater to diverse regional preferences, effective

translation of educational materials, and ongoing assessments to tailor programs to meet the unique requirements of associates across various locations.”

These obstacles, Sanchez assures, are reflective of the complexities businesses face when scaling health initiatives across diverse cultures and regional preferences and should not be discouraging.

Participation in WNA’s Masterclass Sessions

The organisation’s decision to engage with the Workforce Nutrition Alliance and its participation in the related Masterclass sessions illustrated the company’s commitment to enhancing its health programs, says Sanchez. *“We are dedicated to ensuring an all-encompassing and effective healthier dining programme for employees.”*

She says through their participation they aimed to identify potential areas for improvement, ensuring the thoroughness and efficacy of our existing program. *“Consequently, this engagement yielded invaluable resources and innovative insights to further enrich and fortify ongoing initiatives.”*

For Sanchez, the Masterclass experience was a positive one. According to her, the programme provided invaluable tools and insights that played a pivotal role in refining and strengthening Grupo Bimbo’s existing initiatives. *“It offered diverse perspectives and best practices, significantly enriching our company’s nutrition programme. It also reaffirmed the need to have policies in place and clear performance indicators linked to our strategies and plans to ensure that this work is sustained, supported with the necessary resources, and measured.”*

Recommendations for Organisations Launching a Workforce Nutrition Programme

Sanchez recommends prioritising employee wellbeing, and establishing a multi-pillar approach that includes education, healthy food provision, physical activity, and work-life balance. *“Tailoring initiatives to local contexts, utilising diverse communication channels, and employing continuous evaluation and evolution based on feedback and emerging trends are imperative to fostering a culture of health and wellbeing among associates.”*





[Olam Agri Nigeria focuses on employee wellbeing to boost productivity](#)

Rowland Ogungbemi

HR manager

**Olam Agri Kaduna
Feed Mill Plant
Nigeria**



**Olam Agri Nigeria
focuses on employee
wellbeing to boost
productivity**

Olam Agri's Kaduna's Feed Mill Plant is the largest integrated animal feed, poultry breeding farm and day-old chick facility in Nigeria. They provide local farmers and distributors with poultry and aqua feed.

Investing in healthier food at work provides an employer with the opportunity to support the overall health and wellbeing of employees. Unfortunately, there are often few healthy options or meal alternatives that are nutritious in company canteens.

At the Olam Agri Kaduna Feed Mill Plant in Nigeria, Rowland Ogungbemi, HR manager, saw an opportunity. He joined the WNA Masterclass because he wanted to understand healthier dietary choices himself and find ways to bring it to the workplace. *"We believe a healthy employee is a productive employee."*

Challenges & Successes

Key challenges identified at the plant were however the acceptance of a non-traditional healthy menu, the high cost of fresh fruits, and securing meal subsidies.

The two pillars of the WNA Masterclass of relevance to the current challenges faced by the business are Healthy Food at Work and Nutrition Education. The

resources and discussions shared as part of the Masterclass helped Rowland and his team start formulating a plan to start addressing the issues they had identified. Rowland and his team started by reviewing their company menu. *"We now include fruits, which are widely accepted and appreciated by the employees. We also offer this for free to staff on Wednesdays. We call it 'Fruity Wednesdays'. In addition to this, we also have nutritious soup on the menu which is high in protein and vegetables."*

As for overcoming the acceptance of healthier foods, Rowland and his team are trying to address this through an employee awareness campaign, focused on good nutrition and the nutritional value of food and fruits. They are using a variety of communication channels and strategies such as banners and opportunities for employees to engage through trivia and quiz activities. The WNA Masterclass indicated that including both Healthy Food at Work interventions with the relevant Nutrition Education is more effective in creating an environment that supports positive behaviour than only providing one of these.

Ensuring there is an inviting space where employees can enjoy meals is another seemingly small change that can encourage employees



to sit down and have more nutritious meals, rather than eating on-the-go and being tempted to have unhealthier take-away convenience foods or processed snacks. Inspired by another Masterclass participant, the canteen at Rowland's plant was transformed with vibrant colours and fitted with bright orange window blinds. "We wanted to create a conducive and warm space for employees."

"The programme provides an opportunity for organisations to improve employee productivity through healthy dieting and engagement", says Rowland. "It also provides the opportunity to create a unique employee value proposition to prospective hires, as the practice of creating awareness around nutrition is rare."





Zinhle Tyikwe, CEO
The Consumer Goods Council
of South Africa (CGCSA)

Linda Drummond, Consulting Dietitian
CGCSA



Industry association
pioneering health:
CGCSA's approach to
employee wellbeing

• **Industry association pioneering health:**
CGCSA's approach to employee wellbeing

As the representative of 9,000 companies in the fast-moving consumer goods sector, the Consumer Goods Council of South Africa (CGCSA), a not-for-profit industry association, is aware of its role in helping shape the health and wellbeing of South Africans. With a small staff of 54 people, CGCSA members collectively employ about 20% of the total formal labour force in South Africa.

