

INTERNATIONAL  
**FOOD & BEVERAGE**  
ALLIANCE

2014 Progress Report



*The Coca-Cola Company*

**FERRERO**



GENERAL MILLS



*Kellogg's*

**MARS**



**Mondelēz**  
International



#### ABOUT THE INTERNATIONAL FOOD & BEVERAGE ALLIANCE

The Alliance, formed in 2008, 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. We are committed to leading the industry towards this goal through product innovation, improved access to nutrition information, responsible marketing practices, the promotion of balanced diets and physical activity. We are also committed to collaboration – bringing the private sector, the United Nations, the World Health Organization, governments and civil society together in successful partnerships to address public health challenges. To learn more, please visit our website at [ifballiance.org](http://ifballiance.org)

#### ABOUT THIS REPORT

This report provides a summary of the enhanced global commitments to health and wellness strategies IFBA members adopted in 2014 and an overview of the progress IFBA and its members made on their commitments in 2014.

December 2015

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## *A Message from the Co-Chairs*

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*The International Food & Beverage Alliance is committed to continuous improvement. Building on the significant and substantial progress achieved since our members first came together in 2008, in 2014 we adopted a set of enhanced global commitments on product formulation and innovation, improved access to nutrition information, responsible marketing practices and the promotion of healthy lifestyles, designed to guide our health and wellness strategies over the coming years.*

Welcome to the sixth annual progress report of the International Food & Beverage Alliance (IFBA). 2013 marked the fifth anniversary of the public commitment our CEOs made to the World Health Organization (WHO) in 2008 to take action in support of the advancement of the 2004 WHO *Global Strategy on Diet, Physical Activity and Health* (the 2004 WHO *Global Strategy*). The fifth anniversary also provided us with the opportunity to review the progress we had made and reflect on where we wanted to be in the future. Over the course of almost a year, we considered the public health challenges ahead and the unique contributions our industry can make to help address these challenges and in September 2014, our members adopted a set of enhanced global commitments designed towards helping improve global health.

Our enhanced commitments are based on the fundamental principle that addressing global public health challenges requires a whole of society effort and actions by all stakeholders. As companies, we take this responsibility seriously and have committed to working in collaboration with all stakeholders in the execution of our commitments and the realization of the goals of the 2011 UN *Political Declaration of the High-level Meeting on the Prevention and Control of Non-communicable Diseases* (the 2011 *Political Declaration*) and the WHO *Global Action Plan for the Prevention and Control of Noncommunicable Diseases 2013-2020* (the WHO *Global Action Plan on NCDs*).

This report provides an overview of the enhanced commitments, our goals and our targets. It also provides a review of our achievements in 2014 in each of our work areas: product formulation and innovation; nutrition information; responsible marketing to children and the promotion of healthy lifestyles and physical activity.

We continued to innovate, creating products that support the goals of helping consumers achieve healthy, balanced diets. We increased and simplified the ways consumers can access nutrition information with front-of-pack labelling and new digital tools and technologies. We continued to restrict the marketing of foods high in fat, sugar and salt to children and ensured that our marketing communications focused on the promotion of balanced diets and healthy, active lifestyles. We extended our collaborations with governments and civil society and deepened our community engagements.

The United Nations has repeatedly emphasized that multisectoral actions and collaborative multistakeholder engagement represent the most cost-effective ways to address public health challenges. We agree. A system that encourages governments, civil society and industry to work voluntarily can be highly effective and this report provides examples of successful collaborations around the world that aim to address poor dietary intakes, mitigate or reverse obesity prevalence rates, increase consumer awareness of food and health issues and empower communities to embrace active and healthy lifestyles.

We are deeply committed to working with the WHO and governments on effective approaches to address the world's health and wellness challenges and throughout 2014, continued our involvement with the WHO and regional offices in a variety of dialogues and consultations, contributing our technical expertise and insights. We participated in informal consultations in Geneva in June, July and August organized by the WHO and the Food and Agriculture Organization of the UN (FAO) in preparation for the second International Conference on Nutrition (ICN2) and had the honour of presenting, on behalf of the private sector, at the ICN2 in November in Rome.

In May, we were invited to participate in the WHO – EMRO Sub-regional workshop on the development of a national action plan on salt and fat reduction. In November, we participated in a two-day workshop, “Partnering to Improve UAE National Health” organized by the UAE Ministry of Health, with a view to establishing a collaboration among the Ministry of Health, Emirates Standardization and Metrology Authorities, the WHO, the University of UAE and the food and beverage industry for the development and implementation of a strategic framework to improve the health of UAE consumers by focusing on the role of salt and trans fats in the national diet.

We also provided comments on the WHO's the proposed framework for engagement with non-State actors; on the draft terms of reference for the WHO's Global Coordination Mechanism on NCDs; and on the WHO's draft guideline on sugars intake for adults and children.

At the Sixty-seventh World Health Assembly in May, WHO Director-General Dr. Margaret Chan announced the formation of a WHO Commission on Ending Childhood Obesity (ECHO), tasked with reviewing the science of childhood obesity and recommending potential interventions and strategies to address this problem. In October, we took part in the first consultation for the private sector convened by ECHO and we continue to engage with ECHO as they work to prepare their recommendations for submission to the Executive Board of the WHO in January 2016.

In May, we were honoured to be granted special consultative status by the UN Economic and Social Council (ECOSOC).

In July, governments, civil society and the private sector met at the High-level meeting of the UN General Assembly to review and assess progress achieved in the prevention and control of NCDs since adoption of the 2011 *Political Declaration*. In preparation for the UN High-level meeting, in June we joined the informal interactive hearing for civil society, the private sector and academia, hosted by the President of the UN General Assembly to discuss the successes and gaps in progress since 2011 and to identify priorities for NCDs going forward. During the High-level meeting, we convened a panel discussion, co-hosted with the United Nations Global Compact featuring thought leaders from government, public health, civil society and academia discussing ways to work together to accelerate progress on NCDs. We welcomed the unanimous adoption of the UN NCD Review Outcome Document which shifts the focus from global discussions to national action and implementation.

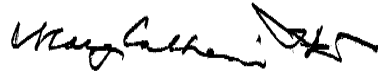
Looking forward, we will continue to build on the work already underway as we progress towards achieving the goals we have set for 2016 and beyond. We will also continue to explore additional engagement opportunities with all stakeholders as governments develop implementation plans for the 2011 *Political Declaration* and the *WHO Global Action Plan on NCDs*.

The 2004 WHO *Global Strategy* called on the private sector to adopt a set of actions to promote healthy diets and physical activity. In 2008, our CEOs took up that challenge and came together to publicly commit their support of the 2004 WHO *Global Strategy* with a set of concrete actions. Over the past six years, we have made steady progress towards the implementation of these actions. We are proud of our work and achievements to date, but recognize there is still more to do.

We understand the unique contribution our industry can make in addressing global public health challenges and recognize that we are but one of many actors needed to ensure comprehensive and sustainable solutions. Achieving the goal of realizing positive health outcomes will require the engagement of all sectors of society and an enabling environment. We are committed to working in collaboration with all stakeholders and strengthening our contribution to the effort. Experience has shown that working together can make a difference and we remain optimistic about the ability to work collaboratively in an effort to improve the lives of the consumers we all serve. We will continue to work to encourage others within the food and beverage industry to join in our efforts and hope that our work will inspire other industry leaders to take up the challenge and come together in support of actions that promote public health.



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Co-Chair, IFBA



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# Our Commitments

## Guiding Principles

We have committed our time, resources and expertise to help consumers around the world achieve balanced diets and healthy, active lifestyles. We are committed to working with all stakeholders in the execution of our commitments and the realization of the goals of the World Health Organization's strategies on global public health. Transparency and accountability underpin our efforts. We will monitor and publicly report on our progress in respect of each of the commitments.

### Product Formulation and Innovation

Our Commitment	Our Goals
We are committed to continuous product improvement and are innovating to create products that increasingly make available food choices that help people eat healthy, balanced diets.	<ul style="list-style-type: none"> <li>• Improve the formulation of products, continuing to reduce nutrients, such as sodium sugar and saturated fats</li> <li>• Increase components to encourage, wherever possible – fibre, whole grains, vitamins and minerals, fruits and vegetables and low-fat dairy</li> <li>• Provide reduced sugar, saturated fat and salt options;</li> <li>• Replace trans fats with unsaturated fats; and/or continue progress on trans fat reductions</li> <li>• Provide a variety of portion size packaging, including small and/or reduced portion sizes and/or low- and no-calorie options, as well as portion guidance</li> <li>• Reduce sodium, wherever applicable and possible, with regard to WHO's recommendation for daily salt intake</li> </ul>

### Nutrition Information

Our Commitment	2016 Target
Improve nutrition information to consumers.	<ul style="list-style-type: none"> <li>• Implement a common global approach to nutrition labelling on-pack, in line with CODEX Alimentarius, including the labelling of calories on front-of-pack</li> </ul>

### Responsible Advertising and Marketing to Children

Our Commitment	2016 Target
Extend responsible advertising and marketing initiatives to children globally.	<ul style="list-style-type: none"> <li>• Cover significantly more media platforms</li> <li>• Ensure that marketing communications that are primarily directed to children under 12 are used only to promote products meeting specific nutrition criteria</li> <li>• Harmonize nutrition criteria on a regional or national basis</li> </ul>

### Promotion of Healthy Lifestyles

Our Commitment	Goals
Promote healthier lifestyles and increased physical activity in communities around the world and in the workplace.	<ul style="list-style-type: none"> <li>• Support innovative community-based programmes designed to promote balanced diets and regular physical activity</li> <li>• Extend and strengthen our workplace wellness programmes around the world</li> <li>• Support evidence-based projects and research that can contribute to the learning around how best to tackle NCDs and reduce the prevalence of insufficient physical activity</li> <li>• Work to help implement the strategies called for in the WHO <i>Global Action Plan on NCDs, 2013-2020</i> aimed at reducing the prevalence of insufficient physical activity.</li> </ul>

Product Formulation & Innovation	Nutrition Information	Responsible Marketing	Healthy Lifestyles	Collaborations
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## Product Formulation and Innovation

### *Our commitment:*

We are committed to continuous product improvement and are innovating to create products that increasingly make available food choices that help people eat healthy, balanced diets.

### *Our progress:*

The progress we have made is substantial. Since 2004, we have reformulated and developed tens of thousands of products offering more options to suit dietary needs. We have been steadily reducing or removing key ingredients of public health concern – salt, sugar, saturated fats and trans fat – and increasing beneficial ingredients – fibre, whole grains, fruits and vegetables and low-fat dairy. We are fortifying, as appropriate, commonly consumed products with vitamins and minerals to address micronutrient deficiencies. We are reducing calories by offering smaller portion sizes and providing portion guidance.

We continually challenge ourselves to scale-up these commitments wherever possible, in an acknowledgment that ever greater efforts are needed to address the challenges of obesity and NCDs.

In September 2014, IFBA members adopted a set of enhanced commitments on product formulation and innovation. In order to provide a measurable framework for companies' efforts in this area, each member agreed to make and publish a specific corporate commitment, detailing its goals and progress, on one or more of the following, as applicable to each member's product portfolio:

- Improve the formulation of products, continuing to reduce nutrients, such as sodium sugar and saturated fats;
- Increase components to encourage, wherever possible – fibre, whole grains, vitamins and minerals, fruits and vegetables and low-fat dairy;
- Provide reduced sugar, saturated fat and salt options;
- Replace trans fats with unsaturated fats; and/or continue progress on trans fat reductions;
- Provide a variety of portion size packaging, including small and/or reduced portion sizes and/or low- and no-calorie options, as well as portion guidance.

Members also committed to reduce sodium, wherever applicable and possible, with due regard to the WHO's recommendation for daily salt intake.

The corporate commitments made by IFBA members are available on the IFBA website. In Tables 1-5 that follow, we present a summary of each IFBA member's commitments and their progress during 2014.

IFBA members have also been working in collaboration with governments and NGOs around the world on strategies to reduce salt, fats, sugar and calories and to remove trans fats. See pgs. 61-63 for examples of these multistakeholder initiatives.



Product Formulation & Innovation	Nutrition Information	Responsible Marketing	Healthy Lifestyles	Collaborations
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## Improving product portfolios

### The Coca-Cola Company:

The Coca-Cola Company believes it has a role to play in empowering and engaging consumers as they strive to pursue balanced diets and to live healthy, active lives. For consumers who want to reduce the calories they consume from beverages, Coca-Cola offers a continuously expanding portfolio of reduced, low- and no-calorie beverages around the world. In 2014, more than 400 new beverage options were introduced globally, more than 100 of which are reduced-, low- or no-calorie.

Coca-Cola Life™, a reduced-calorie cola that is sweetened with a blend of sugar and stevia leaf extract was launched in 2013 in Argentina and Chile. In 2014, Coca-Cola Life™ was available in France, Mexico, Sweden, the U.K. and the U.S.A.

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**Ferrero:** Ferrero has long been committed to providing consumers with the best taste satisfaction and the most reasonable and acceptable energy content per portion. More than 70 percent of Ferrero products sold worldwide are presented in portions weighing less than 25 grams and more than 80 percent in portions weighing less than 45 grams. Approximately 85 percent of Ferrero products provide fewer than 130 Kcal per portion, while the average calorie content is less than 80 Kcal. More than 70 percent in volume of Ferrero products are offered in portions providing fewer than 100 Kcal and more than 95 percent in portions providing fewer than 150 Kcal. A key objective to be reached by 2015 is the development of a specific “nutritional ID card” for Ferrero products, aimed at providing information on the metabolic response.

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**General Mills:** General Mills has committed to reduce calories, fat, saturated fat, trans fat, sugar or sodium in the U.S.A. by 10 percent or more per serving and increase beneficial nutrients – including vitamins, minerals, fibre and whole grain - by 10 percent or more per serving. Seventy-five percent of

U.S. retail sales volume has been nutritionally improved since 2005 and 18.5 percent in fiscal 2014.

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**Grupo Bimbo:** Grupo Bimbo is committed to launching a minimum of two products with beneficial ingredients each year in each country where its products are sold.

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**Kellogg:** Kellogg has committed to continue to reduce sugar and sodium in cereals; add more beneficial nutrients to cereals, such as protein and Omega-3 fatty acids; and ensure that cereals have at least one nutrient that consumers do not get enough of, such as vitamin D, fibre or iron.

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**Mars:** Mars Food has developed a set of global nutrition criteria to guide the company as it seeks to improve the nutritional composition of its product portfolio. These criteria are based on nutrition science and recommendations from public health authorities worldwide. Mars Food currently offers a variety of products that fit into a healthy lifestyle and meet these criteria. The nutrition criteria will guide new product development and be regularly reviewed by internal and external nutrition experts to ensure it reflects the latest science and guidance.

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Product Formulation & Innovation	Nutrition Information	Responsible Marketing	Healthy Lifestyles	Collaborations
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## Improving product portfolios

**McDonald's:** McDonald's is committed to helping make it easier for consumers to eat from the recommended food groups by serving more menu items that include fruits, vegetables, low-fat dairy and whole grains. In 2014, 83 percent of restaurants in the U.S.A. and 96 percent in Italy offered a side salad, fruit or vegetable instead of French fries as part of value meal bundles. By 2020, in the top 20 markets: (1) McDonald's will feature only water, milk and juice as the beverage in a *Happy Meal* on menu boards and in-store and in external advertising directed to children; (2) the listing of soda on the *Happy Meal* menu board will be phased out and all soda logos and images of cups with soda will be removed from the *Happy Meal* section of menu boards and all in-store and external advertising directed to children; and (3) a side salad, fruit or vegetable will be offered as a substitute for French fries in value meals.

**Mondelēz International:** Mondelēz International has committed to deliver by 2020, 25 percent of revenue from "Better Choices" – products that meet stricter nutrition criteria compared to existing alternatives within the portfolio (from a 2012 baseline). In 2014, 22.4 percent of revenue was derived from Better Choice products.

**Nestlé:** Nestlé is committed to enhancing people's lives by offering tastier and healthier food and beverage choices at all stages of life and at all times of day. In 2014, across the portfolio, the company reiterated its commitments to reduce sugar, saturated fats and salt by renewing its respective policies, and introduced a commitment to help reduce the risk of undernutrition through micronutrient fortification in affordable products. Nestlé has prioritized its children's and family products for reformulation and by the end of 2014, 98 percent of children's food and beverages, which includes "Popularly Positioned Products," met the

Nestlé Nutritional Foundation status including the criteria for sodium (salt), saturated fats and sugar. Total global sales of healthy products represented 80 percent of global sales (excluding joint ventures). "Healthy products" are defined as foods and beverages that meet or exceed the Nestlé Nutritional Foundation criteria; or deliver a factual and consumer-relevant nutritional competitive advantage; or have added "positive" nutrients such as micronutrients.

**PepsiCo:** PepsiCo continues to expand its portfolio of more nutritious products by building on its expertise and leveraging its iconic and trusted brands, including *Quaker*, *Tropicana*, *Naked Emerging Brands (Naked Juice, IZZE and O.N.E.)* and *Wimm-Bill-Dann* in Russia. At the end of 2014, the nutrition business represented approximately 20 percent of PepsiCo's net revenue.

**Unilever:** In 2003, Unilever launched the Nutrition Enhancement Programme with the goal of reducing levels of salt, saturated and trans fats and sugar across the entire portfolio of retail and foodservice products. Since that time, the programme has resulted in significant reductions in all key nutrients of concern. Unilever is committed to continually work to improve the taste and nutritional quality of all of its products. In 2014, 33 percent of Unilever's portfolio met Unilever's Highest Nutritional Standards, based on globally recognized dietary guidelines.\* By 2020, Unilever will double the proportion of its foods and beverages portfolio that meets these standards with the result that 60 percent of the portfolio will meet this standard.

\*Number independently assured by *PriceWaterhouseCoopers* for the period 1 October 2013 to 30 September 2014

Product Formulation & Innovation	Nutrition Information	Responsible Marketing	Healthy Lifestyles	Collaborations
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## Reducing key nutrients of public health concern

Reformulating products to reduce key ingredients of public health concern – salt, sugar, saturated fats and trans fat - is complex and challenging, both technically and in terms of consumer acceptance. However, IFBA members have made – and are continuing to make - meaningful and measurable changes. Tables 1 to 4 that follow illustrate IFBA members’ progress in these areas.

Table 1: Salt Reduction	
Commitment	Progress by end 2014
<p><b>Ferrero:</b> The sodium content normally does not exceed a level of 255 mg/100 g.</p>	<ul style="list-style-type: none"> <li>The majority of products are below 150 mg/ 100 g.</li> </ul>
<p><b>General Mills:</b>  <b>By 2015 – in the U.S.A.:</b> Reduce sodium by 20% across top 10 retail product categories.  <b>By 2015 – in Australia:</b> Reduce sodium by 25%.  <b>U.K.:</b> Reduce sodium in foods to help the consumer reach the 2.4 g per day maximum recommended daily intake.</p>	<p><b>Australia:</b> Continuing to make sizeable reductions in sodium across key brands.  <b>U.K.:</b> Sodium content reduced 63% (compared to 2013).  <b>U.S.A.:</b> Many product categories have made significant progress and exceeded the 2015 goal. Work continues toward meeting this commitment with sodium reductions across the product portfolio.</p>
<p><b>Grupo Bimbo:</b> Committed to reducing salt by 30% in leading brands in the bread and roll categories.</p>	<ul style="list-style-type: none"> <li>Sodium reduced in 77 products, eliminating 45 metric tonnes, and representing 4% of total sales volume in reformulated products.</li> </ul>
<p><b>Kellogg:</b>  <b>By 2020:</b> Reduce sodium in cereals on average by more than 30%. 85% of the ready-to-eat cereals will have 150 mg or less of sodium per 30 g serving.</p>	<ul style="list-style-type: none"> <li>82% of ready-to-eat cereals had 150 mg or less of sodium per 30 g serving.</li> </ul>
<p><b>Mars:</b>  <b>By 2015:</b> Reduce sodium levels in Mars Food products globally by an average of 25% from a 2007 baseline (excluding products that already meet regionally agreed sodium targets). All new products will be developed in accordance with the salt targets.  <b>By 2016:</b> Further reduce sodium content in Mars South Africa soup brands by 5% and in sauces and gravies by 4.2%, bringing the total reduction in sodium across the food portfolio to 4.1%.</p>	<p><b>Global:</b> 2015 global target achieved. Continued efforts to ensure entire food portfolio met responsible sodium targets in the context of a product’s intended role in a balanced diet. Almost 70% of Mars Food products now meet regional target levels for sodium.  <b>Europe:</b> Achieved 100% compliance in the U.K. and 92% in the EU across the Mars Food portfolio in relation to the 2012 salt reduction targets set by the U.K. Department of Health and Food Standards Agency.</p> <ul style="list-style-type: none"> <li>100% of <i>Uncle Ben’s</i> and <i>Dolmio</i> Thick Sauces contain less than 1.5 g of salt or 600 mg sodium per 100 g.</li> <li>100% of <i>Uncle Ben’s</i>, <i>Dolmio</i> Thin Sauces and <i>Seeds of Change</i> cooking sauces contain less than 0.83 g salt or 330 mg sodium per 100 g.</li> </ul>

Table 1: Salt Reduction, <i>con't...</i>	
Commitment	Progress by end 2014
<p><b>McDonald's:</b>  <b>By 2020:</b> Reduce salt/sodium across the menu in 9 of McDonald's top markets. (Specific goals for each market to be determined in 2015)</p>	<ul style="list-style-type: none"> <li>• <b>France and Germany:</b> Since 2010, sodium reduced in medium-sized French fries by approximately 58%.</li> <li>• <b>U.S.A.:</b> Sodium reduced in medium-sized French fries by approximately 30%.</li> <li>• Reduced sodium by varying levels in <i>McNuggets</i>: 7% in <b>Brazil</b>, 10% in the <b>U.S.A.</b>, 15% in <b>U.K.</b>, 27% in <b>Canada</b>.</li> <li>• Reduced sodium in commonly used ingredients - burger buns, American cheese, ketchup – helping to reduce sodium in the <i>Cheeseburger</i> by an average of 10% and in <i>Big Mac</i> by an average of 9% in some key markets.</li> </ul>
<p><b>Mondelēz International:</b>  <b>By 2020:</b> Reduce sodium by 10% (from a 2012 baseline).</p>	<ul style="list-style-type: none"> <li>• <b>Global:</b> Achieved 2% reduction of sodium across entire global portfolio (from 2012-2014).</li> <li>• <b>Latin America:</b> Sodium reduced in <i>Oreo</i>, as well as cheese and other biscuit products by 10% (2012-2014)</li> <li>• <b>Latin America:</b> Sodium reduced in <i>Oreo</i>, as well as cheese and other biscuits.</li> <li>• <b>U.K.:</b> 24 tonnes of salt removed from original <i>Philadelphia</i> cream cheese; salt reduced an average of 13% across 13 SKUs of <i>Belvita</i>; and an average of 10% in <i>Oreo</i>.</li> </ul>
<p><b>Nestlé:</b>  <b>By 2016:</b> Further reduce salt content by 10% in products that do not meet the Nestlé Nutritional Foundation criteria, ensuring gradual salt reduction even in more challenging areas of the product portfolio.</p>	<ul style="list-style-type: none"> <li>• 98% of children's products met the Nestlé Nutritional Foundation sodium criteria (2013: 96%).</li> <li>• Achieved 4.7% overall sodium reduction across the entire product portfolio, as assessed against the Nestlé Nutritional Foundation criteria.</li> </ul>
<p><b>PepsiCo:</b>  <b>By 2020:</b> Reduce the average amount of sodium per serving in key global brands, in key countries by 25% (from a 2006 baseline).</p>	<ul style="list-style-type: none"> <li>• <b>Global:</b> Achieved 10+% sodium reduction per serving and removed more than 1,800 metric tonnes of sodium from key global food brands in key countries (compared to 2006).</li> <li>• <b>China and U.K.:</b> Achieved the 2020 target.</li> <li>• <b>Brazil, Canada, Mexico, Russia and Turkey:</b> Reduced sodium by more than 10% (compared to 2006).</li> </ul>
<p><b>Unilever:</b>  <b>By 2020:</b> 75% of the Foods portfolio will meet salt levels to enable target intake levels of 5 g per day.</p>	<ul style="list-style-type: none"> <li>• 60% of the Foods portfolio (spreads, savoury, dressings and seasonings) met the 5 g per day target. (2013: 55%)</li> </ul>

Table 2: Saturated Fats and Trans Fat Reduction	
Commitment	Progress by end 2014
<p><b>Ferrero:</b> The use of hydrogenated fats was eliminated many years ago. In 2013, the company confirmed the universal adoption of manufacturing processes which avoid the use of hydrogenated fats.</p>	<ul style="list-style-type: none"> <li>• Six bakery products reformulated to reduce the saturated fatty acid content.</li> </ul>
<p><b>General Mills:</b> Reduce saturated fats by 10% or more per serving in the U.S.A.</p>	<ul style="list-style-type: none"> <li>• 75% of U.S. retail sales volume have been nutritionally improved since 2005 and 18.5% in fiscal 2014.</li> <li>• More than 90% of U.S. retail products are labelled 0 g trans fat per serving.</li> </ul>
<p><b>Grupo Bimbo:</b> <b>Saturated Fats</b> Committed to reduce saturated fats in leading sweet baked goods by 25% and in leading salty snack brands by 15%. <b>Trans Fat</b> Trans fat has been eliminated from the product portfolio.</p>	<p><b>Saturated Fats</b></p> <ul style="list-style-type: none"> <li>• Reduced in 45 products, eliminated 856 metric tonnes.</li> </ul>
<p><b>Kellogg:</b> Kellogg Global Nutrition Criteria sets thresholds for saturated fats and trans fats in ready-to-eat cereals.</p>	<ul style="list-style-type: none"> <li>• More than 95% of foods in the U.S.A. are labelled 0 g trans fat per serving.</li> </ul>
<p><b>Mars:</b> <b>Saturated Fats</b> Further reduce saturated fat levels across global and regional chocolate brands where relevant.  <b>Trans Fat</b> <b>By 2017:</b> Remove all partially hydrogenated oils from products. Committed to reduce trans fat levels to below 0.5 g per 100 g (or in accordance with local regulatory requirements.)</p>	<p><b>Saturated Fats</b></p> <ul style="list-style-type: none"> <li>• Achieved reductions of 2.98% in saturated fat, 2.81% in total fat and 0.73% in total energy in the chocolate covering <i>Snickers</i> and <i>Bounty</i> products.</li> <li>• Reductions in <i>Snickers</i> fun size achieved through reducing peanuts by 8.3%, fat nougat by 100% and fat caramel by 46%.</li> </ul> <p><b>Trans Fat</b></p> <ul style="list-style-type: none"> <li>• All chocolate products contain minimal levels of trans fat, less than 0.5% of the finished product.</li> <li>• 100% of Mars Food products comply with the Mars Food maximum target for trans fatty acids of 0.2 g / 100 g. Any amounts still existing under that threshold are only trace amounts from animal-derived ingredients.</li> </ul>
<p><b>McDonald's:</b> <b>By 2020:</b> Reduce saturated fats across the menu in 9 of McDonald's top markets. (Specific goals for each market to be determined in 2015)</p>	<ul style="list-style-type: none"> <li>• <b>U.S.A.:</b> Removed partially hydrogenated oils from the <i>McChicken</i> patty.</li> <li>• <b>Europe:</b> Achieved average reduction of saturated fat of 14.7%.</li> <li>• <b>Singapore:</b> Reduced saturated fat by more than 30%.</li> </ul>

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**Table 2: Saturated Fats and Trans Fat Reduction, *con't...***

Commitment	Progress by end 2014
<p><b>Mondelēz International:</b></p> <p><b>Saturated Fats</b>  <b>By 2020:</b> Reduce saturated fat by 10% (from a 2012 baseline).</p> <p><b>Trans Fat</b>  <b>Ongoing:</b> Continue to remove artificially produced trans fats from the global product portfolio, with the ultimate goal of eliminating them.</p>	<p><b>Saturated Fats</b></p> <ul style="list-style-type: none"> <li>Achieved 1% reduction of saturated fat across entire global portfolio (from 2012-2014), including a 40% reduction in some <i>Oreo</i> varieties.</li> <li><b>U.K.:</b> Achieved a 52% reduction (from 5.6 g to 2.7 g per serving) in <i>Cadbury</i> Dairy Milk buttons and individual bags; and 19% reduction (from 4.2 g to 3.4 g per serving) in individual <i>Crunchie</i> multipack individual bars.</li> <li>Replacing saturated fat oils in biscuits.</li> </ul> <p><b>Trans Fat</b></p> <ul style="list-style-type: none"> <li>Most products contain 0 g per serving or very little artificially produced trans fat.</li> </ul>
<p><b>Nestlé:</b></p> <p><b>By 2016:</b> Further reduce saturated fats by 10% in products and remove trans fats originating from partially hydrogenated oils, to ensure continual improvement even in more challenging areas of the product portfolio.</p>	<ul style="list-style-type: none"> <li>98% of children's products met the Nestlé Nutritional Foundation saturated fat criteria.</li> <li>Strengthened policy to remove all trans fats originating from partially hydrogenated oils from food and beverages. 96% of oils used now meet the Nestlé Policy on Trans Fats.</li> <li>Re-launched a number of products with reduced saturated fat levels, including: <ul style="list-style-type: none"> <li><i>Winiary</i> Bouillon in Poland (13% reduction)</li> <li><i>Maggi</i> Herb Sauce in Germany (33% reduction)</li> <li><i>Maggi</i> Onion Soup in France (80% reduction)</li> <li><i>Uncle Toby's</i> Le Snak in Australia (34% reduction)</li> </ul> </li> </ul>
<p><b>PepsiCo:</b></p> <p><b>By 2020:</b> Reduce the average amount of saturated fats per serving by 15% in key global brands, in key countries (from a 2006 baseline).</p>	<p><b>Global:</b> Achieved 2% reduction average in saturated fat on a per serving basis in key global brands, in key countries and removed more than 1,600 metric tonnes (compared to 2006).</p> <p><b>China, Russia, Turkey, U.K. and U.S.A.:</b> Achieved the 2020 target.</p>
<p><b>Unilever:</b></p> <p><b>Saturated Fats</b>  Committed to reducing the fat composition of products by reducing saturated fats as much as possible and increasing levels of essential fats.  <b>By 2017:</b> 90% of the total global portfolio of soft vegetable spreads* will contain no more than 33% fat as saturated fat and at least 67% as good unsaturated fat. In tropical areas, without chilled distribution, the maximum saturated fat content will be set at 38%, to maintain stability of the spreads.  *For all other products in the spreads portfolio, including the <i>mélanges</i>, Unilever strives for the lowest saturated fat level possible without compromising product performance and customer expectations.</p> <p><b>Trans Fat</b>  In 2012, the target to eliminate trans fat originating from partially hydrogenated vegetable oil (PHVO) from the global product portfolio was met. Since then, Unilever undertakes regular reviews to ensure compliance. Any products found with trans fat originating from PHVOs are reformulated. This approach focuses on the main ingredients in products and does not include trace elements found in some flavours or emulsifiers.</p>	<p><b>Saturated Fats</b></p> <ul style="list-style-type: none"> <li>82% of the global portfolio of soft vegetable oil spreads contained no more than 33% saturated fat and at least 67% good unsaturated fat.</li> <li>92% of leading spreads by volume contained less than 33% saturated fat as a proportion of total fat and at least 15% of essential fatty acids recommended by international guidelines at end of 2012.</li> </ul> <p><b>Trans Fat</b></p> <ul style="list-style-type: none"> <li>By 2012, 100% of the product portfolio by volume did not contain trans fats originally from PHVOs.**</li> </ul> <p>**For a description of Unilever's approach to removing trans fat from PHVO, see Melnikov S &amp; Zevengergen H., "Implementation of removing trans fatty acids originating from partially hydrogenated vegetable oils." <i>New Food</i> 2012: 5:44-46</p>

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**Table 3: Sugar and Calories Reduction**

Commitment	Progress by end 2014
<p><b>The Coca-Cola Company:</b> The company is committed to offering low- and no-calorie beverages in every market.</p>	<p><b>Global:</b></p> <ul style="list-style-type: none"> <li>• Introduced more than 400 new beverage options, more than 100 of which are reduced-, low- or no-calorie.</li> <li>• Provided reduced-, low- or no-calorie options in the 191 countries and territories in which Coca-Cola operates.</li> <li>• In 77 countries, reduced-, low- or no-calorie products represented more than 20% of the local portfolio (2013: 73 countries).</li> <li>• In 34 countries, including the U.S.A. and many countries in Asia, Europe and Latin America, reduced-, low- or no-calorie beverages represented more than 30% of the local portfolio.</li> <li>• More than 1,000 reduced-, low- or no-calorie options were in the global product portfolio</li> <li>• More than 25% of the global portfolio of 3,600+ sparkling and still beverages was reduced-, low- or no-calorie options.</li> <li>• A reduced-, low- or no-calorie option was available for 18 of the top 20 global brands.</li> </ul> <p><b>Europe:</b></p> <ul style="list-style-type: none"> <li>• 93 of 141 brands include low- or no-calorie products, available in a wide range of pack sizes</li> <li>• 33% of volume was low- or no-calorie (2013: 30%; 2000: 16%)</li> <li>• While the volume sold increased, the average calorie count of the total portfolio decreased by 13% compared to 2004.</li> <li>• In the U.K. alone, the average calories in sparkling drinks were reduced per litre by 5.3%, including reducing the calorie content of <i>Fanta Orange</i> by 30% and <i>Sprite</i> by 36%.</li> </ul>
<p><b>Ferrero:</b> To provide consumers with the best taste satisfaction and the most reasonable acceptable energy content per portion.</p>	<ul style="list-style-type: none"> <li>• Nine products launched with low- or no-sugar: six new flavours of sugar-free confectionary pills and three iced teas.</li> </ul>
<p><b>General Mills:</b> In 2009, General Mills committed to reduce sugar in all of its cereal advertised to children under 12 years to single-digit grams of sugar per serving.</p>	<ul style="list-style-type: none"> <li>• Sugar levels in children’s cereals have been lowered by 16% since 2007 and at least 75% of all General Mills cereals now have less than 9 g of sugar per serving.</li> <li>• More than 575 U.S. retail products have 100 calories or less per serving; more than 950 products have 150 calories or less per serving – representing 60% of U.S. retail product.</li> </ul>
<p><b>Grupo Bimbo:</b> Committed to reduce sugars by 10% in leading sweet baked goods brands.</p>	<ul style="list-style-type: none"> <li>• Sugars reduced in 100 products, eliminating 3,061 metric tonnes of sugar.</li> </ul>
<p><b>Kellogg:</b> <b>By 2020:</b> Reduce sugar so that 90% of ready-to-eat cereals will have 10 g or less of sugar per 30 g serving.</p>	<ul style="list-style-type: none"> <li>• 84% of ready-to-eat cereals had 10 g or less of sugar per serving.</li> </ul>

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Table 3: Sugar and Calories Reduction, <i>con't...</i>	
Commitment	Progress by end 2014
<p><b>Mars:</b> The Mars Food Nutrition Criteria identify specific thresholds for added sugar for different types of products within the Mars Food portfolio. Based on these thresholds, reduction targets will be agreed by Q4, 2015. The Nutrition Criteria will be used to guide the reduction of added sugar in many products over the next five years. In the context of a meal, Mars Food aims for its everyday meal products not to provide more than 10% of calories from added sugars. This reduction of added sugar is only relevant in a small part of the Mars Food portfolio.</p>	N/A. Targets to be agreed in 2015.
<p><b>McDonald's:</b> <b>By 2020:</b> Reduce sugar or calories across the menu in 9 of McDonald's top markets. (Specific goals for each market to be determined in 2015)</p>	<ul style="list-style-type: none"> <li>• <b>U.S.A.:</b> Introduced <i>Go-GURT</i>® low-fat strawberry yogurt as a side with 50 calories and less sugar than leading kids' yogurt. (<i>Go-GURT</i>® has 6 g of sugar per 2.25 oz.. The leading kids' yogurt has vs. 9 g of sugar per 2.25 oz.) Since the introduction of <i>Go-GURT</i>® at McDonald's in July 2014, McDonald's USA sold more than 130 million <i>Go-GURT</i>® yogurts, more than 125 million of which were sold with children's meals.</li> </ul>
<p><b>Mondelēz International:</b> Committed to help people reduce sugar consumption through efforts to reduce calories and increase offering of portion control options.</p> <p>Continued focus on sugar reduction as a main element of product renovation with a limit on sugar in new product development guidelines; and reformulation only if there is no consequent increase in calories, total fat or sodium.</p>	<ul style="list-style-type: none"> <li>• Continue to offer products that are lower in sugar or sugar free, such as <i>Tang</i> and <i>Clight</i> beverages.</li> <li>• 90% of gum is sugar free.</li> <li>• Achieved 8% reduction in sugar in <i>belVita</i> breakfast biscuits.</li> </ul>
<p><b>Nestlé:</b> <b>By 2015:</b> Reduce the sugar content in any serving of children's or teenagers' breakfast cereal brands to 9 g or less per serving, to promote a reduction in sugar in children's diets. <b>By 2016:</b> Further reduce sugar by 10% in products that do not meet the Nestlé Nutritional Foundation criteria, to ensure continual improvement even in more challenging areas of the product portfolio.</p>	<ul style="list-style-type: none"> <li>• 98% of children's products met the Nestlé Nutritional Foundation sugars criteria (2013: 96%).</li> <li>• Reducing sugar content by up to 30% in Nestlé breakfast cereal brands, including <i>Nesquik</i>, <i>Chocapic</i>, <i>Honey Cheerios</i>, <i>Lion</i> and <i>Milo</i>, as well as more than 15 other Nestlé-branded breakfast cereals.</li> <li>• Re-launched a wide range of reduced-sugar products, including: <ul style="list-style-type: none"> <li>▪ <i>Mio</i> yogurts in Italy (with reductions of 18% sugar; 9% calories)</li> <li>▪ <i>Pirulo</i> ice lollies in Europe (with reductions of 35% sugar; 28% calories)</li> <li>▪ <i>Belte</i> ice tea in Italy (with reductions of 18% sugar; 18% calories)</li> </ul> </li> </ul>



**Table 3: Sugar and Calories Reduction, *con't...***

Commitment	Progress by end 2014
<p><b>PepsiCo:</b>  <b>By 2020:</b> Reduce the average amount of added sugars per serving by 25% in key global beverage brands, in key countries (from a 2006 baseline).</p>	<ul style="list-style-type: none"> <li>• Approximately 60% of beverage launches in key countries qualified as better-for-you or good-for-you beverage options.</li> <li>• Seven key countries reduced average added sugars per serving compared to 2006 baseline.</li> <li>• Two key countries' averaged added sugars per serving remained the same as the 2006 baseline.</li> <li>• <b>Canada and U.S.A.:</b> Removed 434,000 metric tonnes of added sugars from the total beverage portfolio (compared to 2006 baseline).</li> </ul>
<p><b>Unilever:</b>  <b>By 2020:</b> Remove 25% sugar from ready-to-drink teas, powdered ice tea and milk tea products, liquid concentrates, retail and foodservice and any new formats that are sweetened (from 2010 baseline).</p>	<ul style="list-style-type: none"> <li>• 12% sugar reduction across all sweetened tea-based beverages (since 2010).</li> </ul>

Table 4: Portion Control Sizes	
Commitment	Progress by end 2014
<p><b>The Coca-Cola Company:</b> For consumers who want to reduce the calories they consume from beverages, Coca-Cola is committed to offering smaller portion sizes.</p>	<ul style="list-style-type: none"> <li>Continuing to increase the number of smaller package size offerings.</li> <li>By year-end 2014, 81 countries expanded their portfolio of beverages available in small packages, bringing the total number of countries and territories offering smaller packages sizes to 186.</li> </ul>
<p><b>Ferrero:</b> To provide consumers with the most reasonable and acceptable energy content per portion.</p>	<ul style="list-style-type: none"> <li>More than 55% of Ferrero’s individually wrapped products marketed around the world have portions with less than 100 Kcal and more than 90% have portions with less than 150 Kcal.</li> </ul>
<p><b>Kellogg:</b> To offer consumers a wide variety of products in portion-controlled sizes. In addition to offering portion-controlled sizes, Kellogg helps to educate consumers about portion size through its “Choose My Bowl” website.</p>	<p>Kellogg has introduced a wide variety of portion-control products in various markets:</p> <p><b>EU:</b></p> <ul style="list-style-type: none"> <li><i>Special K</i> cereal bars are portion-controlled vs the category norm</li> <li>Individual serving size packages of cereals</li> <li>Variety of packs of cereals with smaller portions directed at children</li> </ul> <p><b>Latin America:</b></p> <ul style="list-style-type: none"> <li>Single serve sachets of cereals for children</li> </ul> <p><b>U.S.A.:</b></p> <ul style="list-style-type: none"> <li>Less than 100 calories: <ul style="list-style-type: none"> <li>Pouches of Kellogg’s <i>Frosted Flakes</i>, <i>Apple Jacks</i>, <i>Froot Loops</i> and <i>Corn Pops</i></li> <li><i>Special K</i> Brownies, Moments, Popped Delights</li> <li><i>Rice Krispies</i> Treats Crackle</li> <li><i>Pop Tarts</i> mini crisps</li> </ul> </li> <li>100 Calories: <ul style="list-style-type: none"> <li><i>Keebler</i> Right Bites cookie packs</li> <li><i>Cheez It</i> Right Bites</li> </ul> </li> <li><i>Special K</i> cracker chips single serve bags</li> <li><i>Special K</i> Nourish hot cereal in a cup</li> </ul>
<p><b>Mars:</b> Mars will not market any Mars chocolate products or any Wrigley sugar confectionary products which exceed 250 calories per portion and will increase the number of chocolate confectionary products that are 200 calories or less per portion. Mars also offers a range of product options and sizes so that consumers can enjoy the right product for them.</p>	<p><b>Global:</b> 99.8% met the 250 Kcal commitment.</p> <p><b>Emirates:</b> In 2014, as part of Mars’ efforts to reduce the size of its chocolate portfolio, Mars in Dubai produced <i>Snickers</i> Stix 25 g (124 Kcal) and <i>Galaxy</i> tablet 19 g (106 Kcal) for the India market. In 2015, Mars will launch these products across the Middle East markets.</p> <p><b>Europe:</b> Reduced <i>M&amp;Ms</i> portion size by developing a small value pack in the shape of a stick weighing 17 g in the case of <i>M&amp;Ms</i> Choco and 20 g for <i>M&amp;Ms</i> Peanut. The reduction in total weight was 62% and 56% respectively.</p>

Table 4: Portion Control Sizes, <i>con't...</i>	
Commitment	Progress by end 2014
<p><b>Mondelēz International:</b>  <b>By 2020:</b> Increase individually wrapped portion control options (under 200 Kcal) by 25% (from a 2012 baseline).</p>	<p><b>By end 2014:</b> Since 2012, Mindful Portion products grew by 16%, including:</p> <ul style="list-style-type: none"> <li>• Single servings of chocolates, <i>Milka Cripsello</i>, <i>Moro</i> and <i>Gallito</i>; and chocolate and biscuit combinations, e.g. <i>Cadbury LU</i> biscuits</li> <li>• Portion packs of <i>Club Social</i> and <i>Pacific Soda</i> crackers and <i>Oreo</i> cookies.</li> </ul>
<p><b>Nestlé:</b>  <b>By 2015:</b> Provide portion guidance on all children’s and family products to encourage healthy portion consumption.</p>	<ul style="list-style-type: none"> <li>• Specific portion guidance offered for an estimated 30.2% of children’s and family products portfolio.</li> <li>• <b>Global:</b> Nestlé Portion Guidance™ is being implemented across brands. At the market level, strategies are being built and deployed to drive local relevance.</li> <li>• <b>U.S.A.:</b> Reduced portion size for certain products, including 30 portion- and calorie-controlled ice cream products.</li> </ul>
<p><b>Unilever:</b>  <b>By 2015:</b> 80% of packaged ice creams will not exceed 250 Kcal per portion.</p>	<ul style="list-style-type: none"> <li>• <b>Global:</b> 90% of packaged ice cream by volume contains 250 Kcal or less per portion (exceeding global target of 80%). However, in each market Unilever aims to be at least 80% compliant, to demonstrate its responsible approach across the ice cream business.</li> </ul> <p><b>By end 2014:</b> 100% of children’s ice creams contained 110 Kcal or fewer per portion (2013: 86%).</p>

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### *Adding ingredients considered beneficial for good health*

Many people lack key nutrients in their diets. Fortifying foods and beverages with the addition of micronutrients (vitamins, minerals, such as iron, iodine and zinc) offers one of the most cost-effective public health solutions to address population-wide nutrient deficiencies and improve the nutritional quality of foods. IFBA members are committed to helping reduce micronutrient deficiencies on a global scale. Members are also committed to improving the nutritional content of their products by increasing beneficial ingredients, such as whole grains, fruits, vegetables and low-fat dairy.

Table 5: Increasing the Content of Micronutrients; Adding Whole Grains, Fruits, Vegetables and Low-fat Dairy	
Commitment	Progress by end 2014
<p><b>Ferrero:</b> Continue to develop products containing fibre, vitamins and minerals naturally derived from the raw materials used in its products, e.g. hazelnuts and to increase the amount of low-fat dairy ingredients in its products.</p>	<ul style="list-style-type: none"> <li>• 12% increase in the amount of low-fat dairy ingredients used in products.</li> </ul>
<p><b>General Mills:</b> <b>U.S.A.:</b> Increase beneficial nutrients, including vitamins, minerals, fibre and whole grain by 10% or more per serving. Formulating products to include at least a half-serving of whole grain, fruit, vegetables, or low- or non-fat dairy. <b>By 2015:</b> CPW is increasing calcium in its CPW cereals to at least 15% of the recommended daily allowance per serving (which varies in different parts of the world).<sup>1</sup></p>	<p><b>U.S.A.:</b> 76% of U.S. retail sales volume has been nutritionally improved since 2005 and 18.5% in fiscal 2014.</p> <ul style="list-style-type: none"> <li>• Approximately 57 billion grams of dietary fibre shipped via its U.S. retail operation products, including cereal, snacks, flour, fruits and vegetables.</li> <li>• All global cereal brands offered by CPW now have at least 8 g of whole grain per serving.</li> </ul>
<p><b>Grupo Bimbo:</b> Committed to launching a minimum of two products with beneficial ingredients each year in each country where its products are sold.</p>	<ul style="list-style-type: none"> <li>• Improved 81 products with beneficial ingredients, including whole grain products, healthy products, products with health-positive elements and products aimed at children.</li> </ul>
<p><b>Kellogg:</b> <b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• Add more beneficial nutrients to Kellogg cereals, increasing the variety of grains and plant-based ingredients to provide protein, fibre and Omega-3 fatty acids; and</li> <li>• Ensure that Kellogg ready-to-eat cereals have at least one nutrient that consumers do not get enough of, such as Vitamin D, fibre or iron.</li> </ul>	<ul style="list-style-type: none"> <li>• Kellogg ready-to-eat cereals are fortified with key vitamins and minerals in all areas of the globe where fortification is allowed by regulations.</li> <li>• Launched several new products globally with key nutrients, including: <ul style="list-style-type: none"> <li>▪ <i>Special K</i> Protein in the U.S.A.</li> <li>▪ Vitamin D fortified cereals in Canada, Europe and Mexico</li> <li>▪ Higher fibre cereals in Australia, Europe, Mexico</li> </ul> </li> </ul>

<sup>1</sup> Cereal Partners Worldwide (CPW) is a joint venture of General Mills and Nestlé.

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**Table 5: Increasing the Content of Micronutrients; Adding Whole Grains, Fruits, Vegetables and Low-fat Dairy, *con't...***

Commitment	Progress by end 2014
<p><b>Mars:</b>  <b>Vegetables</b>            Committed to inspiring consumers to add more vegetables to their diets through recipe suggestions on-pack and on branded websites. As part of its Nutrition &amp; Wellness Strategy, Mars is exploring product development and reformulation strategies to add more vegetables to its products.</p>	<p><b>Vegetables</b>            Consumers in Australia are consuming on average an additional one kilogram of vegetables per year as part of the <i>Masterfoods</i>® brand for Mars reformulation work with the Heart Foundation of Australia.</p> <p><b>Vitamins, minerals, others</b></p> <ul style="list-style-type: none"> <li>• Since 2007, Mars has provided <i>Royco</i>® soup, fortified with vitamins and minerals to more than 300,000 low-income, undernourished people in South Africa. In 2014, Mars served its 18.5 millionth cup of <i>Royco</i>® fortified soup.</li> <li>• Developed <i>Goodnessknows</i>®, the first fruit and nut snack product for the U.S.A. market to deliver 100 mg of cocoa flavanols – a plant nutrient known to play an important role in supporting health, even as we age – in each 150 calorie serving. In 2014, <i>Cocoavia</i>® rolled out the latest generation of the dietary supplement, featuring 375 mg of cocoa flavanols per serving – 50% more than the previous formulation.</li> </ul>
<p><b>McDonald's:</b>  <b>By 2020:</b> Serve 100% more fruit, vegetables, low-fat dairy or whole grains in the top 9 markets.</p>	<ul style="list-style-type: none"> <li>• 30% more fruit, vegetables, low-fat dairy or whole grains were served compared to 2012, in the top 9 markets.</li> </ul>
<p><b>Mondelēz International:</b>  <b>By 2020:</b> Increase whole grains by 25% across global product portfolio (from a 2012 baseline).</p>	<ul style="list-style-type: none"> <li>• Increased whole grains by 23% across global product portfolio (from 2012-2014).</li> <li>• Launched new products with whole grains including, <i>Barni</i> mini biscuits, <i>Honey Maid</i> Go Bites and <i>Wheat Thins</i> Pita Chips.</li> <li>• Expanded <i>beVita</i> into key markets in Asia Pacific, Latin America, and North America.</li> </ul>
<p><b>Nestlé:</b>  <b>Micronutrient Fortification</b>  <b>By 2015:</b> Develop biofortified crops and launch new products in key markets to expand the fortified products portfolio and benefit rural farming communities.  <b>By 2016:</b> Reach 200 billion micronutrient fortified servings of foods and beverages annually worldwide, with a special focus on children and women of childbearing age.</p> <p><b>Whole Grains, Vegetables</b>  <b>By 2015:</b> To ensure a high nutritional content, there will be more grain than any other ingredient in any serving of children's or teenagers' breakfast cereals.  <b>By 2015:</b> 90% of <i>Maggi</i> product portfolio worldwide will promote home cooking and meals with vegetables.  <b>By 2015:</b> <i>Maggi</i> Cooking Lesson Programme will be ongoing in 30 countries.</p>	<p><b>Micronutrient Fortification</b></p> <ul style="list-style-type: none"> <li>• Provided 183 billion servings of fortified foods worldwide (2013: over 167 billion).</li> <li>• Extended focus on product categories that reach children and women of childbearing age, such as fortified infant cereals and growing-up milks.</li> </ul> <p><b>Whole Grains, Vegetables</b></p> <ul style="list-style-type: none"> <li>• CPW made steady progress against its Whole Grain Commitment, increasing the total amount of servings to at least 95% (2013: 74%).</li> <li>• 73% of the <i>Maggi</i> product portfolio promotes home cooking and meals with vegetables.</li> <li>• <i>Maggi</i> Cooking Lesson Programme in place in 20 countries.</li> </ul>

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**Table 5: Increasing the Content of Micronutrients; Adding Whole Grains, Fruits, Vegetables and Low-fat Dairy, *con't...***

Commitment	Progress by end 2014
<p><b>PepsiCo:</b> Increase the amount of whole grains, fruits, vegetables, nuts, seeds and low-fat dairy in the global product portfolio.</p>	<p><b>Whole Grains, Fruits and Vegetables</b></p> <ul style="list-style-type: none"> <li>• <b>Europe:</b> Launched three products in each of the <i>Oats So Simple</i>, <i>Multigrain Pot</i> and <i>Cuppa Porridge</i> product lines.</li> <li>• <b>India:</b> Introduced a <i>Quaker Oats Plus</i> product combining traditional Indian grains with oats to drive consumer acceptance and containing 56% of the daily whole grain requirement and 15% of the daily fibre requirement.</li> <li>• <b>Mexico:</b> Launched a sugar-free oat cookie with no-calorie sweetener, Splenda, with 8 g of whole grain and 2.5 g of fibre per serving.</li> <li>• <b>U.S.A.:</b> <i>Quaker</i> launched four on-the-go oat products – two flavours of baked granola bars (containing 8 g of whole grains per serving) and two flavours of instant oatmeal (containing 40 g of whole grains per serving).</li> <li>• Expanded established fruits and vegetables products: <ul style="list-style-type: none"> <li>▪ <i>Naked Juice</i> introduced two new flavours</li> <li>▪ <i>Tropicana</i> expanded their <i>Farmstand</i> offerings with four new flavours, all containing one serving of fruit and one serving of vegetables per 8 oz serving.</li> </ul> </li> </ul>
<p><b>Unilever:</b> <b>Micronutrient Fortification</b> Unilever is committed to increasing activities to address undernutrition issues through its offering of core products, such as <i>Knorr</i>. In developing and emerging markets, the aim is to offer fortified foods at an affordable price and to promote nutritious cooking.</p> <p><b>Vitamins, calcium, low-fat dairy</b> Working further improve the nutritional composition of children’s ice creams by providing goodness such as calcium, vitamin D, fruit, dairy or yoghurt.</p>	<p><b>Micronutrient Fortification</b></p> <ul style="list-style-type: none"> <li>• More than 20% of the total food and beverage sales by volume (principally spreads and bouillons) contain a significant amount per serving of five key micronutrients implicated in undernutrition – iodine, vitamin, A, vitamin D, zinc and iron).</li> <li>• Provided more than 100 billion servings of fortified spreads and cooking products in developed countries, and approximately 58 billion servings in developing and emerging countries. The spreads and cooking products are fortified with vitamins A and D such that they deliver more than 15% of the recommended daily allowance in 20 g (the recommended daily intake). One serving of a spread or cooking product is 10 g.</li> <li>• <b>Global:</b> <i>Rama/Blue Band</i> margarines fortified with vitamins A and D and contain vitamin E which is naturally present in vegetable oils.</li> <li>• <b>India:</b> Provided more than 13 billion servings of <i>Annapurna</i> iodized salt.</li> <li>• <b>Latin America:</b> <i>Maizena</i> instant porridges fortified with iron, zinc and vitamins A and B; <i>AdeS</i>, a soy-based brand is fortified with vitamins A,B,C and E, iron, zinc and calcium.</li> <li>• <b>The Netherlands:</b> <i>Blue Band Idea!</i> is fortified with nutrients that support mental development.</li> </ul>

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## Nutrition Information

### *Our commitment:*

Improve nutrition information to consumers.

### *Our goal:*

By end 2016: We will implement a common global approach to nutrition labelling on-pack, in line with CODEX Alimentarius, including the labelling of calories on front-of-pack.

### *Our progress:*

The provision of nutrition information to consumers forms the cornerstone of any policy framework to address poor dietary intakes and to promote healthier eating habits. Helping consumers make informed dietary decisions to meet their individual nutritional needs is a key element of IFBA's 2008 global commitment in support of the WHO's 2004 *Global Strategy on Diet, Physical Activity and Health*.

The product label is a principal source of nutritional information for consumers. There is no global standardized form of label – the content varies from the number and type of nutrients appearing on the label, the reference values used, whether any interpretative guidance is provided (voluntary or mandatory) and where the information appears on the package – on the front-of-pack (FOP) or the back-of-pack (BOP).

In 2010, IFBA members adopted a global framework commitment and set of principles on nutrition labelling, which provided as a minimum, at the global level – or where there were no legislative requirements in place – all product labels would provide nutrition information on-pack for the key nutrients of public health interest. These principles also require that nutrition information be objective, fact- and science-based; presented in a legible, clear and visible format; provide meaningful and understandable information about the nutritional content of a food or beverage product and its place in the overall diet.<sup>2</sup>

Today, IFBA members provide nutrition information for the key nutrients of public health interest – energy (as calories or kilojoules), total fat, saturated fats, carbohydrates, total sugars sodium/salt - on packages and at the point of sale in line with national regulatory requirements. Where such regulations do not exist, information is presented in line with IFBA's global approach to nutrition labelling Information.<sup>3</sup>

In circumstances where nutrition information is not provided at point of sale, due to limited space or type of packaging, members ensure that this information reaches consumers through other channels, such as websites, social media apps, help lines or other means.

<sup>2</sup> ["Principles for a global approach to fact-based nutrition labelling."](#)

<sup>3</sup> For packaged foods and beverages, point of sale means the package as it is the key communication vehicle. For restaurants that provide meals, point of sale includes tray liners, menu boards and other means of communication, such as packaging, posters, and electronic kiosks.

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In September 2014, IFBA members strengthened these principles and agreed to adopt a common global approach to the provision of nutrition information to be implemented by all members by 31 December 2016. In addition to providing information on seven key nutrients on BOP (or at point of sale for restaurants), products will display on the FOP, the energy value (as calories, kilocalories and/or kilojoules) per serving and wherever possible, the product's contribution to an overall diet, including the percentage of the daily reference intake guidance for one or more key nutrients.<sup>4</sup> Reference intake information is presented at point of sale using nationally appropriate terms, e.g. Daily Intake (DI) in Australia and New Zealand, Daily Value (DV) in Canada and the U.S.A., Reference Intake (RI) in Europe; or often the general term, Guideline Daily Amount (GDA).

In order to make nutrition information even more accessible to consumers, IFBA members, that are packaged food companies, began implementing FOP labelling systems in 2006. These systems make it easy for a consumer to see at a glance what is in a serving and how much it contributes to the average diet. Today, a combination of voluntary industry-led initiatives and government-endorsed voluntary schemes exist in Asia, Australia and New Zealand, Canada, Ecuador, the EU, Malaysia, Mexico, the Philippines, Singapore, Thailand, the U.K. and the U.S.A.<sup>5</sup>

The format of the FOP label varies by territory. At a minimum, the amount of energy (as calories, kilocalories and/or kilojoules) per portion or per serving will be displayed. In other cases, nutrition information on the amounts of calories, total fat, saturated fats, total sugars and sodium/salt along with the percentage reference intake (e.g. GDA, DV, DI or RI) may be displayed.

<sup>4</sup> [Principles for a Global Approach to Fact-based Nutrition Information, September 2014](#)

<sup>5</sup> Asia: in 2014, the ASEAN Food and Beverage Alliance (AFBA) and Food Industry Asia (FIA), including IFBA members, introduced a regional initiative to implement regionally consistent FOP GDA labelling guidelines. FIA members have committed to roll out GDA labels for energy on FOP by the end of 2016.

<sup>6</sup> Australia: The Australian food industry launched its FOP food labelling system - the Daily Intake Guide (DIG) in 2006. In 2014, the Australian and New Zealand governments introduced the voluntary "Health Star Rating," an interpretive FOP logo.

<sup>7</sup> Canada: In 2011, the Canadian Beverage Association, including IFBA members The Coca-Cola Company, Nestlé and PepsiCo launched "Clear on Calories," a FOP caloric labelling initiative.

<sup>8</sup> European Union: In 2006, IFBA members of FoodDrinkEurope committed to implement a voluntary nutrition labelling scheme across the EU, with GDAs and including calories on FOP. In 2012, the industry re-committed to GDA labelling on the basis of a harmonized FOP labelling system which was introduced across all markets in the EU at the end of 2014.

<sup>9</sup> Mexico: "Checa y Elige," (Check and Choose) launched in 2011 by IFBA associate AVS, provides the amount of key nutrients (per pack, item or portion) including energy (calories), saturated fats, sugars and sodium and percentage of the recommended daily intake.

<sup>10</sup> U.K.: In 2006, the food industry began implementing a government-endorsed voluntary FOP labelling system for five key nutrients – calories, sugars, fat, saturated fat and salt.

<sup>11</sup> U.S.A.: "Clear on Calories" was launched by the American Beverage Association, including IFBA members, The Coca-Cola Company and PepsiCo in 2010; the "Calories Count™ Beverage Vending Programme" was launched in municipal buildings in Chicago, San Antonio and Washington, D.C. in 2013. "Facts Up Front," launched in 2011 by IFBA associate, the Grocery Manufacturers Association (GMA) and the Food Marketing Institute (FMI), displays the amount of calories, saturated fat, sodium and sugar in each serving.

<sup>12</sup> IFBA members and local food manufacturers collaborated with governments in Malaysia (2012), the Philippines (2012), Singapore (2013) and Thailand (2011) to launch voluntary FOP GDA labelling systems.



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Table 6 below provides a summary of each IFBA member’s commitment to providing nutrition information and progress on FOP labelling.

Table 6: IFBA Members’ Commitments on Nutrition Information and Front-of-Pack (FOP) Labelling and 2014 Progress <sup>13</sup>	
Commitment	Front-of-Pack (FOP)
<p><b>The Coca-Cola Company:</b>            Providing transparent nutrition information is a global policy for The Coca-Cola Company. The policy requires nutrition information back-of-pack and features calories on the front of its packages. Where packaging or products are exempt from the requirements of the policy, nutrition information is provided by alternate means such as websites. The Coca-Cola Company provides leadership in the implementation of front-of-pack calorie information and consumer information campaigns, as part of national, regional and international initiatives carried out in collaboration with public and private stakeholders.</p> <p><b>In 2014:</b> The Coca-Cola Company updated its policy on nutrition labelling.</p>	<p><b>In 2014:</b>  <b>Global:</b></p> <ul style="list-style-type: none"> <li>• Calorie information (expressed as calories, kilocalories or kilojoules) provided FOP on nearly all packages in line with Coca-Cola’s global policy on nutrition labelling (verified by Ernst &amp; Young).</li> <li>• Where permitted, the percent (%) reference value information is provided as part of the FOP calories information on packages.</li> <li>• Nutrition information is provided in line with national standards or CODEX, even if a country does not have its own nutrition labelling regulation.</li> </ul> <p><b>Europe:</b> Implemented FOP in line with FoodDrinkEurope initiative.  <b>U.K.:</b> Participating in the voluntary colour-coded GDA labelling system.  <b>U.S.A.:</b> Implemented “Facts Up Front” on multipacks beyond beverage industry initiative “Clear on Calories”.</p>
<p><b>Ferrero:</b>            Ferrero provides its consumers with correct and transparent nutritional information, in compliance with current legislation in different countries. Ferrero is also committed to providing voluntary nutritional information on FOP, in order to have more readable and comprehensive labels.</p> <p><b>In 2014:</b></p> <ul style="list-style-type: none"> <li>• Ferrero updated its commitment in line with the new European food labelling regulation – the Food Information to Consumers Regulations<sup>14</sup> and with FoodDrinkEurope recommendations.</li> <li>• <b>Kazakhstan, Mexico, Russia and U.S.A.:</b> Implementation of the IFBA Principles for a global approach to fact-based nutrition labelling” in 2014.</li> </ul>	<p><b>In 2014:</b>  <b>Europe:</b> Energy FOP for all <i>Kinder</i> and <i>Nutella</i> products and Ferrero snacks (together representing 69.4% of total product portfolio in 2014.) *  <i>*Calculated with reference to the sales volume (in tonnes) of Kinder and Nutella products and Ferrero snacks over the total of the Ferrero sales volume in the EU, excluding small packs and seasonal products)</i></p> <p><b>Europe:</b> Implementing FOP in line with FoodDrinkEurope initiative  <b>Mexico:</b> Implementing “Checa y Elige”  <b>U.S.A.:</b> Implementing “Facts Up Front”</p>

<sup>13</sup> DV = Daily Value; DI = Daily Intake; GDA = Guideline Daily Amount; RI = Reference Intakes.

<sup>14</sup> Regulation 1169/2011, which came into force on 13 December 2014

**Table 6: IFBA Members' Commitments on Nutrition Information and Front-of-Pack (FOP) Labelling and 2014 Progress on, *con't...***

Commitment	Front-of-Pack (FOP)
<p><b>General Mills:</b> General Mills' product packaging provides clear nutrition information for consumers who want access to information that will help them construct a healthy diet. Demonstrating its commitment to clear nutrition labelling, General Mills continues to voluntarily provide nutrition highlights on the front of all packages, where space allows, across Australia, Europe and the U.S.A. The nutrient content per portion is compared to guideline levels for the entire day, helping people understand how these foods fit within their total daily diet.</p> <p><b>In 2014:</b> All General Mills' packaging was reviewed and updated to ensure compliance with the new European food labelling regulation – the Food Information to Consumers Regulations.</p>	<p><b>In 2014:</b> <b>Australia:</b> Implementing FOP labelling, consistent with IFBA requirements; more than 68% of products displayed nutrition RI information FOP. <b>Europe:</b> 98% of all products displayed dietary RI on packaging. Where space permits, the five icon format (energy, fat, saturated fat, sugar and sodium) is displayed. At a minimum on smaller packages, the energy icon is displayed. <b>U.S.A.:</b> 100% of products have FOP labelling – with icons providing information about calories, saturated fat, sodium and sugars. All Big G cereal boxes also display grams of whole grain per serving so consumers can see how cereal helps them meet dietary recommendations.</p>
<p><b>Grupo Bimbo:</b> Grupo Bimbo is committed to providing nutritional information per portion on its products which, at a minimum, details the content of nutrients most critical to public health, including energy, total carbohydrates, sugars, protein, fats, saturated fats, sodium and any nutrient for which a claim is made. The company is also committed to promoting healthy lifestyles and each product label includes a recommendation that consumers practice at least 30 minutes of physical activity a day.</p>	<p>Grupo Bimbo's FOP labelling system requires:</p> <ul style="list-style-type: none"> <li>• Portion-based nutrition information for four key nutrients – energy (calories), saturated fats, sugars and sodium)</li> <li>• Content of key nutrients, referenced to the percentage daily requirement in the diet of the overall population</li> <li>• A clear, relevant, legible and comprehensible format</li> <li>• Factual information supported by verifiable scientific information.</li> <li>• Applicable to all categories of foods and non-alcoholic beverages.</li> </ul> <p><b>Mexico:</b> Implemented "Checa y Elige" <b>U.S.A.:</b> Implementing "Facts Up Front"</p>
<p><b>Kellogg:</b> Kellogg is committed to increasing the nutrition education and active lifestyle communications it provides to families around the world. The company believes nutrition literacy is crucial in helping consumers make informed choices for themselves and their families. Through on-pack labelling and website content, the company provides comprehensive nutrition and ingredient information, including details on calories, fibre, fats, sugar, sodium and other nutrients for all of its foods.</p>	<p><b>Global:</b> FOP GDAs provide information on calories, sugar, sodium and other nutrients in Kellogg's cereals and complements the more detailed nutrition and ingredient labels found on the side or back panels of packaging. <b>Mexico:</b> Implementing "Checa y Elige" <b>U.S.A.:</b> <i>Kellogg's</i>® branded ready-to-eat cereals and snack bars had "Facts Up Front" labels.</p>

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**Table 6: IFBA Members' Commitments on Nutrition Information and Front-of-Pack (FOP) Labelling and 2014 Progress, *con't...***

Commitment	Front-of-Pack (FOP)
<p><b>Mars:</b> Mars believes in helping people make the right choices for themselves and their families by providing clear and meaningful information about the ingredients it uses in its products. The company has committed to display calorie GDAs on the FOP and more extensive, clearly identifiable GDA information on back-of-pack (BOP). BOP nutritional information includes energy (calorie) and nutrient content (including protein, carbohydrates, sugars, total and saturated fat, sodium and fibre). All health and fortification claims made on Mars products have a sound scientific basis and accurately represent the product's benefits and intended use. Mars continues to explore new and innovative ways to provide helpful nutritional information to its consumers. In some markets, the company goes beyond numeric information and provides FOP information in an interpretative format.</p>	<p><b>In 2014:</b>  <b>Australia and New Zealand:</b> GDA labels adopted.  <b>China:</b> 100% of products carry energy GDA on FOP (excluding seasonal gifts).  <b>Europe:</b> Implemented GDA labelling on 99% of chocolate, confectionery and food products. *  <i>*excluding travel (i.e. duty-free) retail packs which will carry GDAs in early 2015; condiments, chewing gum and breath mints which are excluded from the Food Information Regulation)</i>  <b>Mexico:</b> Implemented "Checa y Elige"  <b>U.K.:</b> Participating in the colour-coded GDA labelling system.  <b>U.S.A.:</b> GDA labels are available on 99% of products.</p>
<p><b>McDonald's:</b> McDonald's is committed to helping consumers make information nutrition choices. From printed brochures and nutrition labelling on select food packing, to innovative mobile apps, Quick Response (QR) codes and online nutrition calculators, as well as calories on menu boards, this multi-faceted approach gives McDonald's consumers the information they seek in many markets around the world.</p>	<p><b>Canada:</b> "Informed Dining" is a voluntary nutrition information programme that makes comprehensive and easy-to-understand information available to consumers before they order. McDonald's was one of the first restaurant chains to implement a national rollout of the programme.  <b>Australia, Germany, part of Latin America, New Zealand and the U.S.A.:</b> Expanded the innovative initiative, "Our Food, Your Questions," which informs consumers about where McDonald's food comes from, what is in it and how it is prepared.</p>
<p><b>Mondelēz International:</b> Mondelēz believes it is important to be consistent in how it talks to its consumers around the world. To make informed decisions, people need the right information delivered clearly and simply. The company provides nutrition labelling on all products in all markets worldwide, in line with international standards, including CODEX Alimentarius. Information is provided per serving and/or per 100 g (depending upon local regulations) on energy, protein, carbohydrates, sugars, fat, saturated fat, fibre and sodium (or salt) and for energy, protein, carbohydrates and total fat for small packages where space is limited. Labels usually include the percentage that a nutrient provides of a person's recommended daily intake, such as DV or RI. Where a claim is made about a nutrient (e.g. a good source of fibre) or when a specific nutrient is added for fortification purposes, information on that nutrient is included on the label and in accordance with local regulations.</p>	<p><b>In 2014:</b> 46% of portfolio had calories FOP (2013: 43%)  Participating in FOP labelling systems in:  <b>Australia: (GDA FOP), Europe, Malaysia, Mexico ("Checa y Elige"), Singapore, Thailand, U.K. (GDA FOP) and U.S.A. ("Facts Up Front.")</b></p> <p><b>By end 2016:</b> Calories FOP globally.</p>

