

The International Food & Beverage Alliance

Five Commitments to Action

in support of the World Health Organization's
2004 Global Strategy on Diet, Physical Activity and Health

2011 PROGRESS REPORT

INTERNATIONAL
FOOD & BEVERAGE
ALLIANCE

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A MESSAGE FROM THE CO-CHAIRS

In 2011 non-communicable diseases (NCDs) took centre stage. Governments met in September at a landmark United Nations meeting and declared NCDs a global priority and committed to take action to address the crisis. This was only the second time in the 63-year history of the United Nations that the General Assembly met on a health issue – the first was AIDS. The meeting concluded with the unanimous adoption of the *Political Declaration of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases* (the *Political Declaration*), which pronounced that an effective response to the global burden and threat of NCDs required “a whole of society effort” and the engagement of all stakeholders.

For many years, members of the International Food & Beverage Alliance (IFBA) have collaborated with governments, civil society and the private sector in multisectoral actions to help reduce the impact of two of the four common NCD risk factors, namely unhealthy diets and physical inactivity. This report presents best practice examples and case stories of successful collaborations that our members support around the world.

The *Political Declaration* also recognized the contributions of the private sector in helping to address the challenge of NCDs, and laid out a series of actions for our industry. These are the very actions that IFBA members have been undertaking voluntarily for several years.

Since the adoption of the 2004 World Health Organization (WHO) *Global Strategy on Diet, Physical Activity and Health*, our members have pursued actions aimed at advancing the goals of public health. In 2008, our CEOs took the initiative in establishing five, public commitments:

→ to reformulate and introduce new products that support the goals of improving diets;

→ to provide clear and fact-based nutrition information to all consumers;
→ to extend responsible advertising and marketing initiatives to children globally;
→ to promote balanced diets and healthy, active lifestyles; and
→ to support public-private partnerships with the WHO, governments and civil society organizations.

We also committed to report annually and publicly on our progress. This is IFBA’s third report and covers our activities on these five commitments.

In 2011, we continued to improve the nutritional content of our products, market our products in a responsible way and provide consumers and our employees with the tools and information they need to achieve and maintain a balanced diet and healthy, active lifestyle. We initiated or supported more than 400 initiatives in more than 100 countries aimed at promoting nutrition education and physical activity or reducing overweight and obesity and NCDs.

We continued and expanded our monitoring and evaluation efforts. We engaged Accenture Media Management for the third year to analyze and verify our members’ compliance with the IFBA Global Policy on Advertising and Marketing Communications to Children. We also contracted SRA International, Inc. to analyze and report on our progress during 2009-2011 on reformulation and the provision of nutrition information to consumers. The results of that exercise will be available by the end of 2012.

IFBA was active in communicating our support for the United Nations (UN) approach to the prevention and control of NCDs and the unique and effective role the food and non-alcoholic beverage industry can play in helping to address NCD challenges. In April, we participated in the Twenty First Meeting of the Council for Human and Social Development (COHSOD) on Health in

Guyana at the invitation of the CARICOM Secretariat. That same month, we participated in the WHO Global Health Forum, on the margins of the Moscow Ministerial Conference, to address the challenges of NCD prevention and control.

In June, we presented at the UN Informal Interactive Hearing on Non-communicable Diseases in New York. Presided over by the President of the General Assembly, the hearing gathered governments, civil society, academia and the private sector together to provide input to the preparatory process for the September High-level Meeting on the Prevention and Control of NCDs and the outcome document.

In advance of the UN High-level Meeting, we hosted, together with the Business Council for the UN (BCUN) and the UN Foundation, two panel discussions in New York for Member States, featuring thought leaders from government, public health and academia. In June, panelists discussed the complexities surrounding NCDs in developing countries, the economic impact on long-term economic growth and development, and lessons learned from the HIV/AIDS experience. In September, the discussion explored the challenges, and benefits of, multistakeholder collaboration to address NCDs.

On September 19, at the High-level Meeting on the Prevention and Control of Non-communicable Diseases, we publicly committed to continue to do our part to address the prevention and control of NCDs and called for greater global collaboration among all stakeholders.

2011 was also a year of growth and outreach for IFBA. In September, our membership moved beyond food manufacturers to include the quick-serve restaurant industry when McDonald's joined as an observer member. In June, the Consumer Goods Forum, a collaboration of more than 650 retailers, manufacturers and service providers across 70 countries, adopted resolutions on nutrition and health based on the IFBA commitments. In December, we were invited to serve on the Interim Advisory Group of

the Pan American Forum for Action against Chronic Diseases.

We are firmly committed to our mission of helping consumers around the world achieve balanced diets and active, healthy lifestyles. And, we believe that the substantial and positive progress we have made, individually and collectively, in collaboration with other stakeholders demonstrates our strong commitment to do our part in addressing global public health challenges.

Looking forward, we will continue to look for opportunities to broaden and strengthen our relations with WHO, governments and civil society as we work towards a truly collaborative effort to advance the goals of public health.



Jorge G. Casimiro
Director, International Government Relations and Public Affairs, The Coca-Cola Company
Co-Chair, IFBA



Anne Heughan
External Affairs Director, Unilever
Co-Chair, IFBA

April, 2012

ABOUT THE INTERNATIONAL FOOD & BEVERAGE ALLIANCE

THE ALLIANCE IS A FORUM FOR BRINGING TOGETHER GLOBAL, REGIONAL AND NATIONAL FOOD AND NON-ALCOHOLIC BEVERAGE COMPANIES AROUND A COMMON GOAL OF HELPING PEOPLE IN ALL NATIONS TO ACHIEVE BALANCED DIETS AND HEALTHY, ACTIVE LIFESTYLES.

IFBA companies represent the global leaders of the food and non-alcoholic beverage industry. In 2011, they had combined revenues of more than \$389 billion and employed more than 1.2 million people worldwide.

In 2004, the WHO adopted the *Global Strategy on Diet, Physical Activity and Health* (the 2004 *Global Strategy*). Since that time, IFBA members have pursued individual actions aimed at advancing the goals of that strategy. In 2008, IFBA was formed in order to provide further impetus to the global food and non-alcoholic beverage industry to work together in a number of key areas, recognized by WHO and others as crucial to implementing the 2004 *Global Strategy*.

We are committed to leading the industry to support the implementation of the 2004 *Global Strategy* through product innovation, improved access to nutrition information, responsible marketing practices, the promotion of balanced diets and physical activity, research and education.

We are also committed to be an organization for collaboration in bringing the private sector, the UN, WHO, governments and civil society together in successful partnerships to address public health challenges.

Our Members



HIGHLIGHTS OF OUR WORK IN 2011

- Continued to improve the nutrition profile of our products by reducing public health sensitive nutrients and increasing beneficial ingredients
- Increased the availability of affordable micronutrient-fortified foods, especially those targeting lower-income consumers
- Virtually eliminated industrially produced trans fat from our product portfolios
- Met or exceeded individual commitments on sodium reduction targets
- Further strengthened our global restrictions on marketing to children to cover more television programming and more coverage in the online world
- Demonstrated high rates of compliance for the third consecutive year with our global policy restricting advertising and marketing to children
- Encouraged regional and local food companies in Peru and the Philippines to follow our lead and adopt national pledges restricting how and what products are marketed to children - bringing the total number of countries covered by pledges to 46
- Touched tens of millions of people in more than 100 countries with more than 400 initiatives designed to promote nutrition education and physical activity programmes or reduce childhood overweight and obesity
- Continued to improve our workplace wellness programmes with the addition of smoking cessation and weight management programmes
- Welcomed our first quick serve restaurant industry when McDonald's joined as an observer member
- Strengthened our commitment to monitoring and evaluation with the engagement of a third-party to evaluate our progress on product reformulation and nutrition information
- Hosted "get to know you" discussions with governments and NGOs
- Convened two information forums for governments on NCDs
- Attended and presented at government, UN- and WHO-sponsored information exchange forums and meetings on NCDs

COMMITMENT 1: PRODUCT COMPOSITION AND AVAILABILITY

CONTINUE TO REFORMULATE PRODUCTS AND DEVELOP NEW PRODUCTS THAT SUPPORT THE GOAL OF IMPROVING DIETS

At a time when consumers and public health officials alike are increasingly concerned with the growing incidence of diabetes, obesity and other lifestyle-related diseases worldwide, our efforts to offer consumers a broad variety of healthy options is critical to the goals outlined in the WHO 2004 *Global Strategy on Diet, Physical Activity and Health*.

IFBA members have introduced new products and reformulated tens of thousands of products globally since 2004 to provide better for you options, removing or reducing key ingredients of public health concern - sodium, saturated fats and trans fats, sugar and calories - and improving the nutritional profile of products by adding ingredients considered beneficial for good health, such as whole grains and fibres, vitamins and minerals, fruits and vegetables.

While we continue to make progress, there is no single or simple approach to new product development and product reformulation. It is a complicated process, and the food industry faces a number of challenges in designing and delivering products with a healthier profile. Consideration must be given to the complex roles of supply chains, farmers and retailers; global environmental changes that affect crop availability, the cost of commodities and affordability; the limitations of public sector nutrition science; and the role of consumer behavior as we reformulate our products and promote healthy eating - from motivating consumers to adopt healthier lifestyles and balanced diets to understanding the importance of consumer insights, taste preferences and evolving needs.

Switching ingredients or developing new alternatives, e.g. for sodium, sugar or saturated fat reduction strategies, requires investment in research and development and a long-term, multi-faceted plan taking into consideration issues such as sourcing and manufacturing processes, and customer affordability, taste and preference.

There are inherent differences in product portfolios, local dietary habits and purchasing patterns. Regional differences in product formulation also play a role. Products are often developed based on local tastes and cultural needs and ingredients are sourced from different locations for different markets.

Our reformulation work is not piecemeal, but based on a comprehensive approach - taking into consideration the complete product profile, rather than the elimination or reduction of a single nutrient, and balancing the ingredients needed to deliver the overall desired nutritional profile, as well as taste expectations.

Reformulating our products

SODIUM

Sodium is an essential nutrient. The body needs sodium to balance the amount of water in the body, help transport substances into the body's cells and conduct nerve impulses and muscle contractions. Sodium also serves a number of important functions in foods – it enhances taste, flavour, appearance and texture, and retards spoilage. However, studies have shown that a high-sodium diet may contribute to high blood pressure in certain individuals, increasing the risk of heart disease.

There is a common belief that sodium can easily be removed from manufactured foods. But, reducing sodium levels is complex and challenging, both technically and in terms of consumer acceptance. Our goal is to make meaningful and

measurable changes without sacrificing functionality, quality, food safety or taste. Experience has shown that consumers need to re-educate their taste buds to appreciate foods with a reduced sodium level, and major changes must be made gradually in order to ensure acceptance. For many years, IFBA members have been using their R&D talents and consumer insights to reformulate their products to provide consumers with a broad range of foods containing no- or low-sodium or no salt. Salt reductions have been achieved through recipe reformulations, the introduction of salt replacers, such as lower-sodium sea salt and salt enhancements such as aromas, herbs and spices. And, this work continued in 2011.

Reducing Salt		
Company	Territory	2011 Accomplishment
Ferrero		During 2011, Ferrero did not engage in further salt reduction actions as all of its products had already achieved an optimal level in their respective categories. No products exceed a level of 250 mg/per 100g and the majority of products are below 200 mg/per 100g.
General Mills	China	Reformulated <i>Wanchai Ferry Meal</i> products to target range of 500mg/per 100g (excluding noodles category).
	U.S.	54 products reformulated to achieve a sodium reduction of at least 10% and 5 new lower-sodium products introduced.
Grupo Bimbo	U.S./Mexico	Reduction in 315 products, removing 3,700 tonnes per year; significant reductions in leading bread brands, such as <i>Bimbo</i> , <i>Oroweat</i> , <i>Mrs. Baird's</i> and <i>Thomas</i> : Mexico, a 25% reduction and in the U.S., a 30% reduction.
Kellogg	Global	Since 2007, reduced sodium in breakfast cereals by 16% across core markets.
	U.S.	Reduced sodium in crackers by 17% over the past four years.
Kraft Foods	Latin America	Since 2009, removed 5% of sodium across cheese and biscuit lines; making good progress to reduce sodium by an average of 10% by end of 2013 (e.g. - 34% reduction in Cheese and Onion <i>Club Social</i> crackers).
	North America	Since 2010, removed more than 13.5 million pounds of salt from nearly 1,000 North American products and on track to reduce sodium an average of 10% by end of 2012.
	U.K.	Since 2009, a 25% reduction in <i>DairyLea</i> cheeses.
Mars	U.K.	Over 99% of entire portfolio meets the U.K. Food Standard Agency 2010 targets and more than 50% of pasta sauces already meet the 2012 targets.
Nestlé	Global	Between 2003 and 2011, as part of Nestlé's Nutrition Policy, significant salt reductions made across a range of mainstream product categories.
PepsiCo	Brazil	Reduced sodium in <i>Fandangos</i> , one of the most popular snacks, by more than 30%.
	Canada	<i>Quaker</i> instant oats products reformulated with a 15-25% reduction.
	U.K.	Since 2005, sodium reduced in <i>Walkers</i> chips by 25-55%.
Unilever	Global	Prior to 2010, Unilever had already significantly reduced salt levels in its products. At the end of 2011, 80% of the product portfolio (representing almost 90% of volume) reached 6g per day. 61% of products met the company's target of salt equivalent to 5g per day, up from 60% in 2010.

Today, there is no widely available suitable substitute for sodium that provides similar functionality. As every product has a unique product matrix, each food product requires a different approach to sodium reduction, and each company's approach may differ according to their product portfolios. We continue to explore innovative approaches to reduce the salt in our

products and raise awareness and create a demand among consumers for lower-sodium products. Notwithstanding the reductions made to date, IFBA members have publicly committed to continue their efforts to reformulate and develop new products with lower or reduced sodium levels. The following table illustrates these commitments.

Sodium Reduction Targets		
Company	Territory	Target
General Mills	U.S.	-20% across top 10 product categories (2015)
Grupo Bimbo	U.S./ Mexico	-30% across bread portfolio and -15% in snacks key brands (2015)
Kellogg	Global	Continue responsible sodium reduction globally.
Kraft Foods	Global	Continue sodium reduction efforts, in addition to region-specific goals
	Latin America	-10% across cheese and biscuit portfolio (by end 2013)
	North America	-10% across product portfolio (by end 2012)
Mars	Global	-15% across entire global food portfolio (2015)
Nestlé	Global	-25% in products with a sodium content greater than 100mg/100kcal (2005-2010). Continue reducing sodium levels by an average of 10% in products that can best contribute to reducing sodium intake (e.g. soups, recipes and pizza portfolio) (2012–2015)
PepsiCo	Global	-25% in key global brands in key countries (2015)
Unilever	Global	The first milestone was to reduce salt levels to an interim target of 6g per day by the end of 2010. This required reductions of up to 25%. Unilever aims to reduce levels by a further 15-20%, on average, to meet the target of 5g of salt per day. The company's goal is to help consumers meet the recommended 5g of salt per day based on globally recognized dietary guidelines.

SATURATED FATS AND TRANS FATS

Diets rich in saturated fats and trans fat raise blood cholesterol levels and increase the risk of heart disease and stroke. IFBA members are committed to reducing trans fat in the food supply and have made significant progress to date.

Trans fat has been eliminated or significantly reduced in most products; saturated fats have been reduced and levels of essential fats have been increased.

Reducing Saturated Fats and Trans Fats		
Company	Territory	2011 Accomplishment
Ferrero		Designed manufacturing processes which avoid any use of partially or totally hydrogenated fats.
General Mills	China	Reformulate to reduce trans fat to 0.2%; all <i>Wanchai Ferry</i> products 0g trans fat.
	U.S.	18 products reformulated to achieve a reduction in trans fat of at least 33% and 2 new products containing 0g labelled trans fat introduced. Since 2005, trans fats reduced in more than 120 U.S. retail products.
Grupo Bimbo	Mexico/U.S.	Elimination of trans fats in 99.5% of entire portfolio. Reduction in total fats in 114 products, leading to a removal of 1,261 tonnes per year; average 26% reduction in saturated fats in leading brands of salty snacks.
Kellogg	EU	Since 2007, eliminated or significantly reduced partially hydrogenated vegetable oils.
	North America	In 2011, launched first gluten-free cereal in the U.S. - <i>Rice Krispies® Gluten Free</i> - in response to an increasing number of requests from consumers with celiac disease and gluten sensitivity. The new recipe eliminates barley malt – the source of gluten in the original formula – and is made with whole-grain brown rice. A gluten-free version launched in Canada in early 2012.
	U.S.	More than 97% of products now have 0g of trans fats per serving. Approximately 90% of cereals and 80% of products overall, have no partially hydrogenated vegetable oil. Continuing to seek ways to further reduce partially hydrogenated oils in the remaining 5% of products.
Kraft Foods	Global	Since 2007, eliminated or substantially reduced trans fat across entire portfolio.
	EU	Removing partially hydrogenated vegetable oil from biscuits; a 54% reduction in saturated fat in <i>Prince</i> biscuit line.
Mars	Australia	Renovated MILKY WAY® and MARS® bars to reduce saturated fat content by 19% and 22%.
	U.K./ major European markets	An investment of €10 million and 40,000 R&D hours resulted in the removal of at least 15% of saturated fats from MARS®, SNICKER®, MILKY WAY® and TOPIC® bars - these products now have 35% to 45 % less saturated fat per 100g than the average of the top 25 chocolate brands in each market.
Nestlé	Global	Industrially produced trans fats removed from Culinary products in Europe and globally before 2006; and in Confectionary, trans fats removed in 98% of the product range. Currently, removing trans fats from recently acquired businesses. 1,215 products reformulated with less sodium, sugars, trans fats, total fat or artificial colours.
PepsiCo	Australia	In June 2011, <i>Smith's</i> potato chips switched to 100% sunflower oil from palm oil, reducing saturated fats by 75%.
	India	Launched a new line of chips called <i>Lay's Baked</i> in three flavours - Original Salted, Cream Herb and Onion and Sunkissed Tomato - with 50% less fat than the original version.
	Russia	Since 2006, saturated fat levels reduced by almost 13% through: the introduction of lower-saturated fat versions of <i>Cheetos</i> ; and the 300%+ growth of low saturated fat <i>Hrusteam</i> products.
	U.K.	Using sunflower oil in the U.K. has reduced saturated fat by more than 15%.
Unilever	Global	At end 2011, over 99% of the product portfolio was free from trans fats originating from partially hydrogenated vegetable oil. On track to deliver on the 2012 target. By end of 2011, over 90% of leading spreads (by volume) contained less than 33% saturated fats as proportion of total fat; and over 90% of leading spreads provided at least 15% of the essential fatty acids recommended by international guidelines.

SUGAR AND CALORIES

We understand consumers are also looking for products with less sugar and for ways to manage their calories. To meet these needs, we have

reformulated products with less sugar and developed natural sweeteners and other ingredients as alternatives to sugars and calories.

Reducing Sugar		
Company	Territory	2011 Accomplishment
The Coca-Cola Company		30 products in 8 countries sweetened with natural, zero calories stevia.
General Mills	U.S.	4 Big kid-friendly cereals reformulated so that sugar was reduced by at least 9% and 8 new lower-calorie products introduced.
Grupo Bimbo	Mexico/U.S.	140 products reformulated, removing 10,000 tonnes of sugar.
Kellogg	U.S.	Removed high fructose corn syrup from breakfast cereals, where used; reduced sugar in kids' brands by 10% since 2007.
Kraft Foods	Global	More than 70% of chewing gum is sugar free; offer variety of sugar free <i>Halls</i> .
	EU	22% reduction in sugar across <i>Belvita</i> biscuits since 1999, going from 31g/per 100g serving to 24g/per 100g serving.
	Latin America	Offer reduced sugar <i>TANG</i> throughout the region; Argentina: sugar reduced in <i>TANG</i> from 5.4g/per 200ml serving to 3.8g and introduced <i>Clight</i> sugar-free powder beverage.
	U.S.	25% reduction in <i>Capri Sun</i> juice drinks; introduced new <i>Newtons Fruit Thins</i> with 7-8g/per serving.
Nestlé	Global	In cereals, all global brands including <i>Fitness</i> , <i>Cheerios</i> , <i>Chocapic</i> and <i>Nesquik</i> reduced sugar by 9,000 tonnes since 2003. 1,215 products reformulated with less sodium, sugars, trans fats, total fat or artificial colours.
PepsiCo	Brazil	Introduced coconut water which is low in sugar.
	Turkey	<i>Fruko Gazoz</i> reformulated with a sweetener blend that reduces added sugar content by 33%.
	U.S.	Launched <i>Pepsi Next</i> , with 60% less sugar. Expanded line of <i>SoBe Lifewater</i> , a vitamin-enhanced water with a high level of antioxidants vitamins, to offer 11 different flavours with all natural, zero-calorie sweetener.
Unilever	Global	Prior to 2010, sugar levels in ready-to-drink teas had already been reduced. 2011 saw significant reductions in sugar levels in ready-to-drink teas in some regions, but on a global basis overall, the sugar level remained at 2010 levels. By 2020, further reductions of 25% will be made.

Reducing Calories		
Company	Territory	2011 Accomplishment
The Coca-Cola Company	Global	Launched more than 500 new products, including portion-controlled options for regular calorie beverages in selected markets and more than 100 low- and no-calorie beverages, approximately one fifth of all new products launched. Currently, the company has more than 800 low- and no-calorie beverages - representing nearly 25% of its global portfolio. The company offers more than 3,500 beverages, three times the number offered a decade ago and more than ten times the number offered 20 years ago.
Ferrero	Global	Worked on pre-launch and market testing of a smaller portioned and lower calorie <i>Kinder</i> snack (individually wrapped portions weighing between 12.5g and 43g).
General Mills	U.S.	Continue to offer approximately 500 U.S. retail products of 100 calories or less per serving.
Grupo Bimbo	Mexico	Portion-controlled options in school's product portfolio with less than 130 calories per portion in categories such as snacks, sweet goods, cookies and confectionary.
Kellogg	Global	Offer many portion-controlled options including wholesome snack bars and crackers.
Kraft Foods	Global	Continue to reduce calories and introduce portion-controlled options, including, in U.S.: <i>Snackwell</i> portion-controlled snacks and biscuits; EU: <i>Belvita</i> biscuits in 100 calorie packs and <i>Prince</i> biscuits with less than 100 calories per serving.
Mars	Global	Committed to not ship any <i>Mars</i> Chocolate products that exceed 250 calories per portion by the end of 2013.
Nestlé	Global	Profiled entire product portfolio against calorie targets in 2011 and 74.1% exceeded a healthier profile. Specific product- or pack-related portion guidance efforts applied to Nestlé products representing sales of at least CHF 894 million at the end of 2011. Introduced new range of <i>Nestea</i> ready-to-drink teas with reformulated low- and no-calorie products. <i>Jenny Craig</i> and <i>Lean Cuisine</i> product ranges calorie-controlled by design.
PepsiCo	Global	All natural sweetener innovation used to produce G2 Gatorade, with only 20 calories per 8-oz. serving.
	Brazil	Launched <i>Toddyho Light</i> , a line of flavoured milk with 50% less sugar, fat and calories than the original <i>Toddyho</i> drinks.
	U.S.	<i>Tropicana's Top50</i> offers 50% less sugar and calories by using a zero calorie, all-natural sweetener.
Unilever	Global	By 2014, 100% of children's ice creams will contain less than 110 calories. At end 2011, 73% of children's ice creams contained 110 calories or fewer per portion, a year ahead of 2012 milestone.

Adding beneficial ingredients

Product reformulation is not just about removing key ingredients of public health concern, it is also about adding new and beneficial ingredients, while maintaining or exceeding consumers' taste expectations. IFBA members are also committed to helping to reduce micronutrient deficiencies in

local populations and work with scientists, local governments and health care professionals to identify the different nutritional "gaps" in diets and to develop micronutrient-fortified foods, especially those targeting lower-income consumers to address these deficiencies.

Adding Beneficial Ingredients		
Company	Territory	2011 Accomplishment
The Coca-Cola Company	Global	Increased the number of fortified products offered and have products with added vitamins, minerals, and other beneficial ingredients, including, in Colombia: <i>Del Valle[®] Fresh</i> , a fruit drink fortified with calcium and vitamin D to help support strong bones; China: <i>Minute Maid[®] Pulpy Super Milky[™]</i> – fortified with whey protein and containing fruit bits; the Philippines: <i>NutriJuice</i> – fortified with four vitamins and minerals focused on providing iron to children with iron deficiencies; <i>Pocket Garden Blendie</i> - a portable vegetable drink, containing a mixture of fresh vegetables, spices and cream that provides a good source of fibre.
Ferrero		Prioritized the development of products that contain fibres, vitamins and minerals naturally derived from the raw materials used.
General Mills	U.S.	4 existing products reformulated so that labelled dietary fibre per serving at least doubled and 9 new U.S. retail products introduced with at least a good source (10% daily value) fibre/per serving. 10 existing Big G cereals reformulated to achieve an increase in whole grain of at least 10% and 12 new products introduced each with at least 8g whole grain per labelled serving. 12 new products introduced each with at least a good source (≥10% daily value) of one or more key vitamins/minerals.
Grupo Bimbo		Developed 41 whole grain products achieving the Whole Grain Council endorsement for 285 products. Executing on a strategy for improving the nutritional profile of brands with the addition of fibre, vitamins, minerals and other ingredients (Omega 3, antioxidants etc.). During 2011, 81 better for you products and healthy for you products developed.
Kellogg	North America	Continuing to boost fibre content in many products, e.g. introduced <i>Eggo FiberPlus[™]</i> waffles in 2011 in the U.S., which provide 35% of the recommended daily value of fibre per serving. Also focused on increasing the fibre content in many snack foods to help consumers increase their fibre intake beyond just breakfast foods, including, in Canada, <i>All-Bran[®]</i> cereal bars provide 16% of recommended fibre intake per bar; U.S.: <i>FiberPlus[®]</i> cereal bars provide 35% of recommended fibre intake per serving. <i>Special K[®]</i> Protein Meal and <i>Nutri-Grain[®]</i> bars reformulated to provide consumers with a good source of fibre.
	EU	Vitamin D added to several family and kids' breakfast cereals brands.
	U.S.	Since 2007, increased fibre in breakfast cereals by 43% and increased whole grains by 77%.
Kraft Foods	Global	Increased whole grains in biscuit offerings, including, in U.S.: announced plans to double the amount of whole grain in biscuits by end of 2013; EU: increased number of biscuits with whole grain by 50%; Brazil: introduced <i>Belvita</i> biscuits with 25% whole grain; China: expanded offerings of <i>Pacific</i> biscuit - first whole grain biscuit introduced in China.
	U.S.	Added fruits and vegetables to products, including, <i>Macaroni & Cheese Veggie Pasta</i> which offers a ½ serving of veggies; introduced <i>Lunchables</i> with a full serving of fruit.
Mars	U.S.	Test-marketing a brand new line of snacks called <i>goodnessKnows[™]</i> . These bars offer 2-3g of fibre, 3g of protein and 200mg of flavanols in each serving, while containing 150 calories and 20 to 35 mg of sodium.
Nestlé	Global	3,851 products renovated, focusing on the fortification of popular foods, adding beneficial ingredients - iron (54 billion servings), iodine (102 billion servings), vitamin A (35 billion servings) and zinc (14 billion servings).
PepsiCo	Global	Developing commercially successful products to meet nutritional deficiencies in local populations.
	Canada	More than 25 products are being transformed across the three flagship categories – <i>Quaker Instant Oatmeal</i> , <i>Quaker Chewy Bars</i> and <i>Quaker Crispy Minis</i> lite snacks, adding whole grain and reducing sodium and sugar. In 2011, a 43% increase in whole grain and 14% reduction in sugars and a 24% reduction in sodium.
	India	Product testing two iron- and vitamin-fortified snacks - <i>Lehar Iron Chusti</i> – to address anaemia in adolescent girls.
Unilever	Russia	Expanding existing Good-For-You brands in new markets and through acquisitions such as <i>Lebedyanky</i> juice and <i>Wimm-Bill-Dann</i> dairy business.
	Global	Continuation with fortification of fat spreads with vitamins A and D.
	India	Launched <i>Knorr Mummy's Perfect Masala</i> in 2011, a seasoning fortified with iron, iodine and vitamin A.
	Philippines	Launched <i>Knorr Rice Mate</i> , which improves rice quality by giving it the right softness and stickiness as well as containing vitamin A and iodine.

Continuing our innovation in alternative ingredients to replace public health sensitive ingredients

The Coca-Cola Company: Continuing its innovation and investment in natural sweeteners, the company recently increased its investment in sweetener research, announcing a partnership with Chromocell Corporation to develop sweetness enhancers, natural sweeteners and other ingredients as alternatives to sugars and calories. The company also continues to innovate with sweeteners made from stevia, which come from natural origins and have zero calories. Today, The Coca-Cola Company sweetens more than 30 products in eight countries with its stevia sweetener and other natural sweeteners.

Mars: In its most significant innovation to date in the U.S., Mars has developed the first and only whole grain white rice, combining the familiar taste, texture and cooking time of white rice with the nutritional benefits of whole grain brown rice - UNCLE BEN'S® Whole Grain White Rice. A single serving has on average, 43 grams of whole grains, the equivalent to eating almost three portions of whole grains, close to the U.S. Department of Agriculture's recommended daily intake of 48 grams.

PepsiCo: Continued advancement of the development of a new salt crystal technology which maintains the salt flavour consumers have come to expect but with less sodium actually used will allow PepsiCo to stay on track with its global sodium reduction target of 25% cross key global brands by 2015. The company continues with its development work on its all-natural sweetener.

Researching consumer insights

Ferrero: With a focus on helping consumers cut down on bad nutritional habits (for example, skipping breakfast) and helping to minimize the loss of appetite that often affects elderly people by formulating products with a unique taste, Ferrero invests in research aimed at understanding a product's metabolic impact through rigorous experiments, using the most significant indicators of sugar metabolism (Glycemic Index) and of appetite satisfaction (Ghrelin) and promoting dietary combinations ideal for BMEEs (Between-

Meals-Eating Episodes) in harmony with the rest of the daily nutritional intake.

Nestlé: In Australia, the company is evaluating "how happy and healthy" Australians are. The "Happily Healthy Quotient," the first study of its kind, offers consumers the opportunity to have their level of fulfilment of life rated based on their answers to a 10-minute survey looking at both lifestyle factors and emotional responses. A team of experts in psychology, nutrition and fitness examine the results and provide tips to improve the respondents' lifestyles and overall well-being. More than 80,000 consumers had taken part in the survey by the end of 2011.

Unilever: The International Union of Nutrition Societies (IUNS) and Unilever partnership has existed since 2009. The partnership is focused on reducing NCDs. Unilever recently supported the IUNS leadership in salt reduction, as an important way to reduce NCDs around the world. The partnership is aimed at encouraging behaviour change for better health. Jointly, the partners have developed one-day workshops around the globe that aim to generate consumer-friendly approaches to promote salt reduction, based on country-specific consumer insights into barriers for behaviour change.

Collaborating with others to reduce sodium, trans fat and calories

Australia: IFBA members, General Mills, Kellogg, Kraft Foods, Mars, Nestlé, PepsiCo and Unilever, all participate in the Australian Government's "Food and Health Dialogue" (the Dialogue). The Dialogue, established in 2009, is a joint government-industry-public health initiative aimed at addressing poor dietary habits and making healthier food choices easier and more accessible for all Australians. The Dialogue's primary activity is action on food innovation, including a voluntary reformulation programme across a range of commonly consumed foods, including breads, breakfast cereals, sauces and soups, cheeses, processed poultry, processed meats and savoury pies. The reformulation programme aims to reduce the saturated fat, added sugar, sodium and energy, and increase the fibre, wholegrain, fruit

and vegetable content of these foods. Reduction targets are developed by the Reformulation Working Group (which includes representatives from industry and public health and an independent food technologist) based on data analysis reports prepared by the National Heart Foundation and the Commonwealth Scientific and Industrial Research Organization. Reformulation activities are supported, where appropriate, by strategies to standardise and reduce portion sizes and improve consumer awareness of healthier food choices. “Food Category Action Plans” are developed with targets and an outline of how these targets will be achieved. To date, eight categories have been identified, and targets and action plans established for five of these categories. In 2011, sodium reduction targets (to be achieved by the end of 2014) were agreed for sauces and soups. These cuts follow earlier commitments by the food industry to reduce the sodium content of breads and breakfast cereals, and the sodium and saturated fat content in processed meats, by the end of 2013.

Argentina: In October, 2011, the food industry signed an agreement with the Ministries of Health, Agriculture, Social Development, Science and Technology and the National Institute of Industrial Technology to voluntarily reduce the amount of salt and sodium used in the preparation of processed foods. This initiative is supported by IFBA members Kraft Foods, Nestlé and Unilever. The goal is to lower, in a smooth and gradual manner, population intake of salt between five and 18% to reach the WHO recommended target of 5 grams of salt per day by 2020. This phase of the initiative is focused on three priority product categories (defined by the level of mass consumption, salt content and feasibility for reformulation): meat and meat derivatives, dairy, and soups and dressings. This agreement is an extension of the *Menos SAL, Mas VIDA* (Less Salt, More Life) initiative launched by the Ministry of Health in 2009-2010, which included an agreement with bakeries to reduce salt in French bread and other bakery products by 25% between in 2010-2011. More products, including pasta and canned foods, and sectors, including caterers, foods services and schools, will be added progressively.

Brazil: The Brazilian Association of Food Industries, including IFBA members, and the Ministry of Health entered into a “Cooperation Agreement on the Development of Local Actions for Promoting Healthy Lifestyles,” to reduce key nutrients in industrialized products, and establish goals for sugar, sodium, saturated and trans fat reductions. The first phase of the Cooperation Agreement (completed in 2010) focused on trans fat elimination and results in the removal of 23—tonnes of industrially produced trans fat from the food supply. The next phase is focused on sodium reduction, and the resulting food products are expected to have 30% less sodium by 2020.

Mexico: IFBA members, including The Coca-Cola Company, Grupo Bimbo, Kraft Foods, Nestlé, PepsiCo and Unilever, are participating in the Mexican government’s strategy designed to mitigate the escalating obesity epidemic in the country under the “Acuerdo Nacional para la Salud Alimentaria” (the National Agreement for Nutrition and Health) (ANSA). Regional forums have taken place in order to involve all public and private sectors and civil society in search for local solutions for the successful implementation of ANSA and to share information and actions. Working groups have been established to identify strategies for the short, medium and long-term for sodium, sugar and fat reduction.

United Kingdom: Recognizing the potential for industry and other influential organizations to make a significant contribution to improving public health in England, the government launched “The Public Responsibility Deal,” in March 2011. This collaborative approach aims to create an environment that can empower and support people to make informed, balanced choices that will help them lead healthier lives. Organizations signing up to the Public Responsibility Deal commit to taking action voluntarily through a series of collective and individual pledges to improve public health through their responsibilities as employers, as well through their commercial actions and their community activities. IFBA members, Ferrero, General Mills, Kellogg, Kraft Foods, Mars, Nestlé, PepsiCo and Unilever, have each committed to salt reduction targets for the end of 2012 and the elimination of artificial trans fats by the end of

2011. At the end of 2011, each member was on target to meet its obligations on salt reduction and each had satisfied its respective obligation on artificial trans fats and all artificial trans fat had been removed from their products.

PAHO: In April, 2011, the World Economic Forum on Latin America and PAHO brought together representatives of public health, the food industry and civil society for a private session on “Creating Healthier Environments and Lifestyles” in Rio de Janeiro, Brazil. The collaboration between PAHO and WEF aims to catalyse advances in two main areas: healthy workplaces and sodium/salt reduction in processed foods, requiring collaboration between governments, civil society and the private sector. At that meeting, industry, including IFBA members, Kraft Foods, PepsiCo, Unilever and IFBA associate member, ABIA, adopted a sodium/salt reduction strategy, with the goal of working towards a consumption target of 5 grams of salt per day by 2020 and signed the “Dietary Sodium/Salt Reduction in the Americas 2011 Statement of Rio de Janeiro.” The strategy covers four areas: sodium reduction in processed food; nutritional labelling and consumer information; increasing the offer of healthy goods and consumer education to sensitize the population on salt usage.

U.S.A.: The Coca-Cola Company, General Mills, Kellogg, Kraft Foods, Mars, Nestlé, PepsiCo and Unilever are founding members of the Healthy Weight Commitment Foundation (HWCF), a multi-year effort to reduce obesity in the U.S.A., especially childhood obesity, by 2015. Food and beverage manufacturers have committed to reduce calories in the marketplace by 1.5 trillion by the end of 2015, and to sustain that level (measured against levels available in the marketplace in 2008). As an interim goal, they will seek to reduce annual calories by one trillion by the end of 2012. Their efforts will be evaluated by the Robert Wood Johnson Foundation who will report to the Partnership for a Healthier America, an independent, non-partisan organization that is working to mobilize the private sector, foundations, thought leaders, media, and local communities to action around the specific goals of First Lady Michelle Obama’s *Let’s Move!* campaign to curb child obesity within a generation.

> For more information on HWCF, see pg. 36

COMMITMENT 2: NUTRITION INFORMATION TO CONSUMERS

PROVIDE CLEAR, FACT-BASED NUTRITION INFORMATION

We are committed to providing meaningful nutrition information about our products to help consumers make informed and healthy food choices. The product label and the nutrition facts panel or table is a primary source of information for consumers, and in November 2010, IFBA members adopted a set of “Principles for a global approach to fact-based nutrition labeling.” These principles provide that nutrition information be objective, fact- and science-based, emphasize the importance of the overall diet and encourage physical activity.

WHEREVER OUR PRODUCTS ARE SOLD AROUND THE WORLD, WE MAKE NUTRITION INFORMATION READILY ACCESSIBLE ON THE PRODUCT PACKAGE, AND/OR WHERE SPACE IS LIMITED, CONSUMERS CAN FIND THE INFORMATION ON POINT-OF-SALE LEAFLETS, WEBSITES OR CALL LINES

Beyond the product package, IFBA members provide consumers with practical health and nutrition information through a variety of media. Company websites are a key resource for nutrition and health information and offer interactive tools for personalized coaching programme with nutritionists and health care professionals and individual weekly nutrition and fitness plans, and online healthy menu planning and recipes. Social media apps with practical videos are complemented with help lines, email alerts, brochures and newsletters. IFBA members also promote healthy eating awareness through schools and community events, and multi-media consumer education campaigns.

Helping increase consumers' use and understanding of nutrition facts on product labels

Canada: Industry and government have been actively engaged in increasing nutrition facts table literacy. In support of the Government of Canada's ongoing commitment to promote healthy eating by helping Canadians make more informed nutrition choices, IFBA associate member FCPC and 34 companies, including IFBA members, The Coca-Cola Company, Ferrero, General Mills, Kellogg, Kraft Foods, Mars, Nestlé, PepsiCo and Unilever partnered with Health Canada in the fall of 2010 on the *Nutrition Facts Education Campaign*. This multi-media campaign focuses on increasing understanding of the nutrition facts table, and in particular the % Daily Value, and explains how Canadians can use this information to make healthier choices. The campaign includes a multi-faceted approach with messaging on food packages, in store and in national media (print, television and online) on how to read labels and eat healthy. It also directs consumers to Health Canada's educational website, and online interactive tools, including shopping tips. In the first year of the campaign, messaging was placed on more than 300 million units of products.

Moving nutrition information front-of-pack

Malaysia: In March 2012, Malaysia's Ministry of Health agreed to support a joint proposal from IFBA associate member FIA, the Federation of Malaysian Manufacturers and the Malaysian Food Manufacturing Group for a voluntary front-of-pack labelling system to help consumers balance their diets and lifestyles. The single, front-of-pack icon for “energy” will be based on a daily calorie intake of 2,000 calorie. This labelling system is supported by IFBA members, The Coca-Cola Company, Kraft Foods, Nestlé, PepsiCo and Unilever.

U.S.A.: Launched in January 2011, *Facts Up Front* is a new, voluntary front-of-pack nutrition labeling system designed to help consumers make informed decisions when they shop. In response to a request from First Lady Michelle Obama in 2010 as part of her initiative to solve childhood obesity, IFBA associate member GMA and the Food Marketing Institute developed *Facts Up Front*. This effort is grounded in nutrition science and research on consumer messaging about nutrition and aligned with the U.S. Food and Drug Administration (FDA) and the U.S. Department of Agriculture (USDA) guidelines and regulations. *Facts Up Front* is a simple and easy-to-use icon that summarizes important information from the nutrition facts panel (calories, saturated fat, sodium and total sugars content) on the front of packages. The icon informs consumers about how the key nutrients in each product fit into a balanced and healthy diet as part of the federal government's daily dietary advice. Some product icons may also provide information about "nutrients to encourage" - potassium, fiber, vitamin A, C and D, calcium, iron and protein - that are essential for a healthy diet. This initiative is supported by IFBA members, General Mills, Grupo Bimbo, Kellogg, Kraft Foods, Mars, Nestlé, PepsiCo and Unilever. *Facts Up Front* is complemented by a multi-million dollar consumer education campaign to drive awareness and use of the icon, which will begin in mid-2012.

Mexico: IFBA members, Grupo Bimbo and PepsiCo have joined with the Mexican Council of the Consumer Products Industry, A.C. (ConMexico) in a new, voluntary front-of-pack nutrition labeling initiative. In 2011, companies began displaying front-of-pack icons for energy, saturated fat, sugars and sodium per package or container, including %ages based on a 2,000-calorie diet, as well as up to three positive nutrient characteristics.

Using packaging to promote healthy habits

Nestlé: Healthy habits, including water drinking, should ideally be acquired during childhood. Surveys confirm mothers recognize good hydration is important and most think their children are not sufficiently hydrated, but often do not know how much is needed. To better help parents, Nestlé endeavours to make hydration recommendations engaging and educational. Information campaigns are deployed in the media and practical tips are included on product labels.

Promoting nutrition education among health care professionals

Kellogg: Created in 2006, the Kellogg Institute for Health and Nutrition (INSK) has been working to improve the health and nutrition among the general population of Mexico and increase the effectiveness of health professionals. To provide consumers with useful nutrition information and help them make more informed nutrition choices, the INSK has created a variety of communication channels and materials, based on Mexican regulations for food education and campaigns to prevent obesity and promote healthier lifestyles. Online tools such as active engagement with consumers through social networks to answer nutrition and weight management questions; web-based tools such as BMI and food intake calculators; a weekly radio programme discussing tips for healthier eating; and a variety of other online and print materials directed at consumers are some of the INSK tools that have proven effective. The INSK has also created different programme to promote and increase health and nutrition knowledge among health care professionals, including: professional newsletters; sponsorship of national and regional dietetic associations; nutrition scholarships; fibre symposium; and grants for nutrition research.

The following table illustrates some of the actions IFBA members have taken in 2011 to further

enhance the nutrition information on product packaging.

Nutrition Information on Packaging ¹		
Company	Territory	2011 Accomplishment
The Coca-Cola Company	Global	In September 2009, first beverage company to commit to FOP energy labelling globally on nearly all packaging; by end of 2011, target was met.
Ferrero	EU	Achieved full implementation of the Nutrition Labelling Voluntary Recommendation issued by FoodDrink Europe.
	Global	Started to actively work on implementing the "IFBA Principles for a global approach to fact-based nutrition labelling" with priority in Mexico and U.S.
General Mills	Global	On-going implementation of FOP, portion-based nutrition information for five key nutrients (includes the contribution each portion makes to reference intakes).
	China	<i>Wanchai Ferry</i> products label give key nutrients BOP.
Grupo Bimbo	Mexico/U.S.	Started implementation of GDA system on all products in early 2011 with expectation for full implementation by end of 2012; currently 602 products in the market with GDA system. 100% of products provide energy value per serving FOP, as well as saturated fats, sugar and sodium. In some cases, up to 3 beneficial ingredients also included as part of the GDA system.
Kellogg	Global	Full implementation of GDAs and/or Facts up Front in six core markets on most products.
Kraft Foods	Global	Since 2007, nutrition information provided on all products - calories plus protein, carbohydrates, sugar, fat, saturated fat, fibre and sodium. On small packs with limited space, calories, protein, carbohydrates and total fat, are listed per CODEX recommendations. The amount of each nutrient in a given portion and/or per 100g/ml is listed. In most cases, labels include the %age each nutrient provides of the recommended DV, DI or GDA or the local equivalent. Provide calories FOP on all products in the U.K., EU and Australia; working with others on appropriate FOP options in Malaysia, Mexico, Singapore and the U.S.
Mars	Global	Began implementing GDA nutrition labelling on products in 2008, had applied them to most chocolate and confectionary products globally by year-end 2011.
Nestlé	Global	Specific product- or pack-related portion guidance efforts applied to Nestlé products representing sales of at least CHF 894 million at the end of 2011. The GDA indication for energy featured on FOP of 98.9% of products in Europe (in sales values) compared to 98.7% in 2010. In 2011, committed to deploy GDA labelling worldwide. 98% of all products feature a Nutritional Compass® label which includes a nutrition table and practical tips for the consumer.
PepsiCo	Global	FOP: implemented in the U.K. and other European countries, Australia and New Zealand; expanding implementation to other countries, including Brazil, Argentina, Chile, Malaysia, Mexico, Paraguay, Uruguay Thailand and U.S.. Voluntarily committed to display calorie count and key nutrients on food and beverage packaging by 2012.
Unilever	Global	FOP labelling completed for "energy" and for the other nutrients BOP across Europe. In 2011, completed the extension of full nutritional labelling to Latin America, Australia and New Zealand.

¹ DV = daily value; DI = daily intake; GDA = guideline daily amount; FOP = front-of-pack; BOP = back of pack

COMMITMENT 3: MARKETING AND ADVERTISING TO CHILDREN

EXTEND RESPONSIBLE ADVERTISING AND MARKETING INITIATIVES TO CHILDREN GLOBALLY

Responsible advertising and marketing to children is a critical part of our multi-faceted strategy to promote balanced diets and healthy lifestyles. Our approach is designed within a framework in which voluntary industry initiatives are combined with regional and national regulatory bodies to create a system that is cost-effective, measurable, flexible and adaptable to local needs. We promote responsible marketing through best practices underpinned by a commitment to transparency and accountability.

