



The current total annual cost to the NHS of overweight and obesity has been estimated at £1 billion, and the total impact on employment may be as much as £10 billion. By 2050 the NHS cost of overweight and obesity could rise to £6.5 billion and the associated chronic health problems are projected to cost society an additional £45.5 billion a year (at today's prices).

Tackling Obesity: Future Choices' Foresight Project, 2007

Obesity costs England 18 million sick days and 30,000 excess deaths per year.

Tackling Obesity in England, National Audit Office, 2001

A 2005 study by the UN's International Labour Office has estimated that poor diet - either due to malnutrition in developing countries or excess weight and obesity afflicting mostly industrialised economies - is costing countries around 20% in productivity. In Southeast Asia, iron deficiency accounts for a US\$5 billion loss in productivity.

Food At Work: Workplace solutions for malnutrition, obesity and chronic diseases, 2005

About the Healthy Eating Toolkit

This Healthy Eating Toolkit provides practical guidance in promoting healthy eating in companies as part of an integrated health and wellbeing programme.

Created by employers for employers, this unique resource draws on the collective experience and expertise of ARAMARK, Cadbury, Danone, Kellogg's, Tate & Lyle, Unilever and the Food and Drink Federation (FDF) - all members of the Business in the Community Healthy Eating Steering Group - with additional support from the Food Standards Agency, Business in the Community's Business Action on Health campaign and HR consultancy Towers Perrin.

The Toolkit has been designed to be used in conjunction with the *Towers Perrin Healthy Workplace Action Pack* and includes:

- o The business case for promoting healthy eating among employees;
- o Examples of best practice and lessons learned from companies;
- o A 12-step model for planning, executing, reviewing and updating your own healthy eating initiative;
- o Additional resources and information.

If you would like more information about this Toolkit or promoting health and wellbeing in your organisation, contact Tom Cousins on 020 7566 6656 or email tom.cousins@bitc.org.uk

A 1% decrease in hydration levels can produce a decrease of up to 20% in production levels. Poor nutritional balance alone correlates to an 8% reduction in productivity and people with bad diets are absent 15% more than those with good diets.

Health and Performance Research Study by Vielifle, Harvard Medical School and Institute for Health & Productivity Management 2005

The cost of obesity is estimated at up to £3.7 billion per year, including £49 million for treating obesity, £1.1 billion for treating the consequences of obesity, and indirect costs of £1.1 billion for premature death and £1.45 billion for sickness absence. The cost of obesity plus overweight is estimated at up to £7.4 billion per year.

Department of Health Summary of Intelligence on Obesity, 2004

Poor eating habits such as having no breakfast and lunch or having no breakfast and snacks leads to a productivity loss of almost 97 million working days, worth £16.85 billion, a year.

BaxterStorey Workplace Productivity Survey (conducted by Ipsos Mori), 2007

Food for thought



Alex Gourlay
Managing Director, **Boots**
Chair, Business Action on Health Campaign

Why should employers invest in promoting health and wellbeing at work?

Because they recognise that a healthy, committed workforce is vital to business success. Investing in those elements that drive the engagement and wellbeing of your people is going to drive your business and the bottom line. If your company isn't doing this, you're missing an important business opportunity.

Nearly two-thirds (64%) of businesses agree that employee wellbeing has a direct impact on workforce productivity levels, according to Norwich Union Healthcare's January 2008 'Health of the Workplace' report.

Despite this consensus, 24% are failing to invest in the wellbeing of their staff because of insufficient access to relevant occupational health information, while 33% don't invest more due to a lack of government incentives.

Bridging the guidance gap

Recognising the 'guidance gap', in October 2007 Business in the Community launched *Business Action on Health*, a business-led campaign to help companies better understand how to promote health and wellbeing in their organisations for the benefit of their people as well as their bottom line.

The UK has the fastest-growing obesity problem in Europe, with three-quarters of the adult population overweight. Nearly a quarter of adults are classified as obese.

Health Profile of England, 2006

To inaugurate the campaign, our Leadership Team published *Wealth from Health*, which reviewed the latest available research on workplace health and set out a working model identifying four key performance indicators (KPIs) - wellness, engagement, retention and turnover and brand image - which we collectively identified as crucial to assessing the impact of health and wellbeing programmes in the workplace.

To provide practical guidance to employers, we worked with global human resources consultancy Towers Perrin to create the Healthy Workplace Action Pack, a 12-step guide to help companies develop and maintain an integrated health and wellbeing programme.

The Healthy Eating Toolkit

Building on the Towers Perrin framework, this Healthy Eating Toolkit has been produced with the support of the Food and Drink Federation to supplement the Action Pack with more in-depth information on promoting healthy eating among employees. This guide provides a flexible framework for action and can therefore be used by companies of any size, ranging from small and medium-sized businesses to large organisations.

We appreciate the work by the Food and Drink Federation (FDF) and our Healthy Eating Steering Group - which includes representatives from ARAMARK, Cadbury, Danone, Kellogg's, Tate & Lyle and Unilever, as well as input from the Food Standards Agency - to produce this Toolkit. This addresses a key gap in the provision of health and wellbeing information in the workplace. Research by Adecco reveals that fewer than 10% of European businesses offer their employees dietary advice or relaxation programmes.

The examples of action described in this Toolkit illustrate that even relatively simple interventions incurring minimal cost can have a significant impact. It is therefore worthwhile for all companies to consider investing in the health and wellbeing of their employees for the benefit of their business as well as the workforce.

Additional Toolkits are being produced with the support of expert partners to address additional health and wellbeing issues, including emotional resilience, musculo-skeletal health, drugs and alcohol use and physical activity.

An integrated approach to workplace health

To be effective, this and other Toolkits must be used in conjunction with the Healthy Workplace Action Pack and not as a standalone module. We have learned that rather than undertaking piecemeal initiatives, adopting a holistic approach which integrates health and wellbeing into overall business strategy is most likely to produce measurable business benefits.

The Foresight Obesity Study, sponsored by the Department of Health, estimates that if current obesity patterns continue, by 2050 about 60% of men, 50% of women and 25% of children in the UK will be obese.

The current total annual cost to the NHS of overweight and obesity has been estimated at £1 billion, and the total impact on employment may be as much as £10 billion. By 2050 the NHS cost of overweight and obesity could rise to £6.5 billion and the associated chronic health problems are projected to cost society an additional £45.5 billion a year (at today's prices).

'Tackling Obesity: Future Choices' Foresight Project, 2007

Call to action: the Healthy Workplace Commitment

In her review of workplace health for the Government's Health Work Wellbeing Executive, Dame Carol Black highlighted the need for employers to better understand the business case for investment in the health of their workforce. Business in the Community desk research reveals that most FTSE 100 companies are not reporting consistently on health and wellbeing in their companies or using any quantitative measures. We are therefore calling on companies to commit to reporting on workplace health in their businesses. Our goal is to ensure that 75% of FTSE 100 companies are reporting on workforce health and wellbeing by 2011.

Help us achieve this goal by committing your company to reporting on workplace health, including the impact of your healthy eating initiatives. You can learn more about the Healthy Workplace Commitment and how you can achieve it from Business in the Community's *Business Action on Health* campaign.

[Alex Gourlay, Managing Director, Boots Chair, Business Action on Health Campaign](#)

Three quarters of people in the UK are not eating the recommended five portions of fruit and vegetables a day. The Department of Health estimates that eating enough of these foods could help prevent up to 20% of deaths from heart disease and some cancers.

Cancer Research UK survey by NOP World/Department of Health 2005



Justin Crossland
Head of Health & Risk Consulting,
Towers Perrin
Leadership Team member, Business Action
on Health Campaign

Towers Perrin is a professional services firm that helps organisations improve performance through effective people, risk and financial management.

Recognising that a healthy workplace is vital to performance, we worked with Business in the Community's Business Action on Health campaign to develop the Towers Perrin *Healthy Workplace Action Pack*, a practical 12-step guide to creating and managing a targeted workplace health programme.

Our firm also sponsors the Healthy Workplaces Award, part of Business in the Community's Awards for Excellence.

We recommend that companies use this Healthy Eating Toolkit as a supplement to the Action Pack to develop an effective health and wellbeing programme. Towers Perrin can also provide further information and advice on implementing wellbeing strategies for employers.

Justin Crossland
Head of Health & Risk Consulting, Towers Perrin
Leadership Team member, Business Action on Health Campaign



The Towers Perrin Healthy Workplace Action Pack offers a straightforward, 12-step approach suitable for any employer wishing to optimise the health of its employees

What's on the menu for your company?



Salman Amin
President, **PepsiCo UK**,
Chairman, Food and Drink Federation Health
and Wellbeing Steering Group

Food and Drink Federation (FDF) have helped develop this Healthy Eating Toolkit in response to the growing concerns of employers who wish to promote healthy eating among their employees as part of an integrated health and wellbeing programme.

This practical guide incorporates the thought leadership, and examples of best practice, from members of the FDF chaired Healthy Eating Steering Group as well as Business in the Community and the Food and Drink Federation.

The Toolkit complements, and is intended to be used in conjunction with, the Towers Perrin *Healthy Workplace Action Pack*, available through Business in the Community's *Business Action on Health* campaign to

help companies start developing their own health and wellbeing programmes. It also complements other resources promoting physical activity to achieve energy balance as part of a healthy lifestyle.

Different roads to healthier eating

In developing health and wellbeing activities, every company, regardless of size, begins at a different point. The members of the Steering Group, each of whose companies have embarked on this journey themselves, recognise that the nature of the business, its challenges and resources and, above all, the needs of the workforce, are unique to every organisation. You will see from our case study examples that companies tailor their interventions to promote healthy eating in ways which suit their individual businesses.

No one can achieve perfection straight away. Therefore, rather than being prescriptive or setting absolute standards for healthy eating, this Toolkit encourages you to start from where you are in your own company, assessing your position and resources, and establishing manageable interventions which can achieve measurable positive change in the eating habits of your workforce.

Salman Amin, President, PepsiCo UK,
Chairman, Food and Drink Federation Health and Wellbeing Steering Group

At PepsiCo we believe our people hold the key to our success. We're committed to an environment that helps our associates achieve a better quality of life. We have a range of initiatives in place to help achieve this goal, including healthy options in our canteens, health programmes for our staff, 'health MOTs', flexible and home working and access to exercise schemes.

The food industry wants to be an exemplar in this area. FDF's members are proud of the positive actions that have already been taken to promote workplace wellbeing - as you will see from the case studies in this toolkit.

Commit to act now

We invite you to join us by establishing a healthy eating initiative to promote the health and wellbeing of your own workforce, using this Toolkit as a practical guide. In support of the Business Action on Health call on all businesses to report on health and wellbeing as a boardroom issue by 2011, we also ask you to report on the health and wellbeing performance of your own company to your own stakeholders within your business and in the wider community.

Healthy eating is serious business



Employers need to support the dietary requirements of an increasingly diverse workforce to ensure productivity at work

“It is really important for us that we encourage our employees to be healthy and to find simple ways to enable this to happen. We believe that encouraging our employees to eat healthily by giving them access to healthy food and nutritional advice really enables this to happen. For us it reflects the very essence of what we are about as a company.”

Liz Ellis, HR Director, Danone UK

The business case for promoting health and wellbeing

A growing number of companies are recognising that there is a robust business case for investing in the general health and wellbeing of their workforce.

Case study research conducted by PricewaterhouseCoopers for Dame Carol Black's review of health at work indicates that investment in employees' health and wellbeing is being driven by several macro-level factors, including:

- an ageing and increasingly diversified workforce requiring greater employer support to remain productive at work;
- increasing levels of chronic disease in the general population;
- rising costs of ill-health in the workplace associated with increased absenteeism and reduced performance;
- external societal pressures such as growing expectations that employers will promote wellness programmes as a duty of corporate social responsibility; a need for employers to distinguish

their offerings to attract recruits in an increasingly competitive labour market; and attempts by government to reduce public health expenditure.

Alongside these general factors, companies are also seeking more direct commercial benefits from investment in workplace wellbeing programmes. Some of these benefits have been documented by companies recognised as Big Tick winners in the Towers Perrin Healthy Workplaces Award category of Business in the Community's Awards for Excellence. Measured health and financial outcomes include:

| Improving | Reducing |
|-----------------------------------|----------------------------------|
| Staff health and wellbeing | Stress |
| Staff engagement and satisfaction | Sickness absence rates |
| Staff recruitment and retention | Staff turnover |
| Productivity | Recruitment costs |
| Product and service quality | Agency cover costs |
| Brand image | Health-related employee benefits |
| Customer satisfaction and loyalty | Liability cover |
| | Litigation costs |

"Kellogg's was founded over 100 years ago, on a philosophy that urged people to improve their health by changing their eating habits. Around that time William Keith Kellogg stated that 'We are a company of dedicated people making quality products for a healthier world'. Our founding principle has not changed . . . As you would expect, nutrition and diet alongside exercise and activity is an essential element of our employee programme."

Greg Peterson, Managing Director, Kellogg's UK

"Ensuring we offer a choice of Healthy Options within our restaurants and cafes is critical to supporting our clients drive to provide healthy working conditions for their teams. It's also important that the ARAMARK employees have access to a range of healthy options as they often eat one or two meals of the day whilst at work. Ensuring we keep up with changes in trends and new product innovation, enables us to develop robust programmes that can benefit our entire estate"

Morag McCay, Retail Director, ARAMARK UK

Healthy eating is serious business

"Improving the health and vitality of our people is an essential requirement of driving a sustainable and successful business. The Vitality in Action programme has already made fantastic progress in improving the wellbeing of our employees, and their families, across our UK sites. This is something I'm proud to be part of and I am committed to driving the next phase of the programme to all our people in UK and Ireland."

Dave Lewis, UK Chairman,
Unilever UK

How healthy eating builds your business

Healthy eating is vital to ensuring the health of your employees as well as your business.

Food is essential for maintaining the health, energy and productivity of your employees. Poor diet is associated with increased risk of conditions such as cardiovascular disease, many cancers, type 2 diabetes, osteoporosis and compromised oral health. Eating more calories than the body needs leads directly to weight gain.

According to government figures, premature deaths among obese employees cost companies £1.1 billion a year and a further £1.45 billion due largely to 18 million days of sickness leave. Cardiovascular diseases cost £8.4 billion in lost productivity.

The UN's International Labour Office has estimated that poor diet - either due to malnutrition in developing countries or excess weight and obesity afflicting mostly industrialised economies - is costing countries around 20% in productivity.

Within Europe, the UK has the fastest-growing obesity problem, with three-quarters of the adult population overweight. Nearly a quarter of adults are classified as obese.

"People who eat unhealthily are more likely to be overweight, suffer from back problems, and be prone to diabetes and high blood pressure, all of which will impact on the sickness absence rate".

Dr. Ralph Abraham, Clinical Director, London Medical

As with over-eating, failure to eat can also adversely affect business productivity. A 2008 survey of office workers conducted by Ipsos Mori for independent food service provider BaxterStorey found that the estimated cost to the nation (England, Scotland and Wales) per year of skipping breakfast alone is £8.1 billion or 46.5 million working days. Research has found that eating breakfast aids short term memory and information processing capacity as well as being associated with reduced susceptibility to illness. Those who skip breakfast are unlikely to make up missed nutrients the rest of the day and may find it more difficult

"Healthy eating at Cadbury is about encouraging our employees to make sensible food choices, which in turn will help maintain energy levels throughout the working day as well as contribute to overall health. It's also about enjoying food and in our staff restaurants we aim to supply a varied selection of foods which are well presented and served in a relaxed and welcoming environment."

Diane Tomlinson, Head of Organisation Effectiveness - Britain and Ireland, Cadbury

to control their weight. When other poor eating habits such as having no breakfast and lunch or having no breakfast and snacks, are included, lost productivity rockets to £16.85 billion or almost 97 million working days.

"People have been proven to be more productive after a good breakfast, yet this is the meal that people skimp on or miss out altogether. A scheme like this need not be expensive and it [is likely to] improve productivity. I believe that employers have a real role to play in instigating a healthier eating culture."

Dr. Frankie Phillips, Workwise Campaign Coordinator, British Dietetic Association



Regular staff gatherings, such as Business in the Community's weekly Friday tea, provide opportunities for socialising and celebrating the achievements of individuals and teams

Beyond providing the body with essential nutrients, healthy eating is an activity which can promote employees' mental health by enabling them to take time out of the working day to relax. Spending time with others while eating also helps strengthen social relationships at work and provides informal opportunities

for sharing knowledge within and across teams. Yet research by Reed Employment finds that eight out of ten workers take less than half an hour for lunch, with more than two in five employees (41%) feeling guilty if they take a full lunch hour and only 18% of employees taking their full lunch break.

By understanding the benefits of healthy eating - and the risks of failing to support employees in maintaining a balanced diet to promote their health and wellbeing - you can build a business case for investing in a healthy eating initiative which benefits both your company and your employees.

What does 'healthy eating' mean for your company?



Creative agency Mother believe spending time with others while dining helps strengthen social relationships at work and provides informal opportunities for sharing knowledge within and across teams



Unilever provides a pleasant physical and social environment which encourages employees to dine in staff restaurants where they can take advantage of healthy eating options

For employers, promoting 'healthy eating' means ensuring that employees have access to a balanced range of food and drink which helps maintain their energy and productivity levels at work and which contributes to an overall balanced diet. While every employee must be free to choose what they eat, employers should support them in maintaining their health by raising awareness of how diet contributes to their health and wellbeing; by ensuring that an appropriate range of healthier choices is available to them at work; by taking action to make mainstream choices healthier; and by providing a physical and social environment that supports healthier choices.

While the action taken will be tailored to the individual workplace, it is essential that any action is based on sound, evidence based nutrition. Dietary surveys show that the majority of adults in the UK eat too much salt, too much fat (particularly saturated

fat) and not enough fruit and vegetables. These are key areas of Public Health concern, and helping employees to improve their diets in these areas, can therefore offer significant benefits to their health.

The Food Standards Agency's '8 tips for eating well' provide a set of guidelines for achieving a healthy diet (or simply improving one's diet) that is applicable to all healthy adults. Employers can therefore use these tips to help them plan Healthy Eating projects - along with the results of its own employee needs analysis - by considering what changes they can make to staff restaurants, vending machines, boardroom lunches etc. that will help their employees to follow the tips. The tips can also be used as the basis for employee communication materials to support any actions taken. This is discussed in the Execute your Initiative section of the toolkit.

The Food Standards Agency also provides a range of healthy eating advice for individual consumers, as well as practical advice and guidance for businesses and catering providers. More details are given in the 'Additional Resources' section at the end of this toolkit.

There is no 'one size fits all' solution for delivering and communicating healthy eating interventions Different types of food provision will be appropriate depending on the on-site facilities available and the needs of the business as well as the profile and preferences of the workforce - for example, their age; gender; the energy requirements associated with the type of work they do (e.g. physical labour vs. office work); their work schedules (9-to-5, shift working); culture, personal beliefs and medical constraints (e.g. vegetarianism, food allergies and intolerances).



GlaxoSmithKline's provision of clean, bright, smoke-free surroundings, separate from work areas, where employees can eat, relax and socialise is as vital to promoting healthy eating as the actual food on offer



Tasty, yet nutritious, desserts increase the appeal of healthy eating

The serving of chips in staff canteens provides a good example of how actions can be tailored to the particular situation of the business. Our Healthy Eating Steering Group members surveyed for this publication reported variously taking chips off the menu completely; surreptitiously reducing the fat/salt content by providing oven chips ('health by stealth'); providing alternatives (e.g. salad) alongside chips, and/or making chips continuously available. Each decision was based on a practical evaluation of the needs of the workforce and the business.

Healthy eating is more than just a nutritional exercise The physical and social workplace environment also plays a significant role in shaping eating habits. The provision of clean, bright, smoke-free surroundings, separate from work areas, where employees can eat, relax and socialise is as vital to promoting healthy eating as the actual food on offer. A significant amount of knowledge-sharing also occurs at meal and break times.

The psychological experience of work itself also influences what and how we eat. Research by business psychologists Pearn Kandola found that stressful encounters such as having a row with a colleague, meeting the boss or missing a deadline could all lead to increased snacking during the working day. Women and men were shown to respond differently by job stress, with women being more likely than men to drink too much coffee, eat high-calorie snacks,



Cadbury offer grilled food as a healthy, yet tasty, alternative to a fry up

smoke and take less exercise than their male counterparts.

In short, employers wishing to promote healthy eating habits among their employees should recognise that eating is a physical, emotional and social activity which is shaped by the experience of work as a whole. A healthy eating initiative therefore needs to be integrated with a broader health and wellbeing programme which takes all aspects of the workplace environment into account.

A recipe for success: Towers Perrin Action Model

Working in partnership with Business in the Community's Business Action on Health campaign, human resources consultancy Towers Perrin created the Healthy Workplace Action Pack, a step-by-step guide to help companies develop and maintain a health and wellbeing programme. The Action Pack was published as part of the campaign launch in October 2007.

This Toolkit complements the Action Pack by providing the employer with more in-depth guidance for developing a healthy eating initiative as an integral part of their health and wellbeing programme. It is therefore meant to be used in conjunction with the Action Pack and not as a standalone resource. Copies of the Action Pack and other health management resources and services can be obtained from Towers Perrin (<http://www.towersperrin.com/hrservices/uk>).

The 12-step model which underpins the Action Pack provides a framework within which companies can identify the actual health needs of their workforce and the risks to their business. Companies can then address these needs in the most appropriate, targeted and efficient way possible through a cohesive and structured programme which is based on an annual calendar cycle.

Nutrition is an important issue to be addressed in your health and wellbeing (HWB) programme. A healthy eating initiative is then developed on the basis of the same framework which guides the overall HWB programme.

An Overview of the 12 Steps to Developing Your Health and Wellbeing Programme

1. Identify perceived health and wellbeing issues and programme vision Even before conducting any level of formal needs analysis, you are likely to have some idea of potential health issues within your workforce. These might be generic commonplace issues or be based on instinct along with no particular evidence.

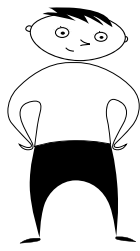
2. Know the business environment A successful programme must work within your organisation's physical environment, management structure, business strategy and activities. It should involve all key stakeholders, including your

employees. You should identify existing and future strategies and business activities that will impact upon the design of the programme and when these will take place.

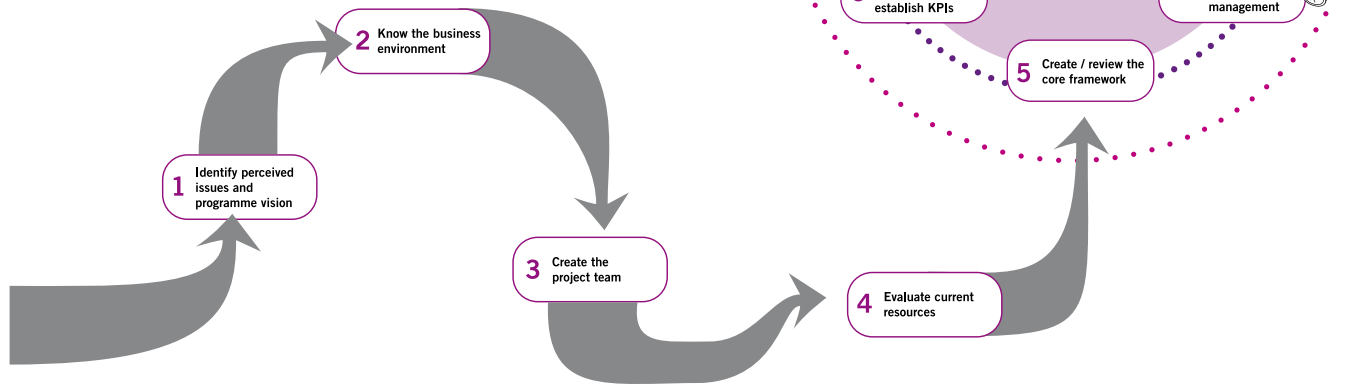
3. Create the project team To optimise the success of your programme it is vital to have representation from all internal stakeholders from business leaders to employees, with a defined central programme manager, programme coordinator and information analyst.

4. Evaluate current resources Find out what you already have available which might fit with your programme. Clarify the profile of your employees, including their demographic profile and geographical spread. The content and style of your programme will depend to some extent on the demographic and geographical spread of your workforce, both across the company as a whole and within specific sites or business units.

5. Create/review the core framework This framework is the means through which your programme is funded, co-ordinated, delivered, measured and future needs are identified for targeted intervention. It is developed by realigning your existing provision and services; identifying any remaining gaps; establishing the most effective approach to interaction between stakeholders; establishing the portal through which employees will access the programme; and branding the programme.



12 Steps to Developing Your Programme



6. Undertake a needs analysis and establish KPIs Your needs analysis should be structured in such a way as to provide a 'snapshot' of the current health of your organisation in measurable Key Performance Indicators (KPIs) to compare against future performance. What you can or should measure will depend on your existing structure and provision.

7. Clarify initial objectives Having undertaken the needs assessment, you should now be in a position to clarify your initial objectives for the programme. Evaluate and prioritise the objectives that you would like to address within the first 12 months of the programme and 'park' less important issues for consideration in later years.

8. Develop the year's programme The programme will consist of the interventions needed to address the goals you have identified in Step 6. It will include programme management activities, needs analysis, data collection and interpretation and targeted interventions. Here is the point at which your healthy eating initiative will be established alongside interventions tackling other Health and Wellbeing issues.

9. Find the right business partners The in-house facilities, services and capacity available to your business will vary significantly. Partners and suppliers will largely fall into two categories: core providers (usually insurers or administrators of any health-related employee benefits or services you offer staff) and ancillary providers (specialists who deliver targeted initiatives).

10. Communicating the programme The communication of your initiatives is key to their success. If employees are not aware of them or do not participate in them, they have failed. To optimise awareness, interest and engagement, each intervention should be supported by a relevant campaign.

11. Launching the programme Once the core framework and key events are developed, providers are in place and the branding and communications are prepared, you are ready to launch your programme to staff. In launching the programme, consider the expectations you will be raising to ensure that the programme will meet them; and demonstrate that you have taken on board feedback and information from the needs analysis stage.

12. Evaluation and ongoing programme management Ongoing management is essential in maintaining an efficient, effective, sustainable and continually relevant programme. Once the programme has been launched, Steps 5 to 12 will continue to be relevant. It is important to share with relevant stakeholders the programme results including key findings of data analysis; progress made; return on investment; success stories; and learning experiences.

More detail on these steps is available in the Towers Perrin *Healthy Workplace Action Pack*.

To guide companies of all sizes in setting up their healthy eating initiative, a simplified version of the 12-step model is set out below, with steps grouped under the following headings:

Plan your initiative - corresponds to Steps 1 - 7;

Execute your initiative - corresponds to Steps 8 - 11;

Review and Update your initiative - corresponds to Step 12.

Each section contains examples of action taken by Healthy Eating Steering Group companies.

PLAN your initiative

All businesses face health and wellbeing issues that are in some way unique to them and their workforce. Inasmuch as food is a basic necessity for survival, healthy eating is a natural concern for everyone. How you choose to address this issue as a company will depend on how you perceive its relevance to your business.

Our Healthy Eating Steering Group companies approached the development of their health and wellbeing programmes and healthy eating initiatives from different perspectives, with a variety of individuals, both inside and outside the organisation, taking leadership, project management and support roles.

Food services provider ARAMARK have had employee assistance programmes, all inclusive Health and Safety procedures and measurements and healthy eating programmes in place for many years. With the launch of their corporate responsibility programme, this is forming part of a Health and Wellbeing programme that will take this critical area to a new level. The human resources and corporate responsibility teams are working closely together to develop a package that will fulfil all of the stakeholders needs. A new Healthy Eating Programme is being piloted and due to be fully rolled out by the end of 2008. As part of the launch, all team members will be trained on the importance of healthy eating and how they can look after themselves in this area. By giving



At Mother creative caterers find innovative ways to 'blow the horn' for healthy meal options

the teams full understanding of the varying aspects of healthy food, they will be able to communicate knowledgably with customers.

Confectionery manufacturer **Cadbury** launched its Fit for Life programme in 2006 to enable employees to achieve a healthy balance between work and other commitments and improve morale. The programme, led by a dedicated project team working closely with the MD and HR director of Cadbury, focuses on nutrition alongside activity, balance and relaxation and personal wellbeing. Cadbury has partnered with Nuffield Proactive Health, who have worked with Cadbury Global Nutritionists to produce and validate a wide range of information resources for employees. Health checks which identified weight management and

poor activity levels as issues have led to a specific focus on nutrition.

Dairy products and bottled water manufacturer **Danone** launched its Active Health Programme to promote employee engagement and increase overall effectiveness in the company with a programme that contributed toward its corporate culture and values. The programme was led by the General Manager, HR Director and HR Manager with the support of the board and a group of employee 'ambassadors' who were actively interested in the subject and in promoting the programme to other employees. External advisors, including a nutritionist, provided further support. The core of the programme was developed around food and nutrition as this was integral to Danone's consumer brands and business strategy.

Cereals and snack foods manufacturer **Kellogg's** established its Fit for Life campaign to encourage employees to understand more about the importance of physical wellbeing, eat better and take appropriate exercise. A healthy and balanced lifestyle is the central pillar of the Kellogg philosophy, with cereal and snack products providing energy for consumption, balancing energy expended through exercise. The programme's key stakeholders included the Corporate Responsibility Manager and the occupational health, nutrition and communications teams, with additional support provided by the Sports Councils of England and Wales and local leisure and health organisations.

Sugar, cereal sweeteners and starches producer **Tate & Lyle** shifted the focus of its occupational health provision from a workplace 'surgery' to health and wellbeing following a 1999 review. The goal was to improve the health and safety of employees in order to reduce costs arising from workplace sickness and absence, ill-health retirements and insurance claims. The key stakeholders for the programme include the human resources, occupational health and health & safety teams as well as the senior executive team, and other key influencers in the workforce, supported by partners Neylon Occupational Health and City Physiotherapy and suppliers of private health care and employee assistance programmes. A healthy eating initiative was instigated in partnership with the occupational health, human resources, health & safety and catering teams.

Foods, home care and personal care products manufacturer **Unilever (UK)** established its Vitality in Action programme in alignment with, and inspired by, Unilever's mission to 'add vitality

to life'. The programme was developed by the occupational health team to identify health risks and needs, to provide all opportunities the opportunity to engage in a Vitality initiative, raise awareness of the importance of a healthy lifestyle and educate employees on health risks. A healthy eating initiative was launched alongside the VIA programme to promote healthier meal choices during the day.

Understand why healthy eating is important to your business

Companies establish healthy eating initiatives for a variety of purposes ranging from responding to the occupational health needs of employees to improving business productivity.

Here are some of the reasons which Steering Group companies gave for establishing their own health and wellbeing programmes and healthy eating initiatives:

- "To get a clear understanding of issues; help people stay at work. . . skill shortage means we need to build more value with existing employees"
- "Contribute to our high performance culture by improving the health of our workforce; enable employees to achieve a healthy balance between work and other commitments; improve morale"
- "Although we stood for health in the eyes of the consumer we were not consistent internally on health. So we introduced a health and well-being programme that was consistent with our business mission"
- "To provide a more pro-active and holistic service to our employees rather than to address any particular issues"

Understand the business context

Understanding the context in which your initiative must work is vital to its success. Wider business strategies and ongoing activities which impact your workforce, such as restructuring, will impact upon its design and timing. Getting 'buy in' from key stakeholders - including employees - is essential. According to our Steering Group, these stakeholders can include:

- Board Directors;
- Managing Directors;
- Directors, managers and other specialists from occupational health, human resources and corporate responsibility teams;
- Employee 'ambassadors' who are interested in, and support, the programme or initiative.

Create the project team

Your project team needs to include representatives of all your key internal stakeholder groups. For Steering Group member companies, project roles for HWB programmes tended to be assigned to staff members of occupational health, health & safety, human resources and corporate responsibility teams. However, support was also provided by specialists in communications, nutrition and physiotherapy. One company recruited "Active Health" employee Ambassadors and another appointed a national Employee Health and Vitality Manager, supported by two regional health enhancement advisors, to help deliver their HWB programmes.

Evaluate current resources

What do you already have available? In determining the resources required to deliver your programme across the company as a whole, consider what health-related services, benefits and interventions which you already have in place at your various sites and business units.

Most organisations will already have established in-house some of the elements, or potential elements, of a workplace health programme. Our Steering Group companies drew primarily on existing resources in the areas of occupational health, nutrition and communications, although an outside health services provider was recruited in one instance to work with in-house nutritionists to produce health information sheets for staff.

What is your workforce profile?

The content and style of your programme or initiative will depend to some extent, on the demographic and geographical spread of your workforce, both across the company as a whole and within specific sites or business units. You will need to consider the potential opportunities and difficulties which this workforce profile will create for your programme or initiative.

Here are two of the challenges which our Steering Group companies encountered:

- **Building awareness of the relevance of health issues** "Our employees have an average age of 29 and our challenge was to 'hook' our workforce on health and to reconsider some of the impacts of their current habits when they already considered themselves to be healthy but typically suffering from low energy levels - too busy a life style. So we looked at ways of increasing energy levels, through eating

healthily, looked at lifestyles and how they could have an impact on energy levels, and looked at taking exercise to increase energy. On top of that we offered a 'free health check' to everyone (which we still continue with), so they could be made aware of issues such as cholesterol levels and realise that it is not an issue that you should only consider when you are older."

- **Accommodating different work roles and shift patterns** "Our production based employees and our office based people have different working patterns and therefore our provision had to vary. For example each year in Jan/Feb we offer free and confidential in-work-time 'lifestyle assessments' where employees where employees can receive a comprehensive MOT that looks at BMI blood pressure, fitness levels, diet and many other determinants of health. Recognising that production like employees cannot just leave the production line, we made a cover system available so that the assessments were accessible for everyone. Another example would be our Urban Walks leaflets - one was produced for the admin HQ and contained shorts risk-assessed walks that people can do a lunch time. This was not possible at the production site where most staff have to be available 'just-in-case' during their lunch breaks."

Organise the support you need

Your programme or initiative needs organisational support in order to succeed. Steering Group companies reported that, where possible, they used existing facilities and in-house teams (e.g. occupational health, nutrition) with inside knowledge of their

organisations to administer their programmes and initiatives. This helped to:

- increase the cost-effectiveness of programme management;
- ensure that programme roll-out and communications were integrated with ongoing processes and procedures and
- enable the organisation to make effective use of lessons learned.

However, outside partners and resources were also used to:

- provide accurate specialist information, particularly in the area of nutrition;
- fund or deliver specific activities such as provision of health assessments, 1-to-1 lifestyle advice and employee training.

In-house communications and marketing teams provided crucial expertise and support in branding - particularly in developing an effective look and feel - and communicating programmes (e.g. via company intranet, leaflets, display boards).

Identify what you want to achieve and how success will be measured

You should conduct an analysis of your organisational health-related needs and agree relevant key performance indicators which enable you to measure the impacts of your intervention on your workforce and your organisation's performance.

Three types of assessment should be considered for your needs analysis:

- An analysis of health-related statistics (depending on what structure is already in place and what information is available);

- An assessment of employee needs and desires, either via a survey or focus groups or a computer-based health risk assessment (HRA);
- A consideration of the nutrition issues that are a key concern for large numbers of people in the UK. Dietary surveys show that most adults in the UK eat too much salt, too much saturated fat, and not enough fruit and vegetables.

Our Steering Group companies used both health risk assessment data (often this was available from ongoing occupational health assessments) and employee feedback measures in their needs analysis. This encompassed:

- Behavioural indicators of cardiovascular disease and lifestyle risks (e.g. cigarette smoking, alcohol consumption, fruit and vegetable consumption, physical activity);
- Physical assessments, including height and weight measurements, Body Mass index (BMI), blood pressure measurements, waist circumference/waist to hip ratio and finger-prick blood samples.

Employee survey feedback indicated that issues of concern included work-life balance and energy levels.

The general health and wellbeing KPIs selected by Steering Group companies included:

- absence rates, length of sickness absence, number of ill health retirements, number of long term absence, rehabilitation opportunities, manual handling incidents, type of intervention;
- uptake of services and attendance rates at health promotion events.



ARAMARK provide a number of health checks for employees including testing cholesterol levels

Additional KPIs suggested by the Steering Group which relate specifically to healthy eating included:

- Employee satisfaction levels with workplace eating and food preparation areas (staff surveys);
- Attendance at information sessions/workshops about healthy eating, nutrition and cookery;
- Awareness levels of healthy eating messages communicated internally;
- Staff awareness of healthy menu options;
- Uptake of healthy food and drink options in canteens (till receipts and vending machine sales);
- Purchasing levels of breakfast foods (if provided free in-house);

- Drinking water consumption (if bottled water providers used).

Set your goals

Undertaking the needs assessment enables you to clarify and prioritise your goals for the programme. Areas which our Steering Group companies aimed to address included:

- Improved awareness of healthy eating and health risks for employees, clients and customers;
- Health and happiness of employees;
- Weight management and poor activity levels.

Areas of expressed employee concern (losing weight, reducing saturated fats in their diets, lowering their cholesterol levels and improving activity levels).

EXECUTE your initiative



At Unilever, offering appetising, yet nutritious, dishes in staff restaurants helps to achieve 'health by stealth' in the workplace



Caterers can complement chips with a variety of vegetables to help employees achieve a balanced diet

Your healthy eating initiative will consist of the interventions needed to address the goals you have identified in Step 6, based on the core framework in step 5. It is essential that that these interventions are based on sound nutrition. The Food Standards Agency's '8 tips for eating well', together with the additional resources described at the end of this toolkit can help you to ensure this is the case. It is also helpful to consider the areas in which it is possible to influence the food offering. In any setting, these are likely to be: procurement (i.e., the ingredients and products purchased), kitchen practice (i.e., how they are prepared and cooked); menu planning (i.e., the choices that are available and how they are promoted); and consumer information. Initiatives are likely to be most effective when they include a series of co-ordinated actions in these areas.

A healthy eating initiative could take the form of a one-off change in policy, process or facility (possibly supplemented by training), a single awareness-raising event or a mid- to long-term programme.

Examples of interventions undertaken by Steering Group companies include:

- Training employees on the benefits of healthy eating and how to eat to get energy;
- Making fresh fruit, yogurt and water available free every day to office staff;
- Introducing 'healthy vending';
- Adding green and herbal teas to the choice of refreshments on offer;
- Providing weight loss support.

Specific interventions in staff canteens included the following:

- Promotional activities encouraged employees to select

healthy menu options (e.g. Fruity Fridays, free rice with a meal if you chose brown rice etc);

- Food labelling was introduced;
- Salt content of food was reduced;
- Fried eggs were replaced with boiled or poached eggs and the quality of sausages on offer was upgraded;
- The serving of chips was managed in different ways in Steering Group companies. These included taking chips off the menu entirely; serving oven chips only; leaving chips on the menu but counselling moderation in consumption.

As part of a holistic health and wellbeing programme, healthy eating interventions were complemented with other benefits and services such as free/ discounted gym memberships or access to on-site gyms, emotional wellbeing/stress management training, free head and shoulder



Unilever offers free fruit to encourage employees to meet 'five a day' consumption targets

massages on site, full occupational health service, life style/concierge services.

Steering Group companies incorporated HWB and healthy eating themes into their organisational events calendar in different ways, including:

- Providing a 'recovery pack' on the night of a sales conference which included helpful tips to reduce the effects of excess alcohol consumption and was followed by a voluntary breathalyser test the following morning;
- Scheduling 'active health' month events during major brand/consumer activity to ensure synergy between internal messages to staff and external brand themes. Example: a January 'New Year, new you' consumer campaign complemented an employee challenge to create food diaries, have on-line advice from a nutritionist and take healthy breakfasts for a week;

- Timing internal staff communications to coincide with activities of external organisations - e.g. Health and Safety Executive targeting stress.

Find the right partners to deliver your initiative

Partners, whether in-house teams or external suppliers, play important roles in delivering your initiative.

Although your organisation may already be working with one or more providers in delivering staff benefits, before selecting them for your initiative it is important to determine whether they:

- Understand what you are trying to achieve, the purpose and nature of your initiative;
- Understand the role which they will be required to play within the wider structure;
- Are able and willing to work alongside other providers and stakeholders;

- Are able to provide useful management information within a required schedule which fulfils the requirements of your needs analysis and KPIs.

For our Steering Group companies, operational teams within the organisation played key roles in delivering the initiative:

- Marketing teams provided branding, communications and programme development support;
- Health and wellness brand teams provided healthy products as incentives for participation;
- Human Resources were instrumental in engaging senior managers at worksite level, allowing people on different shift patterns to participate;
- Facilities helped contract food providers to support the healthy eating initiative, helping to build supplier awareness of a market for healthy eating options.

EXECUTE your initiative



Cadbury actively encourages employees to sample fresh foods to help build healthy eating habits

Communicate the initiative

Consider a variety of approaches to maximise the awareness of your programme and its benefits:

- Posters to be placed to ensure greatest relevance and visibility;
- Tangible items and freebies e.g. fruit, water bottles;
- Payslip notices e.g. equating a lifestyle choice or packet of crisps /cost of bus every day, cigarettes to a percentage of take-home pay;
- Regular updates and features on your notice boards or intranet;
- Regular email bulletins on 'hot topics';
- 'Credit-card' containing all relevant contact numbers;
- Competitions;

- Training to explain the value of the initiative for them and their employees in a personal and business context and how they can engage their team;
- Staff events to showcase the programme.

For our Steering Group companies, a wide variety of communication channels were used to communicate about the programme including emails, intranet/website, posters, company magazines, management team/ staff briefings, tea meetings, workshops, occupational health notice boards, announcements, plasma screens, restaurant menus. Health and wellbeing is also an agenda item on monthly Board meetings.

For at least one company, communications were tailored for different internal audiences.

For **senior managers**, the purpose was to sell, inform and agree programmes national and locally.

Local site managers discussed the project with their teams, explaining the benefits expected, possible long term changes and potential impacts.

For **occupational health specialists**, discussions at site level ensured that the local OH team were prepared to meet the needs of people at their sites. This also involved making contact with local partners, including employees in finding out the most suitable way to communicate the programme to the site. Learnings from other sites were fed back locally as the process was constantly evaluated.

For **employees**, all available channels were used to highlight the importance of health and wellbeing and encourage participation, often using 'freebies' as incentives.

What to communicate: 8 Tips for Eating Well

Employers wishing to encourage their employees to follow a healthy diet can provide them with the Food Standards Agency *8 tips for eating well*.

The two keys to a healthy diet are eating the right amount of food for your needs, which includes your level of physical activity, and eating a range of foods to make sure you're getting a balanced diet.

The 8 tips to help achieve a healthy balanced diet:

1. Base your meals on starchy foods
2. Eat lots of fruit and veg
3. Eat more fish - including a portion of oily fish a week
4. Cut down on saturated fat and sugar
5. Try to eat less salt - no more than 6g a day for adults
6. Get active and try to be a healthy weight
7. Drink plenty of water
8. Don't skip breakfast

A healthy balanced diet contains a variety of types of food. It is based on starchy foods such as potatoes, pasta, bread and rice (preferably wholegrain cereals) and contain at least five portions of fruit, vegetables; some protein-rich foods such as meat, fish, eggs and lentils; and some dairy foods.

Some consumers choose to cook most of their meals for themselves or their family while others rely more on packaged convenience foods - or a mixture of both. All foods can have a role in a healthy balanced diet. The key is to choose a variety of foods to suit your individual needs and preferences and the 8 tips can help you make healthier choices.

1. Base your meals on starchy foods

Starchy foods such as bread, cereals, rice, pasta and potatoes are a really important part of a healthy diet. Try to choose some wholegrain varieties of these foods.

Starchy foods should make up about a third of the food we eat. They are a good source of energy and the main source of a range of nutrients in our diet. As well as starch, these foods contain fibre, calcium, iron and B vitamins.

Most of us should eat more starchy foods - try to include at least one starchy food with each of your main meals. So you could start the day with a wholegrain breakfast cereal, have a sandwich for lunch, and potatoes, pasta or rice with your evening meal.

Some people think starchy foods are fattening, but gram for gram they contain less than half the calories of fat. You just need to watch the fats you add when cooking and serving these foods as this is what increases the calorie content.

2. Eat lots of fruit and veg

Most people know we should be eating more fruit and veg, but most of us still aren't eating enough. Try to eat at least 5 portions of a variety of fruit and veg every day. It might be easier than you think. The good news is that a glass of orange juice, an apple, a small can of tomatoes or baked beans each count as one portion. Choose from fresh, frozen, canned, dried or juiced, but remember potatoes count as a starchy food not as portions of fruit and veg.

3. Eat more fish - including one portion of oily fish a week

Aim for at least two portions of fish a week, including a portion of oily fish. It's an excellent source of protein and contains many vitamins and minerals. You can choose from fresh, frozen or canned - but remember that canned and smoked fish can be high in salt, so check the label.

Some fish are called oily fish because they are rich in certain types of fats, called omega 3 fatty acids, which can help keep our hearts healthy. Examples of oily fish are salmon, mackerel, trout, herring, fresh tuna and sardines.

4. Cut down on saturated fat and sugar

Fats

To stay healthy we all need some fat in our diets. What is important is the kind of fats we are eating. There are two main types of fat:

- o Saturated fat - having too much can increase the amount of cholesterol in the blood, which increases the chance of developing heart disease
- o Unsaturated fat - having unsaturated fat instead of saturated fat lowers blood cholesterol.

Try to cut down on food that is high in saturated fat and include foods that are rich in unsaturated fat instead, such as vegetable oils (including sunflower, rapeseed and olive oil), oily fish, avocados, nuts and seeds. Foods that are high in saturated fat include fatty meats, pies, cakes and biscuits, and cream. Try to eat these sorts of foods less often or in small amounts.

Look at the label to see how much fat and saturated fat a food contains.

Sugar

As part of a balanced diet it is fine to eat some sugar and sugary foods but in general we are eating too many of these foods. So try to eat fewer sugar containing foods, such as sweets, cakes and biscuits; and drinking fewer sugary soft and fizzy drinks - or eat and drink them in smaller amounts.

5. Try to eat less salt - no more than 6g a day

Lots of people think they don't eat much salt, especially if they don't add it to their food.

Three-quarters (75%) of the salt we eat is already in the food we buy, such as soups, sandwiches,

EXECUTE your initiative

cook in and pasta sauces, and ready meals. Adults - and children over 11 - should have no more than 6g salt a day. Younger children should have even less.

Eating too much salt can raise your blood pressure and increase your risk of developing heart disease or stroke.

6. Get active and try to be a healthy weight

It's not a good idea to be either underweight or overweight. Being overweight can lead to health conditions such as heart disease, high blood pressure and diabetes. Being underweight could also affect your health.

If you're worried about your weight, ask your GP or a dietitian for advice.

Physical activity can help control your weight and reduce your incidence of many chronic diseases. But this doesn't mean you need to join a gym. Just try to get active every day and build up the amount you do. For example, you could try to fit in as much walking as you can into your daily routine. Try to walk at a good pace.

Crash diets aren't good for your health and they don't work in the longer term. The way to reach a healthy weight - and stay there - is to change your lifestyle gradually. Aim to lose about 0.5 to 1kg (about 1 to 2lbs) a week, until you reach a healthy weight for your

height. To check what is a healthy weight for you, you can use the height and weight chart at the following link <http://www.eatwell.gov.uk/healthydiet/healthyweight/heightweightchart/>

7. Drink plenty of water

We should be drinking about 6 to 8 glasses (1.2 litres) of water, or other fluids, every day to stop us getting dehydrated. When the weather is warm or when we get active, our bodies need more than this. Water is a good way to replace liquid and you can include a variety of other drinks in moderation such as fruit juice, carbonated drinks, milk and yoghurt drinks.

8. Don't skip breakfast

Breakfast can help give us the energy we need to face the day, as well as some of the vitamins and minerals we need for good health.

Some people skip breakfast because they think it will help them lose weight but evidence suggests that eating breakfast can actually help people control their weight. Missing meals isn't good as we can miss out on essential nutrients.

So why not go for a bowl of cereal with some sliced banana or a couple of slices of wholegrain bread and a glass of fruit juice for a healthy start to the day?

Launch the initiative

There are many different ways to launch your programme, for example:

- Onsite events or promotions;
- 'Freebies';
- Invitation to participate in a health assessment;
- Health pack containing items relating to the programme;
- Personal letter from the MD, etc.

Beyond using the communication channels mentioned above, our Steering Group companies also offered:

- Loyalty cards to reward selecting healthier choices;
- Free health checks and talks from suppliers.

One company, however, took a strategic decision not to stage a 'big bang' launch inasmuch as:

"They can crash and burn. We have learned that what works best with our culture is if we start off small and slowly and let the demand flow back - within about 3 months we are being approached with ideas, views and offers of help that way the programme develops in response to our employees needs. We just plant the idea. We then initiate a 'tool box' talk - a short presentation to the key sites with copies sent out to the remote sites for them to roll out."

Ultimately, a structured combination of methods supported by a strong communication plan is likely to be most effective.

REVIEW AND UPDATE your initiative

To sustain your programme or initiative over a longer-term period after its launch, the repetition of steps 5 - 12 will be important. Measuring, analysing and communicating the achievements and outcomes of your programme - using the KPIs established in step 6 - will be particularly vital in documenting the return on investment in your programme and ensuring that your management and stakeholders continue to recognise its value.

To keep the programme fresh and relevant, update its contents in light of feedback from employees and the changing needs and risks of the workforce. Repeat the needs analysis on an annual basis, measure the outcome of your interventions and adjust these accordingly.



Boots working with ARAMARK proves that by engaging your caterer in planning discussions, you can ensure successful delivery of a healthy eating initiative in your workplace

To gain feedback on their HWB programme, one Steering Group company offered incentives to staff to complete evaluation forms. As part of the focus of continued learning and improvement, employees were encouraged to complete a post evaluation form which could also be entered into a prize winning competition (£100 activity voucher). Employees also shared their plans to make changes to keep healthy or improve their health based on their screening results, their own rating of their health status and the greatest health issues they felt they were likely to face in the next 10 years.

Lessons learned by Steering Group companies

Leadership behaviour influences staff

"Adopting a healthy lifestyle is a personal option, but there is no doubt that the behaviour of senior managers will strongly influence the behaviour of his or her employees. And the key here is visible behaviour. What a manager says or writes has limited effect, but what he or she actually demonstrates through his or her behaviour is extremely powerful."

Dialogue promotes understanding of benefits of eating well

Companies found that rather than lecturing staff on the benefits of healthy eating, each employee needs



At Boots, creating a healthy dining environment at work helps employees discover the personal benefits of eating well

to discover for themselves the personal benefits of eating well, which include *“anything from having greater energy and enjoying life more as a result, to helping reduce the risk of health issues via diet management, adapting your diet to your personal circumstances.”* Interactive workshops which featured simple solutions - such as free fruit, unlimited free access to water, vouchers to encourage eating healthily at home and at work - were most effective in achieving this goal.

Engage your contract caterer It's important to work through your healthy eating initiative with your catering provider (if you have one) and understand the potential business impacts that change might have. Working closely together, you should be able to develop a programme that meets all needs. Regular reviews and flexibility to change will create a true partnership to success.

Measurement motivates healthy behaviour *“Data drives change. Producing data on health and wellbeing was new to most of the participants in the programme, and they found it not merely of interest but actively motivating to continue maintaining a healthy lifestyle.”*

Business alignment ensures programme sustainability *“Health and wellbeing programmes run purely as health initiatives, are always liable to have short lives, even when approved by the most committed and humanitarian of managers. The key to their sustainability is to ensure that they are aligned with genuine business initiative.”*

Taste remains paramount *“Any healthy eating programmes mustn't compromise taste, choice or quality. Don't become the food police.”*

Change gradually *“Don't try and do everything all at once. Gradual change, together with positive reinforcement in terms of communication and education materials, is far more effective.”*

Incentivise healthy choices *“Think about special offers and promotions as an effective, but positive tool for changing behaviours. People can't resist a good deal, so promotions such as 'free piece of fruit with every wholemeal sandwich' is a great way to tempt people to move away from the white sliced loaf.”*

Keep it fresh *“Often it's about trying something new: a nutritionist with a 'tasting table' in the canteen offering free samples of new, interesting or unusual foods can work really well.”*

Think beyond the canteen. Think about what people eat outside of the staff canteen (or for sites that don't have a canteen) e.g. advice / suggestions on healthy lunch box ideas, suggestions for healthy family meals, ideas on healthy snack choices - all can be communicated cheaply / easily via leaflet / email / company newsletter etc.

Additional Resources and Information

Towers Perrin Healthy Workplace Action Pack

The Healthy Eating Toolkit is to be used in conjunction with the 12-step guide to help companies develop and maintain an integrated health and wellbeing programme; created by Towers Perrin, The Action Pack is available free to members of Business in the Community. Contact Tom Cousins, Business Action on Health Campaign Co-ordinator (Tel: 020 7566 6656; Email: tom.cousins@bitc.org.uk).

Useful websites

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| 5 A DAY | www.5aday.nhs.uk | The 5 A DAY website encourages people to eat more fruit and vegetables. The Department of Health is actively seeking organisations from both commercial and non-commercial sectors to participate in the 5 A DAY programme. |
| Age Concern - Healthy Eating | http://www.ageconcern.org.uk/AgeConcern/healthy_eating.asp | The Age Concern website publishes practical information guides to ensure healthy ageing, including tips on healthy eating. |
| Allergy UK | http://www.allergyuk.org/ | Allergy UK is a national medical charity established to represent the views and needs of people with allergy, food intolerance and chemical sensitivity. The organisation raises the profile of chemical sensitivity particularly by providing education for the Medical Profession, Government, Industry and Commerce. It promotes allergy awareness through an annual National Allergy Week each May. |
| Alzheimer's Society - Hearts and Brains Project | http://www.alzheimers.org.uk | There is increasing evidence that diet could play a role in the development of vascular dementia. The Hearts and Brains project, which aims to raise general awareness of vascular dementia (VaD), focuses on the potential for both prevention of dementia and slowing deterioration through a healthy lifestyle. |
| Arthritis Care/ Arthritis Research Campaign | http://www.arthritiscare.org.uk/ http://www.arc.org.uk/ | Both Arthritis Care and the Arthritis Research Campaign publish information on how diet and exercise can help the estimated nine million people with arthritis in the UK. |
| Asthma UK | http://www.asthma.org.uk/ | Asthma UK publishes practical advice on controlling asthma through diet and exercise. |
| BBC Health and Nutrition | http://www.bbc.co.uk/health/healthy_living/nutrition/ | This section of the BBC website provides information to help individuals make realistic, informed nutritional choices as well as useful contacts. |
| Beating Eating Disorders (Beat) | http://www.b-eat.co.uk/ | beat is the working name of the Eating Disorders Association, the leading UK charity for the estimated 1.1 million people in the UK with eating disorders and their families. beat provides helplines for adults and young people, online support and a UK-wide network of self-help groups to help people beat their eating disorder. |
| Blood Pressure Association | http://www.bpassoc.org.uk/ | The Blood Pressure Association publishes diet and lifestyle advice on maintaining a healthy blood pressure - and promotes blood pressure awareness through its annual Know Your Numbers Week each September. |
| British Dietetic Association (BDA) | http://www.bda.uk.com/ | Registered Dietitians (RDs) are the only qualified health professionals that assess, diagnose and treat diet and nutrition problems at an individual and wider public health level. The BDA is the professional association for dietitians. Details of registered dietitians can be found on the Health Professionals Check website, http://www.hpcheck.org/ . Comprehensive information to support weight management programmes is provided at http://www.bdaweightwise.com/ . A useful factsheet (Eat Smarter to Work Harder) for freelance dietitians is available at http://members.bda.uk.com/groups/fdg/files/FactSheetFDG_wellbeing_at_work.pdf . |
| British Heart Foundation (BHF) | http://www.bhf.org.uk/thinkfit/ | The British Heart Foundation's 'Think Fit! Be Active!' website contains a range of information and resources for promoting health at work. |