Acknowledging the significance of their platform, the CGCSA launched a voluntary programme in 2015 called the Healthy Food Options Industry Initiatives (HFOIs) which aimed to make healthier food options available and accessible to consumers in South Africa.

On surveying, they however found that many companies were already involved in activities related to employee wellbeing. This inspired the CGCSA to include workforce nutrition commitments into the new HFOIs commitment period (2023 – 2027).

“The CGCSA has signed up as a signatory to the workforce nutrition commitments to improve their own employees’ wellbeing and to help support their members do the same within their organisations,” explains Zinhle.

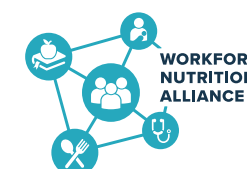
For support in learning how to set up a successful workforce nutrition programme, the CGCSA signed up to the WNA Masterclass programme in 2023.

The Workforce Nutrition Journey

To date, the CGCSA has not encountered any significant challenges in setting up a workforce nutrition programme, although the work is only at its beginning stage. This can be attributed to the commitment being signed off by the CEO, and therefore enjoying the highest level of support.

According to Linda, a cross-departmental Nutrition Task Team has been established as a direct result of the WNA Masterclass, with the intent to take ownership of the programme and to ensure that it is executed across the organisation. The Task Team includes a representative that has an interest in nutrition and wellbeing in each department within the CGCSA. They all completed the WNA scorecard individually based on their experience in the various departments and then they met to consolidate the findings and finalise the scorecard assessment.

“We saw that the CGCSA is currently on a beginner level when it comes to implementing principles of workforce nutrition. Work is now underway to use the results of the scorecard to draft a plan to implement a relevant and achievable workforce nutrition programme for the organisation,” says Linda.





• [Industry association pioneering health: CGCSA's approach to employee wellbeing](#)

As an industry association, the CGCSA has promoted the new HFOII commitments among its members and a kick-off meeting was held with the companies that had made workforce nutrition commitments.

“The aim is to have all these organisations complete their scorecard, then set up a programme aimed at improving their scores over the five-year period. Scorecard assessments will be conducted annually to assess improvements in scores,” explains Linda.

Useful Tools and Action Plans

According to Linda, the WNA Masterclass sessions were instrumental in assisting the CGCSA to start the process of developing a workforce nutrition programme.

“The WNA scorecard was a great starting point that allowed the team to understand what a successful workforce nutrition programme entails. The self-assessment process helped to identify areas that the team could start working on to improve their score.”

The CGCSA's Nutrition Task Team wanted to prioritise Nutrition Education as a focus area. All the members of the Task Team had an interest in nutrition and wellbeing but acknowledged that none had received any nutrition training and the nutrition information that they had access to did not seem credible e.g., from the media.

The Task Team requested to be trained in the basics of nutrition to enable them to become nutrition ambassadors within the company. In response to this, Linda has begun training them in the basics of nutrition.

Linda says the WNA Indicators and Questions resource was particularly helpful in developing surveys which will help assess the effectiveness of the nutrition training in improving nutrition knowledge among the Task Team members.

“The WNA Masterclass included several useful resources that the team is excited to use once the plan for the organisation has been fully developed and approved.”

Recommendations

The South African National Department of Health has identified workplaces as prioritised settings in South Africa. According to Zinhle, the CGCSA is encouraging all its members to make commitments to improve the wellbeing of their employees. *“We believe this will have a significant impact on their health given the large number of people employed by the fast-moving consumer goods sector, as well as the amount of time they spend at work.”*

The CGCSA is promoting the use of the WFN framework as a means of developing evidence-based programmes that yield successful outcomes. *“We are encouraging signatories to use the resources that are freely available through the WNA platforms and to consider investing in having their worksites join the WNA Masterclass to gain access to personalised assistance and further tools to assist them in developing successful programmes,”* says Zinhle.





Romuald N'takpe

Sustainable Rubber Procurement
Officer at Olam Agri Rubber
Côte d'Ivoire



**Olam Agri Nigeria
focuses on employee
wellbeing to boost
productivity**

Through a dedicated workforce nutrition programme, Olam Agri Rubber in Côte d'Ivoire does not only champion employee health, but they are also concerned with internal gains such as higher productivity and employee morale. *"We are committed to improving working conditions for employees,"* says Romuald N'takpe, Sustainable Rubber Procurement Officer at Olam Agri Rubber.

He says the company decided to join the WNA and its Masterclass programme because they want to give their workforce the best nutrition options and provide them with relevant training and support regarding nutrition challenges. *"By doing this we hope to improve their health and prevent nutrition related diseases,"* says Romuald.