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**Table 6: IFBA Members' Commitments on Nutrition Information and Front-of-Pack (FOP) Labelling and 2014 Progress, *con't...***

Commitment	Front-of-Pack (FOP)
<p><b>PepsiCo:</b> PepsiCo is committed to helping consumers make information choices through fact-based, simple and easy-to-understand information about how the key nutrients in each product fit in a balanced and healthy diet. In 2014, PepsiCo adopted its Global Labelling Policy, which calls for:</p> <ul style="list-style-type: none"> <li>• Nutritional information on the amount of energy (as calories, kilocalories or kilojoules), protein, carbohydrate, total sugars, total fat, saturated fat and sodium per 100 g per ml or per serving on the side- or back-of-pack; also required for any nutrients for which a health or nutrition claim is made.</li> <li>• Information on energy per 100 g per ml or per serving on FOP in all countries.</li> <li>• The percentage of the official GDA, DV or equivalents for energy, total fat, saturated fat, sodium/salt and total sugars on either FOP or BOP in countries where such values are available.</li> </ul> <p><b>At end 2014:</b></p> <ul style="list-style-type: none"> <li>• 92% of all products in key markets (Brazil, Canada, China, Mexico, India, Russia, Saudi Arabia, Turkey, the U.K. and U.S.A.) displayed calorie count and key nutrients. *</li> <li>• 78% of products complied with PepsiCo's Global Labelling Policy to provide nutritional information on the side- or back-of-pack. <i>*where feasible to print and legally permissible.</i></li> </ul> <p><b>By end 2016:</b> Full implementation of PepsiCo's Global Labelling Policy.</p>	<p><b>In 2014:</b></p> <ul style="list-style-type: none"> <li>• 58% of products complied with PepsiCo's Global Labelling Policy to provide energy FOP.</li> </ul>

**Table 6: IFBA Members' Commitments on Nutrition Information and Front-of-Pack (FOP) Labelling and 2014 Progress, *con't...***

Commitment	Front-of-Pack (FOP)
<p><b>Unilever:</b> Unilever is committed to providing simple and trustworthy nutritional information. The company aims to provide clear, simple labelling on its products to help consumers make choices for a nutritionally balanced diet. All of the company's products in Europe and North America provide full nutritional information. Unilever has developed a global approach to nutrition labelling which includes:</p> <ul style="list-style-type: none"> <li>• Big 8 nutrients - energy, protein, carbohydrates, sugars, fat, saturated fat, fibre and sodium (or salt) – (and nutrients for which a claim is made) per portion or per 100 g/ml on BOP.</li> <li>• Big 4 nutrients - energy, protein, carbohydrates and total fat - for small or unusually-shaped packs, provided this is legally permissible. Additional information can be provided through other channels, e.g. websites or help lines.</li> <li>• For energy, sugars, fat, saturated fat and salt, the percentage contribution to the daily dietary recommendation is given as an icon or text on BOP.</li> <li>• Energy FOP, available as an icon, indicating either the percentage contribution to the daily recommendation or as an absolute quantity.</li> <li>• Unilever supports an industry-wide, voluntary interpretative FOP logo based on agreed nutrition criteria, facilitating consumer understanding of the food's nutritional aspects.</li> <li>• All elements must comply with local legislation and/or agreed national codes of practice.</li> </ul> <p>Unilever has put a global governance model in place to ensure the company takes an aligned and harmonized approach to labelling, in line with its targets.</p> <p><b>In 2014:</b> <b>Europe:</b> All package artwork was reviewed to ensure compliance with the new European food labelling regulation – Food Information to Consumers.</p>	<p><b>In 2014:</b> <b>Global:</b> Almost 90% of Unilever's portfolio* provided nutritional information on pack or online (minimum Big 4) while more than 60% already carried all elements of the company's global approach.</p> <p><i>*based on volume worldwide, Q2 2014 and including products from Unilever Food Solutions and excluding products marketed through joint ventures.</i></p> <p><b>By end 2015:</b></p> <ul style="list-style-type: none"> <li>• All products globally will provide full nutritional information and energy per portion FOP.</li> <li>• Full implementation of "Facts Up Front" FOP labelling in the U.S.A.</li> </ul>

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While the product label is a principal source of nutrition information, it is not the only source. Through company websites and social networks, brochures and leaflets and consumer care lines IFBA members are also promoting good nutrition and healthy lifestyles with information on diet and wellness. Product-dedicated pages on brand websites display nutrition and ingredient information, recipes and meal plans. Members also provide online tools to provide portion guidance or for determining nutritional recommendations. For example:

- Grupo Bimbo’s website features a section called “Plan de alimentación” (Meal Plans) where users can find a tool for calculating nutritional recommendations based on height, weight, gender, physical activity and goals. Users who access the page receive a personalized eating plan that helps them choose the appropriate foods and portions and meets with Mexico’s Eat Right Plate.
- Kellogg’s “ChooseMyBowl” website helps people follow the nutrition recommendations of the 2010 Dietary Guidelines for Americans, featuring tips, tools and other resources to help consumers understand how specific foods fit into “food groups,” and how cereal, milk and fruit delivers servings and nutrients from the grains, dairy and fruit food groups. The website also helps to educate consumers on portion control, with illustrations that help to “right-size” a cereal meal.
- Nestlé Portion Guidance™ is a voluntary initiative, based on dietary recommendations from around the world, designed to help re-frame portion norms, particularly in energy-dense food and beverage categories where habitual servings have increased over time. It is not intended to replace existing authoritative dietary recommendations, but rather to bridge the gap between those recommendations and the labelling regulations in guiding consumers towards more carefully considered portions as part of a healthy, balanced diet.
- Unilever’s website, “enjoymargarineeveryday,” has been helping consumers improve their intakes of healthier fats by addressing the misconceptions people may have about margarines being derived from natural, plant-based ingredients such as sunflower or rapeseed and educating them about the health benefits these vegetable-based oils offer over saturated fats. The website, which is offered in English and a number of other languages, also includes recipes for using margarine in cooking and baking.

Some members offer regional or country websites, with healthy living messages tailored to local audiences. Others offer specialized websites or blogs targeted to specific audiences. For example:

- Mars has launched the Clever Naschen, or “Smart Snacking” website in Germany; the Mars Vida Saludable and Mars Vida Saudável or “Healthy Life” websites in Latin America; and in the six Middle Eastern countries of the Gulf Cooperation Council, the Planet Mars website.
- In Mexico, Grupo Bimbo has launched a blog, “Con M de Mamá,” with advice for mothers of children between the ages of 0 and 12 years, featuring articles about childhood nutrition and recipes for children.
- In the U.S.A., Kellogg’s “HealthyBeginnings” website offers mothers with young children recipe ideas, nutrition tools and tips to help them develop balanced meals and encourage physical activity.
- The “Start Healthy, Stay Healthy,” an interactive, science-based nutrition programme (including a website and online education modules) created by Nestlé, is designed to provide support for mothers and caregivers to ensure they have the proper nutrition information covering the first 1,000 days of a child’s life. The programme is also shared with the medical community, allowing practitioners to use it in their face-to-face patient consultations. The programme will be available in more than 20 countries, reaching out to more than five million mothers, by the end of 2015.

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Consumers are increasingly using mobile applications to research products and make purchasing decisions. To meet this demand, IFBA members are employing new digital tools and technologies. For example:

- In Latin America, Kellogg’s Nutri INSK® mobile phone app is empowering consumers to make healthier food choices and to reinforce wellness habits. The free app allows users to keep track of the foods they eat throughout the day and provides food choice recommendations based on the individual’s calorie and nutrient needs. Users also receive daily tips on maintaining a healthy lifestyle through diet and exercise.
- In 2014, Mondelez International launched “I Love Biscuits,” a mobile application created in France in partnership with nutrition and psychology professionals, which offers breakfast or snack recommendations tailored to the user’s preferences, as well as nutrition information for the product and the meal in which the product is consumed.
- Launched in 2013, Nestlé is expanding the use of the Nestlé Nutritional Compass to include a QR (Quick Response) code to provide consumers a gateway to useful, fact-based information on the nutritional, environmental and societal aspects of the product. Currently, product information is being provided via more than 2,000 product websites covering a total of 56 brands in 46 countries, especially children and family brands.
- In 2014, McDonald’s continued to expand its initiative to put QR codes on carry bags and fountain beverage cups so consumers can access nutritional information, with text translated into 18 languages.

IFBA members also support the nutrition education of health professionals offering a variety of resources, including dedicated websites, newsletters, continuing education programmes and hosted symposiums on a variety of subjects, including the science, safety and health benefits of key ingredients used in food and beverage products, the importance of physical activity to health and well-being, and reducing risk factors through healthy eating habits and lifestyles. For example:

- KelloggsNutrition.com – Kellogg’s online resource for health care professionals – increased its global reach by 50 percent between January 2013 and the end of 2014, with more than 15,000 registered users from around the world.
- The staff of scientists and registered dietitians at General Mills’ Bell Institute of Health and Nutrition is focused on the development of quality products that nourish lives and contribute to healthy living. The company is committed to supporting the work of health professionals by sponsoring educational efforts and developing not only patient education materials but also continuing education programmes to advance the knowledge of health and foodservice professionals.
- Within Mars, the Wrigley Oral Healthcare Programme (WOHP), partners with dentists and hygienists to promote the importance of oral hygiene, providing them with knowledge, resources and educational materials to help them improve their patients’ oral healthcare routine by integrating sugar-free gum after eating and drinking. Launched in 1989 in Germany, WOHP now extends to 47 countries.
- The Nestlé Nutrition Institute (NNI) offers a variety of on- and off-line unbranded nutrition education services and programmes for healthcare professionals, medical students, scientists and nutrition communities addressing global nutrition and health concerns. Currently, the NNI is active in 195 countries, with more than 243,000 healthcare professionals registered as members of its educational website. As the world’s largest private publisher of nutritional information, the NNI offers about 3,000 publications, most which are listed on Medline/PubMed and all of which can be downloaded for free by registered members.

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## Responsible Advertising and Marketing to Children

### *Our commitment:*

Extend responsible advertising and marketing initiatives to children globally.

### *Our goal:*

By end 2016:

- Our commitment will cover significantly more media
  - Marketing communications that are primarily directed to children under 12 will be used only to promote products meeting specific nutrition criteria
  - Nutrition criteria, will be harmonized, on a regional or national basis, to provide a common standard for those companies advertising better-for-you products to children under 12

### *Our progress:*

IFBA companies have made responsible marketing to children a critical part of their effort to promote balanced diets and healthy, active lifestyles. In 2008, members voluntarily adopted an approach restricting how and what they advertise to children globally. This approach promotes product innovation, reformulation and choice, and through education and communication, the benefits of healthy diets and physical activity among children.

The IFBA Global Policy on Advertising and Marketing Communications to Children (the IFBA Global Policy), is in line with the policy objectives 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 fat, sugar and salt and ensure that our marketing communications are aligned with the promotion of balanced diets and healthy, active lifestyles.

The IFBA Global Policy sets out the minimum criteria for advertising and marketing communications to children under 12 years on television, in print and online (including company-branded websites), that are paid for, or controlled by, IFBA companies in every country where they market their products.

Under IFBA's Global Policy, members either commit to only advertise better-for-you products to children under 12 years of age using specific nutrition criteria, based on reputable scientific evidence and/or national and international dietary guidelines, or not to advertise at all to children under 12.<sup>15</sup>

To determine if marketing communications are primarily directed to children, we use a threshold definition that is tied to audience composition percentages derived from third-party measurements. For IFBA's Global Policy, advertising to children means advertising to audiences where 35 percent or more of the audience is children under 12 years of age.

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<sup>15</sup> For example, the Dietary Guidelines for Americans, the U.S. Institute of Medicine (IOM) guidelines and EURODIET, a project funded by the European Commission.



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IFBA members have also committed not to engage in food or beverage product marketing communications to children in primary schools.

IFBA members have consistently demonstrated a willingness to strengthen and adapt their policies and approaches to changing needs. The IFBA Global Policy has been strengthened several times since it was first adopted in 2009.<sup>16 17</sup> In September 2014, members once again adopted an enhanced set of commitments which will come into effect by the end of 2016 and will:

- Significantly extend the scope of media covered by the policy to include more forms of marketing communications, including mobile and SMS marketing, interactive games, DVD/CD-ROM, direct marketing, product placement and outdoor marketing, in addition to television, print and the internet. In general, these media together will constitute the vast majority of a company’s food and beverage marketing budget;
- Ensure that companies use certain marketing techniques (e.g. licensed characters, celebrities and movie tie-ins) that are designed to appeal primarily to children under 12 only for products meeting specific nutrition criteria; and
- Establish common nutrition criteria for companies advertising better-for-you products to children under 12 as part of ongoing efforts to expand and enhance regional and national pledges on marketing to children.

All IFBA members have introduced company policies that meet (and may go beyond) the minimum criteria set out in the IFBA Global Policy. A summary of these policies can be found in Table 7.

To ensure compliance with corporate policies, members have established internal systems, training initiatives and established teams and review councils tasked with drafting and issuing marketing guidelines; reviewing new product development plans and brand marketing plans for products that will be marketed to children; and monitoring compliance.

Each year since 2009, IFBA has engaged Accenture Media Management (Accenture), a leading global provider of media auditing services, to monitor and report on our member’ compliance with the IFBA Global Policy. See pg. 37 for the results of the 2014 compliance monitoring review.

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<sup>16</sup> In 2010, the global policy was expanded to include schools with IFBA members committing not to engage in any food and beverage marketing to students in primary schools except where specifically requested by, or agreed with the school administration for educational purposes.

<sup>17</sup> In 2011, the policy was strengthened to cover more television programming and to improve coverage in the online world.

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**Table 7: An Overview of IFBA Members' Responsible Advertising and Marketing Policies**

Member	Policy
<b>The Coca-Cola Company</b>	<ul style="list-style-type: none"> <li>No advertising primarily directed to children under 12<sup>18</sup></li> <li>In 2014: Extended policy across all forms of media. No marketing will be designed in a way to appeal to children under 12</li> </ul>
<b>Ferrero</b>	<ul style="list-style-type: none"> <li>No advertising primarily directed to children under 12<sup>19</sup></li> </ul>
<b>General Mills</b>	<ul style="list-style-type: none"> <li>Advertising only better-for-you products to children under 12<sup>20</sup></li> </ul>
<b>Grupo Bimbo</b>	<ul style="list-style-type: none"> <li>Advertising only better-for-you products and healthy lifestyles to children under 12<sup>21</sup></li> </ul>
<b>Kellogg</b>	<ul style="list-style-type: none"> <li>No advertising primarily directed to children under 6<sup>22</sup></li> <li>Advertising only better-for-you products to children under 12</li> </ul>
<b>Mars</b>	<ul style="list-style-type: none"> <li>No advertising primarily directed to children under 12</li> <li>In 2014: Launched the 3<sup>rd</sup> edition of the Mars Marketing Code, strengthening the commitment to responsible marketing practices, banning the use of celebrities or licensed characters aimed at children and prohibiting joint promotions with alcohol and tobacco brands<sup>23</sup></li> </ul>
<b>McDonald's</b>	<ul style="list-style-type: none"> <li>Advertising only <i>Happy Meal</i> bundles that meet very specific nutrition criteria to children under 12<sup>24</sup></li> <li>Marketing communications will deliver a fun nutrition or well-being message</li> <li>No advertising of soda to children</li> </ul>
<b>Mondelēz International</b>	<ul style="list-style-type: none"> <li>No advertising primarily directed to children under 6<sup>25</sup></li> <li>Advertising only better-for-you products to children between 6 and 11 – applies across all media (TV, print, online, digital, websites (corporate, brand and third party), in-cinema, CDs/DVDs, video/computer games and advergaming)</li> <li>Prohibit branded communication and advertising in both primary and secondary schools – irrespective if the school administration permits it</li> <li>In 2014: Strengthened the policy; by January 2016, will prohibit all advertising to children under 12 will be prohibited (irrespective of the product's nutritional profile) and all efforts will focus on advertising towards parents and adults.</li> </ul>
<b>Nestlé</b>	<ul style="list-style-type: none"> <li>No advertising primarily directed to children under 6<sup>26</sup></li> <li>Advertising only better-for-you products to children between 6 and 12</li> <li>No advertising primarily directed to children under 12 for biscuits, sugar and confectionary</li> <li>In 2014: Enhanced the policy and developed a qualitative set of criteria to define the “appeal” of marketing communications to children under 12. The use of licensed characters, celebrities or the use of games appealing to children under 12 for products not meeting nutritional criteria is not allowed</li> </ul>
<b>PepsiCo</b>	<ul style="list-style-type: none"> <li>Advertising only better-for-you products to children under 12<sup>27</sup></li> <li>In 2014: Strengthened the policy to cover more media, include marketing techniques that use licensed characters, celebrities and movie-ties and marketing in school environments (in effect end 2016)</li> </ul>
<b>Unilever</b>	<ul style="list-style-type: none"> <li>No advertising primarily directed to children under 6<sup>28</sup></li> <li>Advertising only better-for-you products to children between 6 and 12</li> <li>Principles apply to all forms of advertising and marketing communications, including packaging; limits the use of cartoon characters and celebrities to products that meet the nutrition criteria</li> </ul>

<sup>18</sup> [The Coca-Cola Company's Responsible Marketing Policy](#)

<sup>19</sup> [Ferrero Advertising and Marketing Principles](#)

<sup>20</sup> [General Mills Marketing and Advertising Guidelines](#)

<sup>21</sup> [Grupo Bimbo Responsible Marketing to Children Initiative](#)

<sup>22</sup> [Kellogg Worldwide Marketing & Communications to Children](#)

<sup>23</sup> [Mars Global Marketing Code](#) for Food, Chocolate, Confections and Gum

<sup>24</sup> [McDonald's Global Guidelines for Children's Marketing](#)

<sup>25</sup> [Mondelēz International Marketing to Children Policy](#)

<sup>26</sup> [Nestlé's Policy on Marketing Communication to Children](#)

<sup>27</sup> [PepsiCo's Policy on Responsible Advertising to Children](#)

<sup>28</sup> [Unilever Global Principles for Responsible Food and Beverage Marketing](#)

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### *Driving positive change in the marketplace*

The steps we have taken are progressive and have proven effective in helping to drive change in the marketplace. This can be seen by looking at the changes in the foods children see advertised and in the nutritional composition of foods advertised to children.

Year after year independent data has demonstrated a shift towards the promotion of healthy choices:

- **Canada:** A spot check by Advertising Standards Canada of children’s television advertising in 2014 by IFBA members and signatories to the Canadian Children’s Food and Beverage Advertising Initiative (CAI) revealed that by far the majority of advertising directed to children was for toys, games, DVDs, in-theatre movies and attractions, not foods and beverages. Food and beverage commercials accounted for only 12 percent of the total number of commercials aired during the survey period – significantly less than in prior years, when approximately twenty percent of these commercials were for food and beverage products. Of the commercials aired for food and beverage products, virtually all (99 percent) were for products covered under CAI. Sixty-seven percent of the commercials sponsored by CAI Participants were for grain products, 4 percent were for dairy products and 15 percent were for quick service restaurant meals.<sup>29</sup>
- **EU:** A review in 2014 by Accenture Media Management sought to measure the change since 2005 (the year the EU Platform was launched) in the balance of food and beverage products advertising to children by EU Pledge members in order to assess the impact of the pledge and corporate policies implemented as a result of the pledge. For the sixth year running, Accenture confirmed a downward trend in children’s exposure to TV food advertising. In 2014, children were exposed to 88 percent fewer ads for products that do not meet nutrition criteria in children’s programmes (since 2005, the average is -83 percent); 52 percent fewer ads for products that do not meet nutrition criteria in all programmes (since 2005, the average is -48 percent); and 42 percent fewer ads for all EU Pledge members’ products (regardless of nutrition criteria) (since 2005, the average is -32 percent).<sup>30</sup>
- **U.S.A.:** In 2013, the Council of Better Business Bureaus analyzed television ads aired in children’s programming placed by participants, including IFBA members, of the Children’s Food & Beverage Initiative (CFBAI). The Council found that 75 percent of the ads were for foods containing fruit, vegetables, whole grains or dairy – a significant increase from 2010. In 2014, slightly fewer participant foods were advertised than in 2013 and fewer contained a food group to encourage. But those foods were advertised more than other foods with the result that the percentage of ads containing a food group or ingredient to encourage - fruit, vegetables, whole grains or non/low dairy – was 82 percent in both 2013 and 2014. During 2013, CFBAI participants implemented many recipe changes, leading to reductions in calories, sugar or sodium and increases in fruit, dairy, whole grains or nutrients of concern.<sup>31</sup>

<sup>29</sup> [Advertising Standards Canada, \*The Canadian Children’s Food and Beverage Advertising Initiative: 2014 Compliance Report\*, August 2015, 6](#)

<sup>30</sup> [EU Pledge, \*2014 Monitoring Report\*, February 2015, 13-14](#)

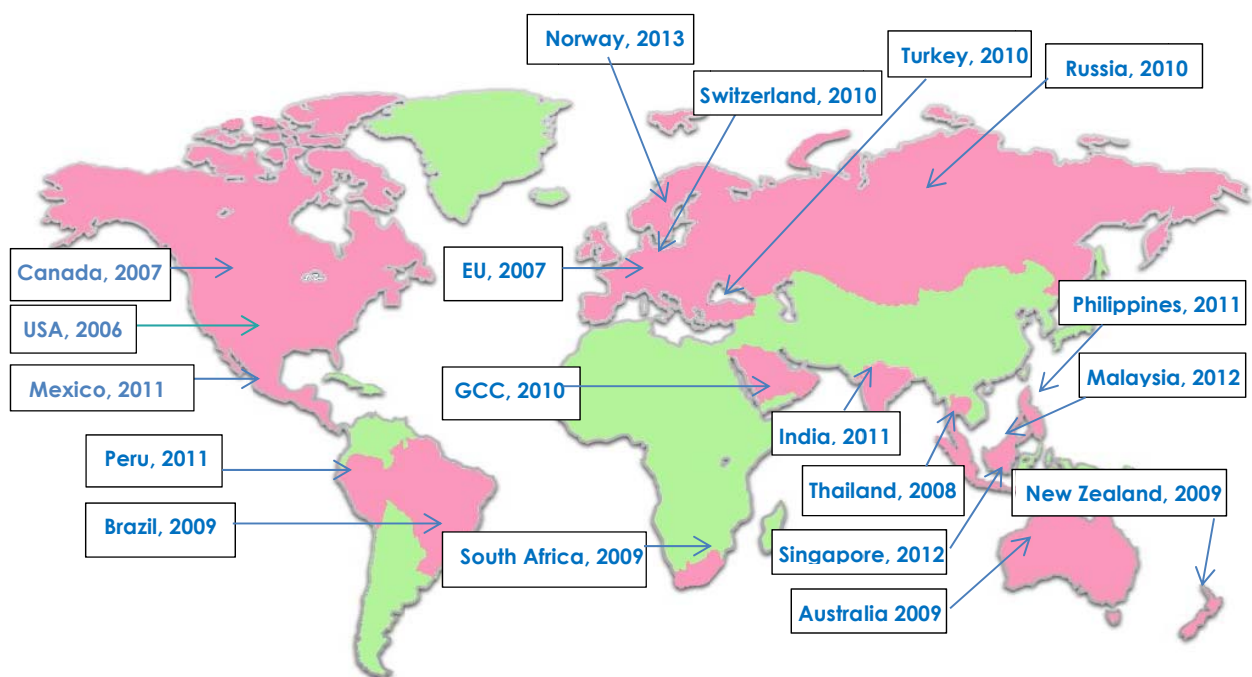
<sup>31</sup> [The Council of Better Business Bureaus, \*The Children’s Food & Beverage Advertising Initiative, a Report on Compliance and Progress During 2013\*, December 2014, 8-9](#)


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### Extending best practice to local operators

In an effort to promote the “best practice” model on marketing to children around the world, IFBA members introduced regional and national pledge programmes, based on the core tenets of the IFBA Global Policy. The aim of these pledges is to encourage regional and local food companies to improve the types of food and beverage products marketed to children. By the end of 2014, responsible marketing pledge programmes had been implemented in 50 countries worldwide, by more than 30 regional and local food companies that are not members of IFBA.

### Regional and National Advertising and Marketing to Children Pledge Map, 2006 - 2014



 Denotes the global coverage of pledges implemented by local operators who are not members of IFBA.

IFBA members also participate in hybrid co-regulatory schemes led by governments. This approach results in a codified industry commitment, applicable to all advertisers in a given market, under the auspices of an advertising standards authority. In 2014, the Children’s Food and Beverage Advertising Guidelines, the result of a public-private partnership led by the Health Promotion Board of the Singapore Ministry of Health, were adopted and, as of 1 January 2015, form part of the Singapore Code of Advertising Practice. Similar examples of hybrid co-regulatory schemes can be found in China, India, Malaysia, the Netherlands, Norway, Poland and Romania.

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### *Monitoring and evaluating compliance and trends*

Transparent monitoring and reporting systems are essential to underlining the effectiveness of any self-regulatory system. Each year since 2009, IFBA has engaged Accenture to monitor and report on our members' compliance with the IFBA Global Policy.

The monitoring exercise is performed on a random sample of companies' advertisements in the three most-used media platforms – television, print and the internet – and provides a snapshot of a globally representative sample of markets – including countries where national pledges have been launched and countries without national pledges.

To ensure transparency and credibility, all the media data analyzed by Accenture is obtained from sources independent of IFBA companies and their associated media agencies. Accenture also chooses the period to be monitored after the advertising has already been purchased by the companies.

In 2014, Accenture examined more than one million (1,156,540) television ads on 470 channels over a three-month period across seven markets – China (Beijing), Colombia, India, South Africa, Turkey and United Arab Emirates; 46 print publications and 101 websites in five markets – Brazil, China, India, Singapore and South Africa.

In the sixth year of monitoring and reporting, the results showed a high rate of compliance, consistent with previous years' results. Accenture reported an overall compliance rate of 88.5 percent for television advertising, 100 percent for print and 99.5 percent for internet advertising in child-directed media.<sup>32</sup>

Pledge programmes in Australia, Canada, the EU and the U.S.A. are also monitored annually for compliance. Consistently high levels of compliance have also been reported by third party reviews for each of these pledges.<sup>33</sup>

<sup>34</sup> <sup>35</sup> <sup>36</sup>

<sup>32</sup> [Accenture Media Management, 2014 Compliance Monitoring Report for the International Food & Beverage Alliance on Global Advertising on TV, Print and Internet, April 2015](#)

<sup>33</sup> [Australian Food and Grocery Council, RCMI-QSRI 2014 Compliance Report](#)

<sup>34</sup> [Advertising Standards Canada, The Canadian Children's Food and Beverage Advertising Initiative, 2013 Compliance Report, September 2014](#)

<sup>35</sup> [EU Pledge, 2014 Monitoring Report, February 2015](#)

<sup>36</sup> [Council of Better Business Bureau, The Children's Food & Beverage Advertising Initiative, A Report on Compliance and Progress during 2013, December 2014](#)

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## *Promoting balanced diets and healthy, active lifestyles among children*

IFBA members are committed to promoting healthy choices and inspiring children to learn about good eating habits and live healthier lives with activities, technology and innovative digital solutions that are appealing to children. For example:

### **The Coca-Cola Company, PepsiCo and Nestlé Waters and the Drink Up Campaign**

#### *Encouraging children and adults to drink more water*

This campaign, launched in the U.S.A. in 2013 by First Lady Michelle Obama and the Partnership for a Healthier America is designed to encourage children and adults to drink more water. A partnership among local municipalities, water filter companies and bottled-water makers, including The Coca-Cola Company, PepsiCo and Nestlé Waters, the “Drink Up” campaign includes a water drop logo that is featured on select water bottles and drinking fountains. Public service announcements are run on television networks, and several celebrities have joined the campaign to encourage water drinking through social media. In conjunction with “Drink Up,” PepsiCo and Aquafina launched a national “Pledge. Drink. Win!” sweepstakes giving consumers the opportunity to submit personal hydration pledges, for a chance to win a VIP experience at a 2014 MLB® All-Star Game at Target Field® in Minneapolis with the New York Mets®. Aquafina representatives attended various baseball games, providing games and activities to encourage children to sign up for the pledge. The campaign was widely covered in mainstream media; received more than 312 million online impressions and more than six million Twitter impressions.

### **General Mills and One Giant Pledge**

#### *Making eating vegetables fun for children*

Leveraging the popularity of the Jolly Green Giant to encourage families to eat more vegetables, in 2012, General Mills and *Green Giant* launched the “[One Giant Pledge](#)” campaign. With the goal of making eating vegetables fun for children, this fully integrated campaign (using social media, television commercials and a reality event spectacular in New York City), challenged families to take the Veggie Pledge with the Jolly Green Giant to simply eat one more vegetable every day.

### **Kellogg and Show Your Stripes Campaign**

#### *Encouraging children to eat right and be active through team sports*

In 2014, Kellogg’s Frosted Flakes® “[Show Your Stripes](#)” Campaign was designed to encourage children to eat right, be active and have fun through team sports. The website features activities to help children stay engaged with physical activity. Kellogg was the title sponsor the [Frosted Flakes “Show Your Stripes” Little League World Series 2014](#)

### **Nestlé and La Escuelita Maggi (Little Maggi School)**

#### *Learning good eating habits*

Launched in the Dominican Republic in 1991, the main objective of the programme is to give children aged 7-13 their first nutrition and culinary experience, learning about good eating habits in a fun and interactive environment. Approximately 40 children, with their teachers, visit the *Maggi* School each day with more than 6,000 visitors a year. Each visit includes a nutrition lecture, where the children learn about healthy eating using the nutritional pyramid. They make a trip to a mini market, where the chef gives the children guidance in choosing healthy ingredients. The children then select the ingredients to prepare the meal of the day. The children are also

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taught hygiene principles, such as how to wash their hands, clean and prepare the food. Since the launch of *La Escuelita Maggi* more than 102,000 children have benefited - often sharing the learning at home to improve their own family's eating habits.

### **Nestlé Water Pure Life campaign**

#### *Stimulating healthy hydration and physical activity*

In a global partnership with Warner Bros., dating back to 2001, the Nestlé Water Pure Life campaign, directed to children, features Looney Tunes characters on water bottles practicing sports. These active, high energy characters encourage both healthy hydration and physical activity among children in an attractive and appealing way. There is also an app called "Drink Eight," which is fun game featuring Looney Tunes character, the Tasmanian Devil, to stimulate children to drink eight glasses of water a day. This campaign is active in many countries, primarily in Brazil and Mexico.

### **Unilever and Max/Paddle Pop the Lion**

#### *Fuelling children's imaginations online and offline*

Committed to producing a lower-calorie ice cream treat that is attractive to children to encourage them to choose options that are designed specifically for them, Unilever has created the brand's mascot, Max/Paddle Pop the Lion. Targeted to children aged 8 – 14 years, Max's digital adventures fuel children's imaginations online and offline, offering children the chance to play interactive games online and win awards. In Turkey, Max has his own television show on the Disney Channel (launched in 2012) where contestants answer Max trivia and make their way through Max-themed obstacle courses. A 90-minute movie was released in cinemas, on DVD and online. The portion size, calories, saturated fat and added sugars in Unilever's Max and Paddle Pop ice creams are responsibly controlled. In 2013, Unilever introduced the "Specially for Kids" logo on pack, which provides parents with the nutritional criteria applied to all children's ice creams and the assurance that the ice cream is a treat that can be enjoyed as part of a healthy diet and lifestyle. The logo has been launched in-home multipack and out-of-home Max and Paddle Pop products in more than 15 countries.

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## Promotion of Healthy Lifestyles

### *Our commitment:*

Promote healthier lifestyles and increased physical activity in communities around the world and in the workplace.

### *Our goal:*

- Support innovative community-based programmes designed to promote balanced diets and regular physical activity.
- Extend and strengthen our workplace wellness programmes around the world.
- Support evidence-based projects and research that can contribute to the learning around how best to tackle NCDs and reduce the prevalence of insufficient physical activity.
- In collaboration with government and civil society, work to help implement the strategies called for in the WHO *Global Action Plan on NCDs*, aimed at reducing the prevalence of insufficient physical activity.

### *Our progress:*

We believe we have a role to play in promoting healthy lifestyles in the communities we serve. In 2008, IFBA members committed to collaborate with governments, civil society and other stakeholders to help raise consumer awareness on balanced diets and to help promote greater physical activity and healthier lifestyles.

Since that time, IFBA members have been working to support hundreds of initiatives around the world in support of this commitment, including school-based programmes to raise nutrition, health and wellness awareness of school-age children and help teachers and families to promote healthy eating and active living; sporting and other athletic events and activities promoting physical activity among children and young people; and community-based programmes and targeted marketing and education campaigns that raise awareness, promote behaviour change and encourage consumers to adopt healthy habits and physical activity.

Building on this long history of collaboration, in September 2014, members committed to continue their support for innovative, community-based programmes designed to promote balanced diets and regular physical activity; and to support projects that can yield evidence-based approaches and research that can help contribute to the learning around tackling NCDs. Members also committed to help implement the strategies called for in the WHO *Global Action Plan on NCDs*, aimed at reducing the prevalence of insufficient physical activity.

Members also committed to extend and strengthen their workplace wellness programmes around the world, to help employees improve and sustain overall health and wellbeing and facilitate healthy behaviour in the workplace.

On the following pages, we present a few examples of new programmes launched in 2014 and IFBA members' signature programmes. We also present examples of members' workplace wellness programmes. For more examples, please visit the IFBA website.



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## Kellogg and Vitamin D Mission *(New in 2014)*

Geography: U.K.

Launched in 2014 in the U.K., in partnership with the Royal National Orthopaedic Hospital (RNOH), Kellogg, Danone, and BetterYou, the “Vitamin D Mission” is an educational programme and public relations campaign which aims to raise awareness of the importance of vitamin D and to eradicate vitamin D deficiency in U.K. children under five years of age and help ensure they grow up healthy and strong. Health professionals were provided with scientific research and online materials, and then encouraged to advise parents and caregivers about the importance of vitamin D. Parents were directed to online educational resources including health professional dietary guidance about the importance of vitamin D for young children’s health and a calculator to determine their child’s vitamin D intake and find foods to improve dietary intake of vitamin D. The programme included education emails to parents: subscribers of the *Baby Expert* (circulation: 53,000) and *Made for Mums* (circulation: 57,000). In addition, more than 47,500 unique users visited the vitamin D mission website. **By November 2014, an estimated 361,610 consumers were reached through all media (online, print and broadcast) and the “Vitamin D Mission” programme and partnership had achieved its goal to communicate the importance of vitamin D intake in children five years of age and under, receiving positive results from healthcare professionals and consumer use of the website tools.**

## Mars and “Go for Kids” – One Million Kilometers for One Million Donation Initiative *(New in 2014)*

Geography: China

Launched in China in June 2014, this six-month collaboration between Mars Chocolate China, Walmart and the China Foundation for Poverty Alleviation was designed to encourage consumers to lead a healthy lifestyle and make them feel that more tangible changes to community can be brought about by their small acts of kindness. Consumers who bought Mars CXM (Cuixiangmi Brand) in Walmart stores received pedometers and were encouraged to jog with their children to live a healthy life. The mileage they accumulated was converted into “nutritious meals” donated to children in disadvantaged areas. **During the campaign 100,000 consumers walked or jogged, contributing 1,001,656 kilometres in total and Mars and Walmart donated 280,000 nutritious meals to 1,400 students in seven schools in poverty-stricken areas. In addition kitchens in six beneficiary schools are to be built to ensure that the students can enjoy hot meals.**

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## Nestlé and United for Healthier Kids (U4HK) *(New in 2014)*

Geography: Mexico and the Philippines

A pioneering, comprehensive and science-based programme that helps parents establish healthier eating, drinking and lifestyle habits for children from conception to 12 years of age. The programme is rooted in science, based on strong consumer insights and powered by creativity. It creates a social movement to inspire and enable behavior change at the individual and community levels. Piloted in Mexico and the Philippines, U4HK extends beyond the public health sector by partnering with government/academia (e.g., Mexico’s Ministry of Health, the Philippines’ Food and Nutrition Research Institute), as well as media companies and communication partners (e.g., Mexico’s Televisa – the largest network in Latin America, the Philippines’ ABS-CBN, Google, Facebook), which provide marketing expertise to promote public health messaging. Nestlé plans to expand the program to other countries in collaboration with local public and private organizations.



## Ferrero and Kinder+Sport

Geography: Europe, Hong Kong, Israel, Korea, Mexico, Taiwan, Turkey, U.K.

Launched in the nineties as an activity to support the *Kinder* brand, in 2013, the programme was promoted to become one of the four pillars of Ferrero’s corporate social responsibility strategy. Today “Kinder+Sport” is a global project with a mission to facilitate physical activity, as an easy and daily practice, among young children worldwide. The project is built on a partnership model – collaborations are established with national and international sports federations, associations and institutions (currently numbering more than 90) to design specialized and innovative programmes within a framework of physical activity. Education is at the core of the programme – both in the selection of the activities and in the evaluation of innovative projects. Ferrero is committed to monitoring and evaluation and has introduced a set of key performance indicators which will measure the number of children “moved” – i.e. children who actively participated in the programmes and the progress and effectiveness of the programmes. In 2012, the “Joy of moving” research project was launched - a three-year initiative, to examine how quality physical education targeted to promote the holistic development of pre-school and primary school pupils may be realized at the local level by means of collaborations between the public and private sector. The initiative is based on a methodology of sporty-playful activities, called “deliberated play,” which aims to promote positive effects to the four cornerstones of a child’s development: physical fitness, movement coordination, cognitive functions and life skills. The study was approved by the institutional Ethics Committee and by an international scientific committee, consisting of experts in motor sciences from the municipality and schools of Alba, the Sport and Health Department of Piedmont Region, regional (Piedmont) and provincial (Cuneo) School Offices of the Ministry of Education, regional Olympic Committee, and the Italian University Sport and Movement. **At the end of 2014, “Kinder+Sport” was active in 21 countries and “moving” 3.8 million children.** By 2018, Ferrero aims to reach 30 countries, move 5 million children and spread the “Joy of moving” methodology in all the countries where Kinder+Sport is established.

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### General Mills and *Champions for Healthy Kids*

Geography: U.S.A.

Launched in 2002, General Mills is partnering with The Academy of Nutrition and Dietetics Foundation (ANDF) to support community programmes promoting healthful eating and active lifestyles targeted to kids and families. The *Champions for Healthy Kids* grants programme advances and expands nutrition and physical activity programming through nonprofit organizations across the U.S.A. that offer innovative youth nutrition education and fitness programmes. Grants are provided to those recipients that demonstrate the greatest need and likelihood of sustainable impact on young people’s nutrition and activity levels, as assessed and selected by a team of experts from ANDF. Each of the selected grantees included detailed goals, measurement and evaluation plans for their unique programmes. Each funded programme submits a report to the ANDF following the completion of their programme cycle. **In June 2014, the General Mills Foundation awarded USD 1 million – twice the amount of previous years – in *Champions for Healthy Kids* grants to 50 nonprofits, schools and community organizations nationwide.** Since launching *Champions for Healthy Kids* in 2002, General Mills has funded more than 550 programs and reached more than one million children through grants totaling USD 6.5 million. More than 57,000 children and youth were impacted in 2014.



### Grupo Bimbo and Futbolito Bimbo Soccer Tournament

Geography: Mexico, Chile, Guatemala and the U.S.A.

Launched as a local initiative in Mexico in 1964, Grupo Bimbo has expanded the initiative to Chile, Guatemala and the U.S.A. The goal of “Futbolito Bimbo,” which has become a tradition in Mexico, is to promote physical activity and a healthy lifestyle in children between the ages of 12-15 years and inculcate values such as teamwork, good sportsmanship, fair play and respect. This interscholastic soccer championship, which is run over a three-month period, is an annual event in which schools enroll their teams, boys and girls, in an elimination tournament. The eight regional finalists in both the boys and girls groups receive regional championship trophies, the opportunity to attend a five-day soccer camp in Mexico City (first introduced in 2013) where they learn soccer techniques and receive lectures on a variety of topics, including nutrition and an all-expense paid trip to the U.S.A. Grupo Bimbo provides uniforms and soccer balls and has partnered with the Soccer Federation which supplies referees. **In 2014, more than 41,000 children from 45 cities in Mexico took part in the “Futbolito Bimbo” tournament. In Chile, Guatemala and the U.S.A., 11,725 children participated in the tournament.**

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## Kellogg and Gaelic Athletic Association of Ireland Cúl Camps

Geography: Ireland

In 2012, Kellogg, in partnership with the Gaelic Athletic Association of Ireland (GAA), Ireland's largest sporting organization and recognized as one of the world's great amateur sporting associations, launched an initiative to promote healthy lifestyles for boys and girls ages 6 to 13 through the sponsorship of summer camps in Ireland. Kellogg's GAA Cúl Camps provide boys with an action-packed and fun-filled week of activity during the summer holidays which revolves around maximizing enjoyment and sustaining involvement in Gaelic Games. Activities are game-based with a strong emphasis placed on skill acquisition, and are organized in an age appropriate manner with a view to optimizing learning, enhancing friendships, improving physical and psychological well-being, and promoting school and club links. Kellogg has committed to continuing to support Cúl Camps through 2016. In 2015, Kellogg piloted a nutritional-based module as part of 14 camps, reaching more than 1,000 children. The modules were delivered by both Kellogg Ambassadors who are GAA players, as well as qualified GAA coaches. **In 2015, 1,100 camps participated in the programme, attended by 100,000 children. The summer activity camps continue to receive positive feedback from both campers and parents and see an annual 10 percent increase in participation.**



## Mars and Lale "Iss bewusst und sei aktiv" (eat sensibly and be active)

Geography: Germany

This programme is directed at the ethnic Turkish population in Germany where the proportion of overweight children and young adults is comparably high. Launched in 2012, by the North Rhine-Westphalia Consumer Protection Ministry, together with founding partner, Mars and others from the public-private sector, Lale "Iss bewusst und sei aktiv" (eat sensibly and be active), aims to prevent obesity by ensuring families incorporate a balanced diet and physical activity in everyday family life. Lale uses a specially developed method of nutritional training and education, designed together with representatives from the migrant community to take account of language and cultural sensitivities. Many practical exercises, from cooking together to joint physical activities and sports, show participants how to easily integrate the learnings into family life. **In 2014, Lale was officially certified by Team Gesundheit GmbH (health management specialists) as in compliance with the overweight prevention guidelines issued by the GKV, the umbrella organization of German health insurers.** Mars' commitment to the "Lale" follows an earlier initiative, "Akıllıca tatlı yemenin sırları"(clever snacking), launched in 2009, to provide information in Turkish on how to live an active lifestyle and the responsible consumption of confectionary. This programme was accompanied by a recreation guidebook "Clever Naschen Action Kid," developed with the Turkish-German Health Foundation (TDG) and the Platform for Good Nutrition and Physical Exercise. In 2010, Mars, TDG and the health insurer, AOK Hessen, started a series of events to promote good health and physical activity with the goal of motivating women to become more aware of nutrition and exercise.

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## McDonald's and Getting Kids Active

Geography: France

McDonald's has a history of promoting physical activity for children at the local, national and global levels by supporting access to different types of play and sports through partnerships with various sporting associations. In 2014, McDonald's hosted a free sport tournament in 125 cities and towns for children five to 12 years of age. Held in partnership with the French National Olympic and Sport Committee, the events allow children to discover and try Olympic sports, such as cycling, running, handball and judo. **Several thousand children have taken part in various McDonald's sports tournaments in France since 2006.**



## Mondelēz International and Health for Life

Geography: Birmingham, England

To help reverse the growing trend of childhood obesity in Birmingham, England, Mondelēz International partnered with the Health Education Service, the Life Education Centres of West Midlands and the Conservation Volunteers to launch "Health for Life" in 2011, a programme whose aim is to improve health outcomes for at-risk children and their families in the south Birmingham area. This school-based programme for children aged 6 – 12 years, supports primary and secondary schools in their effort to engage the community in active and healthier lifestyles by teaching students and their families how to cook and grow their own food. **"Health for Life" has been implemented in 90 schools, reaching more than 25,000 students, 1,000 school staff and thousands of parents. An analysis of primary schools participating during 2014 shows the programme is helping to improve children's health outcomes: 53 percent of children have increased nutrition knowledge about eating five or more servings of fruit and vegetables a day (up from 47 percent); more children are getting active in physical education classes, increasing from 56 percent to 63 percent; and significantly more children have access to fresh food with the number of children growing fruits and vegetables, increasing from 30 percent to 51 percent.** The programme has been recognized by local government leaders and awarded the "Big Tick" award in the Building Stronger Communities category from the UK charity, Business in the Community.