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| British Nutrition Foundation (BNF) | www.nutrition.org.uk | The British Nutrition Foundation is a registered charity, promoting the wellbeing of society through the impartial interpretation and effective dissemination of scientifically based knowledge and advice on the relationship between diet, physical activity and health. |
| British Occupational Health Research Foundation (BOHRF) | http://www.bohrf.org.uk/ | A charity specialising in the provision of evidence based solutions to practical questions asked by employers and their advisers in both private and public sectors. Its mission is to bring employers and researchers together to produce research that will contribute to good employee health and performance at work. |
| Cancer Research UK - Diet and Healthy Eating | http://info.cancerresearchuk.org/healthyliving/dietandhealthyeating/ | Cancer Research UK is the leading funder of cancer research in the UK. The Diet and Healthy Eating section of the website contains more information on how diet affects cancer risk as well as helpful advice for eating healthily and reducing cancer risk. |
| Channel 4 Health - Food microsite | http://www.channel4.com/health/microsites/0-9/4health/food/ | The Channel 4 microsite provides the latest information on diets, dieting and eating disorders. |
| Department for Environment, Food and Rural Affairs (DEFRA) - Public Sector Food Procurement Initiative (PSFPI) | http://www.defra.gov.uk/farm/policy/sustain/procurement/health.htm | The Public Sector Food Procurement Initiative (PSFPI) supports the principal aim of the Government's Strategy for Sustainable Farming and Food to secure a sustainable, world-class farming and food sector that contributes to a better environment and healthy and prosperous communities. The PSFPI section of the DEFRA website lists resources provided by the Department of Health, Food Standards Agency and other public sector bodies for promoting health and nutrition through procurement. |
| Department of Health - Tackling Obesity | http://www.dh.gov.uk/en/PublicHealth/Healthimprovement/Obesity/index.htm | The Tackling Obesity section of the Department of Health website provides links to Government strategy, guidance for primary care trusts, local authorities and partners and other resources. |
| Diabetes UK | http://www.diabetes.org.uk/ | Diabetes UK provides practical advice on eating a balanced diet, maintaining a healthy weight and following a healthy lifestyle to help people with diabetes manage their condition. |
| Dietetics UK | http://www.dietetics.co.uk/ | Nutrition & Dietetics discussion forum for Dietitians, Health & Exercise Professionals, Caterers and related students. |
| Dietitians Unlimited | http://www.dietitiansunlimited.co.uk/ | The Dietitians Unlimited website, run by the Freelance Dietitian Group of the British Dietetic Association, provides contact details of freelance dietitians who work independently in the broad areas of food, nutrition and dietetics. The search section enables companies to locate a dietitian by areas of expertise, special interest or geographic area. |
| Food and Drink Federation (FDF) | http://www.fdf.org.uk/ | The Food and Drink Federation is the voice of the UK food and drink industry, the largest manufacturing sector in the country. FDF's membership comprises manufacturers of all sizes as well as trade associations and groups dealing with specific sectors of the industry. The FDF also provides information to consumers through its sponsored websites: www.whatsinsideguide.com ; www.foodfitness.org.uk ; www.jointheactivators.org.uk ; www.foodfitness.org.uk/itsyourchoice and www.healthylunchbox.co.uk . |
| Food and Mood | http://www.foodandmood.org/ | Helps individuals explore the relationship between what they eat and how they feel. Includes workshop, book, and consultation details. |
| Food Standards Agency (FSA) | http://www.food.gov.uk/multimedia/pdfs/institutionguide.pdf | The Food Standards Agency's websites provides further information and detail to help employers and individuals put the tips into practice, together with more targeted advice for specific population groups. These can be found at www.eatwell.gov.uk The Agency also provides a range of advice for catering businesses and those responsible for food provision and procurement for how they can help their customers choose a healthy diet. In particular the Agency's Guidance on Foods Served to Adults in Major Institutions provides a model for foodservice in the workplace to which companies can ultimately aim, together with practical advice on purchasing, menu planning and kitchen practices. |

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| Food Vision | http://www.foodvision.gov.uk/pages/workplaces | Food Vision started in 2000 as a project to promote local initiatives that increase access to safe, sustainable and nutritious food and so improve community health and wellbeing. The Food Vision website acts as an information portal for local authorities, health professionals, community groups and others interested in food and health. The Workplaces section of the website sets out the case for healthy eating, particularly for public sector organisations. |
| Fruity Friday | http://www.fruityfriday.org.uk/ | Fruity Friday is an annual awareness and fundraising campaign, led by World Cancer Research Fund (WCRF UK), to increase public awareness of the links between diet, nutrition and cancer prevention, and to raise funds for WCRF cancer research and education programmes. |
| Health and Safety Executive | http://www.hse.gov.uk/ | The HSE acknowledged in its 2006 Horizon Scanning report that obesity is a workplace issue with implications for the health and safety of employees as well as for employers who can counter obesity by providing healthy food in staff restaurants and influencing employees' diets. |
| Health at Work | http://www.healthatwork.org.uk/ | Health at Work (part of NHS Greater Glasgow and Clyde) promotes employee health by working in partnership with organisations to: develop health policies, raise awareness of health issues, plan health promotion programmes. |
| Health Work Wellbeing | http://www.workingforhealth.gov.uk/ | Health Work Wellbeing is a cross-Government programme, launched in 2005, to improve the health and wellbeing of working age people. In March 2008, it published Working for a Healthier Tomorrow, a review by Dame Carol Black of the health of Britain's working age population as well as research by Pricewaterhouse Coopers (PwC) which assessed the business case for employers to invest in wellness programmes for their staff. |
| The Migraine Action Association | http://www.migraine.org.uk/ | The Migraine Action Association bridges the gap between the sufferer and the medical world by providing unbiased information on all aspects of migraine, its causes, diagnosis and treatment. The MAA publishes information about the relationship between migraine and food and promotes awareness through an annual Migraine Awareness Week each September. |
| The Nutrition Society | http://www.nutritionociety.org/ | The Nutrition Society is the largest learned society for nutrition in Europe. Membership is open to those with a genuine interest in the science of human or animal nutrition. The Society offers publications, stages conferences, promotes nutritional science, provides information on opportunities for professional study and publishes a gazette. |
| Rosemary Conley | http://www.rosemaryconley.com/ | Rosemary Conley Diet And Fitness Clubs is a franchise-based organisation that is, alongside Slimming World and Weight Watchers, one of the "big three" weight loss organisations in the UK. In addition to a low-fat diet regime, classes also offer a 45 minute aerobic workout with a trained instructor, thereby providing a fitness club for people wanting an alternative to conventional gym membership. |
| Slimming World | http://www.slimmingworld.com/ | Slimming World is a British company which runs over 5,500 weight loss classes a week across the UK. Adults who are seven or more pounds overweight may join a local Slimming World class and pay a weekly fee to attend classes. Classes are led by self-employed consultants. In October 2007 there were over 2,500 Slimming World consultants running groups across the UK. |
| Water@Work | http://www.wateratwork.org/ | Water@work is an initiative created by Unison designed to promote the benefits of drinking tap water. Research suggests that a 2% loss of body water can result in a 10% drop in physical and mental performance. |
| Weight Concern | http://www.weightconcern.org.uk/ | Weight Concern is a registered charity which works to address both the physical and psychological health needs of overweight people. The charity is committed to developing and researching new treatments for obesity and to increasing the availability of the successful treatments it has pioneered in the UK, including self-help programmes and support groups. |
| Weight Watchers | http://www.weightwatchers.co.uk/ | Weight Watchers is the most successful weight-loss organisation in the UK. It is part of an international network that offers various dieting products and services to assist weight loss and maintenance. Weight loss plans are supplemented by optional support groups which meet regularly and provide assistance to those trying to meet weight-loss goals. |

With thanks to

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Start the journey to healthier eating

As members of the Healthy Eating Steering Group, we recognise the importance of investing in employee health and embedding it in core business strategy. We are committed to reporting on our healthy eating initiatives, as well as taking an integrated approach to our workplace health and wellbeing programmes.

We are calling on your company to join us in this commitment, using those indicators which are relevant to your operations.

This commitment will support the goal of Business in the Community's Business Action on Health campaign to ensure that health and wellbeing are embedded at the heart of business by making reporting on health and wellbeing standard practice.

For more help in getting started with your healthy eating initiative, contact Business in the Community.

Members of the Business in the Community Healthy Eating Steering Group



Business in the Community - mobilising business for good. We inspire, engage, support and challenge companies on responsible business, working through four areas: Marketplace, Workplace, Environment and Community. With more than 850 companies in membership, we represent 1 in 5 of the UK private sector workforce and convene a network of global partners.

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