In 2008 IFBA member companies voluntarily committed to change how and what they advertise to children under 12 years of age and adopted a global policy covering television, print and internet advertising in child-directed media.

The policy provides minimum criteria for advertising and marketing communications that are paid for, or controlled by, IFBA companies in every country where they market their products. Members commit either to only advertise better for you products i.e. products that meet specific criteria based on accepted scientific evidence and/or applicable national and international dietary guidelines (for example, CODEX Alimentarius created by WHO and the Food and Agriculture Organization of the United Nations (FAO), the U.S. FDA, the U.S. Institute of Medicine (IOM) and EURODIET, a project funded by the European Commission), or not to advertise to children under 12 years. Companies also commit not to engage in product marketing communications to students in primary schools, except if requested by, or agreed with, the school administration for educational purposes.

Strengthened commitments

We strive for continuous improvement with all five of our commitments. In 2011, we strengthened our commitment to extend responsible advertising and marketing initiatives to children globally, by:

→ covering more television programming - the policy now applies when 35% or more (versus the original commitment of 50%) of the audience is under 12 years of age; and

→ improving coverage in the online world - the policy now applies to all marketing communications on company-owned (corporate and brand-owned) websites in addition to third-party websites.

¹ The new commitments have started to come into effect and members must ensure the policy is applied consistently at a global level by the end of 2012. PepsiCo may require until the end of 2013 to ensure global implementation.

Continued high rates of compliance

In 2008, we pledged to engage a third-party monitor and report publicly on IFBA members' compliance with the IFBA Global Policy on Advertising and Marketing Communications to Children. 2011 marked the third year of monitoring, and the third year of continued high rates of compliance. Accenture Media Management (Accenture) reported an overall compliance rate of 97.6% for television advertising and 100% for print and internet advertising in child-directed media.² In 2011, Accenture examined more than one million television advertisements on more than 1,200 channels over a three-month period in ten markets - Australia, Brazil, China (Guangzhou region), India, Mexico, New Zealand, Russia, South Africa, Thailand and Ukraine.

They also examined print and internet advertisements in child-directed media in seven of these markets - Australia, Brazil, China, India, New Zealand, Russia and South Africa.

To measure the change in members' television advertising compliance rates over time, Accenture also presented a comparison of the 2011 results with the results of 2009 and 2010. Since 2009, the television advertising compliance rate has been above 93% in every market analysed (averaging 98.27% in 2009 and 96% in 2010) and the print and internet advertising compliance rate was at 100% compliance in all three years.

> To read the full report, [click here](#)

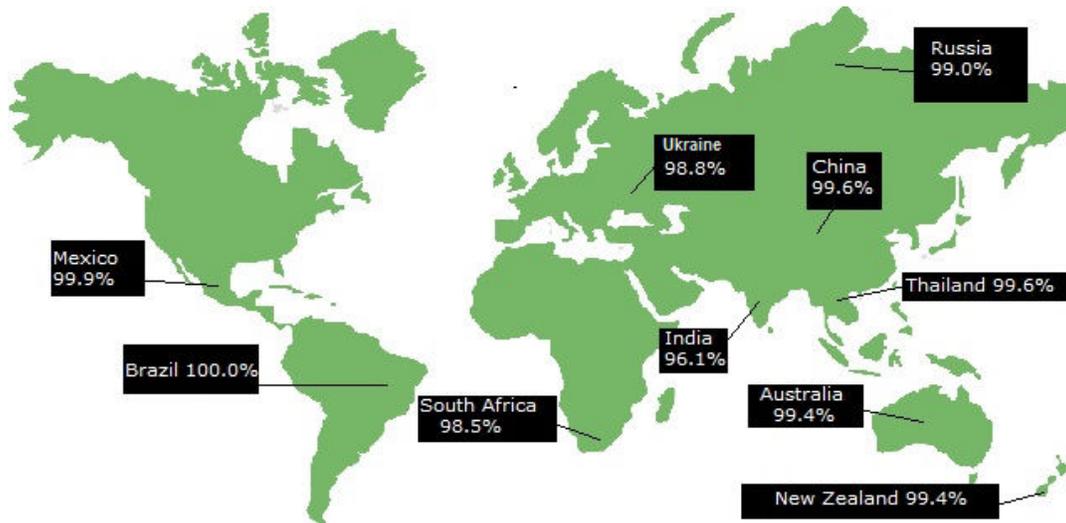


Fig. 1: Overall 2011 Television Compliance Rates (All spots included): 97.6%

² Accenture is a global management consulting, technology and outsourcing company. Accenture Media Management, part of the Accenture Group, is a leading provider of media auditing services.

Advancing pledges restricting marketing to children

While the IFBA global policy covers marketing communications directed to children by IFBA members in every market where their products are sold around the world, there are many regional and local food companies that do not belong to IFBA. To encourage these companies to follow our lead and to improve the types of products they advertise to children in their local markets, and to promote balanced diets and healthy, active lifestyles, regional and national pledges, based on the core tenets of the IFBA Global Policy on Advertising and Marketing Communications to Children, have been launched around the world. In 2011, Peru and the Philippines joined the list of pledge countries. Pledges now cover 46 countries including the 27 countries of the European Union, the six countries of the Cooperation Council for the Arab States of the Gulf, Australia, Brazil, Canada, India, Mexico, Russia, South Africa, Switzerland, Thailand, Turkey and the United States.

Helping to drive change

IFBA's global policy is in line with the aims of the 2010 WHO *Set of Recommendations on the Marketing of Foods and Non-alcoholic Beverages to Children*, and is designed to *reduce* the impact on children of the marketing of foods high in saturated fats, trans fatty acids, sugars or salt and to *increase* their exposure to foods and beverages compatible with a balanced diet and healthy, active lifestyle.

The voluntary actions by IFBA companies are helping to drive change in the marketplace, and creating measureable improvements, including important changes in the types of products children see advertised. Studies are showing a major reduction in the marketing of products high in fat, sugar and salt to children under 12 years.

For example, monitoring of television food advertising in the EU by companies participating in the EU Pledge, including IFBA members, over the past three years, confirms a downward trend in children's exposure to television food advertising since 2009. Monitoring by Accenture, PriceWaterhouse Coopers and BDRC Continental reports:

→ -79% in 2011 in children's exposure to advertising for products that do not fulfil better for you criteria (through children's programmes defined as more than 50% of the audience being under 12 years of age). Over all markets monitored in the past three years, the average is -85%

→ -29% in 2011 in children's exposure to advertising for products that do not fulfil companies' better for you criteria in all programmes. Over all markets monitored in the past three years, the average is -48%

→ -21% overall reduction in children's exposure to advertising for all EU Pledge member companies' products (regardless of nutritional criteria). Over all markets monitored in the past three years, the average is -29%.

> To read the full report, [click here](#)

COMMITMENT 4: PROMOTION OF PHYSICAL ACTIVITY AND HEALTHY LIFESTYLES

RAISE AWARENESS ON BALANCED DIETS AND INCREASED LEVELS OF PHYSICAL ACTIVITY

IFBA members demonstrate their commitment to health and wellness by sponsoring and participating in numerous initiatives around the world – at the global, regional, national and community level – to promote healthy eating, physical activity and healthy lifestyles. We develop and support innovative school, community and workplace programme and provide tools to help increase understanding of the role nutrition, eating habits and physical activity plays in a healthy life.

Taking measures to improve the health of our employees

Workplace initiatives can yield significant benefits in reducing both the personal and economic burden of NCDs. Supporting employees to get and remain healthy not only increases productivity but can also help to reduce healthcare costs and some of the burden on the public health care system. All IFBA members have workplace wellness programmes in place, and offer free health risk assessment and personalized improvement programmes, access to nutrition education classes and a variety of programmes and tools to help them improve and sustain overall health and wellness, and smoking cessation programmes. The success of these programmes is measured through employee participation, impact on healthcare costs and biometrics analysis.

Best practice examples

Following are four examples of innovative workplace wellness programmes, and a selection of initiatives IFBA members support around the world. With examples from **Brazil, Canada, Europe, India, Israel, Mexico, Turkey, the United Kingdom and the United States**, we present nine cases of successful initiatives, each of which focuses on different ways of promoting nutrition education and encouraging physical activity. They include global, regional and national initiatives:

→ **StreetGames** – a community-based project aimed at inspiring and encouraging positive behaviour change among teens in disadvantaged communities in the UK through “doorstep sport”

→ **Kinder + Sport** – a partnership with national and international sports federations and sports centres whose mission is to promote healthy lifestyles mainly among European children

→ **Mission Nutrition®** - an educational programme helping school teachers and families in Canada promote healthy eating and active living in children from kindergarten to grade eight

→ **EPODE and EEN** – a European community-based programme for reducing the prevalence of childhood obesity

→ **Nestlé Healthy Kids Global Programme** – a global, school-based programme implemented with local partners to raise nutrition, health and wellness awareness of school-age children

→ **The Obesity and Diabetics Training Series** – an industry project aimed at providing nutrition training for health care professionals in Turkey

→ **General Mills Champions for Healthy Kids®**- a project helping to improve the nutrition and fitness of youth in the United States

→ **Health in Action** – a partnership with an international humanitarian organization focused on improving the lives of underserved children in Brazil

→ **Comedores Saludables** – a certification programme encouraging healthy eating in the workplace.

> For further examples from IFBA members, please visit our website

StreetGames

Inspiring and encouraging positive behaviour change among teens in disadvantaged communities in the UK

Recognizing the life challenges facing teens in disadvantaged communities across the UK, StreetGames, a multiple award winning national charity, was launched in 2007 to change lives and communities for the better. A national partner of Sport England and a national centre of expertise for developing sport in disadvantaged communities, the charity helps to make sport accessible to all young people, regardless of their income or social circumstances. The aim of each StreetGames project is to be sustainable and become part of the fabric of the community – leading to stronger and safer communities, a championing of social action and volunteering and improved health and well-being.



StreetGames supports and establishes local projects around the UK that deliver “doorstep sport,” i.e. positive activities and sport provided to young people when they want it, where they want it and how they want it. To date, more than one million teens have attended StreetGames projects.

In 2010, Coca-Cola Great Britain and StreetGames initiated a three-year partnership. The initiative is part of Coca-Cola Great Britain’s ambition to inspire and encourage positive behaviour change among a traditionally hard-to-reach audience.

Through this partnership the company hopes to deliver an improved sporting experience and reach more than 110,000 young people throughout the country by expanding StreetGames network of projects, creating 300 neighbourhood festivals

across the country, launching into Scotland and establishing a legacy of improved training for coaches through the StreetGames Sport for Change Academy.

The StreetGames partnership is on track to meet its goals – so far, they have executed 150 neighbourhood festivals, held 12 regional mass participation festivals, established eight new projects in Scotland and the Training Academy is delivering eight courses and conferences to coaches.

In the run up to the London 2012 Olympic & Paralympic Games Coca-Cola Great Britain will be drawing on the excitement of the Games to encourage both participation and regular attendance at StreetGames events – helping more young people to choose sport. StreetGames already holds the London 2012 Inspire Mark for its Legacy Leaders programme.

Coca-Cola Great Britain is using its sponsorship of the Olympic Torch Relay to shine a light on the best of British youth. Working with StreetGames, the company will recognize and reward those who have made a positive contribution to their local communities with the opportunity to carry the Olympic Flame. In addition, a number of young people involved in StreetGames will be given the opportunity to learn new and transferable skills and get closer to the excitement of the Olympic and Paralympic Games by working with the Coca-Cola venue operations teams at London 2012.

StreetGames’ on-going work to change sport, communities and lives has been recognised by the Chief Medical Officer’s Public Health Awards, The Charity Awards, The Business Charity Awards and Beyond Sport. StreetGames’ Chief Executive Jane Ashworth has been awarded an OBE for her services to community sport. These commendations demonstrate StreetGames’ effectiveness in sport and wider impact on crime, health and community development.

> To learn more, [click here](#)

Kinder + Sport

Helping kids in Europe and beyond to integrate sports into their daily lives

A rising level of obesity and of sedentary lifestyles, particularly among children in Europe, coupled with a lack of sports equipment in schools and a need for more field projects for kids was the inspiration for Ferrero's Kinder + Sport project - an initiative that aims at helping kids to make physical activity and sports an integral part of their lifestyles.



Building on years of sponsoring local sports teams and sports events, the Kinder + Sport project was launched in 2005 in Italy, with a mission to promote and support healthy lifestyles among children and young generations through the encouragement of everyday sports and physical activity. The project is built on a partnership model – collaborations are established with national and international sports federations, Olympic Committees and Sports Centres to promote physical activity, organize sports events and supply sports equipment in order to help kids to “move” and practice more sports.

In 2011, the project reached more than 2,500,000 children (6-18 years of age) across Europe - in Italy, Austria, Belgium, Croatia, the Czech Republic and Slovakia, France, Germany, Hungary, Luxembourg, Poland, Portugal, Russia, Slovenia, Spain and Switzerland, and more than 2,500 children outside Europe - in Brazil, China and Mexico.

Specific research aimed at measuring the medium- and long-term impact of the Kinder + Sport project on kids' lifestyles began in 2008/2009 and is carried out in partnership with the

Istituto di Medicina dello sport - F.M.S.I. di Torino (Institute of Sport Medicine), the Italian Volleyball Federation (FIPAV), the Italian Ministry of Education, the Italian Federation of Athletics, and CONI (the Italian Olympic Committee). The first comprehensive results will be available in the school year 2014-2015. Ferrero allocated €250,000 for this research in 2009-2013.

Research conducted during the 2010-2011 school year on children in 20 classes in primary school with three hours of weekly sports activities and in the second year of Kinder + Sport showed a BMI decrease in boys. Tests carried out on children in their first year of secondary school who had been involved in Kinder + Sport during their primary school years showed they had a higher level of knowledge and understanding of sports activities and a higher level of physical proficiency.

Ferrero aims to extend the geographical coverage of Kinder + Sport, and also promote physical activity and healthy lifetime habits in the family context. Two key examples of actions carried out in 2011 in this respect, are:

→ the Organization of *Kinder+ Sport* days in China (Beijing, Shanghai and Guangzhou) which saw more than 900 children have a chance to play various sports for the first time; and

→ the *Kinder Generación en Movimiento Apoyando los Niños a practicar Deporte* project launched in Mexico City in April 2011.

Mission Nutrition®

Helping teachers and families in Canada to educate children about healthy eating and active living

Mission Nutrition® is an educational programme created by Kellogg, to promote healthy eating, active living and positive self-esteem in children from kindergarten to grade eight. First launched in 1997, Mission Nutrition® has been developed by Canadian dietitians, with input from teachers and leading experts in physical activity, psychology and health education.



The programme includes resources for teachers to use in the classroom and also provides information and activities for parents to help families and caregivers adopt healthy lifestyle behaviours at home.

Resources for Teachers: Mission Nutrition® provides teachers with curriculum-based resources featuring space-themed characters (*Captain Kip*®, *Glubber*® and *Handy-Bot*®) who take children on exciting adventures to teach valuable lessons about healthy living. The age appropriate activities include games, songs, puzzles and science experiments. The resources have been designed to specifically meet curriculum expectations in health, physical education, language, math, social studies and science.

Students in Kindergarten to Grade one will:

- learn that they are each special, unique and "One of A Kind;"
- have fun singing catchy Hip Hop Habits for Health songs;
- create their own Intergalactic Healthy Eating mobiles;
- play active 'intergalactic' games with the four food groups; and
- act as food package detectives looking at food labels.