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## Nestlé Healthy Kids Global Programme

Geography: Global

Launched in 2009, with the objective of raising nutrition and health knowledge and promoting physical activity among school-age children around the world. It is the ambition of the programme that children will: eat nutritious and diverse meals; manage portions; choose water; play and be active; and keep good hygiene habits. “Healthy Kids” programmes are based on a multi-partnership approach, involving close to 300 partners worldwide, including national and local governments, NGOs, nutrition health institutes and sport federations. Each Nestlé’s national “Healthy Kids” initiative is developed locally with the partners based on an assessment of local needs, dietary guidelines and are deeply rooted in the local food culture. Each partnership has defined objectives, roles and responsibilities of the respective partners. The “Healthy Kids” programme is governed by the “Healthy Kids Guidelines,” including the requirements for an external review of the programme’s objectives, plan, content and monitoring and evaluation process by the implementing partners and health and education authorities. The monitoring and evaluation framework and indicators are defined at a local level with the support of external scientific partners. The goal is to ensure that the programme fulfills its objectives and to assess its effectiveness by measuring the level of knowledge of children benefiting from Healthy Kids, their level of awareness, their attitude towards food, the programme intensity (meaning the number of times partners enter into contact with the children) and, for the long-term intervention programmes (e.g. EPODE), of the Body Mass Index (BMI). All programmes are reviewed annually by the global “Healthy Kids” Evaluation Committee made of internal and external experts, to assess whether the programme meets the Guidelines as well as the objectives set in terms of knowledge and behaviour of children involved, and to guide future development. In many countries the results are made available externally either in the form of a report to be shared with local authorities and stakeholders, or in the form of publications in academic journals. **The programme is showing positive results. For example, a report developed by Universidad Mayor de Chile showed an increase in knowledge of children in questions related to healthy eating. In Ghana, a study conducted by the University of Ghana with the support of the Ministry of Education also showed an improvement in knowledge of children with regards to healthy eating. In Lebanon, a study conducted by the American University of Beirut during the pilot phase of “Healthy Kids” helped validate the programme’s methodology, which has now been rolled out across Lebanon as well as the Middle East in partnership with ministries of education. In Spain, a study conducted by THAO also showed positive results.** The exchange of best-practices plays an important role in the Nestlé “Healthy Kids” community. Regular workshops are organized to gather partners to get to know other programmes, exchange ideas and brainstorm on next steps. In addition, through regular phone calls and videoconferences with specific markets in a starting phase, the central team provides day to day guidance and support. At a global level, “Healthy Kids” partners with the EPODE International Network and the International Association of Athletics Federation to support the development of the programme. **“Healthy Kids” Programmes reached 7.6 million children directly in 2014 (2013: 6.9 million).**

Product Formulation & Innovation	Nutrition Information	Responsible Marketing	Healthy Lifestyles	Collaborations
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## PepsiCo and the GENYOUth Foundation

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Geography: U.S.A.

The GENYOUth Foundation was founded in 2010 through a public-private partnership with the National Dairy Council (NDC), the National Football League (NFL) and the U.S.A. Department of Agriculture, with a mission to nurture children’s health and wellness in the school environment and surrounding community by raising funds, uniting partners with shared goals and empowering youth to own change. GENYOUth collaborates with students, schools, communities, business partners and thought leaders to make a lasting difference in children’s lives. The flagship programme, “Fuel Up to Play 60,” is the largest health and wellness programme in schools across the U.S.A. “Fuel Up to Play 60” empowers schools to help lead nutrition and physical activity changes that contribute to healthy, high-achieving students. At the end of 2014, “Fuel Up to Play 60” was reaching nearly two-thirds of all U.S. school children and three-quarters of all school districts, encouraging students to consume nutrient-rich foods (whole grains, low-fat and fat-free dairy, fruits and vegetables) and achieve at least 60 minutes of physical activity every day. **In 2014, 13 million students were eating healthier and 16 million students had access to more physical activity opportunities at school. Sixty-nine percent of enrolled educators believe the programme is positively influencing their school environment and 65 percent say it helps them achieve their school wellness goals.** Based on the success of the programme, NDC’s and NFL’s commitment to “Fuel Up to Play 60” was renewed at the end of 2013 for five more years by the U.S. Departments of Agriculture, Education and Health and Human Services. The company expanded the program in 2014 to engage the Latino community through Latino-specific outreach and the use of Spanish-language resources. Looking forward, the programme will create linkages with NFL Clubs and other partners that represent, serve and prioritize Latino youth and their families.

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### Unilever: *It Takes a Village* campaign

**Geography:** Australia, Belgium, Brazil, France, Germany, Greece, Ireland, Spain, South Africa, the U.K.

Unilever brands, *Becel* and *Flora pro.activ* have developed a three-week challenge, “It Takes a Village,” to motivate people with elevated cholesterol levels to make small changes in their lives, so that they can adopt a healthier diet and lifestyle. The “It Takes a Village” programme encourages the residents of a chosen community to unite to understand the importance of their cholesterol levels and lifestyle choices and empowers them to make simple diet and lifestyle changes that can help lower their cholesterol number. Although raised cholesterol is a key risk factor for the development of heart disease, research shows that in some countries up to six in 10 people actually do not know their cholesterol level. Residents of the villages and communities taking part in the initiative are educated, motivated and supported throughout their three-week cholesterol-lowering journey via a number of activities, including: on-the-spot cholesterol testing (at the beginning and end of the period), expert advice from a nutritionist and a fitness instructor, hands-on cooking guidance and lessons from a well-known chef, and community breakfast clubs. Participants learn that cholesterol is not specific to any particular age or gender, and that changes in lifestyle, including substituting *Flora pro.activ* for butter, can have a significant impact. This behaviour change programme was launched in the village of Redueña in Spain in 2013, and to date, has been rolled out in nine more countries: Australia, Belgium, Brazil, France, Germany, Greece, Ireland, South Africa, and the UK. The initiative has produced impressive results. **In 2014 alone, 150 million people were exposed to the company’s media and PR communications around cholesterol-lowering. 990 people joined the intense three-week challenge, and 85 percent of those who took part succeeded in lowering their cholesterol.** In the town of Zonhoven, Belgium, the *Becel pro.activ* brand team were embedded in the community, where their activities involved local bakeries and small shops, installing a pop-up cholesterol-testing centre on the main road and delivering invitations to every house to have their cholesterol tested via a “door hanger” featuring sunflowers (sunflower oil is a core ingredient in the spreads). Seventy-seven percent lowered their cholesterol levels. In 2015, “It Takes a Village” will also be strengthened in countries that have already launched the campaign and rolled out to new countries.



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## *Workplace Wellness Programmes*

The health and well-being of the more than 3.2 million people IFBA members employ is an important priority for IFBA members. All IFBA members have introduced workplace wellness programmes, offering smoking cessation programmes and providing information and counselling on nutrition and fitness. Many offer free health risk assessments and personalized improvement programmes; on-site fitness centres, gym memberships or access to recreation areas; and cafeterias offering healthy menus. A few examples follow.

In September 2014, to help employees improve and sustain overall health and wellbeing and facilitate healthy behavior in the workplace, IFBA members committed to extend and strengthen their workplace wellness programmes around the world, including working towards smoke-free environments and offering healthy dining choices.

<b>Ferrero and Healthy Ageing</b>
<p><b>Objective</b> Ferrero is committed to promoting “healthy ageing” among its retired employees.</p> <p><b>Overview</b> This work is carried on by the Ferrero Foundation. Established in 1983, and guided by the principles of “Work, Create, Donate”, the Foundation has two purposes: the care of retired Ferrero employees and the promotion of cultural and artistic initiatives in Alba and the Piedmont region of Italy.</p> <p><b>Programme Components</b> In addition to participating in physical activity programmes aimed at fighting various diseases, retirees receive health care assistance and in the winter, have access to free accommodation on the Italian seaside. Retired Ferrero employees provide help and support for the Foundation’s cultural activities. By organizing a variety of cultural, artistic and sport activities, the Foundation helps retired employees to experience the third age as a source of new opportunities.</p> <p><b>Impact</b> Each year more than 600 retirees take advantage of this opportunity. In 2014, 670 medical examinations were provided; and 455 retired Ferrero employees participated in physical activity classes.</p>

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## General Mills and the Go Giant Campaign

### Objective

General Mills supports its employees with resources to aid them in being active, eating healthy and staying well. The company provides information about health and wellness resources and preventive health initiatives, encourages good nutrition, offering employees healthy dining choices and provides employees with opportunities to increase physical activity. In January 2014, the company launched the “Go Giant” campaign aimed at helping employees increase their fruit and vegetable consumption.

### Overview

Employees tracked their fruit and vegetable consumption and pushed themselves to boost their daily intake to five fruits and vegetables per day.

### Programme Components

A “Go Giant” campaign website was made available to participating employees providing educational information, tips, links to recipes, etc. Employees also received a regular newsletter via e-mail to provide information and encouragement. They enjoyed fruit and vegetable smoothies during the campaign lunch. If a participant met the challenge, at the end of the campaign they were awarded with a Fitbit (a device that contains a 3D sensor that tracks the calories burned, steps taken, distance travelled and sleep quality).

### Impact

5,062 employees participated and increased their fruit and vegetable consumption by 34 percent. 285 employees increased their consumption by 400 percent.

## Grupo Bimbo Health and Wellness for Associates

### Objective

The physical and emotional wellbeing of Grupo Bimbo’s associates is a priority for the company. It encourages them and their families to adopt healthy lifestyles, through prevention programmes.

### Programme Components

In Mexico, the health and wellness programme, launched in 2012, provides associates with access to nutrition information, health assessments, safety and health fairs, immunization campaigns, non-smoking campaigns, gym facilities and physical activities, including sports tournaments. The company also has a number of initiatives to reduce the risk of chronic degenerative disease, including a weight reduction programme and an over-40 programme, which together have benefited more than [65,000] associates. In the U.S.A., the company developed the “Tobacco Cessation Programme,” which provides support to help associates stop smoking and the “Healthy Focus Programme,” to develop training programmes to deal with basic health problems. In Central America, the “Losing to Win” programme encourages associates with weight problems to maintain a correct diet and improve their health.

### Impact

Grupo Bimbo received the Responsible Wellness Company Award, RESR® (Strengthening phase) from the Workplace Wellness Council of Mexico.

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## Kellogg and Feeling Gr-r-reat™

### Objective

Kellogg's regional offices around the globe offer programmes to help Kellogg employees stay fit and healthy.

### Overview

Over the past two years, the company has continued its hallmark employee wellness programmes while also offering new ways to incentivize healthy choices. In 2014, Kellogg transitioned many aspects of its *Feeling Gr-r-reat™* health management programme - which focuses on fitness, wellness and disease prevention for U.S. employees - to a new web-based system that offers innovative online engagement tools. While more of *Feeling Gr-r-reat™* is now online, the in-person programme elements remain strong.

### Programme Components

Through *Feeling Gr-r-reat™*, employees can receive health assessments, on-site biometric health screenings, condition management coaching and free flu shots. Employees can utilize on-site fitness facilities at some of the company's locations and take part in Weight Watchers at work. In addition, the *Feeling Gr-r-reat™* Ambassador Network is made up of more than 100 employees across the U.S.A. who help to educate their colleagues about good health practices, using on-site screenings and fitness challenges as a rallying point. Health and wellness initiatives are not limited to Kellogg U.S.A. locations. Regional offices around the globe also offer programmes to help Kellogg employees stay fit and healthy. In Canada, for example, employees can take advantage of an on-site fitness centre, while offices in Australia and New Zealand offer question and answer sessions with health experts as well as fitness classes.

### Impact

In 2014, approximately two-thirds of U.S.A. employees took part in a *Feeling G-r-r-reat™* programme activity.

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## Mars and Wellbeing at Work

### Objective

Mars is committed to supporting its associates' health and wellbeing through programmes that are focused on improving nutrition, diet and physical activity.

### Overview

The approach differs from country to country and depends on local cultures, behaviours and health requirements.

### Programme Components

In the U.S.A., Mars runs programmes to encourage healthy diets, active lifestyles and healthy behaviours through nutrition and diet classes and counselling sessions, personalized nutrition and exercise plans, regular healthy living and nutrition campaigns, online and print education materials, subsidized fruit and healthy snack/meal options in workplace cafes, workplace gyms or gym membership subsidies and on-site sports activities. The on-site wellbeing programme, "HealthTracks," provides access to preventive care examinations, a health risk assessment, health coaches and disease management experts. It has helped associates manage their biometric numbers and prevent chronic disease through a focus on good diet and nutrition, physical activity, tobacco cessation and related health behaviours. The health and business outcomes are monitored and measured through an annual scorecard. In Asia, India and the Middle East, associates receive a full annual medical health report; and participate in a "Wellbeing Week" which includes free yoga, tai-chi and aerobics sessions, free massages and a presentation on stress management. In October 2014, Mars China launched the "Jian Pao Group," a running group for more than 70 associates who run together every Thursday night. In Australia, Mars' "Believe" programme has three different tiers, depending on associates' needs, ranging from an interactive online tool providing associates with a 52-week personal fitness and lifestyle improvement plan to a 40-minute health and fitness assessment to personal coaching and support for those with complex health risks. In the U.K., Mars runs annual "Wellbeing Weeks" and performs cholesterol, blood pressure and diabetes checks and "Focus Health Weeks" to educate associates on common illnesses and lifestyle factors. In Germany, the "Clever Naschen" (Smart Snacking) initiative offers nutritional advice, encourages associates to cycle to work and labels healthier options in the on-site canteen. In Central Europe, associates can participate in health risk assessments, personal nutrition consultations, family events and the Mars "Lympics," an annual multi-sport team competition. Mars is also committed to supporting parents inside and outside of the workplace – all of the company's sites in Australia, the U.K. and U.S.A. are breastfeeding-friendly, and similar facilities are offered in offices around the world. The company has adopted a Mars Maternity Leave Policy – the benefits of which vary between markets.

### Impact

Between 2013 and 2014, more than 8,000 associates participated in the "HealthTracks" programme with the following results: the number of associates who became "tobacco-free" increased by 1.17 percent; stress management levels improved by 1.31. percent; the number of associates considered "low-risk" improved by 1.9 percent; blood pressure awareness was up by 38 percent and participants' average blood pressure improved by 10 percent.

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## Nestlé's Nutrition Quotient Programme

### Objective

As a leader in nutrition, health and wellness, Nestlé is committed to deploy wellness initiatives and provide nutrition training for its employees.

### Overview

All employees are trained using Nestlé's Nutrition Quotient programme (NQ), which is designed to ensure everyone at Nestlé has a strong foundation of nutrition knowledge and is empowered to apply the NQ learnings in professional activities every day.

### Programme Components

The objectives, content and monitoring of NQ are created and managed centrally. Beyond NQ, workplace wellness programmes are developed at the local level. For example, at the company's headquarters in Vevey, Switzerland, the company has adopted the "Wellness for me" workplace wellness programme. This holistic programme aims to trigger an employee's interest in nutrition to enable them to make healthy choices and to promote well-being, fight sedentary lifestyles, prevent cardiovascular diseases and improve personal quality of life. Following a principle of "healthy minds in healthy bodies," the company provides practical, entertaining tools intended to build wellness into employees' professional and personal daily routines. The NQ programme is an ambitious initiative, seeking to touch all Nestlé's employees around the world, covering basic nutrition science, regulations and the components of a healthy balanced diet. With the help of a highly interactive and efficient e-learning programme, the company has produced progressive levels that cover subjects like carbohydrates, vitamins, antioxidants and protein. For those employees without computer access, Nestlé provides in-class training and organizes factory site campaigns with educational posters and activities. Some of the programmes extend to family members beyond employees, for example, hand-outs to bring home, NQ games and drawing contests for children, healthy cooking sessions and Nestlé Healthy Kids Programme events for children of employees. All participants are tested before and after the NQ training to measure progress. At a global level, the company evaluates the NQ training results and monitors best-practices in the markets. In markets, depending on the programme structure and objectives, programmes are evaluated on improved health status, the number of people choosing healthier option at the canteen, number of sites where free fruits are available and the number of people participating in physical activity sessions.

### Impact

By the end of 2014, more than 310,833 employees (70 percent) around the world had completed NQ training since it was launched in 2007. In 2014, 51,113 people received NQ refresher training (2013: 108,083).

The latest in-depth health checks results of the "Wellness for me" programme conducted every three years, showed that Nestlé employees have a better health status than the average of Swiss companies tested. A new "Framework for Employee Health," focused on nutrition, health and wellness, and inspired by the WHO guidance on health promotion in the workplace, was approved by the company in February 2015. In addition, in June 2015 Nestlé announced a new Maternity Policy, which is based on the ILO Maternity Protection Convention, which establishes minimum standards that must be implemented at Nestlé workplaces across the world by 2018.

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## PepsiCo and Healthy Living

### Objective

PepsiCo's global wellness strategy is designed to engage employees and their families in developing and sustaining healthy behaviors to improve their overall quality of life.

### Overview

The "Healthy Living" programme focuses on four key areas of wellness: Eat Healthy (nutrition), Find Balance (mental health), Get Moving (physical activity) and Be Well (prevention).

### Programme Components

The company offers on-site health and wellness services in the vast majority of countries in which it operates, including Brazil, China, India, Mexico, South Africa, United Arab Emirates, the U.K. and the U.S.A. These initiatives, which vary by location, include routine medical care at work sites; personal health assessments; education programmes on health, nutrition and exercise; programmes on smoking cessation, healthy pregnancy, stress and sleep management and disease management; on-site fitness centers; and organized programs to encourage exercise and weight loss.

### Impact

In 2014, the company offered free wellness screenings in 540 locations, where more than 30,000 associates received a screening for blood pressure, glucose, body mass index and cholesterol. More than 20,000 associates also received flu shots at work. Grassroots initiatives helped further drive health awareness throughout PepsiCo in 2014. A weight loss competition titled "Why Weight?" encouraged individuals at 137 different locations to collectively lose over 14,000 pounds. In addition, individuals at 37 locations took over 784 million steps as part of "Ready, Step, Move!" a physical activity programme. In 2014, the company enhanced to "Healthy Living" programme, with the development of a wellness return on investment model; execution of two global employee education and engagement campaigns, and the development of a best practice sharing online tool.

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## Unilever and Lamplighter

### Objective

Unilever believes improving the health, nutrition and well-being of its employees is essential to its continued business success. The company has developed a global framework which its operating companies are encouraged to make available to all their employees.

### Overview

The health, wellbeing and performance goals of Unilever's workplace wellbeing strategy are to: promote the health of employees, which brings both individual and business benefits; continue to roll out the workplace wellbeing programme, "Lamplighter;" promote mental wellbeing and resilience; tackle local health risks such as HIV, malaria, dengue fever and tuberculosis; ensure business continuity in the event of a health pandemic; and support the concept of "agile working" for employees.

### Programme Components

In the "Lamplighter" programme employees are individually coached on their exercise regime, nutrition and mental resilience. An initial check-up is conducted to determine the health risks that an individual faces followed by six-monthly visits where progress is monitored. Risks are assigned to a number of factors: lifestyle (alcohol and smoking), non-modifiable (age and ethnicity), nutritional (e.g. consumption of fruit and vegetables), physiological (heart rate and body mass index), biochemistry (cholesterol and diabetes) and workplace (stress and engagement). Under the programme, employees are rated as low, medium or high risk. Low risk means that a person has between zero and two risk factors – such as smoking or a failure to take any exercise. Medium risk is caused by two to four risk factors and high risk by five or more. The company then educates and supports people in making changes to reduce these risks.

### Impact

Launched in 2008, today 91,000 employees across 70 countries participate in the workplace wellness programme. In India, the programme reduced the number of employees categorized as high risk (due to obesity or hypertension, for example) from eight percent to under four percent over a five year period. Results show that the "Lamplighter" health programme is a sound investment for employees and for the business. For example, an independent analysis in Brazil shows a return on investment of €4.82 for every €1 invested in the programme based on combined healthcare and productivity savings over a three-year period (2008-2011). In Singapore, the return on investment (ROI) was €3:1 over 2009-2012 and a reduction in the health risk factors associated with higher healthcare costs, such as poor diet and fitness. In the U.S.A., the ROI can be as high as €9:1, while in Algeria the ROI was €5:1 and in Japan, €1.5:1.

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## Collaborating with others around our commitments and delivering results

UN and WHO strategies on global public health recognize that efforts to help people improve their diets and health require a whole of society effort and actions by all stakeholders – including the private sector. We understand the unique contribution our industry can make to this effort and have committed our time, resources and expertise to do our part to help consumers around the world achieve balanced diets and healthy, active lifestyles. We believe that collaborative multistakeholder actions represent not only one of the most cost-effective ways to address public health challenges, but are, in fact, the only way to tackle these global complex issues. We are committed to working with all stakeholders in the execution of our commitments and the realization of the goals of WHO strategies.

The collaborations we have at global, regional, national and local levels are wide-ranging. In this section, we present a few examples from around the world of our collaborations with governments and NGOs that have demonstrable results:

- Collaborations to reduce the burden of NCDs and obesity, especially in children:
  - the global public-private partnership EPODE, EEN, EIN and the Open Project
  - McDonald’s and the Alliance for a Healthier Generation
  - the EU Platform on Diet, Physical Activity and Health
  - the Healthy Weight Commitment Foundation in the U.S.A.
- Collaborations to reduce key nutrients of public health concern in food and beverage products, in:
  - the Americas with the Pan American Forum for Action on NCDs and the SaltSmart Consortium
  - Argentina, Australia, Brazil, Canada, France, the U.K. and U.S.A.
- Collaborations to promote healthy diets and healthy, active lifestyles:
  - India: PepsiCo and Get Active
  - Israel: Unilever and A Perfect Fit
  - Mexico: National Strategy for the Prevention and Control of Overweight, Obesity and Diabetes
  - Mexico: Grupo Bimbo and Salud en Onda
  - Spain: 5 al día
  - Switzerland: actionsanté
  - U.K.: Change4Life
  - U.S.A.: Whole Grains Council
- Collaborations to increase nutrition literacy:
  - the global Choices programme
  - Australia and New Zealand: Health Star Rating Campaign
  - Canada: Nutrition Facts Education Campaign
  - Philippines: Nutrition Education Campaign
- Collaborations on nutrition-based research:
  - Unilever and the International Expert Movement
  - Europe: HEALTHGRAIN Forum
  - Singapore: Nestlé and A\*STAR



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- Collaborations to improve food security and address undernutrition:
  - Kellogg and Breakfasts for Better Days
  - Bangladesh and Indonesia: Mondelēz International and Homestead Food Production
  - Kenya and Indonesia: Unilever and the Home Grown School Meals Programme
  - U.S.A.: General Mills and Hunger Free Minnesota
  - U.S.A.: PepsiCo and Food for Good
- Collaborations to share knowledge, expertise and resources to build local capabilities:
  - Africa: The Coca-Cola Company and Project Last Mile
  - Africa: General Mills and Partners in Food Solutions

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## *Collaborations to reduce the burden of NCDs and obesity, especially in children,*

### **Global: EPODE (Together Let's Prevent Childhood Obesity), EEN and EIN and the Open Project**

With more than 20 years of experience and a rigorous scientific evaluation, the EPODE (Together Let's Prevent Childhood Obesity) methodology developed in France has been recognized by the international scientific community as innovative in helping to tackle the problem of childhood obesity. EPODE's methodology is based on community-based interventions (CBIs) aimed at changing the environment and behaviors of children, families and local stakeholders with the ultimate goal of promoting healthy lifestyles in families in a sustainable manner. The EPODE model promotes the involvement of multiple stakeholders at a central level – governments, health groups, NGOs and the private sector; and at the local level, political leaders, health professionals, teachers, local NGOs and the local business community. Peer-reviewed studies indicate that this multistakeholder approach has already shown encouraging results in preventing childhood obesity in France and Belgium and has reduced the socioeconomic gap in obesity prevalence in France.<sup>37 38</sup> The EPODE initiative currently extends to 331 European cities and towns – 226 in France (EPODE), 84 in Spain (THAO), 14 in Greece (PAIDEIATROFI), 13 in The Netherlands (JOGG) and seven in Belgium (VISANO) and involves more than five million inhabitants.