Breastfeeding at Work

Supporting breastfeeding at work indicates an organisational commitment to a healthier workforce in both the short, medium and the long-term. In the short term, breastfeeding can reduce medical costs for mothers and their babies and mothers are less likely to need to stay at home to care for their sick babies and young children. In the medium and longer term, breastmilk supports and promotes brain development

and cognitive function, which can affect health outcomes and school performance with later effects on a child's participation in the economy when they are adults. Furthermore, breastfed children have lower risks of non-communicable diseases such as obesity, diabetes, and heart disease. and can have the additional benefit of reducing employee absenteeism because of healthier children.

At Olam Agri Rubber, they understand this benefit. *"We firmly believe that babies who are well nourished through breastfeeding will be healthy, and if the children are very healthy, the mothers can be fulfilled and work better without worry,"* says Romuald.

Innovative Plans

The company did not only want to focus on improving the canteen food offering, but also wanted to create an enabling environment for female employees to breastfeed their babies. Approximately 14% of the permanent staff and 17% of the temporary staff at the Olam Agri Rubber plant are women.

However, they had challenges finding suitable space at their factory where mothers could continue to breastfeed once they return to work.

Through assessing their situation, they came up with an innovative plan. They arranged to modify a prefabricated container to use as a lactation room.

In addition to this, they took note of other possible barriers for women to continue providing babies with breastmilk. “In our context, women are not used to breast pumps, even if they work. So, we decided to allow them to breastfeed their babies directly. We have now implemented the following: every day at 09:45, a bus will collect the babies and their nannies from the usual pick-up points (in villages) to transport them to the factory, where their mothers can then utilise the new lactation room to see and breastfeed their babies. The babies and their nannies are then taken home afterwards.”

He says the women are very happy with this initiative and welcome the opportunity to strengthen the ties between them and their children, and to continue breastfeeding.

Other Challenges and Opportunities

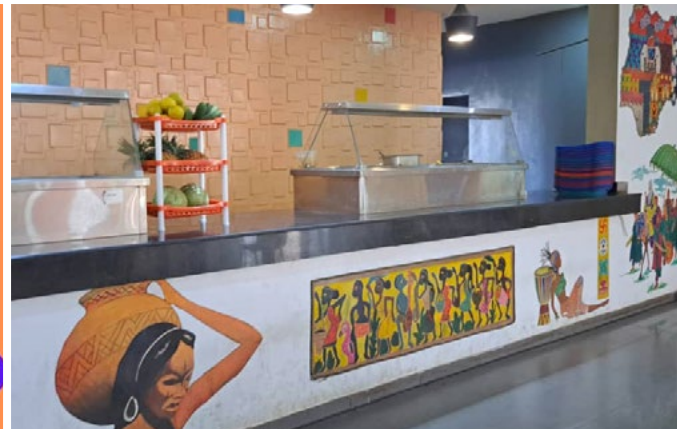
Romuald says another key challenge they are still working on is to change the nutrition habits and perceptions related to certain foods among the whole work force. “*Most of our employees come from villages around the plant, and they are not used to eating ‘green food’. But we hope, step-by-step, that this can be improved through nutrition education.*”

According to Romuald, the success of a workforce wellbeing programme comes from the top-down, which in the case of Olam Agri Rubber has led to the acceptance of the proposal of offering a breastfeeding room to women. *“It also helps them to continue to make sure work conditions are favourable, as employees are at the heart of the Olam strategy. We believe the workforce is the main capital of the organisation.”*

How to Kick-Start your Programme

Though every organisation will have their own set of challenges and goals, Romuald found the Masterclass programme valuable for establishing their programme. *“The curriculum is relevant, adaptable to each organisations’ realities, and explores strong tools to elaborate your planning, reflect on your budget, to monitor and oversee activities, and to track impact. The one-on-one coaching sessions also assisted us to understand our organisational realities and propose what can work well.”*







Trifilia Indriastiwi

Safety and Health Manager

OMI

Indonesia



How OMI is championing breastfeeding at work

Returning to work poses a challenge for many working women who want to continue to breastfeed their children. The World Health Organization (WHO) recommends exclusively breastfeeding for the first six months of life and to continue breastfeeding for two years and beyond, due to a range of indisputable health benefits it offers children and mothers. However, this is often not made easy or possible in many workplaces, indirectly depriving babies, and mothers from reaping these benefits.

PT OMRON Manufacturing of Indonesia (OMI) has set an exemplary model by supporting its female workforce and their newborns through a comprehensive breastfeeding campaign, fostering a healthy and inclusive workplace.

With 83% of its 2500 employees being women, OMI acknowledges the pivotal role of supporting maternal health in enhancing productivity. *“By improving the working conditions and taking care of the female employees’ health, the company can increase productivity and efficiency, creating a stable workforce,”* says Trifilia Indriastiwi, Safety and Health Manager at OMI.

