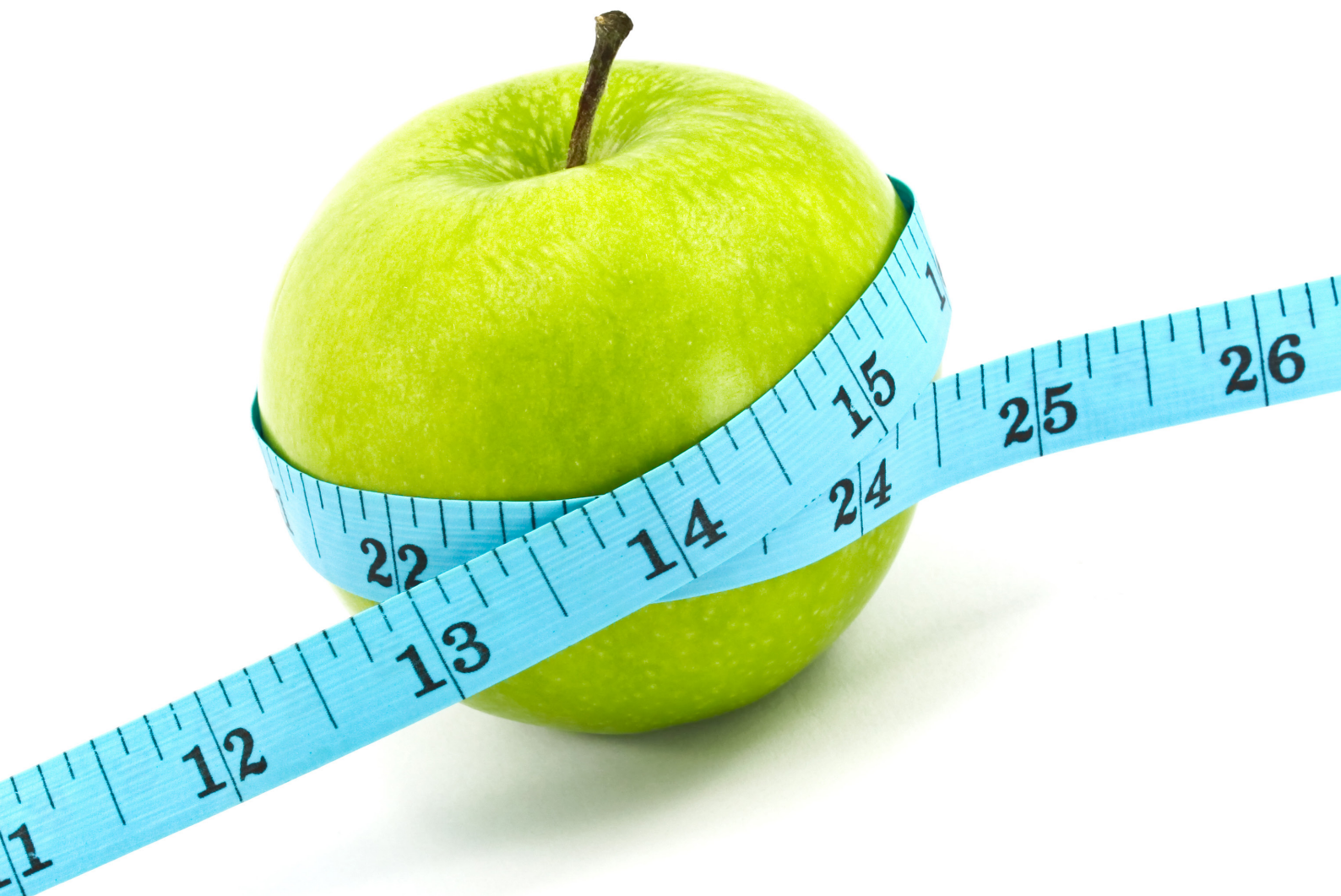


Many healthy returns

The business of tackling Non-communicable Diseases (NCDs)



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Executive Summary

The incidence of Non-Communicable Diseases (NCD) is rising dramatically. If trends continue, no country in the world will be able to afford the healthcare burden that NCDs will bring. Societies will be gravely damaged by the combination of a growing, ageing and chronically sick population, with a less productive workforce to support it. This report focuses on the overlapping interests between business and global health strategy to prevent and control NCDs.

The private sector's interest in promoting healthier lifestyles is directly linked to productivity and profitability, as well as its connection to a wider group of stakeholders. The key to understanding business' role is in appreciating its influence in society. The spheres of influence — workplace, marketplace, community and the macro-economic environment — help define the scope and capacity of corporate involvement in addressing health related challenges.

Industry action is required by all sectors from consumer goods through to pharmaceutical. This report examines business opportunities which stem from the growing demand for goods and services which contribute to improved health. It illustrates how some companies naturally stand to benefit from a reduction in chronic diseases through their traditional products and services (e.g. pharmaceuticals, insurance, sporting goods), whilst others may be responding to customer demand for the latest fashion or new technology. It shows how food and drinks companies occupy a special place in the NCD debate, with their close relationship to the issue of promoting a healthy diet. And, it argues, nearly all employers can benefit positively from investing in a healthier workforce.

NCDs are preventable; however, their causes are complex. As outlined by the World Health Organisation (WHO)'s '2008-2013 Action plan for the global strategy for the prevention and control of NCDs', tackling the risk factors of poor diet and a lack of physical activity requires a response from across all sections of society.¹ There is a shared societal interest in NCD prevention - one that embraces improving health, increasing productivity and reducing healthcare costs.

These issues cannot be addressed in isolation and collaboration is necessary for effective change. This report suggests that "a problem shared is a problem halved." At the macro-level, building partnerships between business and the rest of society can help catalyse a concerted response to the burden of chronic diseases. Different types of public-private partnerships exist and this report presents examples to demonstrate the variety of approaches available. There are different risks and challenges associated with each, and the various parties have different motivations and interests. Success requires long-term commitment, adherence to equity, transparency and recognition of mutual benefit.

Ultimately, the report makes the following conclusions:

- NCDs create a costly global burden that affects health, productivity, and healthcare across all markets, creating an impediment to development;
- Addressing the impacts of NCDs provides business opportunities for companies to take advantage of new markets, develop new products, and enhance reputation;
- NCDs are preventable and all sectors of business can be a part of an "all society" response to two of the critical risk factors – poor diet and physical inactivity;
- Multi-sectoral partnerships are a powerful mechanism that can lead to positive outcomes when implemented effectively.

Introduction

Let's show we mean business

The incidence of NCDs, and particularly those linked to lifestyle factors, is rising dramatically throughout the world. Business has a crucial role to play in the control and prevention of NCDs with the WHO 'Global strategy on diet, physical activity and health' noting that "the private sector can be a 'significant player' in promoting healthy diets and physical activity. Moreover it can offer unique and innovative ways to accelerate behaviour change."²

All of society stands to benefit from the increased health and productivity that will result from combating non-communicable diseases. The underlying causes of the four major risk factors for NCDs: tobacco use, alcohol misuse, physical inactivity, and unhealthy diet are a wide array of interconnected social, economic, physical, environmental and behavioural elements. This makes it essential for different sectors to work together to tackle the problem.

This report focuses on the influence the private sector has on diet and physical activity and illustrates a variety of new business opportunities which exist for companies wishing to prevent and manage the impacts of lifestyle related diseases. It also shows how, on a practical level, the private sector can most effectively engage in partnerships with the public health community, government and civil society to reduce morbidity and mortality and improve wellbeing.

IBLF's own work on tackling NCDs shows that successful collaboration between sectors depends, first and foremost, on having a clear, shared interest where benefits and roles are explicitly defined. This report examines these shared interests and uses examples of successful partnerships to illustrate the opportunities and challenges that exist.



Chapter 1 - Costing a fortune

The impacts of rising levels of chronic diseases are not only a concern for health, but also for economic prosperity. There are huge gains to be made from arresting the trend in terms of increasing productivity and reducing health care costs. Against this backdrop, and as an indication of the seriousness of the issue, the United Nations General Assembly chose to hold a High-Level meeting on the prevention and control of NCDs in September 2011.³

The health burden

NCDs including cardiovascular diseases, cancers, chronic respiratory diseases and diabetes, are the world's biggest killers, causing an estimated 36 million deaths each year – 63 percent of all deaths globally. The burden of NCDs is rapidly increasing worldwide and is a major cause of poverty, a barrier to economic development and a challenge to healthcare systems. Unless addressed, the WHO predicts that globally NCD deaths will increase by 17 percent over the next ten years.⁴

The global burden

Contrary to widely held beliefs, the NCD burden is far from limited to the developed regions of the world. For the first time in history, poor countries now face a dual burden of infectious and non-infectious diseases, with NCD deaths dominating health care needs in most Lower Middle Income Countries (LMCs).⁵ The speed with which LMCs have adopted the “unhealthy” habits of the developed, industrialised countries is a driving factor in the increase in NCDs in their countries. This transition is occurring at a faster rate than it did in the industrialised regions of the world half a century ago.⁶

The productivity burden

These largely preventable diseases result in productivity losses and associated costs to business, as well as economic and social costs to communities and the impoverishment of families. When aggregated across economies the impact on the size and productivity of the labour force and on national incomes is significant.⁹ A World Economic Forum report calculated that globally the cost of chronic disease is US\$ 2 trillion in lost productivity each year.¹⁰

Facts & figures

Brazil, Russia, India and China currently lose more than 20 million productive life-years annually to chronic diseases, and that number is expected to grow 65 percent by 2030.⁷

Over the next decade, if not addressed effectively, chronic diseases will increase 27 percent in Africa, 25 percent in the Middle East and 21 percent in Asia and Pacific, accounting for 75 percent of all deaths globally.⁸

This pattern will be replicated in workforces in urbanised areas of emerging markets if action is not taken. Eighty per cent of deaths due to NCDs occur in LMCs, with almost half involving people under the age of 70, compared with only a quarter of such deaths in developed countries.¹¹ This means adults in developing countries are often hit at the peak of their economic productivity. For example, in India a national study showed the onset of 54 percent of diabetes cases occurred before 50 years old.¹² Brazil, Russia, India and China together currently lose more than 20 million productive life-years annually to chronic diseases, with the number expected to grow 65 percent by 2030.¹³

The healthcare burden

The global increase in Type 2 diabetes is closely linked to obesity and serves as a proxy for the growing disease burden. Estimated global healthcare expenditures to treat and prevent diabetes and its complications were expected to total at least US\$ 376 billion in 2010 or an estimated US\$ 703 per person. By 2030, global expenditure on diabetes is projected to exceed some US\$ 490 billion.¹⁴ In addition to government spending on healthcare, there are further costs to individuals in out-of-pocket expenses or insurance premiums. Individual resources spent on health provisions are diverted away from other essential spending and thus are of particular concern in poorer countries, where little or no publicly funded healthcare is available.

The World Economic Forum's 'Global Risk 2010 Report' ranks chronic conditions third among all social, environmental, economic, geopolitical and

technological risks to humankind both in terms of likelihood to occur and severity. If trends continue, no country in the world will be able to afford the healthcare burden that NCDs bring and societies will be gravely damaged by the combination of a growing, ageing and chronically sick population, with a less productive workforce to support it. ¹⁵

The complexity

Despite the severity of the threat, chronic diseases are some of the most preventable. Often dubbed 'lifestyle diseases', they are essentially caused by four factors: poor diets high in salt, sugar and fat and low in fruit and vegetables, physical inactivity, alcohol misuse and smoking. Although personal responsibility must play a role, good intentions are all too easily thwarted by an environment which is more and more obesogenic: unhealthy foods are an easier choice for reasons of cost, accessibility and preparation time; urbanization and a built environment militate against physical activity; social networking and video-games are taking over from sport-based leisure activities; and jobs are increasingly desk-based and stressful. The root causes of unhealthy living are a complex array of social, economic, physical, biological and behavioural factors. All of these factors affect disadvantaged and vulnerable sections of society most of all. To effectively control and prevent NCDs, action to address some of these fundamental structural issues, collaboration is required across all sectors of business and society.

Facts & figures

The estimated losses in income from heart disease, stroke and diabetes are \$18 billion in China, \$11 billion in the Russian Federation, \$9 billion in India and \$3 billion in Brazil. ¹⁶

Diabetes has become a worldwide epidemic over the last three decades, with the number of diabetics more than doubling from 153 million to 347 million. ¹⁷

Low and middle income countries account for 80percent of all deaths from chronic disease globally. ¹⁸



© Peter Morgan Photography

Chapter 2 - Many healthy returns

Much progress has been made since 2004, when the WHO set out its ‘global strategy on diet, physical activity and health’¹⁹ and IBLF began work on a framework for private sector action.²⁰ As the international community turns its attention to the UN High-Level meeting in September 2011, it is timely to take a fresh look at the incentives for companies across sectors to exercise their influence, identify new business opportunities and manage risks.

In examining where business can make the biggest impact in addressing NCDs, IBLF suggests a framework for action that identifies a company’s “spheres of influence”:

Workplace

Supporting workplace health and safety benefits employers through increased staff productivity and morale, as well as reduced absenteeism and healthcare costs.

Marketplace

Investing in the market for healthier products and services, by finding new business opportunities and exploring potential for new markets, can protect market share, increase profits and improve financial returns.

Community

Facilitating community initiatives that prevent and treat NCDs allows companies to build trust with consumers, employees, and recruit influential stakeholders (such as NGOs, campaigners, governments etc.).

Macro environment

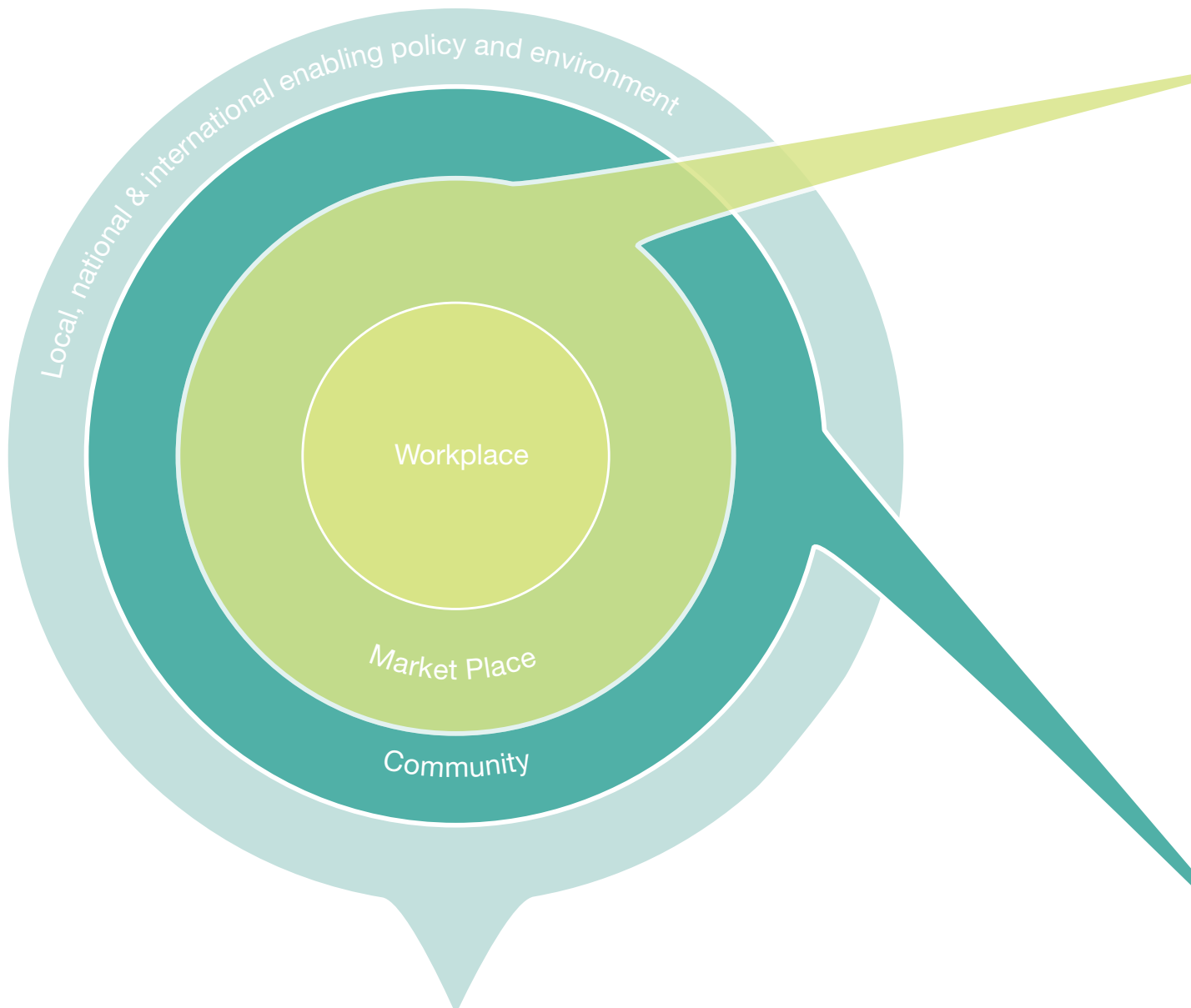
Engaging in public policy debates and initiatives can help provide a level-playing field for companies wishing to act more responsibly without sacrificing competitiveness. Cross-industry partnerships with governments and NGOs can lead to more effective and workable voluntary or mandatory regulation.

This chapter explores in more depth how companies are capitalising on opportunities in these spheres. While the types of contribution a business can make vary depending on the sector, recognising how businesses can contribute in each of these spheres helps clarify their interest in combating NCDs.



Business making a difference

Spheres of influence framework for business action on NCDs



The macro level

- Engage in policy dialogue to advocate for greater commitment to the production, distribution and consumption of nutritious food;
- Build industry-wide alliances to mobilise and leverage business leadership, resources and influence;
- Participate in multi-sector action on projects to influence policy and support systemic change at a local, national and international level;
- Strengthen public institutions and health systems through capacity building and educational campaigns;
- Promote voluntary initiatives to enhance transparency of regulations;
- Partner with government agencies to develop educational curricula around health issues.

Core business operations

Mobilising the innovative technologies, processes, products and skills of the private sector can help achieve international public health goals and create shared value. At a minimum companies should aim to reduce any negative impacts by internalising international principles, codes and industry standards into core business activities.

Workplace - employees

- Embed health and wellness in the company's culture and align wellness goals with business strategy;
- Assess the health risks for employees;
- Develop health and wellness programmes for employees to reinforce and incentivise personal behaviour change. For example, workplace exercise facilities, no smoking workplaces, healthy food in canteens, lifestyle education, screening high risk employees for intervention;
- Demonstrate ways employees can help improve the health of staff and their families;
- Promote active leadership of senior management in wellness initiatives;
- Establish evaluation and monitoring programmes to measure change, outcomes, and financial impact.

Marketplace

- Invest in process, product and service innovation;
- Implement measures around responsible marketing to children;
- Undertake health-related marketing and advertising;
- Improve consumer information, reinforcing positive health messages;
- Undertake public health and nutrition education campaigns;
- Develop and transfer technology to improve food productivity and quality;
- Build conducive physical and institutional infrastructure;
- Improve food and agricultural trade policy.

Community investment:

- Support education, training, health, nutrition, water, energy, environmental (e.g. to limit air pollution/traffic) and enterprise development projects;
- Build the managerial and technical capacity of community leaders and civil society groups;
- Encourage women's participation and empowerment;
- Train local health specialists;
- Develop awareness raising programmes; drive local public health initiatives;
- Develop a social investment fund for research and innovation / invest in universities and research institutes to support multi-disciplinary research in the related areas of nutrition, health, etc.

The workplace

When it comes to promoting employee health and wellness, the business case for action is increasingly recognised across all industries. As noted earlier, the World Economic Forum estimates that NCDs cost US\$ 2 trillion in lost productivity each year.²¹ Depending on the type of work involved and employee demographics, industries confront diverse challenges. For example, there are stark differences between the risks associated with sedentary jobs versus those of heavy industry as well as between workplaces in developing and developed countries.

Larger employers may have more resources to invest in promoting employee health. However, there are low-cost interventions that all employers can easily introduce. In the UK, for example, employees can sign up for the “cycle to work” scheme, a government sponsored programme that provides loans and tax savings to employees on the purchase of a bicycle.²² This initiative benefits the community as well as shops that sell bicycles, for which this is a marketing opportunity. In London this scheme, in combination with other interventions (congestion charging, improved cycle infrastructure and a bike hire scheme) has led to an increase in bicycle travel, with the weekday morning peak growing by 123 percent between 2001 and 2009 – and by 15 percent between 2008 and 2009 alone.²³

For Dallas-based **American Airlines**, the establishment of a wellness initiative in 2007 came after a health-risk assessment found that obesity was the biggest threat facing employees, with 75 percent of its work force either obese or overweight. The programme incorporates worksite fitness facilities, online education resources, wellness circulars, and an incentive award programme.²⁴

A comprehensive example is **Johnson and Johnson’s** programme, “Live for Life” that has been promoting employee wellness for over 30 years.²⁵ The programme includes company-wide incentives to help employees live healthier lives, such as:

- Health assessments and counselling to help employees understand and reduce their health risks;

Investor power

Investors have much to gain from business taking an aggressive approach to NCDs. Investors including banks, pension and mutual funds are concerned with the long-term performance of companies in a changing world and therefore have a vested interest in how companies respond to the opportunities and risks associated with the rise in NCDs. Institutional investors with voting rights exercise their influence in the management of corporations.

An example includes **The Local Authority Pension Fund Forum** which has engaged UK food companies to tackle the risks and opportunities presented by obesity rates - pushing for improvements in their internal policies and governance.²⁹ **JP Morgan’s** “Obesity: Re-Shaping the global food industry” demonstrated that concern for obesity and NCDs were beginning to affect sales and margin figures and that 18 of the fastest growing food categories were perceived as healthfoods.³⁰ Similarly, **Swiss Re** published a study analysing the potential impact of increases in chronic diseases for life insurers. Increasing levels of obesity are too large to ignore.³¹

- Opportunities for employees to be physically active through initiatives offered by the company, some of which provide on-site fitness centres, exercise classes, personal training and health coaching;
- Preventive screenings fully covered under the Healthy People Medical Plan.

The company understands that the investment is cost effective — estimating that between 2002 and 2008 the return on investment ranged from US \$1.88 and US \$3.92 for each dollar spent. Participating employees benefit from reductions in rates of obesity, high blood pressure, high cholesterol, tobacco use, physical activity, and poor nutrition – all leading risk factors for costly chronic diseases.

The marketplace

With the increased incidence of chronic diseases, consumers are becoming ever more aware of health concerns when they make purchasing decisions. Companies therefore have a vested interest in incorporating health considerations into business planning, R&D and product portfolios. Once a business recognises that there is a business opportunity, it is more likely to invest in R&D in this area. Of course it is not always necessary for a business to recognise the impact its products may have on NCD prevention for this to happen. They may be responding to other factors affecting customer demand — consumer trends, fashion, and new technology — whilst inadvertently tackling a lifestyle risk factor, such as lack of exercise. Moreover, certain companies may specifically not want their products associated with disease or a lack of fitness. They may simply want their customers to associate their products with fun, vitality or youth.

Some core business operations stand to directly benefit from an increased demand for products or services designed to reduce NCD incidence. For example, healthcare and insurance companies have a direct interest in reducing the costs associated with NCDs. For food companies the case for engagement in the marketplace is obvious given the relationship between food and NCDs. There are also opportunities for the construction and design industries to promote active lifestyles by creating physical infrastructure conducive to exercise. The diagram on pages 12 and 13 gives an overview of the business opportunities for a range of sectors.

“Companies that ignore these trends can face lost sales and market share, increased legislation and risk to their reputation. By taking the initiative, we believe we can make a difference to people’s health and achieve business growth.”²⁶

Unilever

Innovative companies are constantly reviewing their product portfolios for new commercial opportunities and making the connection between delivering healthy products and core business goals. In 2010 **PepsiCo** made a commitment to grow its portfolio of ‘good for you’ foods from US\$10 billion to US \$30 billion in revenue by 2020. To support this initiative the company set out 11 goals and commitments to improve wellbeing around the globe.²⁷ These include commitments to increase the amount of whole grains, fruits and vegetables; to reduce sodium, saturated fat and sugar; and to improve labelling.

The **Coca-Cola Company’s** 2009 acquisition of a majority stake in Innocent was a business opportunity to respond to changing consumer trends. Innocent’s fruit smoothies are made without added sugar and provide the equivalent of two servings of fruit. Broadly, the **Coca-Cola Company** recognises that some consumers want to reduce the calories they consume from beverages and thus expanded its portfolio of low and no-calorie beverages as well as offering regular beverages in smaller portion sizes. Today the company provides over 800 low and no-calorie beverages, which represent nearly 25 percent of the global portfolio. In addition, 19 of the 20 top brands have a low- or no-calorie alternatives or are themselves low- or no-calorie.²⁸

Emerging markets

In China, the increasing rates of obesity, particularly in major cities like Shanghai, have created a market for weight loss programmes. Experts have predicted that in the next five years the annual growth rate of China’s fitness equipment industry will be above 30 percent. In addition, on August 8 every year – China’s “National Fitness Day” – the Chinese government has been promoting the enhancement of every citizen’s fitness consciousness. Seeing a business opportunity, Weight Watchers International and Group DANONE created a joint venture in 2008 opening a weight management centre that helps people lose weight through sensible and sustainable food plans, exercise, behaviour modification and group support.³²

The pharmaceutical and healthcare sector is increasingly responding to global changes in disease patterns with new innovations. For example, **Abbott Laboratories** have introduced an i-STAT handheld blood analyser that allows real time transmission of diagnostic test results for routine medical tests provided at the point of care. These have been used to help treat patients with a variety of health concerns. In 2008, the device was donated to the Partners in Health cardiac care initiative, where it was used to identify and treat 239 patients.²⁹

Pentland owns a range of well-known sporting goods brands including Speedo, Mitre and Berghaus. As part of these companies' efforts to improve their business they also encourage more physical activity. Speedo for instance promotes swimming products to new swimmers in its 'learn to swim range'.³⁰ The company engages young swimmers through online videos which give tips and information for new swimmers. Speedo is also an official partner of the UK 'Big Splash' which encourages participation in swimming events to improve health and fitness.³¹

In order to promote healthy living among all their customers, **Prudential Insurance** has devised a Vitality Programme.³³ For taking part in certain healthy activities, participants can earn 'Vitality Points' which can give significant discounts on stop smoking initiatives, health screenings, and health club membership fees. The active lifestyle it promotes has health benefits that mean savings for **Prudential** in health care payouts. The programme works with other industry partners who benefit as well. Activities that earn points include working out (at partner gyms points are added automatically with the swipe of a card), attending organised fitness events (coordinated online), check ups and prevention (seeing any General Medical Practitioner and submitting the evidence online) and healthy shopping (tracking **Sainsbury's** Nectar points).

In 2011, the Fit Nation initiative in New York City published Active Design Guidelines - promoting physical activity and health in design, which provides new opportunities for work done by innovative architecture and design firms.³⁴ One example is the firm **Gensler**, which designed two central staircases in the New York Times building to promote movement by employees

via the stairs. Getting people moving has been a business opportunity for **Microsoft** which designs Kinect for the Xbox.³⁵ The program allows users to interact without a remote control, creating physical interaction for the user while they are playing video games. This promotion of exercise through an activity that is usually a sedentary is pushing for behavioural change and has also been highly profitable for the company.

HopeLab, a California non-profit, recognised that young people are unlikely to have access to a gym or exercise equipment and therefore need other ways to manage and track their work out routines. It therefore designed an activity tracker called the **Zamzee**, geared for teens and children to help track their participation in basic calorie burning activities like walking, jumping or even shopping. To encourage teens to engage in activity, HopeLab added a social media function whereby teens can record their progress online and compete with friends. Research showed that after the product had been tested for 10,000 hours, teens increased activity by over 30 percent.³⁶

Community

Supporting community activities aimed at preventing and controlling chronic disease is an important way for business to influence the behaviour of its consumers. By engaging in community initiatives in the field of NCD prevention and treatment, companies retain the trust of their consumers, can convince influential stakeholders (such as NGOs, campaigners, governments, etc.) of their intentions to be responsible corporate citizens and can also improve a company's reputation and therefore retain a better position in the recruitment market.

Standard Chartered Bank created its Goal programme, which uses sports training and life skills education to empower adolescent girls. In partnership with leading non-profit organisations in four countries – India, Nigeria, Jordan and China – the programme provides girls with information on how to manage their health, personal rights and finances. By engaging young women, the programme hopes that the impacts will trickle down to their families and communities.³⁷

Tesco and **Aqua Pura** sponsor Cancer Research UK's Race for Life. Race for Life brings women of all ages and fitness levels across the UK together at more than 300 events to walk, jog or run to help beat cancer. As a result of the campaign and its promotion network, Tesco and Aqua Pura have gained substantial publicity.³⁸

The macro environment

Chapter 1 identified a series of structural issues beyond human agency which impact the prevalence of NCDs. These issues cannot be addressed in isolation by companies or by consumers but will require a multi-sectoral approach and engagement with government to influence change. The WHO's 2010 'Global status report on NCDs' reiterates the need for business to be engaged in policy debates, noting that "decisions made outside the health sector often have a major bearing on factors that influence NCD-related risk. More prevention gains may be achieved by influencing public policies in domains such as trade, food and pharmaceutical production, agriculture, urban development, pricing, advertising, information and communication technology and taxation policies, than by changes that are restricted to health policy and health care alone."³⁹

Regulators globally continue to consider the possibility of using regulation and taxation to promote healthier production and consumption. Working with governments and NGOs can lead to more appropriate and implementable voluntary or mandatory regulation, for example around the exclusion of unhealthy ingredients. Such regulation can provide a level-playing field for companies wishing to act more responsibly without losing out to less responsible competitors. Businesses that make changes and sell healthier products will be better prepared for any such legislative changes and at the same time profit from shifting consumer preferences.

The role business plays in influencing the greater macro environment as well as examples of these types of efforts is discussed in further detail in Chapter 4 on partnership.

A healthy bottom line:

This table illustrates how different sectors of industry are contributing to improved health and at the same time capitalising on business opportunities linked to demand for improved diet, increased physical activity and healthy lifestyles.

Sector	Business opportunities
Food and Beverage	<ul style="list-style-type: none"> Respond to changing demand by re-formulating recipes to reduce sugar, fat and salt and to improve information to facilitate healthy choices by shoppers; Adapt marketing policies, particularly to children in response to social expectation and regulatory pressure; Build industry-wide alliances to leverage business leadership towards sustainable consumption.
Food Service	<ul style="list-style-type: none"> Provide healthier options for school children; Provide clearer nutrition information on menus to facilitate healthy choices and reduce portion sizes.
Consumer Goods	<ul style="list-style-type: none"> Capitalise on consumer demand for improved health and wellbeing; Grow middle class customer base in emerging markets – demanding healthier products and services.
Travel and Tourism	<ul style="list-style-type: none"> Market differentiation via responding to increased health and wellness awareness; Major hotel chains respond to customer demand for health wellness and gym facilities.
Professional Services	<ul style="list-style-type: none"> Invest in comprehensive workplace wellness programmes and health cost curtailment; Increase employee morale and enhance position in recruitment market.
Insurance	<ul style="list-style-type: none"> Manage risk by recognising the savings realised when customers are healthier.
Sports and Leisure	<ul style="list-style-type: none"> Market the wellness benefits of sports and promoting community activity; Increase sales by targeting healthier more active populations to expand marketshare.
Media, Entertainment and Communications	<ul style="list-style-type: none"> Use digital media and new technology to promote healthy lifestyles in innovative ways; Implement creative projects in mainstream media content and public service.
Design/Built Environment	<ul style="list-style-type: none"> Design buildings for the creation of active physical environments; Increase sales in bicycles in urban areas.
Information Technology	<ul style="list-style-type: none"> Use new technology to promote healthy lifestyles in innovative ways; Respond to demand from more health conscious and media savvy consumers.
Pharmaceutical and Healthcare	<ul style="list-style-type: none"> Increase access to affordable medicines to control the major chronic diseases; Invest in R&D for innovation in treatment of NCDs, including the use of new technology.

Example	Outcome
<ul style="list-style-type: none"> In 2009, responding to consumer demand for product information, The Coca-Cola Company commits globally to providing front of pack labelling (calories, kilocalories, kilojoules) per serving on all products by the end of 2011.⁴⁰ In 2010, Unilever announces new targets to double the proportion of its portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines.⁴¹ All members of International Food and Beverage Alliance publish (2009) global commitments with respect to advertising and marketing to children less than 12 years of age.⁴² 	<p>Improved diet</p> <p>Enabling environment conducive to health</p>
<ul style="list-style-type: none"> In 2009 Compass Group reports on its efforts to improve nutritional information, choice and health education in schools⁴³. For instance, more than 830 caterers in the UK and over 2,000 in the US were qualified to operate 'Balanced Choices'. 	<p>Improved diet</p>
<ul style="list-style-type: none"> Weight Watchers International and Group DANONE creates a joint venture in 2008 opening a weight management centre in China.⁴⁴ 	<p>Improved diet</p>
<ul style="list-style-type: none"> Marriott Hotels & Resorts offers a leisure club membership that also entitles participants to an array of discounts on all their hotel accomodation and restaurants.⁴⁵ 	<p>Physical environment conducive to health</p>
<ul style="list-style-type: none"> Accenture, which employs 225,000 people, invests in a wide range of employee wellness resources that promote behaviour change through education and incentives.⁴⁶ 	<p>Improved diet and increased physical activity</p>
<ul style="list-style-type: none"> Prudential Plc creates an incentive scheme to encourage healthier behaviours.⁴⁷ 	<p>Improved diet and increased physical activity</p>
<ul style="list-style-type: none"> Speedo 'learn to swim' range promotes products that help new swimmers learn.⁴⁸ Nike and Apple team up to cross promote their sports kit that tracks progress on workouts.⁴⁹ 	<p>Increased physical activity</p>
<ul style="list-style-type: none"> The video game companies Nintendo and XBox see a business opportunity combining exercise and gaming with the Wii and Xbox Kinect.⁵⁰ The Mexican television channel, Televisa sees an opportunity to reach a wider audience and sponsors Telenovas that revolve around promoting physical activity and healthy eating.⁵¹ 	<p>Increased physical activity</p> <p>Improved consumer education</p>
<ul style="list-style-type: none"> The firm Gensler designs two central staircases in the New York Times building that promote movement by employees via the stairs.⁵² 	<p>Physical environment conducive to health</p>
<ul style="list-style-type: none"> WebMD, works in partnership with Boots pharmacy in the UK to provide health information and tools via the web – to help patients by using technology.⁵³ 	<p>Improved consumer education</p>
<ul style="list-style-type: none"> Abbott Laboratories introduces i-STAT handheld blood analyser to allow real time transmission of diagnostic test results for routine medical tests provided at the point of care.⁵⁴ Novo Nordisk establishes a R&D strategy that identifies diabetes and obesity as areas of research for drug innovation⁵⁵. 	<p>Innovative diagnostics/treatment</p>

Chapter 3 - A special case: food and beverage

Given its core product, the influence of food companies is more directly significant to NCD reduction than that of other companies. The WHO 'Global strategy on diet, physical activity and health' earmarks the food industry for particular attention and calls for action on the continued development of healthy and nutritious choices for consumers, limiting the levels of fat, sugar and salt in existing products, and practicing responsible marketing.⁵⁶

The challenge

There is a growing push from national governments and international bodies, such as the WHO, for food companies to take an active role in addressing the health of their consumers. The WHO report urges manufacturers to re-formulate recipes to reduce sugar, fat, salt content and reduce portion sizes as well as improve consumer labelling to facilitate healthy choices. Retailers are encouraged to provide clearer nutritional labelling and change their marketing practices by providing sales promotions on healthier product ranges such as on fruit/vegetables, by removing sweets from check-outs; by engaging in customer education programmes and advancing voluntary measures to restrain marketing to children.⁵⁷

Food companies face a particular challenge balancing the preferences of their consumers with pressure from policy makers and civil society to reduce the impacts of their products. While concern for and knowledge of the risks associated with NCDs and the connections with poor health are on the rise, foods which are high in salt, fat and sugar continue to be widely consumed. For most companies the competitive commercial environment prevents them from unilaterally ceasing to sell such products that often are highly demanded and profitable. Indeed, companies argue that such products are not intrinsically unhealthy as long as they are consumed in moderation as part of a balanced diet and an active lifestyle, and it is not up to them to censor their customers' choices.

In order to address the issues, most companies have chosen an approach which combines consumer choice and education. In doing so they have introduced more information and increasing amounts of healthy options into their product portfolios and given consumers the option of

which products they consume. At the same time, many manufacturers are continuing to reformulate products to reduce levels of sugar, salt and fat, often using new technologies so as not to affect the appeal to customers.

Recipe for Success

Within this context, IBLF worked with Insight Investment in 2007 to develop the methodology for 'A Recipe for Success: How food companies can profit from consumer health.'⁵⁸ The framework calls for food and drinks companies to undertake a comprehensive review of the risks and opportunities relevant to their core business from the health concerns facing society. To address these risks and opportunities, companies were asked to formulate their own strategies and objectives around the issue, establish appropriate governance mechanisms and then begin to implement the set strategy. The suggestions in this document remain relevant today and have helped shape the methodology for the Access to Nutrition Index, which is a new initiative currently being designed to evaluate food and beverage companies' production of more nutritious products for consumers.⁵⁹

The 'Recipe for Success' framework is outlined in the subsequent pages.



Since 2002 IBLF has promoted action by business as part of the solution to the massive increase in chronic lifestyle-related diseases around the world linked to overweight, obesity, poor-diets and a lack of physical activity. © Reuters

Food and beverage companies: a comprehensive

This framework has been summarised from the original 2007 IBLF and Insight Investment report, *A Recipe for Success: How food companies can profit from consumer health*. It encompasses all the key components of a comprehensive corporate response to consumer health and obesity.

Framing the Issue: Risks and opportunities	<i>i) Defining the issue and role of business in addressing it</i>
	<i>ii) Risk assessment</i>
Formulating objectives and strategy	<i>i) Business objectives</i>
	<i>ii) Strategy for achieving objectives</i>
Establishing appropriate governance mechanisms	<i>i) Internal organisation and expertise</i>
	<i>ii) External advisory groups</i>
	<i>iii) Measurable targets</i>
	<i>iv) Detailed reporting</i>
Implementing the strategy	<i>i) Mergers and acquisitions</i>
	<i>ii) Product development: R&D and formulation</i>
	<i>iii) Portion size and calorie control</i>
	<i>iv) Product information and accessibility via</i>
	<i>1. Labelling</i>
	<i>2. Health claims</i>
	<i>3. Accessibility</i>
<i>4. Nutrition education</i>	
<i>v) Marketing, advertising and promotion</i>	
<i>vi) Stakeholder engagement</i>	
<i>vii) Promotion of physical activity and healthy lifestyles via</i>	
<i>1. Policy stance</i>	
<i>2. Employee well-being</i>	
<i>3. Community engagement</i>	

framework for action

<p>Publish a broad global policy statement that articulates the role it envisions playing (national/regional policies as appropriate).</p>
<p>Demonstrate an assessment of health related business risks and opportunities that have been undertaken.</p>
<p>Form and clearly articulate group-wide business objectives in response to obesity and related health issues.</p>
<p>Develop a group-wide strategy to articulate how these objectives will be met.</p>
<p>Describe how responsibility and accountability for addressing consumer health issues are allocated at board level, and allocated to management across the company (ideally to an individual or group of individuals).</p>
<p>Set up one or more independent advisory groups for the board/management on addressing consumer health issues.</p>
<p>Set annual management, performance targets and KPIs, and set up systems to gather the information necessary to report on them.</p>
<p>Report clearly, in annual/CR reports and on company websites, progress in implementation.</p>
<p>Determine whether to address diet and health-related risks and opportunities by mergers or acquisitions with companies whose products are perceived to be healthier or have strong positioning in healthier market segments.</p>
<ul style="list-style-type: none"> • Report on the level of response via investing in R&D in new, healthier product development, nutrition delivery; • Determine and articulate clear commitments to reducing fat, trans-fat, saturated fat, sugar and salt in relevant products.
<p>Articulate the company's approach to calorie control and nutrition delivery through appropriate portion size.</p>
<p>Clearly articulate:</p> <ul style="list-style-type: none"> • The company's commitments relating to on product-labelling; • The nutritional profile of products through media; • A policy with respect to using health claims on relevant products; • A stance on affordability and accessibility of products to all income groups; • The establishment, promotion and monitoring of consumer nutrition education programmes.
<ul style="list-style-type: none"> • Publish a comprehensive policy on marketing, advertising and promotion to all consumers in all media; • Provide a publicly available commentary on advertising and marketing spend on healthier products/ranges; • Publish policies on marketing and advertising to children, drawing on good practice.
<ul style="list-style-type: none"> • Formulate and execute a coherent stakeholder engagement strategy, to fully understand their perspectives; • Ensure public policy activities, including lobbying, are fully aligned with stated objectives and public commitments.
<ul style="list-style-type: none"> • Articulate the company's stance on the promotion of physical activity and healthy lifestyles; • Establish, actively promote and monitor the success of staff programmes on healthy diet, physical activity and health; • Establish, actively promote and monitor the success of community programmes on healthy diet, physical activity and health.

Chapter 4 - A shared interest

As noted in Chapter 2, the private sector has a significant role to play in shaping the macro-level environment in which it operates. As business, the public sector and civil society all recognise their shared interest in fighting chronic diseases, they are increasingly looking for ways to work together to maximise impact. In doing so, partnerships provide innovative approaches, access to more resources and greater long-term sustainability of solutions which are critical to behaviour change.

The benefits

The size and complexity of the problem, with most determinants of the major NCDs lying outside the influence of the traditional health sector, requires a broad and deep response, involving many stakeholders in public, private and civil society. The benefits of working in collaboration across sectors are multiple and include:

- Innovative approaches to tackle the complex challenges of the causes and treatment of NCDs in ways that would not be possible by any sector working alone;
- Access to more resources by drawing on a full range of technical, human, knowledge, social capital, physical and financial resources found across sectors;
- Greater sustainability by drawing in a wider group committed to achieving the objectives, by bringing an economic/business case into delivery, and by creating appropriate, accepted and implementable solutions throughout stronger engagement with stakeholders;
- Synchronised timing allows companies to improve standards and removes first or second mover advantage so that there is a level playing field for all companies participating.

The challenges

Multi-sectoral engagements are not without challenges. For some in the public and NGO sectors, there may be reservations about working in partnership with the private sector, particularly with those industries, such as food and beverages, which may be considered ‘part

of the problem.’ Working together on sensitive issues such as health, education and marketing to children often gives rise to actual or perceived conflicts of interest between ‘public good’ aims and commercial objectives. Transparency over objectives can allow such conflicts to be addressed at an early stage and ensure that partnerships are built on a ‘win-win’ formula that will have more impact, attract more resources and are likely to be more sustainable.

A key determinant of a successful partnership is therefore that each partnership clearly defines what changes and actions it wants to achieve. With regard to tackling NCDs, this might be by changing business practices, institutions, policies, personal behaviour or by improving local health services. In balancing the needs and requirements of all parties it is important that neither commercial nor non-commercial interests undermine public health and education goals. Although compromises may be required, entering a partnership does not mean a complete endorsement of everything the other parties stand for nor does it mean giving up the right to be publicly critical of partners in areas outside the partnership.

Getting together for health

Partnerships can be differentiated by a range of factors including the number of parties involved, the geographic scope, the intended impact or outcome, or by the operational model adopted. Partnerships range from local projects conducted between a school and a community supermarket to international partnerships between multi-national corporations and international NGOs or governments. Partnerships can also evolve over time. For example **Cicloviás**, which promotes cycling in Latin American cities, has gone from a single event in Bogotá to a scheme that is being replicated in a host of municipalities all over the Americas.⁶⁰

The role of a ‘broker’

Bringing together diverse sectors with different motivations, interests, cultures, and vocabularies is challenging. Partnering requires a particular mindset and skill set, and partners need to deal with issues around the loss of autonomy, conflicts of interest, time commitment to the relationship,

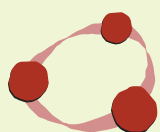
sharing accountability and reputational risks.

A well-managed process is essential to build effective, robust partnerships. Therefore, regardless of the level of complexity, the role of a partnership 'broker' can be a vital one. Brokers can be informal and 'internal' – i.e. one of the partners – or they can be a third party 'external' facilitator. Having an independent broker can be particularly valuable where there is a lack of trust, or where significant interest-based negotiation is required to bring partners' diverging positions closer together.

In 2004 IBLF created the HEAL (healthy eating, active living) Global Partnership specifically to tackle lifestyle-related chronic disease and to facilitate this kind of multi-sectoral partnership.⁶¹

Partnership in action

The following are tangible examples of multi-sector initiatives that have achieved successful health outcomes. They demonstrate the power that working in partnership can have in addressing the complexity of the challenges of NCDs.



the
partnering
initiative

The Partnering Initiative (TPI) is a specialist programme of IBLF.

With 20 years of leading-edge work in the theory and practice of cross-sector partnership, TPI facilitates widespread, systematic and effective collaboration between civil society, government, development agencies and business by:

- developing partnering and brokering capacity;
- providing direct support to individuals, organisations and partnerships;
- setting standards in partnering practice through its range of tools and guidebooks.

thepartneringinitiative.org

Exercise is Medicine

Exercise is Medicine (EIM) is an initiative of the American College of Sports Medicine that seeks to promote the prescription of physical activity by doctors.⁶² The initiative is based on the scientific case for physical activity and its medical benefits. However, the whole community needs to be involved in creating the right environment within which this can happen. American College of Sports Medicine Vice President, Adrian Hutber, describes the initiative saying:

“Exercise is Medicine believes that it will take a multi-sector approach for us to have any chance of combating society’s growing chronic disease burden: one that includes health providers, fitness professionals, the relevant government/public health departments, and industry.”

Somewhat niche in practice, the success of **EIM** depends on support from many sectors, including industry. **The Coca-Cola Company**, as part of its commitment to fighting chronic disease, not only sponsors the programme but also is keen to help bring other supporters on board. For example, the company sponsored an event in Bogotá, Colombia in May 2011, ‘Multi-sector collaboration in Public Health: A sustainable response to non-communicable chronic diseases through physical activity’, which was attended by representatives from academia, government, public health, sport, education, business and civil society.⁶³

Success factors

The following are elements to the building of successful health partnerships.

- *Core principles:* equity, transparency and mutual benefit;
- *Co-creation:* all partners contributing to the design of the programme, thereby building buy-in and the potential for greater innovation;
- *'Smart' objectives:* Specific, measurable, attainable, relevant and time-bound;
- *Solid institutional commitment:* embedding the partnership beyond the individuals tasked with representing their organisation;
- *Strong relationship management:* including allocating adequate resource to the process of building the partnership;
- *Strong project management:* to ensure the delivery of objectives;
- *Good internal and external communication:* plans agreed by all the partners;
- *Clear roles and responsibilities:* to ensure nothing falls through gaps between partners;
- *Built-in review:* processes to ensure the project and relationships remain on track.

EPODE – (Together Let's Prevent Childhood Obesity)

The **EPODE** programme started in France in 2003 in order to bring together a wide range of stakeholders (including industry, government and community organisations) to address the childhood obesity epidemic. In doing so **EPODE** aims to generate long term change which is aimed at shifting the environment to be more conducive to healthy behaviours. To that end, the **EPODE** approach combines a range of efforts including educational programs, cooking lessons, visits to food production facilities, and the promotion of physical activity. The programme now includes 226 French municipalities as well as programmes

in Spain, Belgium, Greece, Scotland and other European nations. In addition, the framework has inspired action outside Europe in Australia and Mexico.⁶⁴

Industry's role is mainly as a funder with companies like **Ferrero**, **Mars**, **Nestlé** and **Orangina Schweppes** all contributing to the programme. While some have criticised this approach, **EPODE** cites industry support as integral to ensuring that public costs are kept down. To ensure that economic interests do not influence their involvement, companies must sign an ethical charter.

Companies like **Mars** see participation in a multi-sectoral programme like **EPODE** as critical to credibly and effectively addressing childhood obesity. As noted in Mars' support for the programme:

“At Mars we are convinced that only a holistic approach with the maximum of actors can reverse the current obesity trend on a long-term basis... The private-public partnership is the most efficient way to tackle such a public health issue. This is why Mars showed a strong interest in contributing to set up the EPODE European Network and associating its name to this network.”⁶⁵

Pan American Forum for Action on Chronic Disease

With support from IBLF, **The Pan American Health Organisation (PAHO)** launched the Forum for Action on Chronic Disease in December 2009 to help drive the use of multi-sectoral action to promote health and prevent chronic disease. With a goal of preventing 3 million



Sesame Workshop

Sesame Workshop, the non-profit organisation behind Sesame Street, and **Tetra Pak**, a global food processing, packaging and distribution company, created a unique partnership in order to deliver fundamental health messages to children in Mexico. As part of its overall Healthy Habits outreach programme, Plaza Sésamo⁷³ characters and key health messages appear on milk containers provided by **Tetra Pak**. The objective of the partnership is to increase awareness by leveraging **Tetra Pak's** distribution network and popularity of Plaza Sésamo.

Sesame Workshop has continued its work with the funding and partnership support of **UnitedHealth** care and the **Merck Foundation** by creating Food for Thought: Eating Well on a Budget. The programme is designed to help families with children aged 2 to 8 that have



uncertain or limited access to affordable and healthy food. It also works to raise awareness with the public about food insecurity in the United States. Food for Thought offers tips on making healthier food choices, and helping families find resources within their community.⁷⁴

deaths in the Americas over the next ten years, the Forum brings together a range of talents and perspectives from across all the sectors to help raise awareness about chronic diseases, advocate for changes in public policy, build partnering capacity, expand existing and develop new partnership initiatives. The Forum sees benefits for all stakeholders involved, which include:

- Innovation and impact through increased efficiency, scale and creativity;
- Access to key players operating in the sectors and regions of importance;
- Knowledge through the exchange of best practices and learnings of other stakeholders;
- Increased capacity by working together and capitalising on the skills of multiple organisations.⁶⁸

While challenges exist when engaging such a wide range of stakeholders, PAHO has found the vital element of success is shared value. Dr James Hospedales, Senior Advisor, Prevention and Control of Chronic Diseases, PAHO/WHO explains,

“PAHO sees the power of working jointly with government, civil society and private sector partners in promoting health and NCD prevention, despite the challenges. The key to overcoming them is developing shared values and being clear on the method for achieving our shared objectives.”

Change4Life

Change4Life is a UK government sponsored initiative to encourage healthy lifestyles, which draws upon industry marketing power to engage consumers to make healthier lifestyle decisions. The campaign aims to inspire a societal movement in which everyone who has an interest in preventing obesity – government, business, healthcare professionals, charities, schools, families or individuals – all play a part.

By working in partnership with business, government can tap into the power of brand loyalties and make changes in food manufacturing and shopping habits, support new activity schemes and spread the word in the media.

Among retailers, Tesco has offered deals on fresh fruit and vegetables, provided information on its health website and had in-store helpers to work with individuals to identify healthy food options.

Before a company can work with the **Change4Life** movement, it must sign up to an agreed Terms of Engagement which requires companies to commit to address both healthy diet and physical activity initiatives. In 2010 researchers examined the efficacy of the programme by analysing actual sales data provided by Tesco. The data suggested that **Change4Life** may be having a positive impact on the types of food that families are purchasing.⁶⁶

An editorial in the *The Lancet* in January 2009 challenged the credibility of **Change4Life** because of the involvement of food companies considered to be major contributors to the obesity epidemic.⁶⁷ Clarity on the interests of different partners, as well as the agreed legitimate and acceptable roles of the different parties, are essential for successful public private partnerships.

International Food and Beverage Alliance (IFBA) Global Policy on Marketing and Advertising to Children

The International Food and Beverage Alliance (IFBA) was formed in 2004 when the CEOs of eight major food and beverage manufacturers (**Ferrero, General Mills, Grupo Bimbo SAB de CV, Kellogg Company, Kraft Foods, Inc., Mars Incorporated, Nestlé S.A, PepsiCo Inc, The Coca-Cola Company, Unilever**) committed their

companies to support the WHO's 2004 Global Strategy on Diet, Physical Activity and Exercise. The IFBA's Commitment to Action outlines commitments in five areas: product portfolio, labelling, marketing, promotion of physical activity and partnership. As part of the commitments, members also passed the Global Policy on Marketing and Advertising to Children whereby all members of IFBA published global commitments with respect to advertising and marketing to children less than 12 years of age.⁷¹ In the spirit of accountability, the IFBA annually presents WHO Director Margaret Chen with its progress against its stated goals.

Food Standard Agency's Salt Reduction Strategy

In 2004, in response to a Scientific Advisory Committee on Nutrition (SACN) report that concluded a strong link between high salt intake and high blood pressure, the Food Standards Agency (FSA) established a salt reduction strategy. The strategy has three key components.

- A public campaign to raise consumers' awareness of the negative impacts of excessive salt intake;
- Work with the food industry to reduce levels of salt in processed foods;
- Encouragement of front-of-pack labelling to provide additional information to consumers on the levels of salt in foods.

Since it was established, the UK population's average salt intake has been reduced by nearly 10 percent. Much of this reduction has been achieved through partnership with industry to set voluntary reformulation targets for key categories of processed foods which make up for nearly 75 percent of all salt intake. Business has been active in working with the FSA to develop targets and help the FSA to understand and address the technical barriers to reduce salt intake. Participating companies gain a competitive advantage through the publicity attached to the programme as well as the government's ongoing encouragement of reduced salt intake by consumers.⁷²

Chapter 5 - Conclusions

This report demonstrates that the private sector, through its core business operations, has an opportunity to address NCDs while simultaneously maximising profits and delivering results to shareholders. NCDs exist as a result of a complex series of factors and inputs, and therefore, in order to be effective and credible, business will benefit from engaging in partnerships with the public health community, government and civil society.

Much has been achieved since the WHO first published its 'Global strategy on diet, physical activity and health' in 2004. Companies have had a significant impact in four major spheres of influence: workplace, market, community and the macro level environment. In particular, companies across industries have made investments in evolving their products and services to both prevent the causes and mitigate the effects of NCDs. All the while they have proven that addressing NCDs is compatible with core business interests and profitability.

Within the food and beverage sector, despite the challenge of reconciling consumption of products high in sugar, salt and fat with public health goals, significant progress has been made in making available a wider range of healthier options and in educating customers to allow informed consumer choice.

Companies cannot address these issues in isolation. Given the complexity of the issue, it is essential that companies work in conjunction with the public health community, government and civil society to ensure that approaches are scalable and sustainable and employ the skills and knowledge of each sector. As evidenced by this report, multiple examples exist of how multi-sectoral approaches can address NCD challenges. However the scale and gravity of the challenge means that these need to be scaled up significantly, and more work is necessary to support and implement such initiatives.

Business interest intersects with improved global health

- NCDs create a costly global burden that affects health, productivity, and healthcare across all markets, creating an impediment to economic and social development.
- Addressing the impacts of NCDs provides business opportunities for companies to take advantage of new markets, develop new products, and enhance their reputation.
- NCDs are preventable and all sectors of business can be a part of an "all society" response to tackle their causes.
- Multi-sectoral partnerships are a powerful mechanism for tackling the complexity of the issues and can lead to positive outcomes when implemented effectively.

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IBLF: Facilitating business as part of the solution

IBLF is working to facilitate the overlap between business interests and the global strategy to stem the incidence and prevalence of Non-Communicable Diseases (NCDs). For many years IBLF has recognised the power of successful partnerships between the private sector and wider society to tackle complex public health problems. It works with business in the following ways.

Challenging

Countering assumptions by illustrating the business case for combating NCDs.

NCDs are a threat to global health and productivity, causing 63% of all deaths. Estimates indicate they could cost the world in excess of a trillion US dollars per year.

Catalysing collective action

The complex causes of NCDs require concerted multi-faceted, multi-sector action. Evidence shows that collaboration based on shared interests between business and others can exert a multiplier effect.

Building capacity

Inspiring business leadership toward innovation in NCD prevention and treatment by awareness raising, developing tools and frameworks and highlighting business and commercial opportunities.

Our track record on NCDs

- Following the coordination of a business dialogue for the World Health Organisation (WHO) on its Global Strategy on Diet, Physical Activity and Health, in 2004 IBLF set up the HEAL (Healthy Eating Active Living) Global Partnership.
- The HEAL partnership formally ran from 2004 to 2007. Its aims – to promote and facilitate action by business as part of the solution to chronic lifestyle-related diseases linked to overweight, obesity, poor diets and a lack of physical activity – now form an integral part of IBLF's health programme. The HEAL model has fostered an extensive network of partnerships across the world.
- IBLF has been instrumental in helping PAHO to set up its Pan American Forum for Action against Chronic Disease, launched in 2010.
- Levers for change: The 2007 report, 'A Recipe for Success – how food companies can profit from consumer health' helped form the methodology for a ranking of selected international food companies by Insight Investments and JP Morgan in 2008 – '*Proof of the Pudding...*'⁸⁰. Currently the methodology is helping to create a global food company ranking by the Global Alliance for Improved Nutrition (GAIN) with support from The Bill and Melinda Gates Foundation and the Wellcome Trust.
- IBLF's Latin American health and wellness series began in 2005 and continued in 2011 with a multi-sector stakeholder dialogue in Bogotá, Colombia (the number one cause of death in Colombia is heart attack, in Mexico it is diabetes). This event convened stakeholders around the Exercise is Medicine (EIM). EIM harnesses the influence of the medical community, health systems, civic authorities and the business community to create practical ways to build physical activity into people lives.



About IBLF

Founded in 1990, the International Business Leaders Forum (IBLF) is an independent, global organisation working with leading multinational companies on the responsible business and sustainability agenda. IBLF positions business as a lead partner in international development, helping companies work with government, global agencies and civil society. The organisation is uniquely placed to work with CEOs to address the current business and leadership challenges.

IBLF is widely respected for its neutrality and thought leadership, as well as proven expertise over 21 years in creating safe, confidential spaces for senior leaders to share major issues of concern. They are supported by a network of over 85 companies and 200 affiliated organizations worldwide and have active offices in London, Moscow, Mumbai and Hong Kong.

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