Students in Grades two to three will:

- explore celebrations, foods, sports and games from around the world;
- share healthy living ideas from their Family Healthy Habits booklets;
- create Healthy Eating Rocket Ship collages with all four food groups;
- plan healthy meals and snacks to fuel their intergalactic journey; and
- explore the information found on food labels.

Students in Grades four to five will:

- explore the nutrients that fuel their bodies with fun experiments;
- research vitamins and minerals and solve nutrient mysteries;
- take a closer look at the nutrition information on food labels;
- create posters to show how the food we eat affects body systems;
- compare their food choices to Canada's Food Guide; and
- track their health promoting habits on our healthy living calendar.

Students in Grade six to eight will:

- explore the many factors that influence their eating habits;
- keep a Food Feelings Journal and set goals for healthy eating;
- set a daily physical activity goal and make a plan to achieve it;
- make a list of 10 things they can do to build their self-esteem;
- critically analyze media influences on body image; and
- use food label reading skills for making wise food choices.

Resources for Families and Caregivers: The Mission Nutrition® programme includes activities and resources to help healthy living come alive at home, including:

- fun family activities to set healthy living goals and make a healthy living plan;
- a Healthy Eating Tool Kit to plan healthy meals and make positive changes to eating habits;
- Healthy Living Tips for practical ways to encourage children to eat well, be active and feel good about themselves; and
- additional resources for credible information and tools.

> To access the online programme, [click here](#)

EPODE (Ensemble Prévenons l'Obésité des Enfants - Together Let's Prevent Childhood Obesity) and EPODE European Network

Reducing childhood obesity in Europe

The rise of NCDs and childhood obesity is a major public health concern. Most experts agree there is no single cause for the rising incidence of childhood obesity, and finding and implementing solutions to this complex problem will require commitments and contributions from the whole of society – parents, schools, government, health care professionals, the media, as well as food and beverage companies. EPODE, with over 20 years of experience, has demonstrated that multistakeholder programmes involving the entire community can lead to a significant decrease or stabilization in the prevalence of childhood obesity.

EPODE's methodology is implemented through community-based interventions aimed at changing the environment and behaviours of children, families and local stakeholders with the ultimate goal of promoting healthy lifestyles in families in a sustainable manner. IFBA members, Ferrero, Mars, Nestlé and Unilever are sponsors of the EPODE methodology and support programmes in a number of European countries.

EPODE began with a long-term intervention pilot programme (the Fleurbaix Laventie Ville Santé study (FLVS)) conducted between 1992 and 2003 in two towns Fleurbaix and Laventie in France (total population: 6600 in 1991). FLVS showed that nutritional education combined with effective involvement of all local stakeholders could modify the eating habits of the whole family. Based on this experience, in 2004 an EPODE methodology consistent with official French guidelines on nutrition, diet and physical activity, was designed and deployed in eight French pilot towns - Asnières-sur-Seine, Beauvais, Béziers, Evreux, Meyzieu, Roubaix, Royan and Vitry. More than 23,000 children, in age groups four to five and 11 to 12, had their height and weight measured annually between 2005 and 2009 by school health professionals. Analysis of the data was carried out by the Centre of Biostatistics at the Lille University

Regional Hospital Centre. While recent data available in France at national level show an overall stabilization in the prevalence of childhood overweight and obesity, results from the French EPODE pilot towns show a significant decrease in overweight and obesity: 9.12% between the years 2005 and 2009, i.e. a reduction from 20.6% in 2005 to 18.8% in 2009 ($p < 0.0001$). Prevalence in overweight decreased from 15.8% in 2005 to 14.4% in 2009 ($p < 0.0001$) and prevalence in obesity decreased from 4.8% in 2005 to 4.4% in 2009 ($p = 0.056$).

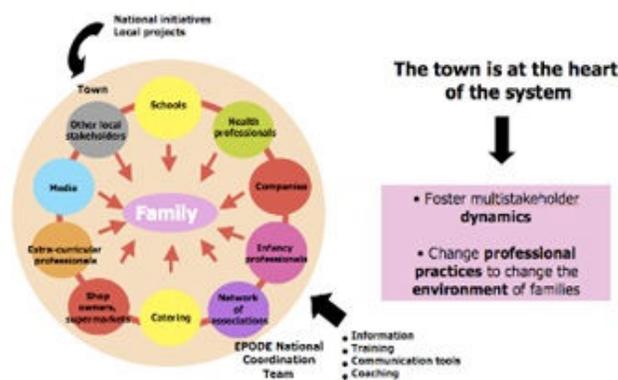


Figure 1: EPODE Concept

The EPODE model is based on the involvement of the community for the community. At the very heart of the “ecological niche” is the town. The methodology integrates family daily life and its constraints with a positive, concrete and step-by-step learning process on healthy food and physical activity, targeting all socio-economic groups, as well as a system enabling micro-environment changes to facilitate healthier behaviours. EPODE is a behaviour-centred approach, with an educational philosophy promoting fun and non-stigmatization of any food and behaviours.

This methodology enables the entire community to be empowered and contribute to the creation of a healthy environment that facilitates the adoption of healthier lifestyles for families and their children. A national coordination team using social marketing and organizational techniques trains and coaches a local project manager

nominated by the mayor (or other local leader able to champion the programme) to mobilize local stakeholders in education, school catering, health, the media, the private sector and community life. Dedicated tools and roadmaps are prepared by the national coordination team and delivered to the project manager who disseminates the communication tools for each stakeholder. The national coordination team operates under the supervision of a committee of independent experts and specialists and in collaboration with professionals in the fields of education, psychology, sociology, sports and nutrition.

Since 2008, the EPODE methodology has inspired similar community-based interventions in other European countries, for example, VIASANO in Belgium, THAO in Spain, PAIDEIATROFI in Greece, JOGG in the Netherlands and “Healthy Weight Communities” in Scotland. In Romania, an EPODE methodology pilot, ACTSCOP (Acting Together for Children’s Health) has been implemented in two counties. In each country or region, the programme is based on a multi-level and multistakeholder approach involving local players - the mayor, elected representatives, schools, health professionals, infancy professionals, local associations, an independent scientific committee, NGOs, the media and the private sector.

IFBA members, Ferrero, Mars, Nestlé and Unilever are sponsors of the EPODE methodology. Ferrero has been a sponsor of EPODE since 2006 and in 2011 continued its support to programmes in Belgium, France, Greece and Spain. The company provides financial support and plays an active part in activities in these countries and in meetings of the working groups that operate them. Mars has been a supporter of EPODE since 2007 and recently committed to a further three-year participation. The company supports the community-based interventions in the Netherlands and Romania. Unilever supports the EPODE programmes in Belgium and the Netherlands. Nestlé has been a sponsor of the EPODE methodology since 1992 when it started to develop a long-term partnership with the two major community programmes, Fleurbaix and Laventie Villes Santa and later in 2004 with EPODE. Nestlé now also supports the implementation of local EPODE and EPODE-like programmes in France, The Netherlands, Romania and Spain.



Ferrero, Mars and Nestlé are also founding partners, and three of four private sector partners of the EPODE European Network (EEN). They provide financial resources, are involved in the strategic planning, and participate in board meetings and committee meetings. Supported by the Directorate General for Health and Consumers of the European Commission, and four major European universities (in Belgium, France, the Netherlands and Spain) EEN was developed in 2008 as a three-year project with a mission to: raise the political, institutional and scientific awareness of the relevancy of local, long-term and multistakeholder approaches in childhood obesity prevention; to enrich the EPODE methodology by identifying best practices from operational EPODE programmes in France, Belgium, Greece and Spain and facilitate the development of community-based interventions using the EPODE methodology in other European countries. The four private partners and the universities’ research teams work to conceptualize and document EPODE practices related to the four pillars of the methodology – involvement of political representatives, coordination and social marketing techniques, scientific monitoring and evaluation and public/private partnerships.

One of the most important outcomes of the EEN project has been the development of an evaluation framework, which facilitates the comparison of results between community-based programmes.

Currently, EEN extends to more than 330 European cities and involves more than five million inhabitants.

> To learn more, [click here](#)

Building on the success of EPODE and EEN, the EPODE International Network (EIN) was launched in 2011.

> For a description of EIN, see pg. 38

Nestlé Healthy Kids Global Programme

Raising nutrition, health and wellness awareness of school-age children around the world

The epidemic of obesity and overweight poses a major challenge to the prevention of chronic non-communicable diseases throughout the world. In some developing countries, it presents a double burden alongside enduring problems of under-nutrition, especially among children. Dealing with this issue requires the involvement of governments, scientists, academia, consumers, health leaders, and the food and beverage industry. Getting regular physical activity and establishing healthy eating habits help children achieve and maintain a healthy body weight, which will enable them to become healthy adults. Education is a powerful tool for ensuring that children understand the value of nutrition and physical activity to their health throughout the course of their lives.



Reaching 25,000 children in Pakistan

The objective of the Nestlé Healthy Kids Global Programme is to raise nutrition, health and wellness awareness of school-age children around the world. The programme is built on two key pillars: nutrition education and physical activity.

In 2011, there were 65 Nestlé Healthy Kids Programmes in 60 countries benefitting more than six million school children and involving 250 expert partners including nutrition associations, academia, and public health officials. The endorsement of the Nestlé Healthy Kids Programme by more than 50 governmental bodies – Ministries of Health, Education,

and Sports, and the global partnerships forged with the International Association of Athletics Federations (IAAF) and the United Nations Foundation (UNF) serve as testament to the success of this initiative. Nestlé intends to implement the Healthy Kids Programme in all countries where the company has direct operations.

Although a global programme, implementation happens at the local level with local partners. Local Healthy Kids programmes are based on a multi-partnership approach and designed in collaboration with local partners - national health and education authorities, and child nutrition and health experts - and managed according to a strict set of criteria - the Nestlé Healthy Kids Global Programme Guidelines. These guidelines, which establish a basic set of principles can be adapted to take into account varied country social conditions, and require:

- an assessment and gap analysis, conducted together with the programme partners, of the target population's nutritional and physical activity status, its needs and the resources already available to school children in the community;
- a programme that benefits school-age children from six years of age;
- the development of long-term partnerships with public authorities, NGOs, nutrition Institutes, and/or universities for the implementation and on-going support of the programme;
- programme objectives, plan, content and monitoring to be defined with the partners. Neutrality and objectivity of the content is the first rule to apply to ensure no stigmatization or transfer of incorrect or inadequate information or beliefs to the children;
- no product sampling or association with Nestlé product brands. Local Healthy Kids programmes are corporate programmes and not a brand marketing tool; and
- regular monitoring - a minimum of four to six contact points per child per year - to assess progress and whether the programme meets the objectives set in terms of increased knowledge, attitude and behavior.

Sharing of best practices among markets ensures continuous improvement and a well-structured evaluation plan implemented with the assistance of external expert consultants provides a valuable independent perspective.

> To learn more, [click here](#)

The Obesity and Diabetics Training Series

Providing nutrition training for health care professionals in Turkey

Research conducted by the Ministry of Health in Turkey found that obesity is rapidly increasing among children and is high among middle-aged women and men. With the goal of preventing obesity and encouraging physical activity while eating balanced and healthy food, in 2010, the Ministry of Health published an action plan, "Turkey's Healthy Nutrition and Physical Activity Programme 2010-2014." As a follow-up, a nation-wide health and wellness survey (including taking blood samples, weight measurements and information on nutrition habits) covering 81 cities was conducted to establish a baseline of information. The results of this survey will be communicated during the International Nutrition and Dietetics Congress in April, 2012. Additional surveys conducted by various NGOs among health care professionals and consumers in 2011 found that there was a general lack of knowledge about good nutrition, and many misperceptions about the causes of obesity, and the potential impact of additives and genetically modified ingredients in pre-packaged foods on diet. To address this challenge, the Federation of Turkish Food and Beverage Association, in cooperation with the Obesity Research Association and the Turkish Diabetes Foundation, have designed a project to educate health care professionals.

Launched in September 2011, the goal of this one-year project is to increase the level of nutrition knowledge among public health care professionals through dedicated training classes on nutrition and NCDs. The first training session took place in

Yalata in November 2011 and 97 participants attended. The training was provided by a nutritionist, an expert in diabetics and an expert in food safety who examined the correlation of food safety with additives and genetically modified foods (GMO).



Diyabet ve Obezite Eğmm Kursu, Yalata

The project is led by the Obesity Research Association and funded by the ten member food companies of the Federation of Turkish Food and Beverage Associations, including IFBA members, The Coca-Cola Company, PepsiCo, Nestlé and Unilever.

The project will offer training sessions by academics and scientists specialized in nutrition, toxicology, diabetics, cancer and genetics. The target group consists of public health care professionals, dieticians, endocrinologists, nurses and family doctors.

Throughout the year, three to four training sessions per city, each lasting for three days will be held in six cities across Turkey. The training sessions will cover obesity, cancer, diabetics, additives and GMO foods.

An evaluation of the initiative will be undertaken by the programme's teachers and the association at the end of the project.

General Mills Champions for Healthy Kids®

Helping to improve the nutrition and fitness of youth in the United States

At the beginning of the 21st century, just as the issue of childhood obesity was beginning to draw the attention of caregivers and community leaders in the United States, a partnership between the General Mills Foundation, the American Dietetic Association Foundation and the President's Council on Physical Fitness, Sports and Nutrition launched a national initiative to help improve the nutrition and fitness of America's youth.

GENERAL MILLS

Champions for Healthy KidsSM

Launched in 2002 as a ten-year effort, General Mills *Champions for Healthy Kids*® has since become a flagship programme of the General Mills Foundation, distributing over \$20 million in grants to non-profit organizations reaching over five million youth across the United States. Third party evaluation of the past 450 award-winning programmes has illuminated unique learning and impact of the most sustainable *Champions for Healthy Kids*® programmes, including:

- on energy balance: nearly all past award grantees continue to conduct nutrition (98%) and physical activity (94%) programming today;
- on collaboration: award programmes are highly collaborative in nature (~50% partnering with five or more organizations);
- on diversity: awards have effectively impacted comparable proportions of Hispanic (27%), white (36%), and black (30%) youth;
- on age: awards have created the most impact among school-aged children (~33%), followed by preschool and tween (~16% each); and
- on parental involvement: over one-third (40%) of family adults have been engaged in the awards programming with their children.

A signature component of the initiative has been the annual *Champions for Healthy Kids*® Awards, comprised of 50 annual \$10,000 grants to non-profit organizations working to improve nutrition and physical fitness behaviours for youth. To both celebrate, and sustain, best practices in its first 10 years of grant making, in 2012 *Champions for Healthy Kids* awarded 10 LEGACY Awards of \$50,000 each -- selected from the past 450 *Champions for Healthy Kids* award winners.

Partnerships are a critical component of the *Champions for Healthy Kids*® strategy. In 2012, three new partners joined the initiative - the National Urban League, the National Council of La Raza, and the Food Resource Action Center. Following nearly 10 years of programme analyses and in response to current external realities, a new term and criteria for *Champions for Healthy Kids*® Awards has been developed. Moving forward, these grants will specifically address the critical role of families, the power of organizational collaboration, the continuing disparities within communities of colour, and the opportunity to increase communication among all parties interested in the nutrition and fitness of the nation's youth.