Indriastiwi believes that being able to breastfeed for six months exclusively is many mothers’ dream, including working mothers. To support its female employees in balancing their work and childcare responsibilities, OMI developed a breastfeeding initiative in 2016.

The company’s commitment extends beyond facilities. Indriastiwi’s participation in the GAIN Workforce Nutrition Alliance Masterclass series underlines OMI’s dedication to continually enhancing their breastfeeding support programme with full support from the Employment Social Security Administration of Indonesia otherwise known as BPJS Ketenagakerjaan.

What their Breastfeeding Initiative Entails

Indriastiwi explains that OMI has a lactation room in the factory area which is supervised by health professionals and equipped with complete supporting facilities, including breast pumps and sterilisers. The company also has a policy that offer three months of maternity leave and then allows break time for nursing mothers to breastfeed their babies, for 30 minutes twice in one shift, when they return to work.

In addition to this, OMI established a 24-hour day care service on-site for children under two years old in 2019. The service allows breastfeeding mothers to bring their children to work and directly breastfeed them. To ensure the wellbeing of these infants and young children, a paediatrician will visit the day care every week. OMI also holds health workshops every Thursday for pregnant and breastfeeding employees, which are conducted by doctors or breastfeeding counsellors. Furthermore, breastfeeding mothers have a WhatsApp group to facilitate communication and coordination while they are breastfeeding.

Achievements

Indriastiwi is proud to share that OMI's breastfeeding initiative received the Mitra Bakti Husada award from the Governor of West Java and the Ministry of Health of the Republic of Indonesia in 2022. This prestigious award is given to companies who implement GP2SP: Gerakan Pekerja Perempuan Sehat Produktif (Productive Healthy Woman Worker Movement) in their company. *"By implementing breastfeeding support at work, we are not only showing our commitment to our employees, but also setting an example for other companies to follow. Receiving this award is a testament to our dedication to creating a healthy and supportive work environment for our employees,"* says Indriastiwi.

Indriastiwi also shares that OMI has achieved several positive outcomes since establishing its breastfeeding programme. *"We observed a reduction of employee turnover after childbirth, decreased sick leave days, and lower absenteeism due to childcare responsibilities."*

Challenges and Future Opportunities

No programme however comes without its challenges. Indriastiwi says the accessibility of lactation rooms remains a concern, with only one room across a vast worksite. OMI aims to address this by strategically placing more lactation rooms by 2024. Additionally, reinstating the breast milk delivery service in 2024 signifies the company's proactive stance in continually refining its support system.

OMI's journey illustrates how companies can proactively empower women in the workforce. *"Supporting breastfeeding at work has positively impacted our employees' productivity. I joined the Workforce Nutrition Masterclass to increase my capacity to strengthen our breastfeeding initiatives while also increasing my knowledge to equip me to raise employee awareness of a healthy diet since it is linked to the nutritional status of breastfeeding mothers."*





Join us

We would like to invite all employers to join us in improving the health and wellbeing of their employees through nutrition.

Make a public commitment at the Nutrition for Growth Summit, March 2025 in Paris

Businesses share their workforce nutrition commitment that is recorded on the Nutrition Accountability Framework.

Together with our partners, we have developed action-oriented services that guide organisations to get started with workforce nutrition.

Self-assess your organisation:

The free self-assessment scorecard enables organisations to identify opportunities for strengthening their workforce nutrition programmes.

Guidebook series:

Our free series of guidebooks serve as practical tools for addressing each workforce nutrition theme, aiding in the initial stages of developing a robust workforce nutrition program.

Workforce Nutrition Masterclass:

The three-month online masterclass supports organisations to design and implement a workforce nutrition plan for their worksite and allows peer-to-peer learning.





About us



About The Consumer Goods Forum

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.

CHL initiatives running across 9 countries

and involving over 160 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. For more information visit:



About the Global Alliance for Improved Nutrition

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the United Nations in 2002 to

tackle the human suffering caused by malnutrition. Due to COVID19, conflict in Ukraine and climate change, malnutrition and hunger have worsened significantly since 2019, reversing a decade of progress. There is growing recognition that our food systems need to change if we are to reverse these trends.

GAIN's Strategy aims to transform food systems to make healthier diets from sustainable food systems accessible to all people and especially those whose are most vulnerable to shocks. By 2027, we aim to improve the access of 1.5 billion people to nutritionally enhanced staple foods, improve the access of 25 million people to healthier diets, and support positive food system change in 10 countries. This is bold and complex, and the only way to achieve this is to work together with partners including governments, businesses, and civil society at the country and global level. These goals, and the ways of achieving them, build on our twenty-year legacy of transforming people's lives with improved nutrition through concerted action and effective policy change. For more information visit:

