



# BALANCED NUTRITION AT WORK

## The European FOOD project: a successful Public Private Partnership

### **FINAL PUBLICATION**



FOOD: Fighting Obesity through Offer and Demand



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**“It will be essential to build partnerships between all stakeholders such as government, civil society, the private sector, professional networks, the media and international organisations, across all levels (national, sub-national and local).”**

World Health Organisation (2006), European Charter on counteracting obesity, Article 2.3.5

**“Workplaces are important settings for health promotion and disease prevention. People need to be given the opportunity to make healthy choices in the workplace in order to reduce their exposure to risk. Further, the cost to employers of morbidity attributed to non-communicable diseases is increasing rapidly. Workplaces should make possible healthy food choices and support and encourage physical activity.”**

World Health Organisation (2004), Global Strategy on Diet, Physical Activity and Health

**“Businesses can also support the development of healthy lifestyles in the workplace. Together with employee organisations, they should also develop proposals/guidelines for ways in which companies of different sizes can introduce simple, cost-effective measures to promote healthy lifestyles of employees.”**

European Commission (2007), White Paper on nutrition, overweight and obesity-related health issues

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**France**



**Italy**



**Spain**



**Sweden**



**The Slovak Republic**

## **Glossary**

**Chef:**

Staff working in a restaurant kitchen

**Clients/Customers:**

People eating in a restaurant. Mostly refers to employees having lunch in a restaurant

**Communication tools:**

The deliverables of the project that helped to reach the targets

**Company:**

Workplace setting

**Employees:**

Company workers; in a restaurant setting can be referred to also as customers or clients

**Employer:**

The Human Resources Manager, CEO or the owner of a company

**FOOD:**

Acronym for Fighting Obesity through Offer and Demand

**FOOD countries:**

Belgium, the Czech Republic, France, Italy, Spain and Sweden. The Slovak Republic joined the Consortium as the seventh country in February 2011

**FOOD project:**

The 28 months long pilot project co-funded by the European Commission

**FOOD programme:**

The term used for the continuation of the pilot project, which is open to new partners

**Foreign food restaurant:**

A restaurant offering food that isn't native to the country it operates in

**Meal voucher:**

Voucher that can be used by employees to buy lunch outside their workplace in an affiliated restaurant or other foodservice outlet of their choice. Meal Vouchers are commercialized by Edenred notably under the trademark "Ticket Restaurant®"

**Mystery visits:**

Unannounced site visits in restaurants that were conducted as part of the evaluation process

**Restaurant:**

General term to describe where employees have lunch, outside the workplace premises (unlike workplace canteens)

**Survey:**

Two types of questionnaires - qualitative and quantitative - directed at the two target groups

## Note

This publication offers a complete description of the 28-month pilot project co-funded by the European Commission.

The purpose of this document is to explain the objectives of the project as well as the methodology applied. From the initial set up to the tools developed, the publication describes the rationale behind the actions taken and the project implementation in each of the participating countries.

The publication aims to provide information to those who are interested in the promotion of healthy eating habits to employees in the workplace. It further invites new partners and the two main target groups (employees and restaurants) to take part in the new phase of the pilot, which has become a programme as of December 2011.

**In its new phase as a long-term programme, the project wishes to continue growing, meeting its objectives and to deliver extended outcomes in new countries.**



Photos credits: Jupiterimages

## **Acknowledgments**

The Coordinators would like to sincerely thank all the partners for their participation and dedicated involvement in the design and implementation of the project. Their time, efforts and commitment in achieving this final result allowed the project to grow into a fruitful and valuable programme. This was mainly thanks to the creation of a high-quality and strong pan-European Consortium.

We would especially like to thank Nouria Alami, Manuel Asla, Anna Bach, Juan Ballesteros, Gustavo Bazan, Bruno Berthier, Ulf Bohman, Monica Boni, Eric Boulte, Karla Van Den Broek, Martin Bulir, Valérie Buisine, Martin Caraher, Conxa Castell, Delphine Chilese-Lemarinier, Olivier Christiaens, Carmen Clapes, Julie Coffignier, Antonio Colom Umberto, Marie Cordiez, Sophie Darsy, Sylvie Dejardin, Agnès Delauche, Laurent Delmas, Laurence Doughan, Ghislaine Dufourny, Brigitte Fernandez, Pauline Fernandez, Graziella Gavezzotti, Agnès Giboreau, Irja Haapala, Pavel Holomek, Martin Jonsson, Ingrid Keller, Clémence Latreille, Pascale Le Pimont, Eric de Ladoucette, Alexandra Langlois, Chantal Legrand, Severine Levet, Chen Liu, Iva Malkova, Charlotte Malvy, Antoinette Martiat, Ambroise Martin, Carmen Maria Martinez, Giuseppe Masanotti, Cynthia Maurice, Virginie Maurice, Laura Montero, Laetitia Monet, Roland Morizet, Aude Nieul, Fearghal O'Connell, Daniela Pedret, Agathe Perchais, Ivan de Ponteves, Virginie Poulin, Lucie Praskova, Emmanuelle Rallet, Marion Revelli, Bernard Rongvaux, Charlotte Rousselon, Eliane Rouyer-Chevalier, Gemma Salvador, Maurizio Sberna, Anna Von Scheele, Anne-Sophie Sibout, Raphaëlle Singelstein, Ruth Soroko, Jacques Stern, Livia Sunova, Laurence Thenoz, Gaétane Thirion, Manuela Tomei, Iveta Truskova, Jean-Bernard Trussart, Bertrand Vacarisas, Claudio Varelli, Carmen Villar, Agneta Yngve, Didier Zoubeydi, the Euro-Toques team and their chefs.

**Thank you all for your participation  
in this ambitious and successful programme.**



## Summary

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The FOOD project was created as a public-private partnership to address the rising levels of obesity in Europe. The EU Platform for Action on Diet, Physical Activity and Health provided the policy framework for the project in parallel with DG SANCO securing the funding through the Executive Agency for Health and Consumers (EAHC).

Experts joined the objective to promote healthy eating and proposed a project based on 5 steps to create and implement workplace healthy lifestyle interventions.

### The two main objectives of the project are:

- 🍃 **To improve the nutritional habits of employees by raising their awareness of health issues**
- 🍃 **To improve the nutritional quality of the food on offer in restaurants**

To meet these objectives, the FOOD project has created essential channels of communication between the companies and the restaurants using its unique network of contacts, following the **five complementary sets of actions set by the project**:

- 🍃 An inventory of existing health promotion programmes in the workplace and in restaurants was followed by two questionnaires. The first was a **quantitative survey**, mailed to 52,000 employees and 5,000 restaurants, to better understand the project's needs. The second, a **qualitative study**, was done by conducting 60 interviews in restaurants in 12 countries.
- 🍃 Following a comparative study and analysis of the results from the inventory and questionnaires, **recommendations** were made by the partners.
- 🍃 **Simple tools were developed and piloted** in the restaurants and the companies.
- 🍃 Pilots were **evaluated**.
- 🍃 Following the evaluation, the **tools were adapted** and **best practices disseminated**.

The partners have decided to continue developing and disseminating the project after the end of the funding period and the support from the European Commission. The partners are motivated to take advantage of the actions, experience and results of the project and to create an easily adaptable programme. The methodology developed and the many deliverables should act as an incentive to encourage new partners from other countries to join the consortium.

**From Project to Programme, FOOD is an example of a long term, efficient and sustainable partnership initiated thanks to EU funds.**



## ***The project rationale and background***

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Designated by the World Health Organisation (WHO) as one of the greatest public health challenge of our century, obesity is responsible for 2–8% of health costs and 10–13% of deaths in different parts of the European region. For the first time, overweight and obesity worldwide are related to more deaths than underweight.

In 2010, the review of the latest available national data of European countries, revealed that 25–70% of adults are overweight (depending on the country) and that 5–30% are obese (WHO, Interim first report on social determinants of health and the health divide in the WHO European Region, 2010).

The European Union is actively engaged in the fight against obesity and in its prevention, through an integrated strategy to promote health. The 2007 White Paper on the strategy for Europe on nutrition, overweight and obesity highlighted the importance of the private and public sectors working together. One of the key ways the European Commission delivers on this is through the EU Platform for Action on Diet, Physical Activity and Health where different stakeholder are able to share best practices and give evidence of their commitments.

As specified in the European Commission's White Paper with regards to nutrition, companies can contribute to the promotion of a healthy way of life at work taking simple and cost effective measures toward improving the wellbeing of their employees thus tackling obesity.

In large companies, increasingly there is access to better nutrition at lunchtime provided in workplace canteens. In small businesses that do not provide food, employees who go out for lunch, may find it harder to locate healthy options in the surrounding restaurants and food outlets.

Companies, of any size and in any country still remain an important setting for promoting healthy eating as well as an information channel to their employees.

A balanced diet brings with it health and well-being for employees that will result in their increased productivity; this in turn will decrease rates of absenteeism. A study from the International Labour Organisation points out that employees that have access to healthy eating, increase their productivity by up to 20% ("Food at Work", International Labour Office, Geneva, 2005).

### **Meal vouchers - a social equaliser**

Many people around the world spend more than half their waking hours at work. This makes the setting an ideal target for workplace interventions. Despite being a "captive" audience, they are quite often neglected when it comes to targeted interventions. In order to perform well, employees need to be well fed and rested.

The lunch break is one of the basic elements of good health and wellbeing for healthy employees and workforces.

The meal voucher was developed more than fifty years ago to meet employees' needs when they did not have access to a canteen, especially in small businesses where setting up a canteen was not economically feasible.

Initially, meal vouchers provided employees with a hot meal. Now priorities have changed and more and more employees are looking for healthy solutions at lunchtime. This is due to the shift in dietary imbalance from under-consumption to over-consumption. Addressing these issues is a challenge for employers and policy-makers alike.

Meal vouchers are seen as a powerful channel of communication between the customers and the restaurants and a tool to promote healthy messages to employees at lunchtime.

## The FOOD project objectives

FOOD (Fighting Obesity through Offer and Demand) is a European project which, using its unique approach, aims to promote healthy eating habits and make balanced meals available. By working jointly with restaurant managers and employees/consumers, FOOD is endeavouring to create an original, essential channel between Offer and Demand to influence eating habits during the working day.

A first programme named “Food and Balance” was piloted by Edenred in 2005 and implemented in 12 countries. This programme, which is still promoted to the vast network of meal vouchers affiliates in some countries, provides information to restaurant managers and their customers about the main principles of healthy eating through concrete nutritional recommendations. This programme uses a mascot in the shape of a smiling tomato named “Gustino®”, displayed on the menus of 1,500 restaurants in France, allowing customers to identify the dishes that comply with the rules of a varied, balanced diet. The FOOD project was established in 2008 by a public private consortium, coordinated by Edenred following the success of this first pilot programme.



Following this pilot programme in France, Edenred wished to adapt and expand the main principles to other European countries, developing it so that it becomes accessible to a larger number of consumers meeting their dietary needs. For this purpose, Edenred called on specialists with political, economic, social and medical expertise to advise further on workplace interventions, initiating a European wide project.

A public-private consortium was created in six countries together with nutritionists, Public Authorities and Universities. The FOOD project met with the requirements of the EU action programme laid down by the European Commission in the area of health and consumer protection, particularly in its fight against obesity.

### The FOOD partnership is highly committed to the achievement of these objectives.

The project targets restaurants and the workplace, both an essential part of personal wellbeing, but quite often neglected. Improving the dialogue between the two provides an opportunity to influence the nutritional quality of the restaurants’ menus thus improving the lifestyles and habits of their customers.

Through a series of concrete actions planned over a two-year period between 2009 and 2011, the FOOD project has sought to:

-  **Enable consumer choice through improved information and increased awareness, communicated via employers in companies. Through this, employees can learn to improve their diet during the working day.**
-  **Improve the nutritional quality of the offer by working closely with restaurant managers and chefs.**

The FOOD project has allied with the European motto “United in Diversity” to promote balance eating, by adapting its campaign to the lifestyles and specific cultural habits of each of the six countries involved: Belgium, the Czech Republic, France, Italy, Spain and Sweden.

The project was run in parallel in all the six countries with a common basis but it set different sub-objectives for each partner country. This allowed for cultural variations in the local situations and for differences resulting from existing local health promotion campaigns. The experts involved were able to analyse and centralise the best practices from each member country, giving added value to the recommendations that were then implemented by the various institutions at work on the project.

# The partners

Based on a public-private partnership, the richness of the FOOD project lies in the complementary skills and expertise of its participants. The consortium ended up with 36 partners whose contribution was essential in designing and implementing the project.

## The consortium comprises of the following members:

### Main partner

Edenred is the world leader in prepaid corporate services, with 34.5 million users and 1.2 million affiliated service providers worldwide, whose flagship solution is the meal voucher, Ticket Restaurant®. The company is attempting to make the most of this unique cooperation between the private and public sectors, using its core business to globally promote beneficial public policy objectives amongst very specific target groups that are difficult to reach. Meal vouchers can act as a launch pad for effecting a change of employee food and lifestyle habits. Furthermore, the project is in perfect harmony with Edenred's stated corporate social responsibility goals, of which access to balanced nutrition is a key priority. The main partner is responsible for the coordination of the project and for the dissemination of the information and results.



### Associated partners

Nutritionists, Public Authorities and Universities make up the body of associated partners in the FOOD project. They play a significant role in the various project phases according to their expertise and skills and act as a guarantee to the project's ambitious high quality results and considerable added value.

#### Academies:

Research Centre of Paul Bocuse Institute (IPB)



University of Perugia (UP)



Karolinska Institutet (KI)



#### Health Ministries:

Spanish Agency of Food Security and Nutrition (AESAN)



Belgian Public Health Ministry (SPF SP)



#### Nutritionists:

Information and Research Centre about Food Intolerances and Hygiene (CIRIHA)



Mediterranean Diet Foundation (FDM)



Stop Obesity (STOB)



## Collaborating Partners

Collaborating Partners form the **External Advisory Board (EAB)** of experts on the project. As public and private consultants, their role is to:

- Analyse the pilot programmes and the results of the undertaken actions.
- Share ideas and bring specific expertise.
- Offer advice and recommendations, with an emphasis on best practices.

### The External Advisory Board is composed of:

- The International Labour Organisation 
- The Regional Ministry of Health of the Balearic Islands 
- Eurotoques 
- City University 
- The National Food Administration of Sweden - Keyhole restaurant association 
- PREVENT – member of Move Europe and the ENWHP  

### Complementary collaborating partners reinforce the project:

- Prof. Ambroise Martin
- ANACT
- The European Network for Workplace Health Promotion (ENWHP)

**Here is a list of the organisations from across Europe that joined the consortium during the project, each offering different and complimentary expertise (on top of the EAB):**

- The Government of Catalonia,
- The Agricultural Ministry in France,
- The Belgian Association Nutri-Challenge funded by two nutritionists specialising in company seminars,
- Thalassa Sea & Spa, Wellbeing hospitality of Accor group,
- The European project “Guidelines for the Prevention of Obesity at the Workplace” (GPOW),
- The Italian National Institute for the Research of Food and Nutrition (INRAN)
- The Public Health Authority of the Slovak Republic,
- The municipalities of Milan, Prague and Paris contributed to the road show event in 2009



Belgium



Czech Republic



France



Italy



Spain



Sweden



Slovak Republic



United Kingdom



European and international bodies

ASSOCIATED PARTNERS		EXTERNAL ADVISORY BOARD	COLLABORATING PARTNERS	
<b>The Belgian Public Health Authority (SFP SP)</b>	<b>The Centre for Information and Research on Food Intolerance and Hygiene (CIRIHA)</b>		<b>Nutri-Challenge (Belgian Association)</b>	
	<b>STOB (Stop Obesity)</b>			
	<b>The Centre of Research of the Institut Paul Bocuse</b>		<b>Thalassa Sea &amp; Spa (Wellbeing hospitality of Accor Group)</b>	<b>Prof. Ambroise Martin (Medical School of Lyon)</b> <b>The Agricultural Ministry in France</b>
	<b>The University of Perugia (UP)</b>		<b>The Italian National Institute for the Research of Food and Nutrition</b>	
<b>The Spanish Agency of Food Security and Nutrition (AESAN)</b>	<b>The Mediterranean Diet Foundation (FDM)</b>	<b>FOOD PRO-FIT (Government of the Balearic Islands)</b>	<b>The Government of Catalonia</b>	
	<b>The Karolinska Institutet (KI)</b>	<b>The Keyhole Restaurant Association</b>		
			<b>The Public Health Authority of the Slovak Republic (PHA SR)</b>	<b>Edenred Slovakia</b>
		<b>City University of London</b>		
		<b>PREVENT, Member of Move Europe and the ENWHP</b> <b>The International Labour Office (ILO)</b> <b>EuroToques</b>	<b>The European Network for Workplace Health Promotion (ENWHP)</b>	<b>Guidelines for the Prevention of Obesity at the Workplace (GPOW)</b>

Academies

Public Health Ministries

Nutritionists

International and European organisations





# **National sections**

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One of the many exciting aspects of the project was the variety of the countries involved.

The range of countries participating in the project enabled a good representation of cultural diversity while at the same time allowed sharing of common goals and concerns.

The following section presents the main steps taken with results and main findings.

## ***Phase 1: Understanding and analysing***

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The first phase of the project included a stock take of relevant programmes with similar targets and a survey made up of questionnaires and a qualitative survey:

### **Inventory Results**

70 programmes were identified and inserted into the consolidated inventory of existing programmes promoting balanced nutrition at the workplace and in restaurants. The main concerns raised were:

- 🍃 **Lack of evaluation in most of the programmes reviewed**
- 🍃 **Lack of promotion of the various projects**
- 🍃 **A mostly passive impact on the target audiences**
- 🍃 **Low presence of professionals**
- 🍃 **Unsuitable tools created following misevaluation of the level of knowledge of participants**
- 🍃 **Lack of visibility and clarity of the tools created**





## First survey results (quantitative + qualitative)

52,000 employees and 5,000 restaurants were targeted by the questionnaires in the six participating countries. A total of 4,529 employees and 399 restaurants responded to the questionnaires, with a response rate above the 5% that was anticipated.

Common to all countries, the questionnaires and qualitative survey have confirmed the importance to connect the offer and the demand sides, as most restaurateurs will make efforts to change the food on offer only following customer demand.

## Main findings

### Employees

- Some programmes were identified in companies, most lacking evaluation and sustainability
- 50% of employees declare that a list of restaurants close to their company which offer balanced food, and nutritional information sent by email, would be the best way to sensitise them to a nutritional programme
- 50% wanted more information by email and in the restaurants but also wanted such information to be easy to understand and to put into practice.

*On the whole, employees want information visible and accessible*

### Restaurants

- Lack of existing dedicated programmes in restaurants
- 90% of the chefs believed that they have a role to play
- Restaurant owners had some knowledge about nutritional programmes
- Restaurant owners lacked resources to take action (little time and little budget)
- Chefs welcome suggestions; but no “revolution in their kitchen”
- Restaurant owners are eager to meet their customers’ demand with 44% of them aware of this new demand for healthier food

*Restaurant owners are in need of easy and practical advice*

## Phase 2: The recommendations

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Discussions about the recommendations led to the compromise of having common recommendations in all countries when possible and specific national ones where appropriate. The result was the formation of six common European recommendations to the employees and only one common recommendation to the restaurants.

In each country, the purpose was not to invent new recommendations but to use the national nutritional guidelines when available and to adapt them to the objectives of the project: giving employees the means to access a balanced lunch break and for restaurants to propose it on their menu.

## Phase 3: The communication strategy

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The recommendations were then put in place with the use of several tools:

- 🍃 **Basic tools: guides, leaflets, websites, newsletters, emailing**
- 🍃 **Social media: Facebook, Twitter, blogs**
- 🍃 **Innovative tools: menu holders, online cooking game, tablemats and lunchboxes**
- 🍃 **Handy tools: cards with recommendations, I-Phone application, window stickers, calendar of seasonal fruit and vegetables, e-learning DVD**

In total, **102 communication initiatives** came out of the project in the six countries.

Edenred used its network as a unique channel of communication between the main target groups. In the six participating countries, Edenred's network comprises of around 4.2 million employees, 185,000 companies and 352,000 restaurants.

In order to respond to the main findings of the first phase of the project, the decision was made to try and create a network of restaurants that implement the FOOD recommendations. At the end of the co-funded period and in less than nine months, the network numbered more than 1760 establishments.



## ***Phase 4: Evaluation of tools and project management***

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A second survey was conducted in 2010 to evaluate the first stage of the project and the success of the tools. Respondents of the 2009 questionnaires were targeted amongst others yet the makeup of respondents is unknown.

Despite the length of the forms (a difficulty identified in the methodology process), interesting results came out of this second survey: the offer and demand sides were still to be connected and interest in the subject of balanced nutrition was firmly confirmed by both target groups.

The final part of the evaluation was the 150 'mystery' (unannounced) site-visits to establish the level of adherence of restaurants belonging to the FOOD network. Given the time frame, the results were encouraging even though a strong follow-up was clearly stressed as a necessity.