> To learn more, [click here](#)

Health in Action

Promoting better nutrition and physical activity in Northeast Brazil

Millions of Brazilians are undernourished and a growing number face obesity. In January 2010, the Kraft Foods Foundation partnered with INMED Partnerships for Children (INMED), an international humanitarian organization focused on improving the lives of underserved children in the United States and abroad, to deliver a school-based health and nutrition programme to youth in Northeast Brazil. *Health in Action* is a three-year programme which will reach 675,000 people - including more than 160,000 school children (ages five to 14) who will learn about the importance of good nutrition, physical activity, basic hygiene and sanitation. The children also actively manage school gardens to provide an ongoing sustainable supply of fresh produce for the school and surrounding communities.



Health in Action operates across three states in eight cities including: Curitiba, Piracicaba, Recife, Vitória de Santo Antão, Moreno, Chã de Alegria, Jaboatão dos Guararapes and Bauru. As of today, the programme has reached more than 116,000 students across more than 400 schools. 76 schools have established gardens, with a planned 100 school gardens in total by the end of 2012. Working closely with the local and regional Departments of Health, INMED has trained more than 4,200 volunteer community health agents (CHA) in nutrition, food safety and oral health. The

CHAs are vital to linking families with the public health system. In the spring of 2011, INMED incorporated additional opportunities for physical activity into the programme. With the *Bate-Bola* programme, a youth sports programme, INMED is working to promote and encourage healthy habits through high quality sports and physical education in schools. The programme will reach more than 650 students in the first year.

Health in Action brings simple and effective tools designed to reduce hunger and improve the health of school children and ultimately their surrounding community. The programme involves:

- educating school children on nutrition basics and active play;
- using vegetable gardens to teach students about nutrition, supplying year-round fresh produce for school meals;
- training school food workers (*merendeiras*) in food safety and nutritious recipe preparation;
- teaching mothers and caregivers the basics of nutrition and gardening;
- implementing low-cost, low-tech water purification techniques to address sanitation issues; and
- screening and treating children for intestinal parasites and anaemia.

In addition to funding this initiative, Kraft Food employees actively volunteer in the programme throughout the school year. Employees have helped construct and maintain school vegetable gardens and coordinate special health fair events and assist teachers as they weigh and measure children for nutritional assessments.

In 2011, *Health in Action* schools joined Kraft Foods and took part in the 2011 WHO/PAHO Wellness Week, helping to further raise awareness among school-children on the benefits of good dietary and physical activity habits.

The programme partnership has received municipal and state honours, including an excellence award from the Secretary of Health in Recife.

> To learn more, [click here](#)

Comedores Saludables (Healthy Dinings)

Encouraging healthy eating in the workplace

Workplace dining rooms and cafeterias are a key place to introduce health and nutrition strategies. In the case of Grupo Bimbo, employees spend more than one-third of their lives at work and will have two of their daily meals at work. According to Grupo Bimbo, a great number of associates are overweight, and this negatively impacts company performance due to absenteeism and lack of productivity associated with health problems.



Introduced in 2003, *Comedores Saludables (Healthy Dinings)*, is intended to plan and implement actions to align the Grupo Bimbo dinings to WHO recommendations on healthy diets, providing training on the application of the basic concepts of nutrition and health in developing menus that are offered to employees. Upon successful completion of the training programmes, *Healthy Dinings* certificates are awarded. During 2011, 37 dinings were involved and received *Healthy Dining* certification.

The programme is implemented through five simple steps:

(1) Training programmes and shared knowledge. Participants must not only attend training programmes and meetings but must also learn to communicate effectively with partners at work so they can also learn and use the information.

(2) Monthly self-evaluations. This is one of the most important steps of the programme. In order to get the *Healthy Dining*

certificate, monthly self-evaluations are necessary and completed against a special “checklist” that the Grupo Bimbo Health Team sends to the Nutrition and R&D Department for approval and clearance. This assessment list verifies that all dinings should offer healthy menus: low-energy density options; more vegetables and fruits; low-fat cooking methods; portion control; and the use of less sugar and salt in the preparation of main dishes.

(3) Getting the *Healthy dining* certificate. Certification is given to dinings upon satisfaction of more than 85% of the checklist. There is a certification ceremony in order to recognize the efforts of the staff.

(4) Communication campaign. After the dining certification is awarded, associates are provided with tips and frequently asked questions to provide them with the necessary communication tools on healthy eating and healthy lifestyles, and to generate a change in their lives. Information and guidance is provided on:
→ nutritional facts of the menu ingredients to explain all the benefits and nutrients of healthy food;
→ explanations on the correct way to prepare healthy meals and create a change in the regular habits of associates and tips on how to apply the learning at home as well as at work; and
→ the promotion of the programme through enhanced visibility.

(5) Maintenance and re-certification. Re-certification takes place once a year. Because of this, on-going communication programmes with associates are critical for reinforcement and continued improvement towards the goal of adopting healthy diets.

Unilever, PepsiCo, General Mills and Kellogg Workplace wellness programmes

Unilever



Unilever employs more than 167,000 people across 180 countries. The company's global medical and occupational health strategy revolves around the twin pillars of Health Promotion and Health Protection. Health Promotion aims to promote, maintain and enhance the health of Unilever's employees so as to maximize their fitness to work safely and effectively while Health Protection aims to protect Unilever's employees from work-related hazards to their health. Both of these pillars are integrated in the Employee Health and Well Being Programme, which focuses on a range of health issues – and includes *Lampighter*, the *Mental Well Being Programme*, the *HIV/AIDS Prevention Programme*, the *Pandemic Prevention and Control Programme*. To supplement these programmes, the company also has physical activity programmes across countries around the world which include running clubs, pedometer challenges, on-site fitness centres, sports clubs, aerobic classes, yoga, Pilates and stair awareness programmes, and clubs promoting the health of employees.

Unilever has recognized that NCDs and other health conditions can impact the quality of life and well-being of its employees and its *Lampighter* and *Mental Well Being Programmes* are ahead of the curve in addressing these. *Lampighter* is a global programme that tracks and measures the health of employees as well as the return on investment. It has been independently assessed and has proven to reduce healthcare costs, reduce absenteeism, increase presenteeism, increase productivity, reduce premiums on health insurance, improve morale and well-being, reduce accidents at work and improve engagement and performance. The programme has evidenced a reduction in high risk cases by 35% in some countries and research has shown a final return of €4.30 for every €1 invested.

Lampighter was introduced in 2001. The programme combines health risk assessment, measuring the risk factors in employees - smoking, blood pressure, blood cholesterol, blood sugar, body mass index, waist/hip circumference and fitness – for evidence of NCDs at baseline and then six months later, with behavioural counselling on exercise, nutrition and mental resilience. As a measure of risk attenuation, the company measures year-on-year reduction in the proportion of high risk cases for NCDs. The company can review and compare the results on a region-by-region basis enabling them to tailor further programmes to support the needs of employees. *Lampighter* has been rolled out to 41 countries across Asia, Africa, Middle East, Turkey, Latin America and Europe and a pilot was recently launched in the U.S..

Lampighter has demonstrated a global improvement in health risk factors among employees. For example,

- overweight/obesity: 8% reduction (2,800 people)
- hypertension: 16% reduction (5,600 people)
- hypercholesterolemia: 12% reduction (4,200 people),
- physical inactivity: 5% improvement (1,750 people)
- poor or under nutrition: 17% improvement (5,950 people)
- smoking: 3% reduction (1,050 people)

Most lifestyle programmes such as diet and exercise work across cultures, but other programmes such as mental resilience (stress) are more culturally sensitive and the programmes can be tailored on a country by country basis. In countries with mental well-being programmes, the company measures mental resilience through scales like the PSI or stress-scale survey.

Unilever is committed to sharing its programme and collaborating with other organizations that can make a significant difference to overall positive global health. The programme is replicable and has been shared with global organizations - WHO, WEF, the Gates Foundation, Institute of Health & Productivity Management,

Work Safe Australia, ACSM – Workplace and GBCHealth, and with governments and national organizations - Chartered Business Institute, Lancaster University and the Food & Drinks Federation in the U.K.; the Singapore Health Department; the National Business Group on Health and the Partnership for Workplace Mental Health in the U.S.; the European Network for Workplace Health Promotion; and local departments of health in the U.K. India, Pakistan, Singapore, and Europe and the Confederation of Indian Industries. In Leatherhead in the U.K, the *Lamplighter* programme was extended as appropriate to small- and medium-sized through the local chamber of commerce.

The *Lamplighter* programme has received the *Global Health and Productivity Award*. The U.K. programme has been highly commended with a national external business award. The Mexican programme has won the *2011 International Corporate Health & Productivity Management Award*. The German programme won the *Corporate Health Award* in 2010.

The main reasons for the success of Unilever’s Workplace Wellness Programme can be attributed to the endorsement and support of senior leadership and the alignment of the programme with the company’s core mission and business objectives.

PepsiCo



PepsiCo’s mission is to evolve PepsiCo’s wellness culture to provide support for the physical, mental and financial well-being of its employees and their families where they work, play, and live. The company’s global wellness strategy is designed to engage its 200,000+ employees and family members in developing and sustaining healthy behaviours to improve their overall quality of life. Through targeted communications and programmes, employees and their families are encouraged to seek routine, preventive care, make behavioural changes to reduce health risks and work one-on-one with a health coach to manage on-going health conditions.

PepsiCo’s *Healthy Living* initiative is comprehensive in scope and uses a multi-pronged strategy to maximize reach, effectiveness and

added value for employees. *Healthy Living* offers on-site health and wellness services in many countries around the world, including China, India, Mexico, South Africa, the U.K. and the U.S.. The programme promotes healthier lifestyles through a combination of personalized coaching, fitness and nutrition programmes, online tools and resources, incentives, educational messaging, worksite wellness initiatives and health benefit coverage. In on-site clinics in the U.S., the company provides access to health-care professionals in 47 locations. Outside the U.S., the company sponsors 53 on-site clinics and various local wellness initiatives. These initiatives, which vary by location, include routine medical care at work sites and access to nurses and expert doctors for outside consultation, education programmes on health, nutrition and exercise (including wellness coaching and programmes for healthy pregnancy smoking cessation, stress and sleep management, healthy weight management, disease management) on-site fitness centres and organized programmes to encourage exercise.

In India, PepsiCo has been providing health and wellness support to frontline employees in most of the plants. The wellness programme has focused on “*Formula3 — Food, Fun & Fitness*,” with quarterly/half-yearly activities in all locations, including fitness/yoga sessions, nutrition counselling and measurement of an individual’s body-mass index, blood pressure, cholesterol, etc. The programme has been a tremendous success, increasing awareness and participation of employees in their health and well-being. In Australia and Europe, the company implemented a *Health and Well-being (HWB)* programme to identify contributing factors affecting health status and developed programmes to address this. These include programmes related to stress management, nutrition, sleep, body weight and physical activity. In Brazil, the company’s internal programme, *Sou mais PepsiCo* promotes healthy lifestyles. Through this programme, employees are encouraged to have a healthy diet and a better physical and mental performance in order to prevent chronic degenerative diseases. Last year Brazil implemented a health assessment programme, and this year *Sou mais* will begin offering smoking cessation classes. In Venezuela, PepsiCo provides health risk assessments for all employees and offers nutrition education classes and programmes as well as access to personalized improvement programmes.

PepsiCo also provides incentives for a healthy lifestyle which also varies by country. The

company conducts an annual campaign to promote the personal health assessment (PHA), which includes a special “incentive period.” Employees who take the PHA during this time earn cash in *Healthy Living* rewards in Canada and the U.S. and non-monetary rewards in other countries, such as product, mountain bikes or raffles for vacations. In addition, the company offers incentives for healthy activities. PepsiCo provides discounts on gym memberships and exercise equipment in the U.S.. In other countries such as China, South Africa and the U.K., vouchers and incentives for external sites are offered and in select locations the company has gyms on-site. The company also hosts annual internal events, for example, company soccer tournaments, ping pong competitions, and softball.

Emotional health is as important as physical health. The two are often linked, as chronic stress can increase risk of depression and heart disease. Emotional well-being is an important part of PepsiCo’s well-being programmes. Stress management is offered in 20 (49% of countries surveyed) countries where the company has branded employee wellness programmes. It includes: online support; helpful printed guide; email support; and on-site seminars in select locations. In Canada and the U.S., one-on-one telephonic coaching sessions are offered. In Canada, Mexico, the U.S. and many countries across Europe, the company has an Employee Assistance Programme, which provides free confidential telephone or face-to-face counselling to help employees address a range of personal issues.

Over the past five years, PepsiCo has run an annual intra-company competition called the *Healthy Challenge*, promoting health and well-being through biometric screenings, weight loss and exercise competitions. In 2011, the company expanded the *Healthy Challenge* to include nearly 100 locations and more than 16,000 employees. In addition to completing a personal health assessment and a wellness coaching programme, 5,000 employees participated in a *Get Fit Exercise* programme averaging 85 minutes of moderate activity per week; 3,800 employees participated in the *Why Weight?* Competition and lost 22,000 pounds (averaging 3%). In 2012, the company intends to extend the challenge to include other PepsiCo divisions.

In 2010, PepsiCo conducted more than 11,000 on-site biometric screenings; provided over 14,000 flu shots and over 2,700 on-site employees’ physicals.

In the U.S., about two-thirds of employees and their spouses/partners have registered for *Healthy Living* and 49% have completed the personal health assessment. More than 22% of individuals who completed a health assessment also agreed to participate in a wellness coaching programme. 83% of members with on-going health conditions participated in disease management programmes. 43% of those participating in a tobacco cessation programme, quit smoking. Also in 2010, the company conducted an inventory of its wellness efforts globally to help accelerate improvements, share best practices and grow beyond the 36 countries in which the company currently offers programmes.

PepsiCo partners with organizations such as WHO, WEF, the National Business Group on Health, the Health Enhancement Research Organization, the Workplace Wellness Board, Alliance for a Healthier Generation and Healthy Weight Commitment Foundation to improve workplace wellness.

The success of the PepsiCo’s wellness programmes is determined by decreased trends, increased healthy behaviours and decreased health risks. This wellness approach is consistent with PepsiCo’s Talent Sustainability commitment and its Performance with Purpose mission. The company helps employees lead healthier lives so they can contribute toward a sustainable business, and sustainable world.

General Mills



For 27 years General Mills has provided programmes and resources to employees that encourage them to live a healthy lifestyle. The cornerstone of all the General Mills wellness programmes is a balanced emphasis on physical, intellectual and social well-being. With more than 35,000 employees around the globe, each division and employee audience requires a different strategy and customized programmes. The goal is to provide choices and resources to encourage healthy lifestyles.

General Mills has been a leader in workplace wellness for decades. Success has been driven by a number of factors:

- a belief that providing wellness programmes is the right thing to do for employees and the right thing to do for the business;
- centralized support for workplace wellness programming and decentralized, local administration of the programmes;
- support from the very highest levels of the company; and
- a belief that workplace wellness is fundamental to the culture at General Mills.

Small, grassroots programmes can be particularly successful. Working with divisional and regional champions has created a shared culture of health throughout General Mills over the years, and empowering them to shape the focus and content of the programmes to make them truly their own has led to their success.

General Mills has a global network of Employee Wellness Coordinators (employees who volunteer to be local champions for wellness programming at their location), supported by a Global Health intranet site that contains reputable health resources and a place to share and showcase wellness best practices.

Following is a list of some of the company's best practices in workplace wellness programming:

- on-site fitness centres (three at U.S. WHQ locations; eight in U.S. manufacturing plants);
- on-site health services clinics (two at U.S. WHQ locations; outside the WHQ area, six manufacturing locations have the following on-site clinical service - physical therapy, a nurse practitioner and an athletic trainer;
- healthy dining choices in cafeterias and vending machines by partnering with foodservice vendors to make health a key priority; (U.S., U.K. and France; and
- innovative ways for employees to add physical activity into the work day - encouraging and supporting walking meetings, creating safe and well-lit indoor and outdoor walking paths, treadmill motion workstations, making conference rooms available for stretching and yoga, creating local committees to organize employee walks, runs, jump-rope competitions and other active group activities.