Founded in 2007, the **Epode European Network (EEN)**, supported by IFBA members, Ferrero, Mars, Nestlé, the Directorate-General for Health & Consumers of the European Commission, and four universities, is a collaborative and multidisciplinary applied research project, whose objective was to develop and facilitate the implementation of community-based programmes (CBPs), in Belgium, France, Greece, the Netherlands and Spain using the EPODE methodology. In 2012, EPODE for the Promotion of Health Equity (EPHE), a three-year research project at the European level within EEN, supported by Ferrero and Mars, was launched with the objective of analyzing the added value of the implementation of the EPODE methodology for the reduction of socio-economic inequalities in health-related diet and physical activity behaviours in families in seven European countries. The first baseline survey, released in 2013, showed a possible correlation between parental socio-economic status and obesity and overweight in European children. This survey was completed with two follow-up studies, evaluating the impact of specific interventions to target disadvantaged populations.<sup>39</sup> EPHE will contribute to the EU Commission's long-term public health strategies supporting the sustainability of the CBP approach to obesity prevention and reducing health inequalities across programme members.

A need for strengthening and scaling-up existing CBPs and CBIs for childhood obesity prevention was identified by the European Commission as a support to the Health Promotion Strategy. In response, **the Obesity Prevention through the EPODE European Network (OPEN) project** was launched in 2014. This multistakeholder partnership, funded by the European International Network (EIN) through a grant from The Coca-Cola Foundation, is a three-year project designed to support CBIs and CBPs in 13 European countries (Belgium, Cyprus, France, Germany, Greece, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain and Sweden) in scaling-up their programmes focused on reducing overweight and obesity-related diseases among children and adolescents.

<sup>37</sup> J-M Borys, L. Valdeyron et al, "EPODE – A Model for Reducing the Incidences of Obesity and Weight-related Comorbidities," *US Endocrinology*, Vol. 9, Issue 1, September 2013.

<sup>38</sup> T. M. Van Koperen, "Characterizing the EPODE logic model: unravelling the past and informing the future," *obesity review*, doi:10.1111/j.1467-789x, 2012, 01067.

<sup>39</sup> The results were presented at the EPHE Closing Event on September 25, 2015 and will be published in a book of recommendations and peer-reviewed journals.

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Through customized best-practice sharing, capacity building workshops and practical recommendations from the research findings, the coordination teams of the 13 programmes will be strengthened in scope, action, design and implementation and evaluation methods. OPEN aims to reach approximately four million people across Europe, including 975,000 children and adolescents by the end of 2016.

In parallel to EPODE’s work at the European level, **EPODE International Network (EIN)** was launched in 2012 to support the worldwide implementation of CBIs and CBPs for obesity and noncommunicable diseases prevention. The Coca-Cola Company and Nestlé are founding global private partners of EIN. EIN seeks to optimize the effectiveness of obesity prevention programmes by advocating for increased political attention encouraging the expansion of scientific evidence relating to obesity prevention; facilitating information-sharing; generating global visibility for the EPODE approach, and fostering links between the public and private sectors. These international networks allow the sharing of experience and best practices for the continuous improvement of the programmes. At the end of 2014, CBIs inspired by the EPODE methodology had been implemented in 29 countries. For example, the South Australian and Mexican Health Ministers adopted the methodology to conceptualize and implement their “National plan on nutrition and Physical activity (Obesity Prevention and Active Lifestyle (OPAL) programme and 5 Pasos strategy, respectively). In May 2014, EIN launched EPODE Canada. In Ontario, EIN worked with programme managers running Ontario’s Healthy Kids Community Challenge (HKCC) to orient them to the EPODE methodology. When launched in 45 Ontario municipalities, HKCC will be the largest obesity prevention programme in Canada.

### **Global: McDonald’s and the Alliance for a Healthier Generation**

The goal of the Alliance for a Healthier Generation (the Alliance) is to reduce the prevalence of childhood obesity and to empower children to develop lifelong, healthy habits. Founded by the American Heart Association and the Clinton Foundation, the Alliance collaborates with industry, schools, community organizations, healthcare professionals and families. The Alliance has facilitated voluntary agreements with the food and beverage industry to ensure children have access to healthier foods and beverages. As a result of these agreements, more than 30 million students have access to healthier school foods. IFBA members, The Coca-Cola Company, General Mills, McDonald’s, Mondelez International and PepsiCo have signed on to one or more of the Alliance’s voluntary agreements. In September 2013, McDonald’s partnered with the Alliance in a global effort to increase customers’ access to fruits, vegetables, water, and low-fat dairy products and to help families make more informed food choices. McDonald’s “Commitment to Action” includes five specific commitments related to the company’s menu offerings, menu boards, packaging and advertising. McDonald’s committed to: 1) provide customers with a choice of side salad, fruit or vegetable as a substitute for French fries in value meals; 2) promote and feature only water, milk, and juice as the beverage in *Happy Meals* on menu boards and in-store and in external advertising; 3) offer new fruit, vegetable, low/reduced fat dairy or water options in the *Happy Meal* and generate excitement for produce and dairy; and 5) ensure 100 percent of all advertising directed to children will include a fun nutrition or children’s well-being message. These actions will be implemented in McDonald’s 20 major markets which represent more than 85 percent of the company’s global sales by 2020, with interim goals for market-level compliance in 2016 and 2018. McDonald’s also committed to participate in an independent process to measure and verify the progress of its efforts on the five commitments. The first progress report, prepared by Keybridge, an economic and public policy economic consulting firm, focused on two markets – U.S.A. (McDonald’s largest market) and Italy. Keybridge found that: 1) since sodas were removed from the *Happy Meal* section of U.S. menu boards – (i) milk and juice selections rose 9 percent; (ii) 46 percent of *Happy Meal* orders included milk or juice (up

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from 37 percent); and (iii) *Happy Meal* orders with soda decreased from 56 percent to 48 percent. Overall, this contributed to 21 million additional servings of milk and juice in *Happy Meals* and à la carte. On commitment 2 – currently 83 percent of U.S.A. and 96 percent of Italy’s restaurants offer a side salad, fruit or vegetable instead of French fries as part of value meal bundles. On commitment 3 – McDonald’s Italy saw a steady increase in fruit orders over the last two years; McDonald’s U.S.A. has introduced new *Happy Meal* options which resulted in serving 161 million tubes of *Go-GURT*® Low Fat Strawberry Yogurt and from late November 2014 through March 2015, McDonald’s USA sold 38 million *Cuties* Clementines in *Happy Meals* and à la carte. On commitment 4 – both Italy and the U.S.A. have exceeded the commitment to include a fun nutrition or well-being message four times annually on boxes or bag panels; and on commitment 5 – both markets are more than 99 percent compliant with the commitment to include a fun nutrition or wellbeing message in 100 percent of advertising directed to children.<sup>40</sup>

### **European Union: EU Platform on Diet, Physical Activity and Health**

Led by the European Commission, the EU Platform on Diet, Physical Activity and Health, (the Platform) provides a forum for European-level organizations including the food industry and IFBA members, NGOs, public health advocates and advertisers committed to tackling negative trends in diet and physical activity. The aim of the Platform is to provide examples of coordinated action on a specific issue by different parts of society that will encourage national, regional or local initiatives across Europe. More than 300 commitments have been implemented since the establishment of the Platform in 2005, including awareness campaigns on the importance of healthy diets and physical activity; labelling initiatives, such as the commitment of the EU food industry on front-of-pack GDAs; the addition of nutrition criteria in defining foods not to be advertised to children; and salt reduction strategies. The achievements of the commitments undertaken in the context of the Platform are reviewed annually by the European Commission.<sup>41</sup>

### **U.S.A.: Healthy Weight Commitment Foundation**

Founded in 2009, the Healthy Weight Commitment Foundation (HWCF) is a CEO-led organization, whose national, multi-year effort developed by 16 food and beverage manufacturers, including IFBA members, The Coca-Cola Company, General Mills, Kellogg, Mars, Mondelez International, Nestlé, PepsiCo and Unilever, aimed at helping to reduce obesity, especially childhood obesity. The companies collectively pledged to remove 1.5 trillion calories from the marketplace by 2015. By 2012, HWCF members had removed 6.4 trillion calories from the food supply - exceeding the 2015 pledge by more than 400 percent and three years early. This equates to an average 78 calorie reduction per person, per day. The calorie-reduction goal was achieved by developing, introducing and selling more lower-calorie options; changing recipes to lower the calorie content of current products; or reducing portion sizes of existing single-serve products. It is a first-of-its kind coalition that brings together more than 275 retailers, food and beverage manufacturers, restaurants, sporting goods and insurance companies, NGOs and professional sports organization. Focusing its efforts on families and schools, HWCF promotes ways to help people achieve a healthy weight through energy balance – calories in and calories out - through its “Together Counts™” programme which provides access to education products to promote nutrition, physical activity and energy balance knowledge and behavior change in schools. TogetherCounts.com™, created in partnership with Discovery Education, provides

<sup>40</sup> [2014 Progress Report](#)

<sup>41</sup> [http://ec.europa.eu/health/nutrition\\_physical\\_activity/platform/index\\_en.htm](http://ec.europa.eu/health/nutrition_physical_activity/platform/index_en.htm)

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an evidence-based, flexible, open-source curriculum with modules and tools that can be used in a variety of courses and is now available in more than half of U.S.A. preschools and elementary schools. HWCF also recruits and equips third-party ambassadors to engage in social media dialogue about obesity. The McKinsey Global Institute ranked HWCF's public private partnership, along with EPODE as two of the most effective programmes in the global fight against obesity.<sup>42</sup>

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<sup>42</sup> McKinsey Global Institute, *Overcoming obesity: An initial economic analysis*, November 2014.

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## *Collaborations to reduce key nutrients of public health concern*

### **The Americas: Pan American Forum for Action on NCDs**

“SaltSmart Consortium”, a multi-stakeholder collaboration, launched in 2012 committed to reducing salt consumption and promoting healthier diets across the Americas. The SaltSmart Consortium, convened by PAHO and comprised of representatives from governments, civil society, academia and IFBA members Grupo Bimbo, Mondelēz International, Nestlé and Unilever, provides a platform for dialogue and common action, accelerating the implementation of science-based and technically feasible interventions in response to the 2011 UN *Political Declaration*. Participants have committed to implement a common, stepwise approach to dietary salt reduction with the aim of realizing PAHO’s goal of reducing salt intake to less than 5 grams per person per day by 2020. In 2013, the SaltSmart Consortium endorsed implementation of the Five-Year Multi-Stakeholder Strategic Plan (2013-2018), aimed at among other objectives, accelerating and expanding the reach of social awareness of dietary salt consumption and healthy eating and advancing the harmonization of targets and timelines for reducing salt/sodium. It also launched “Salt-Smart Americas: A Guide for Country-Level Action.” In October 2014, the Consortium agreed regional targets for key food categories. Mondelēz International and Unilever serve as the industry representatives on the steering group for the Consortium.

### **Argentina: Framework Convention for Voluntary and Progressive Reduction of Sodium Content**

In 2011, a “Framework Convention for Voluntary and Progressive Reduction of Sodium Content” was signed among the Ministries of Health, Agriculture, Social Development, Science and Technology, the National Institute of Industrial Technology, the food industry, including IFBA members, Grupo Bimbo, Mondelēz International and Unilever and COPAL (Coordinadora de las Industrias de Productos Alimenticios). Signatories agreed to voluntarily reduce the amount of salt and sodium used in the preparation of processed foods between five and 18 percent (to reach the WHO recommended target of 5 grams of salt per day by 2020) and established progressive goals to be met in two stages – 2011-2013 and 2013-2015. The target product categories are those with the largest impact on sodium consumption – bread and bakery products, cereal products, meat products, dairy products, soups, dressings and canned vegetables. At the end of stage 1 (2011-2013), the Ministry of Health reported that sodium had been reduced in breads by an average of 25 percent; in bakery, by an average of eight percent; in meat products, by an average of ten percent; in dairy, by an average of nine percent; in soups, by an average of six percent; and in snacks, by an average of 11.4 percent. In November 2013, the Ministry of Health announced that Initiative had succeeded in reducing the country’s personal sodium consumption intake by almost a gram (0.92) a day. Between 2011 and 2013, the number of signatory companies increased from 19 to 60.

### **Australia: Food and Health Dialogue**

A collaboration, launched in 2009, between the Australian Government, the public health sector and the food industry, including IFBA members General Mills, Kellogg, Mars, Mondelēz International, PepsiCo and Unilever, and Cereal Partners Worldwide (a joint venture of General Mills and Nestlé) to improve dietary intakes through voluntary reformulation targets. The programme aims to reduce saturated fat, added sugar, sodium and energy, and increase the fibre, whole grain, fruit and vegetable content of commonly consumed foods. These activities are being supported, where appropriate, by strategies to standardize and reduce portion sizes and improve consumer awareness of food choices to improve diets. To date, the initiative has achieved industry agreement on 20 reformulation targets for sodium within nine food categories, to be achieved between 2010 and 2017 and saturated fat targets for processed meats.

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### **Australia: Healthier Australia Commitment**

An industry-led, multi-year strategy launched in 2012 to help improve the health of Australian families by optimizing the nutritional quality of the Australian diet and promoting healthy, balanced lifestyles, incorporating physical activity. The commitment brings together the food and grocery industry, including IFBA members, The Coca-Cola Company, General Mills, Nestlé, PepsiCo and Unilever, in partnership with NGOs and other organizations. The commitment works across three platform areas: 1) the community - promoting energy balance including balancing the quality and quantity of foods consumed with physical activity and empowering people to make informed choices to improve the health of their families; 2) the workplace – promoting energy balance, including the development of materials focused on healthy lifestyles; and 3) the marketplace – reformulating and innovating members’ portfolios by 2015 with targets to reduce saturated fat by 25 percent, sodium by 25 percent and energy by 12.5 percent. In 2013, the commitment partnered with “Together Counts,” an online platform (based on the U.S.A. programme) to educate Australians about the concept of energy balance, promoting physical activity and encouraging families and communities to make healthy lifestyle choices.

### **Brazil: Cooperation Agreement on the Development of Local Actions for Promoting Healthy Lifestyles**

In 2008, the Brazilian food industry led by IFBA associate, the Associação Brasileira das Indústrias da Alimentação (ABIA), with the support of Associação Brasileira das Indústrias de Massas Alimentícias (ABIMA), Associação Brasileira das Indústrias de Trigo (ABITRIGO) and Associação Brasileira da Indústria de Panificação e Confeitaria (ABIP), joined with the Brazilian Ministry of Health in a “Cooperation Agreement on the Development of Local Actions for Promoting Healthy Lifestyles.” The aim of this voluntary agreement, which has four phases, is to reduce key nutrients in industrialized products and establish goals for sugar, sodium, saturated fat and trans fat reductions. The first phase (completed in 2010) focused on trans fat elimination and resulted in 95 percent of food products achieving the agreed goal and the removal of 23 tonnes of industrially produced trans fat from the food supply. The second phase is focused on sodium reduction with an overall target to remove 28,000 tonnes of sodium from the market by 2020. Monitoring conducted by the Ministry of Health and ANVISA confirmed that by the end of 2014, 7,652 tonnes of sodium had been removed from food products. Signatories to the voluntary agreement represent more than 70 percent of Brazilian food industry revenue.

### **Canada: Health Canada’s Sodium Reduction Strategy**

In 2007, Health Canada established multistakeholder sodium working group, with representatives from the food industry, including General Mills and Kellogg, NGOs, academia and health and consumer advocacy groups. The resulting “Sodium Reduction Strategy for Canada” launched in 2010 is designed to help lower the sodium intake of Canadians from an estimated 3,400 mg/day/person to an interim goal of 2,300 mg/day/person by 2016. The ultimate goal is to reach a population mean where more than 95 percent of individuals have an intake below 2,300 mg/day. The strategy includes a comprehensive, multi-staged approach, engaging all sectors and including, voluntary reductions of sodium in processed food and food sold in food service; education; research; and monitoring and evaluation.

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### **France: Calorie and Sugar Reduction in Beverages**

In 2014, the Syndicat National des Boissons Rafraichissants (SNBR), including IFBA members, The Coca-Cola Company, Nestlé and PepsiCo, signed an agreement with the Ministry of Agriculture and Food Industry, endorsed by the Ministry of Health, within the framework of the Programme National pour L'Alimentation, to reduce by five percent, on average, the calorie and sugar content per litre in the soft drinks portfolio by 2015. The industry also committed to stop advertising on the internet and TV during times when 35 percent or more of the audience is composed of children aged 12 and under; and to reduce the environmental impact of production of these drinks by at least 15 percent by 2020.

### **France: Program National Nutrition Santé (PNNS)**

In 2001 the government adopted a public health nutrition policy with the establishment of the Programme National Nutrition Santé (PNNS). This multisectoral programme, now in its third phase, PNNS 2011-2015 has 30 quantified objectives including reductions in salt intake to achieve 8 gm/day for adult men and 6.5 gm/day for children and adult women; increase the amount of physical activity by 20-25 percent and reduce the prevalence of overweight and obesity in children and adolescents by at least 15 percent. To achieve its objectives, three main preventive strategies were identified: 1) informing consumer choice (through education, communication, TV campaigns, leaflets, pedagogical tools and labelling); 2) improving the nutritional environment by making the healthy choice the easiest choice; and 3) early detection of nutritional diseases. Since 2007, 36 companies, including General Mills, Kellogg, Mars and Unilever have signed the government's "Charte d'engagement volontaire de progress nutritionnel" (charter of commitments to nutritional improvements) and committed to voluntarily reformulate their products. A Food Quality Observatory was created in 2009 to monitor the nutrient quality of the food supply. Various results show the positive impact of these actions – the prevalence of overweight and obesity in children has stagnated or decreased to a level lower than that of most neighboring European countries; salt intake has declined; fruit consumption has increased; consumption of sugar-containing products has decreased; nutritional awareness has greatly increased.<sup>43</sup>

### **United Kingdom: The Public Health Responsibility Deal**

Launched in 2011 by the U.K. government, the Public Health Responsibility Deal (PHRD) is a voluntary, collaborative approach with industry aimed at improving public health. Collective pledges covering alcohol, food, health at work and physical activity set out the specific actions that participants agree to take. IFBA members, The Coca-Cola Company, Ferrero, General Mills, Kellogg, Mars, McDonald's, Mondelēz International, Nestlé, PepsiCo and Unilever have pledged to reduce salt, saturated fats and calories; increase the consumption of fruit and vegetables; adopt the U.K. voluntary colour-coded FOP labelling programme on packages and promote physical activity. All have met the target to eliminate artificial trans fats. Progress has been significant – billions of calories have been removed from soft drink portfolios; no-sugar drinks are served as the default in leading cinema chains; and lower sugar cereals are available on shelves. Between 2001 and 2011, average daily salt intakes had been reduced by 15 percent. Companies have pledged to further reduce salt in many everyday foods by 2017 and to hit salt targets for popular restaurant dishes to achieve the government's maximum target daily intake of salt of 6 gm for adults.

<sup>43</sup> Michel Chauliac and Serge Hercberg, "Changing the Food Environment: The French Experience." *Adv Nutr* July 2012, vol.3: 605s-610s



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### **U.S.A.: Balance Calories Initiative**

In partnership with the Alliance for a Healthier Generation, the American Beverage Association, including IFBA members, The Coca-Cola Company and PepsiCo, committed to reduce beverage calories consumed per person by 20 percent by 2025. To help achieve this goal, the beverage companies will engage in national and community efforts, leveraging their marketing, innovation and distribution strategies to increase access to smaller portion sizes, water and no- and lower-calorie beverages; provide calorie counts; promote calorie awareness and moderation where consumers purchase products, focusing on communities where the effort can have the greatest impact. The initiative is accompanied by national consumer awareness and engagement programme – Mixify™ - encouraging teens and their families to balance their calories by moderating what they consume and getting more active.

### **U.S.A.: National Salt Reduction Initiative**

IFBA members Mars, Mondelēz International and Unilever have joined the National Salt Reduction Initiative, launched by the New York City Health Department and Center for Disease Control in 2010. The initiative is a public-private partnership of more than 95 state and local health authorities and national health organizations and the food industry, to reduce Americans’ sodium intake by 20 percent by 2014 through voluntary commitments to lower salt in packaged and restaurant food. In 2010, The NYC Health Department measured sodium intake of New Yorkers through a 24-hour urinary sodium analysis as part of the Heart Follow-Up Study (HFUS). The data collected in 2010 provides a baseline sodium intake level for NYC. A follow-up study is planned to evaluate changes in intake over time and assess the impact of the initiative.

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## *Collaborations to promote healthy diets and healthy, active lifestyles*

### **India: PepsiCo and Get Active**

Designed and supported by the PepsiCo Nutrition Science Team, “Get Active”, has been developed and implemented in schools in collaboration with NGOs, the Swashrit Society, Hriday and the Indian Dietetic Association. Launched in 2006, the objective of the programme is to promote balanced nutrition and regular physical activity for a healthy lifestyle among school children. The programme promotes learning through interactive classroom activities, using modules such as “Breakfast Makes Me Smart,” “My Energy Balance” and “Go Whole Grains.” In 2014, a new module, “My Fruit Funda,” was introduced with the objectives of creating awareness of the importance of eating fruits every day; encouraging children to incorporate fruits with other food groups to improve the nutritional quality of their diet; and inspire them to share the goodness of fruits with families and friends. While the programme started as a purely philanthropic initiative aimed at increasing the awareness of good nutrition and physical activity, it has evolved to help generate demand for the companies’ oatmeal, juice and hydration products as children and their families have begun to understand the need for these types of nutrition. Since programme inception, “Get Active” has reached more than 1.92 million children in 477 schools across 12 cities in India. To evaluate the programme, two tools have been developed: an appraisal form completed by teachers and peer leaders to assess the impact of the module; and a Knowledge Aptitude Practice questionnaire (KAP) to assess the impact and efficacy of the nutrition and health education imparted through the various modules of the “Get Active” programme, pre- and post-programme participation. The KAP is customized each year depending on the theme of the module and is administered by the health educators with the assistance of the teachers in the schools. The responses are analyzed by quantitative research expert at Hriday-Shan, who report that knowledge scores increased by between 18 and 49 percent depending on the module and year. Generally, scores in recent years have been higher as the programme has evolved in its efficacy. Future programmes will continue to see innovation in design and implementation, strengthening PepsiCo’s commitment to promote good nutrition and active lifestyles for the children and the community.

### **Israel: Unilever and A Perfect Fit**

Launched in 2001, in a partnership among Unilever, the Israeli Ministries of Health and Education and various paediatric, dietetic and education associations, “A Perfect Fit” aims to help children reach their full potential, by encouraging the adoption of healthy eating habits and active lifestyles at an early age. “A Perfect Fit” has been implemented in 1,500 primary schools and 2,500 kindergartens. With the help of teachers and nutrition experts, the partnership promotes the benefits of a healthy breakfast and lifestyle. The effects have been validated by three scientific researchers, and demonstrated that the number of children having breakfast increased from 68 percent to 77 percent in a couple of years.

### **Mexico: National Strategy for the Prevention and Control of Overweight, Obesity and Diabetes**

Since 2010, IFBA members, including The Coca-Cola Company, Grupo Bimbo, Mondelēz International, Nestlé, PepsiCo and Unilever, have been participating in the Mexican government’s strategies designed to stabilize and reduce the incidence of obesity in the country. In 2013, the Mexican government launched the “National Strategy for the Prevention and Control of Overweight, Obesity and Diabetes” (the National Strategy) with the goals of reducing the increase in the prevalence of overweight and obesity and improving the levels of well-being of the population. It promotes the establishment of a national policy aimed at encouraging significant changes in

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lifestyles, the adoption of healthy diet regimes and greater physical activity among the general population. The National Strategy is based on a comprehensive model of care and cross-sectoral public policies and consists of three main pillars: 1) public health - with the aim of promoting healthy lifestyles through extensive education campaigns, ongoing monitoring of NCDs and implementation of preventive actions; 2) medical attention - with the aim of providing health care in a timely fashion and promoting early identification of people with risk factors; and 3) fiscal and regulatory policies, including a fact-based, front-of-pack labelling system and regulation on marketing to children under 12 years of age, based on category-specific common nutritional profiles.