In the U.S., health plan participants are provided with cash incentives to take care of their health and earn money for healthy behaviours:

- complete a health assessment and receive a one-time cash payment (since 2009);

- exercise 30 minutes a day, twice a week, for six months and receive a one-time cash payment (since 2009); and
- create one healthy nutrition habit for 21 consecutive days: Keep a food journal, eat five total servings of fruits/vegetables per day, or eat three total servings of whole grains per day and receive a one-time payment (since 2009).

More than half of General Mills' employees are located outside of the U.S.. As a result of this global expansion, the workplace wellness programming continues to grow around the world, providing international locations with resources and tools to help their employee population improve their health.

General Mills partners with organizations such as WHO, WEF, the National Business Group on Health, and Healthy Weight Commitment Foundation to improve workplace wellness.

Kellogg



Kellogg is committed to having its employees live healthy, productive lives. To help them do so, the company works to support its employees' well-being around the world through a variety of health, wellness and benefits programmes. The programme offerings vary by country, so that employee needs can be met in each location while complementing (but not duplicating) services and coverage offered by government-run programmes.

In the U.S., Kellogg places a special focus on prevention, fitness and wellness. In early 2011, the company launched a new, broader health management plan - an expansion of its longstanding *Feeling Gr-r-reat*™ programme - that uses one vendor to integrate and manage all of its health- and wellness-related offerings. Through this single plan, employees can receive flu shots, enrol in smoking cessation programmes, and undergo health- and wellness-related offerings. Through this single plan, employees can get flu shots, enrol in smoking cessation programmes,

undergo health screenings and health risk assessments, and track benefit incentives and rewards, among other things. The company is currently making a special effort to encourage participation in this programme in its U.S. plants and distribution centres, and among remote sales employees. Employees are also offered a variety of medical plans to meet their individual needs. In 2012, Kellogg is including, for the first time, a health savings account - a tax-advantaged savings plan that helps people to save for future medical expenses. To help employees choose from among the various plans during open-enrolment season, the company increased its communication efforts and offered online tools to support decision making.

In November 2011, Kellogg organized and celebrated its first-ever National Kellogg Wellness Day in the U.S.. The day was designed to get employees thinking about – and acting on – their own health and wellness goals, and included a variety of group awareness-raising activities. As a direct result of the communications for National Kellogg Wellness Day, the *Feeling Gr-r-reat* website saw a 158 % increase in visits for the calendar year (compared to the previous year).

In Spain, the Kellogg “*Smacks*® Life” programme helps employees to better manage their work/life balance through a variety of tools and working options, including flex-time, support to employees and families, and courses in time management and stress management. In Italy, in 2011, Kellogg launched a new nutrition education programme for employees to encourage healthier eating. The programme provides basic information about the importance of nutrients, fibre and whole grains and how to read nutrition labelling, among other topics.

Recognizing that every employee in Latin America is an ambassador of health and nutrition, Kellogg is training its employees in Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Puerto Rico, Peru and Venezuela on the basic concepts of nutrition to promote healthy lifestyles.

To enable all employees to easily learn and understand these concepts, the company created an e-learning platform, *Nutriendote más*, to walk through all the knowledge within six different

modules, each one with different dynamics, videos, explanations and of course, examinations:

- Basic Nutrition - in this module, employees learn the basic concepts of nutrition, including macro and micro-nutrients;
- Cereal and Breakfast - created to teach the importance of a healthy breakfast – especially for children. This module informs employees about the benefits of cereal as a healthy component to any well-rounded breakfast;
- Obesity - this module educates employees about what obesity really is, the challenges associated with obesity, and the consequences associated with being significantly overweight. The module also provides insights and strategies to fight obesity, and transition to a healthy diet and lifestyle;
- Let’s Make Today Great - this module shows employees how to read a nutritional label and the importance of having a balanced diet. It also shows the benefits of dietary guidelines and how to use them to maintain a healthier lifestyle;
- Healthy Lifestyle - Once employees have learned the basic concepts of nutrition, the importance of breakfast and the role of cereal, the problems associated with obesity and the importance of carefully reading food labels; this module discusses the elements and recommendations for a healthy lifestyle and the changes that must be made in each stage of life; and
- Kellogg Institute for Health and Nutrition (INSK) - in the last module employees learn about the different activities that the INSK makes to fulfill its mission of improving general health and nutrition by generating knowledge, working with health professionals, and sharing science based information.

Nutriendote más is available 24/7 in both Spanish and Portuguese so every one of Kellogg 4,000 employees in Latin America can benefit and positively impact their families and the people around them.

The American Heart Association recently named Kellogg a 2011 *Platinum Level Start! Fit-Friendly Company* - an honor recognizing companies that champion the health of their employees and strive to create a culture of physical activity in the workplace. This is the third year in a row Kellogg has earned a Start! Fit-Friendly award for its wellness efforts.

COMMITMENT 5: PARTNERSHIPS

ACTIVELY SUPPORT PUBLIC-PRIVATE PARTNERSHIPS THAT SUPPORT THE WHO'S GLOBAL STRATEGY

NCDs are a serious and complex problem for which there is no simple solution. Efforts to address it require the active involvement of all stakeholders. We believe the food and beverage industry has an important role to play in addressing NCDs and have committed time, resources and expertise to do our part. We also believe multisectoral and multistakeholder actions which combine the core competencies and resources of governments, civil society and the private sector represent one of the most cost-effective ways to address public health challenges. We collaborate with governments, civil society, the academic and scientific community and the private sector in hundreds of initiatives around the world.

Working to improve the health and wellness of consumers, employees, their families and the communities we serve

Global: IFBA companies are members of the CEO-led The Consumer Goods Forum (TCGF). TCGF brings together more than 650 manufacturers, retailers and service providers across 70 countries looking to provide consumers with choices and information that empower them to make decisions to support a healthy life, and encourage a culture of prevention, promoting active, healthy living for all and engaging with other stakeholders to accelerate and increase the positive impact of members' efforts. In June 2011, members adopted three resolutions based upon the IFBA commitments, and pledged to: offer consumers and shoppers with a range of products and services that support the goals of healthier diets and lifestyles; provide transparent, fact-based information that will help consumers and shoppers make informed product choices and usages; and use communication and educational programmes to help raise consumer awareness on health and wellness and energy balance to inspire healthier diets and lifestyles. The resolutions are built upon, and leverage, existing industry initiatives and

encourage retailers, food and non-food manufacturers to further develop and implement self-regulatory tools to support healthier diets and lifestyles. > To learn more, [click here](#)

Industry-led initiatives to reduce obesity prevalence

U.S.A.: A coalition led by the food and beverage industry, and including IFBA members, The Coca-Cola Company, General Mills, Kellogg, Kraft Foods, Mars, Nestlé, PepsiCo and Unilever, was announced in October 2009 with a mission to reduce obesity in the U.S.A., especially childhood obesity, by 2015. The Healthy Weight Commitment Foundation (HWCF) launched with 41 food companies, trade associations and NGOs and today numbers more than 195 retailers, food and beverage manufacturers, restaurants, sporting goods companies and professional sports organizations, insurance companies, trade associations and NGOs, committed to promote ways to help people achieve a healthy weight through energy balance – calories in and calories out. This innovative partnership pursues its mission focusing on where Americans spend the majority of their time – in the marketplace, the workplace and in schools – as well as through broad public education.

Participating food and beverage companies have committed to making changes in the marketplace by providing healthier options, placing calorie labeling where it can be seen more easily and promoting healthful eating. In May 2010, they also pledged to reduce annual calories in the marketplace by 1.5 trillion by the end of 2015. Participating companies have also committed to making changes in the workplace by helping employees develop and maintain healthy lifestyles and to supporting schools by sponsoring programmes, tools and resources to help children build healthy lifestyles. Since its founding in 2009, HWCF has made significant progress in identifying

initiatives and programmes considered to be most effective. In April 2011, HWCF launched a public education campaign, *Together Counts*, on a social media platform which promotes the advantages of family meals and encourages families to eat more meals together and engage in physical activity as a family. The campaign is focused on children, age six to 11 and provides online tools to track progress. By the end of 2011 the campaign had reached more than 70 million consumers. The schools platform, *Energy Balance 101 (EB 101)*, developed by the Healthy Schools Partnership (formed by the American Council on Fitness and Nutrition, the Academy of Nutrition and Dietetics and PE4life to deploy registered dietitians and PE4 teachers to combine nutrition and physical education to teach energy balance), promotes wellness by providing energy balance resources including a free online curriculum, lesson plans and toolkits. Focused on children in kindergarten to grade five, *EB 101* had been utilized by more than 100,000 teachers by the end of 2011. *Energy Balance 4 Kids* is a research project being conducted by the American Dietetic Association Foundation, Playworks and the University of California at Berkeley to evaluate the impact of a comprehensive school-based energy balance programme for students in grades three to five. HWCF, together with an external evaluator, the National Business Group on Health, developed the *Workplace Wellness Scorecard* to provide best-in-class solutions for employee programmes. An evaluation of survey results of best practices in the workplace for 2011 demonstrated 94% of members provide health assessments for employees (up from 84% in 2010), 97% provide employees with access to nutrition education classes (up from 90% in 2010) and 83% of members have wellness committees (up from 63% in 2010).

Australia: IFBA members, including The Coca-Cola Company, General Mills, Kellogg, Kraft Foods, Nestlé, PepsiCo and Unilever are founding

members of the Healthier Australia Commitment (HAC). Led by IFBA associate member, AFGC, the purpose of HAC is to implement an industry-led initiative to reduce the incidence of obesity, similar to the Healthy Weight Commitment Foundation in the U.S.. The programme will consist of three elements: reformulation targets (as a whole industry) to reduce public health sensitive nutrients and ingredients such as salt and saturated fats; a programme encouraging a healthy energy balance in the community through a balance of calories in and calories out; and development of an industry-standardized employee wellness programme.

Case Stories

The case stories that follow provide a snapshot, in seven areas, from the hundreds of successful and innovative collaborations IFBA members support around the world:

- reducing childhood obesity prevalence **around the world** through community-based interventions
- providing health care to disadvantaged communities in **China, Indonesia, Kenya, the Philippines, Tajikistan and Vietnam**
- promoting the adoption of healthy lifestyles in **Mexico**
- fighting malnutrition in **Indonesia** and the **Philippines**
- helping children get active in **India**
- helping reduce child malnutrition in **Bangladesh**
- helping build a sustainable food supply chain in **developing countries**

> For further examples from IFBA members, please visit our website

EPODE International Network

Reducing childhood obesity prevalence through sustainable strategies built on community-based interventions

The EPODE International Network (EIN) is a public-private partnership committed to preventing childhood obesity and non-communicable diseases (NCDs) by promoting physical activity and nutrition education. The objective of EIN, which was announced at the United Nations High-Level Meeting on Non-Communicable Diseases in New York in 2011, is to build international capacity and capability for sustainable EPODE programmes in communities around the world. At the same time, there is a global need to build more scientific evidence and collaborate across all stakeholder groups including academia, health professionals, consumer groups and political and institutional leaders. As the first founding global private partner for EIN, The Coca-Cola Company is helping to achieve further implementation of the EPODE methodology in Europe and beyond. Nestlé joined EIN as a founding global partner in December 2011.



EIN's four pillars enable implementation of effective and sustainable strategies to prevent childhood obesity through a bottom-up and top-down multistakeholder approach:

- create a strong political commitment at multiple levels;
- mobilize resources - human and financial including public private partnerships;
- have support services including social marketing expertise; and
- have a sound evidence-base (science) for, and continuous, evaluation of what is being done.

The EPODE methodology is global, present on three continents, implemented in more than eight

countries, 500 cities and more than 20 million people are involved, in which it promotes active, healthy lifestyles through a focus on community involvement and family education. By 2015 EIN aims to involve more than 20 new countries on six continents, including 40 large-scale community-based interventions and involve more than 400 million people worldwide.

The Coca-Cola Company has taken a leadership role in addressing consumer health and well-being, with a particular focus on helping people understand the concept of energy balance (sensible, balanced diets plus regular physical activity) to achieve active, healthy lifestyles. The company is committed to support efforts to impact Active Healthy Living (AHL) and being part of the solution to the obesity-related problems for associates, families and the communities it serves. As the company works with partners to drive results to support active, healthy lives through product variety, nutrition education and physical activity, it is driving toward major sustainability goals to have AHL programmes in every country that the company serves by 2015.

The Coca-Cola Company supports EIN in three major areas: scientific studies and activities including research, programmes placed in countries and global events, advocacy and visibility.

The programme provides and ensures knowledge sharing on a global level in order to help in:

- facilitating best practice and building an evidenced-based evaluation framework;
- gathering leading political representatives to place and maintain obesity prevention at the top of the agenda;
- developing specific intervention objectives; and
- disseminating scientific results at international level.

The EPODE methodology is broadly recognized by the international scientific, institutional, political and corporate communities as an innovative methodology to manage joint, multiple stakeholder commitments at all levels in tackling childhood obesity.

> To learn more, [click here](#)

Save the Children

Providing health care to children in disadvantaged communities in China, Indonesia, Kenya, the Philippines, Tajikistan and Vietnam

In China, improving the situation of migrant workers, often considered to be second-class citizens, and their families is difficult. They often lack access to basic social services – education, social security or medical benefits. In Africa, Asia and Central Asia, diseases like diarrhea, worms and anemia, which are easily preventable and treatable in developed nations, keep millions of children in low-income countries out of school or affect their learning ability when they do attend. Health interventions which address the needs of school-age children holistically, including physical health, oral health and nutrition are necessary to build a positive and sustainable impact in local communities.



Mars subsidiary, The Wrigley Foundation, is working with Save the Children, in a two-year, \$3 million school health partnership in six countries across the world, aimed at improving the health and nutrition of more than 273,000 children

in disadvantaged communities. Launched in 2011, the school-based programme will be implemented in China, Kenya, Indonesia, the Philippines, Vietnam and Tajikistan at a grass roots level. Health interventions focus on increasing access to safe water and sanitation in targeted schools and promotion of healthy behaviours, including keeping a clean school environment, hand washing with soap and practicing oral care among school children, teachers and parents. The programme will provide clean toilets, water tanks and washing/tooth brushing facilities, first aid interventions, develop guidelines and protocols for school health staff and train teachers to deliver health education classes on topics related to health, hygiene and oral health.

In China, the programme will also provide 15 migrant school health clinics with basic supplies, create individual health records, promote physical exams, review the nutritional value of school meals, and train teachers to deliver health education classes on topics related to health, hygiene and oral health. The programme will mobilize 4,500 migrant parents to support these health and hygiene practices through events and trainings. In Kenya, in collaboration with the Ministry of Public Health and Sanitation and the Ministry of Education, the programme will also conduct biannual mass de-worming campaigns and provide vitamin A and iron supplements. In the Philippines, the programme will also equip school clinics, establish better recording systems for managing health and assessments and improve facilities. The programme will impact:

- 23,000 children, age six to 13 in Shanghai and Guangzhou and mobilize 4,500 migrant parents to support health and hygiene practices;
- 17,200 children, age six to 14 in Nairobi and Kiambu, Kenya;
- 22,500 children, age six to 11 in the Manokwari, Belu and Soppeng districts in Indonesia;
- 130,000 children, age six to 12 in more than 80 schools in Manila, Luzon and South Centre Mindanao in the Philippines;
- 50,000 children, age six to 14 in 30 schools in Hanoi, Hai Phong and Ho Chi Minh City, Vietnam; and
- 30,000 children, age six to 10 in 100 schools in Rasht district and Khatlon province, Tajikistan.

> To learn more, [click here](#)

Alianza por una Vida Saludable

Promoting the adoption of healthy lifestyles among the Mexican population

The WHO defines health as a state of complete physical, mental and social well-being, not merely the absence of disease or sickness. The union of these factors form the basis of a healthy lifestyle. Alianza por una Vida Saludable (AVS) was launched in 2005 by the Mexican food industry with the objective of combining the efforts of the food and beverage industry with other public and private institutions to generate and support actions to promote the adoption of healthy lifestyles among the Mexican population. The main objective of AVS is to be a participant in the development of public and private policies, based on scientific evidence; to efficiently communicate the importance of adopting a healthy lifestyle among the population; and to foment its partners to adopt practices geared towards the innovation and growth of the food industry in order to satisfy the demands of the Mexican consumer.



AVS partners, which include IFBA members, The Coca-Cola Company, Ferrero, Grupo Bimbo, Kellogg, Kraft Foods, Mars, Nestlé, PepsiCo and Unilever, represent a large part of the production, distribution and processing food chain as well as media and academia, and include, ConMéxico (Mexican Council of the Consumer Products Industry), the National Association of Convenience Stores (ANTAD), the Confederation of Industrial Chambers of the United Mexican States (CONCAMIN), the National Agricultural Council (CNA), the National Chamber of the Restaurant Industry and Spicy Foods (CANIRAC) and the Mexican Foundation for health (FUNSALUD).

AVS members have established five commitments to action:

1. extend product portfolios (including a reformulation of products and/or development of new alternatives by reducing or replacing sweeteners, fats and salt, development of high fibre foods including whole grains and other functional properties, diversification of portion sizes, incorporation of new technologies for conservation and food freshness and to potentiate its attributes - while respecting the identity and originality of the food categories and recognizing customer preferences in taste, texture and convenience;
2. continue to responsibly market to children (based on self-regulatory mechanisms established in the private sector);
3. optimize consumer information channels (advertising, labelling and point of sale, among others);
4. develop large-scale and specific campaigns to promote healthy lifestyles, focusing on two concepts - awareness of self-health care and creating incentives to do so; and
5. establish and strengthen strategic alliances with key actors - parents, teachers, other private sector organizations, media, and others.

To date, AVS members have:

- developed or reformulated more than 1,700 products with reduced levels of calories, sugars, fat and sodium and increased levels of fibre, vitamins and minerals and other functional properties;
- implemented the “Check and Choose” labeling system to help consumers identify the content of calories, saturated fats, sugars and sodium in products; and
- adopted voluntary measures (i.e. the PABI Code) in the marketing and advertising of foods and non-alcoholic beverages to children.

In order to further extend the promotion of physical activity and healthy lifestyles among the population AVS has announced the formation of a foundation that will work to involve other industries – restaurants, sports, health, entertainment and media – in this initiative.

> To learn more, [click here](#)

FRESH

Fighting malnutrition in Indonesia and the Philippines

Malnutrition threatens the health and well-being, and ultimately the future, of Indonesian and Filipino children. It is critical that families and communities have the tools to prepare for, and respond to, the child hunger crisis. In 2009, Kraft Foods partnered with Save the Children to launch the Future Resilience and Stronger Households (FRESH) programme. The three-year programme reaches more than 180,000 children and families in Indonesia and the Philippines where the prevalence of malnutrition has been made even more acute by the global hunger crisis. The goals of the FRESH programmes are to provide more food to more families to alleviate immediate hunger—and to strengthen local knowledge and skills so that positive health and hygiene behaviours are learned and practiced at the household and community levels, leading to improved nutritional status in the long term.



FRESH is implemented in close coordination with city governments, relevant national government agencies and their counterparts at the local level, donors with existing related projects in the

selected project sites, other NGOs, and the beneficiaries themselves. Communities were chosen in Indonesia and the Philippines based on the prevalence of child malnutrition, immunization rates, and the willingness of local leaders and government to participate in the programme. The approach in each country differs based on the local context, in-country resources and the existing public health infrastructure and delivery mechanisms.

In Indonesia, FRESH works to strengthen the quality of, and access to, health and nutrition services across 525 villages. The programme is rooted in the posyandu system in the rural villages of West Java. Posyandu is a monthly community gathering facilitated by volunteer health workers (cadres) providing health services for children under age five and their mothers. The specific objectives of the Indonesian programme are to:

- improve child/infant health, specifically through the promotion of exclusive breastfeeding, introducing complementary culturally relevant foods after six months, and ensuring children are fully immunized;
- strengthen the community-based health system and its workers; and
- enhance early childhood development services available in the rural communities.

In the Philippines, the FRESH programme works through schools and individual households to increase access to food and health services in Parañaque City, Metro Manila; San Remigio, Antique; and Lake Sebu, South Cotabato. The specific objectives of the Philippines programme are to:

- provide hunger relief to vulnerable groups to improve immediate household food security;
- support livelihood activities to improve household purchasing power for longer-term food security; and
- provide health and nutrition education—with a particular emphasis on children under the age five as well as pregnant and lactating women—to improve sustainable health and nutritional outcomes for children in the long term.

The programme interventions are aligned with international guidelines and best practices for the treatment of malnutrition. For example, the posyandu sessions in Indonesia on child/infant

health are aligned with the Essential Nutrition Actions (ENAs).

FRESH also supports goals for an integrated, multi-sector approach to address the complex issues of hunger and malnutrition. Local governments are tapped to provide matching support to build project ownership and ensure sustainability beyond the project life. Local health and community workers are mobilized in project implementation, particularly in motivating families to participate and in monitoring project activities at the community level.

To date, FRESH Indonesia continues to improve the quality of nutrition, health and early childhood development in target districts. It has reduced the prevalence of underweight (34.6% to 18.1%), increased immunization (40% to 61.2%) and school readiness (18.1% to 25%) among children. To date, FRESH Indonesia has trained more than 2,900 community health volunteers in health and nutrition topics across 573 posyandus in 46 villages and nearly 900 CHWs in early childhood development; while more than 325,000 children have benefited from deworming services. Further, the programme has reached a total of 81,649

direct beneficiaries, including 40,937 children under age five and 40,712 mothers.

FRESH Philippines has contributed to a 55% reduction of malnutrition prevalence rates in target communities, while improving the psycho-social interaction between parents and children, and improving the child-care practices of families. To date, the programme has mitigated hunger among 23,118 schoolchildren; reached 21,502 children with activities that promote health, nutrition and hygiene messages through behaviour change communication; helped 1,501 families establish household or community food gardens; and provided income-generating support to 531 families.

The FRESH programme has been recognized for its efforts through several awards including the 2011 *Innovation Award for Gender Integration/Women's Participation and Nutrition* by InterAction's Best Practices and Innovations Initiative; and 2010 *Best Poverty Alleviation Programme* award by the Asian Corporate Social Responsibility (CSR) Awards, sponsored by the Asian Institute of Management.

Get Active

Instilling an active lifestyle and healthy nutrition habits among school children in India

Education is often a privilege rather than a right for the children of India. For lower-class Indian children, education is neither consistent nor secure. The Swashrit Society is a national charity, with a mission to educate children for a better tomorrow. Focused on empowering youth by providing them with literacy, education and awareness programmes to create better health, the organization works to provide the underprivileged with equal opportunities of learning in the formative years and engage students of public and private schools in various health education initiatives. As part of PepsiCo's commitment to promoting healthy lifestyles in schools, the Get Active project, an active lifestyle movement for school children was initiated in 2006 in partnership with the Swashrit Society, Hriday and the Indian Dietetic Association. This school-based edutainment programme has a central objective – *“to raise awareness on the importance of balanced nutrition and regular physical activity for a healthy lifestyle among children.”*



Promoting Energy Balance in Delhi



Since its launch in 2006, Get Active has reached more than 3.5 million children in 477 schools in 12 cities across India – Amritsar, Baroda, Chandigarh, Chennai, Delhi, Ghaziabad, Gurgaon, Kolkata, Kottayam, Ludhaina, Mumbai and Noida.

The Get Active team of health professionals have created a series of interactive modules since 2006 embracing habit formation activities with a balance of energy in and energy out. A “Breakfast Makes Me Smart” module sensitized children to the importance of a healthy breakfast. The “Pyramid” module helps to communicate the importance of: food children need each day, the right portions of these foods and the balance between food and physical activity. In 2010, the “Module on Energy Balance” was introduced with the objectives of: improving awareness on the importance of good nutrition and physical activity, empowering children to balance what they eat with what they do, and encouraging healthy lifestyles through an active engagement module. The programme incorporates a mix of classroom activities and field activities and components that reinforce learning with fun.

> To learn more, [click here](#)

Project Laser Beam

Helping to reduce child malnutrition in Bangladesh and Indonesia

Project Laser Beam (PLB) is a five-year public-private partnership that seeks to significantly reduce child malnutrition, the leading cause of all deaths in children under the age of five. Bringing together the expertise of UN agencies, Fortune 500 companies and others in the private sector, to work with local governments and companies to deliver locally-focused solutions, PLB was officially launched in September 2009 by U.S. President Bill Clinton and founding partners World Food Programme (WFP), IFBA members – Unilever and Kraft Foods, Royal DSM N.V. and Global Alliance for Improved Nutrition (GAIN) at the Clinton Global Initiative Annual Meeting in New York. The pilot project focuses initially on Bangladesh and Indonesia - two countries where there are unacceptably high rates of child malnutrition.



PLB, described by the UN Global Compact, as an example of transformational partnerships in practice, aims to eradicate child malnutrition by addressing interventions in food, hygiene and behavioral change.³ This innovative partnership breaks new ground in three main ways:

- (1) by embracing a multistakeholder model to ensure activities are the most appropriate for the local situation;
- (2) by encompassing a holistic approach to

nutrition by including food, health and hygiene; and
(3) by creating a new model for public-private partnerships that is scalable, replicable and sustainable for use in other countries around the world.

The partnership is based on each partner “contributing” its core-competencies to the project - the UN has convening power, experience, and access into difficult territories, which often prove to be the most challenging new markets. Private sector partners have the nutritional expertise on food fortification, supply chain, and capacity for in-country presence to effectively implement interventions.

To date, twenty interventions are committed - 13 in Bangladesh and seven in Indonesia. The locally-focused interventions, which are developed by the funding partners under the PLB umbrella, address either the direct or underlying causes of malnutrition. For example, DSM is working on a project that seeks to fortify rice in all of WFP’s food baskets which would bring increased nutrition. Kraft Foods is helping to: establish women-operated rural farms that grow vegetables and raise livestock equipping them with food for their families and a chance for long-term income; empower women to help break the cycle of poverty by helping them operate mobile retail stores (bikes or carts) that sell nutritious foods, soap and agricultural supplies; and encourage lifelong healthy habits by training community leaders to deliver nutrition education at schools and other places where families gather.

In Bangladesh, Unilever has taken a holistic approach, focusing on four pillars of engagement - food, water, health and hygiene and livelihood:

Food: providing school meals for 95,000 children (2011/2012).

Water: in a three-year programme together with WaterAid, providing access to sustainable safe drinking water to 77,000 people and access to hygienic toilet facilities for 100,000 people.

Health & Hygiene: reaching one million people in schools and communities with life changing hygiene trainings, for example the *Lifebouy* handwashing project. From 2012 onwards the company will also implement with NGO partner, Friendship, a three-tiered health care programme.

³ Global Compact LEAD. *Catalyzing Transformational Partnerships Between the United Nations and Business.* (September 2011)

Livelihood (Economic Development): together with BRAC, the world's largest development organization dedicated to alleviating poverty by empowering the poor to bring about change in their own lives, enhance the livelihoods of 3,000 ultra-poor women (earning less than \$1/day) with an intensive two-year programme.

Accenture Development Partnerships (ADP) has been engaged by PLB to set up the PLB governance structure, the monitoring and evaluation and partnership frameworks, and to manage the project. The overall monitoring and evaluation framework has been established to ensure that all interventions are directly or indirectly linked to the overall outcomes defined. An evaluation of the project will be conducted in 2015. GAIN is providing in-kind resources to measure the success of the projects and throughout the five-year term each partner will measure their own outputs.

The partnership aims to include more private and public sector actors. For the first two years, PLB has operated as a WFP- led initiative. In 2012, the project will move to a decentralized, consensus-driven operating model that will enable all partners to play to their strengths and manage their designated interventions by allowing each to focus on their core competencies. At the same time this will allow PLB a more expeditious and efficient process to engage new partners both globally and locally, mobilizing additional funds and competencies.

> To learn more, [click here](#)

Partners in Food Solutions

Helping developing countries build a sustainable food supply chain – and a more secure future – through innovative, knowledge-sharing partnerships

In the developing world, strengthening the food supply chain is one of the most effective ways to raise living standards and create opportunity for the greatest number of people. By improving the capacity and expertise of local food processors, Partners in Food Solutions (PFS) seeks to create a “virtuous cycle” whereby food processors can expand, hire and source more products from small holder farmers; and farmers and their families can use that extra income to pay school fees, get medical care and start businesses. Store owners and others in the food supply chain benefit from dynamic markets and greater demands and consumers enjoy a more stable, affordable and varied supply of nutritious foods.



The Partners in Food Solutions
“Virtuous Cycle”

Founded by General Mills in 2009, PFS links the expertise of General Mills employees and other food industry experts with small- and medium-sized food processors in Africa, with the goal of improving the ability of African companies to produce nutritious, affordable food and increase demand for the crops of small farmers who supply them.

Through volunteers, PFS offers expertise in such areas as: determining the best nutritional mix

based on local ingredients; developing locally sourced new products; designing facilities and food processing systems; creating high-performance packaging; improving quality, safety and food processing procedures; improving marketing, distribution and other aspects of getting products to end-consumers. PFS leverages the ground presence of food technology specialists who identify and screen potential partner companies and organizations and then pinpoint the specific programmes, challenges and opportunities that volunteers can address. This model allows for a remote knowledge exchange between U.S.-based food companies and associations and partners in Africa.

Partnerships and projects are currently underway in Kenya, Malawi, Tanzania and Zambia, leveraging the core business and technical skills of more than 300 employee volunteers across the company in the U.S. and Europe. PFS helps organizations such as *Project Peanut Butter*, which produces a high-calorie, peanut-butter-like paste called chiponde that has been recognized as a very effective way to treat severely malnourished children. *Project Peanut Butter* treated more than 60,000 malnourished children in Malawi in 2011. PFS is currently providing help to new *Project Peanut Butter* facilities in Mali and Sierra Leone, where one in five children die from malnutrition before the age of five. In Kenya, PFS supports *SoyAfric*, an organization helping 8,000 farmers who grow raw ingredients for General Mills, and the agricultural dealers who supply them. *SoyAfric*'s products are also sold at 6,000 small kiosks, generating additional income for the kiosk owners. In total about 50,000 people directly benefit from the improvements and expansion plans *SoyAfric* is implementing with the help of PFS.

Over the next five years, PFS's goal is to broaden the network of U.S.-based food companies and partner with more than 200 food processors and other food-related organizations across 14 African nations.

INTERNATIONAL
FOOD & BEVERAGE
ALLIANCE

150, Route de Ferney
1218 Grand Saconnex #447
Geneva, Switzerland

To learn more, please contact us at: secretariat@ifballiance.org or visit our website at:
<https://www.ifballiance.org/>

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