### **Mexico: Grupo Bimbo and Salud en Onda (Cool Health)**

A collaboration between Grupo Bimbo and Fundación NEMI, designed to promote the development of teenagers throughout Mexico through cultural, education and counselling activities aimed at encouraging the adoption of healthy lifestyles. Fundación NEMI was founded in 1996 to offer opportunities for the participation and development of children and youth to learn, help, work and play through education, training and prevention programmes and social campaigns. Grupo Bimbo has supported the foundation since 2009 in a series of conferences entitled “Salud en Onda” (Cool Health), in which students between the ages of 12 and 15 years, hear recommendations on how to adopt a healthy lifestyle. The talks are given monthly by trained professionals, with the assistance of interactive videos and trained nutritionists, students learn about the importance of watching their weight and taking care of their health. Grupo Bimbo has also developed brochures which were distributed among the teens and their families providing easy-to-understand information and examples on how to lead a healthier lifestyle.

### **Spain: 5 al día**

Created by Mercabarna and AGEM and supported by industry partners, including General Mills, the “5 al día” campaign, is committed to promoting the consumption of five daily portions of fruit and vegetables. Spain’s consumption averages just 400 gm per day – below WHO’s recommended fruit and vegetable consumption of at least 600 gm/person/day and it is the country’s over-50s population that consumed the most fruit. In 2014, the initiative increased its focus on creating healthy food consumption habits among children. The campaign was designed by pedagogues and psychologists and all of the materials were reviewed by specialists from the departments of Education, Health and Agriculture of the Generalitat de Catalunya. Among such initiatives, the NGO developed a play for children titled “The Magic of Fruit and Vegetable” (“La Magia de Las Frutas y Hortalizas”) and is rolling out the Frutoteca, a fruit and vegetable learning centre designed for children. It has also developed various TV spots featuring children, held competitions, and has a school programme that in 2014 reached 332 education centres and more than 70,000 children.

### **Switzerland: actionsanté**

Launched in the context of the National Programme on Diet and Physical Activity 2008-2012, the Federal Office of Public Health and Federal Committee on Nutrition is working in partnership with industry to develop strategies to address overweight and obesity and promote healthy lifestyles. IFBA members, The Coca-Cola Company, Kellogg, Mars, McDonald’s, Mondelēz International, Nestlé, PepsiCo and Unilever have all voluntarily signed the Swiss pledge on marketing. Mars, Nestlé and Unilever have committed to reduce salt in specific products; Mars has committed to reduce the portion size of its chocolate bars; and Nestlé has committed to reduce saturated fat in frozen food.

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### **U.K.: Change4Life**

In 2009, the U.K. government introduced Change4Life as part of the Healthy Weight, Healthy Lives cross-governmental strategy, to combat public health issues including high levels of obesity. Change4Life is a “society-wide movement” involving families, schools, local and national companies, healthcare professionals, civil society groups, government departments and commercial brands. The programme promotes healthy eating and physical activity among consumers by aligning individual partners’ activities to Change4Life, helping to make behaviours around diet and physical activity more high profile. IFBA members, General Mills, Kellogg, Mars, Nestlé, PepsiCo and Unilever have been long-time partners of Change4Life and its various sub-brands, “Play4Life,” “Let’s Dance with Change4Life,” “Walk4Life,” “Swim4Life,” “Bike4Life” and “Breakfast4Life),” providing support for advertisements, money-off vouchers for products offering healthy choices and sponsoring well-known sports personalities to encourage children to devote more time to physical activity. Since its inception, 10-35 percent of the 1.9 million people who have joined Change4Life adopted significant positive behavior changes in the first year.

### **U.S.A.: Whole Grains Council**

The Whole Grains Council is a non-profit consumer advocacy group, founded in 2003, working to increase consumption of whole grains for better health, by encouraging manufacturers to create delicious whole grain products; helping consumers to find whole grain foods; and managing ongoing media campaigns and special events to educate the media and consumers about the health benefits of whole grains. In 2007, the WHC launched the Whole Grain Stamp, creating a packaging symbol to help consumers select and buy whole grain products. As of March 2014, 9,200 products used the Whole Grain Stamp in 41 countries and five languages. Advised by scientists and culinary experts, WHC has also partnered with registered dietitians and other health professionals. Founded in 2003 with nine members, the current membership has grown to more than 360 organizations including General Mills, Grupo Bimbo, Mars, McDonald’s, Nestlé and PepsiCo.

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## *Collaborations to increase nutrition literacy*

### **Global: the Choices Programme**

Introduced in 2006 in The Netherlands in response to the WHO's call for the food industry to take action in helping to tackle obesity, the Choices Programme is a unique multistakeholder initiative designed to help consumers easily identify healthy food options and stimulate the food industry to develop healthy options. The programme consists of a nutrient profile model with product group-specific criteria, based on international dietary guidelines. An independent International Scientific Committee, regularly reviews the criteria, taking into account a product's level of saturated and trans fatty acids, added sugar, salt and dietary fibre. The "Healthy Choice" stamp can be found on more than 7,000 products from 120 manufacturers, retailers and caterers. Today, the programme is run by an international foundation. National programmes have been launched in the Czech Republic, The Netherlands and in Poland. In The Netherlands, Choices covers 94 percent of the retail market and benefits from 91 percent consumer recognition. In April 2013, the Choices logo was confirmed by the Dutch government as the single food choice logo and officially recorded in the Food Information (Commodities Act) Decree. The authorization was the first of its kind in the EU, supported by member states and the European Commission. Consumer awareness of the logo in the Czech Republic grew from five percent in 2012 to 36 percent at the end of 2014. In June 2014, the Czech Choices organization signed a co-operation agreement with the Czech National Institute of Health to promote healthy lifestyles in the country.

### **Australia and New Zealand: Health Star Rating Campaign**

The Health Star Rating system is a joint initiative of the Australian and New Zealand governments and has been developed in partnership with industry, public health and consumer groups. This FOP labelling system rates the overall nutritional profile of packaged foods and assigns it a rating from ½ a star to five stars, providing a quick, easy and standard way to compare similar packaged foods. The system is being implemented from June 2014 on a voluntary basis by the food industry over the next five years, with a review of progress after two years. The Health Star Rating campaign was launched at the end of 2014 to support implementation of the labelling system, through activities designed to inform consumers and encourage industry participation. Increased campaign activity is planned for 2015 as more products displaying the label appear. The primary objectives of the campaign are to raise awareness of the system; develop an understanding of how to read the label; prompt consideration of nutrition as part of purchasing behavior; and develop consumer confidence in the system as an independent, informative and easy to use nutritional guide. Nestlé and Unilever have started to display the new Health Star Rating System, and Nestlé, cereal brand Uncle Toby's, ran a consumer campaign on the adoption of the Health Star Rating.

### **Canada: Nutrition Facts Education Campaign**

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, Mars, Mondelēz International Nestlé, PepsiCo and Unilever partnered with Health Canada in the fall of 2010 to launch the "Nutrition Facts Education Campaign" (NFEC). This multi-media campaign focused on increasing consumer awareness and use of the "% Daily Value", a component of the Nutrition Facts table. In early 2015, the food industry again partnered with Health Canada to launch the second phase of NFEC – "Focus on the Facts." The campaign encourages consumers – especially parents of children aged 2 to 12 – to use the "Serving Size" in the Nutrition Facts table to compare similar foods.

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By using the “Serving Size” and “% Daily Value,” consumers can choose foods that have more of the nutrients they want to consume, such as fibre and calcium, and less of those they do not want, such as saturated and trans fat and salt. New NFEC campaign messages will be displayed on food packaging and promoted on in-store material and at retail events. Since 2010, more than one billion food products featuring on-package NFEC messaging were distributed across Canada.

### **Philippines: Nutrition Education Campaign**

In 2014, the Filipino Food and Drugs Administration (FDA), together with the Philippine Chamber of Food Manufacturers launched a voluntary energy FOP nutrition labelling initiative as part of the government’s national awareness campaign to promote healthy lifestyles among Filipinos. As part of industry’s 2012 commitment to “partner with the Department of Health to deliver workable solutions and implement a multi-faceted approach in educating consumers to make informed choices toward a healthier lifestyle,” industry, together with the FDA, will develop and implement a nutrition education campaign, conduct research and engage in multimedia campaigns to encourage consumers to choose a healthy and active lifestyle. Industry will also be implementing nutrition education programmes that will be rolled out at the national and grassroots levels. These programmes have already started in schools, with the intention of educating the young on how to read and understand the content on food labels. In 2013, the Department of Health and its partners launched the nationwide healthy lifestyle movement, “Philippines Go4Health”, a public-private initiative aimed at helping prevent and control the prevalence of NCDs by informing and encouraging Filipinos to practice a healthy lifestyle by making a personal commitment to physical activity, proper nutrition and the prevention or cessation of smoking and alcohol consumption.

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## *Collaborations on nutrition-based research*

### **Global: Unilever and The International Expert Movement**

The International Expert Movement (IEM) is an initiative of the International Union of Nutritional Sciences, with a mission of disseminating sound scientific information about food and nutrition, especially fat quality in the diet, amongst professionals and the general public in order to promote and advance nutritional improvements. It has helped to shift the public discourse on fats from “eat less fat” to “eat the right type of fat.” IEM educates health professionals by organizing regular symposia at international scientific conferences, conducting masterclasses, publishing their outcomes in scientific journals, and through various digital channels and newsletters. The IEM also engages with professional associations. The activities of the IEM are funded by an unrestricted education grant from Unilever.

### **Europe: HEALTHGRAIN Forum**

Founded in 2010 as a follow-up organization to the EU 6<sup>th</sup> Framework Programme Integrated Project HEALTHGRAIN – “Exploiting Bioactivity of European Cereal Grains for Improved Nutrition and Health Benefits,” - the Forum is a multistakeholder, pan-European research programme whose mission is to research and promote science-based concepts around the health benefits of grain-based foods, with the overall aim of increasing consumers’ intake of whole grains. Based on its research priorities, the Forum is working at enhancing cooperation between member organizations in research; developing new precompetitive collaborative projects with a focus on nutrition and health, processing and sensory and consumer issues; and cooperation with other parties for providing high quality academic and industrial cereal expertise in food and health research programmes and projects. Currently, 51 organizations participate in the programme, including academia, research organizations and industry, including IFBA members, Kellogg, Mondelēz International and Nestlé.

### **Singapore: Nestlé and A\*STAR**

In 2014, Nestlé entered into a strategic partnership with the Singapore government’s Agency for Science, Technology and Research, A\*STAR, with the goal of setting up global research programmes in food science and technology. The agreement will focus on areas such as nutrition, packaging, data analytics and also biotransformation – the use of natural processes, such as fermentation, to transform raw materials into ingredients with nutritional or functional benefits. Some of the food products we make using this natural fermentation include *Maggi* Liquid Seasoning based on wheat gluten fermentation and *Maggi* bouillon cubes in West Africa, based on soya fermentation.

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## *Collaborations to improve food security and address undernutrition*

### **Global: Kellogg and Breakfasts for Better Days**

Kellogg believes in a world where children and families no longer go hungry. Since 2013, Kellogg has provided more than 900 million servings of cereal and snacks, more than half of which are breakfasts to people in need around the world. Kellogg’s initiative, “Breakfasts for Better Days” is based on three pillars: expanding breakfast programmes, maximizing product donations, and advocating for breakfast. In the U.S.A., Kellogg Company Fund (KCF), the charitable arm of Kellogg Company, provided \$3 million in grants since 2013 to Action for Healthy Kids (AFHK), the Food Research and Action Centre (FRAC) and No Kid Hungry, a campaign of Share Our Strength, to help increase participation in breakfast programmes for school children. Kellogg also implemented a mobile “Breakfasts for Better Days” Disaster Relief Centre in the U.S.A. to offer food assistance to residents, emergency workers and volunteers in areas impacted by natural disasters. Since 2013, the mobile centre has deployed to Arkansas, Illinois and Oklahoma following devastating tornadoes and to areas of Colorado and Texas impacted by widespread flooding. Globally, Kellogg and KCF have been supporting breakfast clubs in more than a dozen countries around the world for several years. For example, in Canada, the company has supported Breakfasts Clubs for more than ten years, helping to feed more than 130,000 children in 1,200 breakfast clubs from coast to coast; in Europe, in 2014, Kellogg provided 37 million servings of cereal and snacks through food banks and food redistribution charities and more than one million breakfasts through community-based breakfast programmes; in Mexico, KCF continues its support of breakfast programmes with the Lorena Ochoa Foundation and Rafi Marquez Foundation, providing 200,000 servings each month of Kellogg’s cereals and in partnership with the Colombia Food Bank Association and three local companies provides complete daily breakfasts for 3,300 children in nine cities. Through partnerships with regional food bank networks, “Breakfast Buddies” programmes and other NGOs in Australia, New Zealand, China, India, Korea, Japan and South Africa, Kellogg has helped provide more than 18 million servings since 2013.

### **Bangladesh and Indonesia: Mondelēz International and Homestead Food Production**

This programme was part of Mondelēz International’s commitment to Project Laser Beam (PLB), a five-year, multi-million dollar public-private partnership established in 2009 to create a scalable, replicable and sustainable programme model to significantly reduce child undernutrition, contributing to the achievement of the first Millennium Development Goal (MDG) of eradicating poverty and hunger. PLB brought the governments of Bangladesh and Indonesia together the expertise of founding partners, the UN World Food Programme, Mondelēz International and Unilever, DSM and Global Alliance for Improved Nutrition (GAIN); implementation partners BRAC, Helen Keller International (HKI), Friendship, WaterAid, JITA, UNICEF; and programme manager, Accenture Development Partnerships, in an initiative to reduce hunger and malnutrition in targeted areas of Bangladesh and Indonesia. By July 2014, 2.48 million people participated in different PLB interventions in Bangladesh and 424,000 in Indonesia. Of the total people served by PLB, an estimated 1.74 million were new to nutrition support. PLB was folded into the Scaling up Nutrition (SUN) movement at the end of 2014. Mondelēz International’s commitments will continue through 2016 and include the establishment of 180 model women-owned micro-farms that will serve as the centre of excellence for micro-farming in targeted communities. The company has awarded USD 4 million to HKI to operate these programmes in Timur Tengah Selatan (TTSO district, East Tenggara Timur (NTT) Province in Eastern Indonesia and Sathkira District in Bangladesh, with the objective of improving food security and reducing malnutrition by: 1) increasing family food production of nutrient rich produce and protein packed poultry; 2) raising family income by empowering women to fully manage micro-farms, sell surplus food production at market



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and achieve self-sufficiency; and 3) improving healthy food consumption, including dietary diversity by delivering nutrition education. Overall, the micro-farms will reach 25 percent of the population in NTT, representing the vast majority of the malnourished. Similar homestead food projects have achieved a 33 percent increase in year-round gardening, and a tripling of vegetable production by volume over a three-month period. Studies have shown that children in households with micro-gardens consume 1.6 times more vegetables and egg consumption increased by 48 percent. To date, 77 percent of the Mondelez participating households have micro-farms, with many producing an average of 17 kg of vegetables a month and nearly ten varieties of vegetables.

### **Kenya and Indonesia: Unilever and the Home Grown School Meals Programme**

*Knorr* is the first Unilever brand to support the UN's Zero Hunger Challenge, an initiative that aims to eliminate hunger in our lifetime, through its partnership with the UN's World Food Programme's (WFP) "Home Grown School Meals Programme." Launched in 2014, this programme helps smallholder farmers develop better practices for growing and harvesting crops, to increase the quality and production of their crops and to teach the nutritious benefits of the food they are growing. The crops produced by the farmers are sold to local schools' meals programmes, creating sustainable markets for the farmers and providing nutritious school meals that are often a child's only nourishing meal of the day. These meals are a powerful incentive for the millions of children who do not attend school regularly, to go to school. At the same time, parents and teachers are empowered to manage and take ownership of their own school meals programmes. In 2014 alone, one million school meals were provided via this programme. Since 2007 Unilever has provided over USD 26 million in support to WFP to help improve the lives of families and communities through such initiatives. In 2014 alone, this support enabled WFP to provide over 10 million school meals in countries including Bangladesh, Indonesia, Kenya and the Philippines. On World Food Day in October 2014, *Knorr* partnered with the WFP to encourage people to pledge support for building a world with zero hunger at [www.wfp.org/pledge](http://www.wfp.org/pledge).

### **U.S.A.: General Mills and Hunger Free Minnesota**

This three-year project, launched in January 2012 and completed in 2014, was designed to transform hunger relief in the state, with the goal of providing 60 million total meals to fill Minnesota's 100-million "missing meal" gap, while also making improvements in how hunger relief works in Minnesota. With funding from General Mills, United Health Group, Cargill and other corporations and foundations, and close coordination with government agencies at the local, state and federal levels, the project succeeded its goal by filling the meal gap with more than 70 million meals provided, including more than four million meals in schools. Hunger-Free Minnesota made a cumulative investment of close to USD 10 million in communities across the state, awarding 431 grants to innovative hunger relief projects. One of the unique aspects of the campaign was its data-driven action plan that defined success by the number of additional meals delivered through eight key initiatives: 1) Agricultural Surplus Rescue aimed at capturing some of the 210 million pounds of surplus crops that go unharvested or unsold annually; 2) Prepared Food Rescue from restaurants and food service operations that otherwise goes to waste; 3) Retail Food Rescue from grocery and "big box" retailers led by Minnesota's Feeding America food banks; 4) Community Close-Up, a granting initiative that rewarded collaboration, innovation and efforts to increase system capacity at the local level; 5) SNAP (U.S. Department of Agriculture's Supplemental Nutrition Assistance Program) Awareness and Education efforts targeted at seniors and the recently unemployed; 6) heightening participation in the government-funded School Breakfast programme; 7) heightening participation in the government-funded Not-In-School-Time Meals programmes; and 8) heightening participation in the government-funded Women, Infants and Children Nutrition Program (WIC).

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### **U.S.A.: PepsiCo and Food for Good**

To help address nutrition and poverty in inner-city communities, in 2009 PepsiCo created - in collaboration with community leaders - the “Food for Good” initiative. Initially launched as a summer meal programme, the initiative has expanded to include afterschool meal programmes year round, community-run farm stands, physical activities and other programmes to make healthy food accessible for low-income families year-round. Partnering with local community organizations, government agencies and NGOs and leveraging its logistics and supply-chain expertise, PepsiCo offers local communities the ability to reach the children that are unable to access their traditional sites during the summer months. PepsiCo created and sends out mobile meal vans on the equivalent of a bus route directly to locations where children are - to apartments, low-income housing complexes and community centres and distributes nutritious, U.S.D.A.-standard meals. The meals promote a balanced diet, including whole grains, dairy and fruits and vegetables. In addition to the food services it provides, Food for Good has added “coaches” to engage with the children and provide physical activity programming. Since its launch in 2009, the initiative has delivered four million servings to inner-city children, including 1.4 million meals in 2014 alone. Operating nationwide, in 2014, the programme expanded from five cities to eight.

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## *Collaborations to share knowledge, expertise and resources to build local capabilities*

### **Africa: The Coca-Cola Company and Project Last Mile**

Project Last Mile, a partnership among The Coca-Cola Company, the Bill & Melinda Gates Foundation, USAID, the Global Fund to Fight AIDS, Tuberculosis, and Malaria, the Global Environment & Technology Foundation and the Yale Global Health Leadership Institute was first launched in 2010 to help Tanzania's government-run medicine distribution network, the Medical Stores Department (MSD), build a more efficient supply chain by applying The Coca-Cola Company's proven logistics and supply chain and marketing expertise. In early 2013, work began in Ghana. In 2014, the partnership announced the expansion of Project Last Mile to ten African countries by 2020. To date, interventions have taken place in Tanzania, Ghana and Mozambique, while work in Nigeria and South Africa has just launched. The initiative is designed to build local capabilities that improve distribution of critical pharmaceuticals and medical supplies to hard-to-reach communities. Through Project Last Mile, Coca-Cola is working to create a new partnership model, transferring core business skills in supply chain management and demand creation to public sector partners. Tangible impact from this unique coalition includes efficiencies in delivery, improvements in marketing effectiveness for specific public health campaigns or medicines. Since work began in 2010 in Tanzania, there has been a 20-30 percent increase in the availability of medicines in medical clinics across some areas where the company's expertise helped local implementation of direct distribution. Additionally, the lead time for the procurement of medicines and warehouse stock expiration has been reduced. Also, with the implementation of professional planning and procurement processes within the MSD supply chain that mirrors Coca-Cola bottler practices, the risk of running out of stock of critical medicine has been reduced. Prior to the training and reorganization, MSD was delivering to approximately 150 warehouse drop-off points. Today, with the creation of a more efficient distribution system, MSD is delivering directly to all 5,500 health facilities in Tanzania, MSD also implemented a new performance management system and human resource management practices that resulted in MSD winning a prestigious award recognizing professional HR practices. In Ghana, the work has focused on enhancing vaccine cold chain efficiencies as well as the marketing and promotion of immunization as a whole. Yale University's Global Health Leadership Institute is assisting with the implementation and governance of a monitoring and evaluation framework.

### **Africa: General Mills and Partners in Food Solutions**

Launched in 2008 by General Mills, Partners in Food Solutions (PFS) links the technical and business expertise of employee volunteers - including food scientists, nutritionists and engineers - from four leading global food companies, General Mills, Cargill, Royal DSM and Bühler, with more than 600 small and growing food processors and millers in sub-Saharan Africa. Working in partnership with USAID and NGO, TechnoServe on the ground, PFS is pioneering a volunteer movement that brings together corporate knowledge, expertise and resources to improve the capacity, efficiency and product quality of food companies. General Mills founded PFS to help raise living standards, address chronic food supply issues and respond to extreme hunger in the developing world. General Mills provides philanthropic dollars and nearly 400 employee volunteers. PFS has introduced sector-wide trainings on a variety of business and industry topics, including wheat flour fortification, quality management systems, food safety, national standards and core business development capabilities. The trainings allow for immediate application of new knowledge as food processors learn to produce high-quality nutritious and safe food at affordable prices while increasing demand for crops from local smallholder farmers, the majority of whom are women. To date, more than 600 food companies and processors in Kenya, Tanzania, Ethiopia, Zambia and Malawi

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have received training and support. Over a four-month period – from December 2013 through March 2014 – 700 trainees representing 300 to 400 businesses received training. In 2014, PFS developed sustainable revenue streams to illustrate “Good Development Practices,” generate earned income and attract donor funding. PFS has partnered with Root Capital to provide financing for equipment and working capital to food processors, and plans to facilitate investment in more than 75 companies throughout East Africa by 2019. Also, by 2019, PFS aims to broaden its reach by engaging more than 2,000 employee volunteers to train 2,000 food processors, generate 1,000 new jobs and create and sustain viable markets for more than one million farmers and their six million family members.



To learn more, please visit our website at <https://ifballiance.org> or contact us at [secretariat@ifballiance.org](mailto:secretariat@ifballiance.org)

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