## ***Phase 5: Adaptation and dissemination***

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Following the evaluation, the partners in each country decided to continue with the same line of action: recommendations and tools were kept and are still disseminated.





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# BELGIUM

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## I - Country Overview

Belgium scores highly on many measures of wellbeing, yet weight gain poses a risk factor for many chronic diseases. Obesity rates among adults – based on self-reported data - have increased from 10.8% in 1997 to 13.8% in 2008 (OECD Better Life Initiative, 2010). An official survey conducted by the Belgian Health Ministry stated that in 2004, 1 out of 3 Belgians were overweight, while 1 out of 10 were obese.



Edenred is using its network as a unique channel of communication between the main target groups. In the six participating countries, Edenred's network comprises of around **4.2 million employees, 185,000 companies and 352,000 restaurants.**

## 2 - Partners

Two partners joined the Edenred team to form the Belgian partnership:

High School Lucia de Brouckère, the **Information and Research Centre for Food Intolerances and Hygiene (HELdB-CIRIHA)**, conducts research in the fields of treating food and cardiovascular diseases. The CIRIHA is establishing its reputation as a centre for adverse reactions to food, food hygiene and practical nutrition. The centre's objective is to offer advice to the medical, paramedical and economic forums and the general public in the form of consultancy services, information and training.

The Belgian **National Food and Health Plan (PNNS)** is a multidisciplinary project that aims to enhance better eating habits and increase physical activity in the general population. The PNNS is an open project that allows all actors to participate in taskforces according to subject: consumer organisations, the food industry, the distribution sector, universities, etc. This results in an exciting mix of actions ranging from communication and information to improving the food offer, conducting vital research and offering tools to health professionals to tackle these issues. These actions encompass a wide range of subjects such as: salt reduction, breastfeeding, malnutrition in the elderly, promoting fruit and vegetable consumption amongst others.

### 3 - Inventory of existing programmes

The consortium took several actions before the creation of the tools and the launch of communication campaigns to understand what has been done so far in this area and to determine the needs of both target groups.

A detailed inventory of existing programmes related to nutritional interventions was first conducted. This review of existing programmes was carried out in order to understand the initiatives already conducted in the various countries regarding interventions to promote healthy eating through a work setting. The core of the review was on initiatives targeting balanced food in restaurants and those targeting employees in a company setting. It focused especially on existing programmes in the six partner countries and where relevant, further countries were covered such as: Hungary, Canada, Chile and Switzerland.

70 programmes matched the review criteria and were entered into the study. The second part of the document was dedicated to the results from the 'Move Europe' project that took place in 25 European countries. The document presented good practices in the field of lifestyle-oriented workplace health promotion. In total, 68 best practices were compiled in the "healthy diet" field of the campaign, with five of them implemented in Belgium.



Below are the four programmes and interventions that were identified in Belgium for employees and included in the FOOD inventory. Two more were directed toward the restaurant sector.

AXA insurance had launched **Projet diététique** (Nutritional project) in 2004. The programme targeted AXA employees and aimed at improving their health in the workplace. The programme followed Hazard analysis and critical control points (HACCP) guidelines and was accessible to the employees via the company intranet, offering them nutritional advice.

The Belgian Heart League launched **BeWell@Work** in 2008. The aim of the programme was to help companies promote cardiovascular health and wellbeing in the workplace. Companies that paid to participate in the programme were able to choose from a wide package that included printed material, conferences, workshops, teambuilding activities etc.

**Nutri-Challenge** was launched in 2007 by a dietician and a journalist. The programme targeted at employees, aims to promote healthy nutrition for improved performance. The programme is offered to companies for a year to include training combined with communication tools for the employees.

**Gezonde voeding op het werk** (Healthy nutrition at the workplace) was launched by the non-for profit organisation VIGEZ (Vlaams Instituut voor Gezondheidspromotie vzw - the Flemish Health Administration) in 2003 and took place in Flanders and Brussels. The programme targeted both employers and employees and aimed to improve employee health by encouraging behaviour change. Companies had to pay in order to participate and the programme was open to a variety of companies in the north of Belgium. The programme offered a large scope of interventions and evaluation to be done every three years.

**RestoSanté** was launched by the insurance company Partenamut in 2008 targeting restaurants and its 460,000-member network. The free programme aimed to promote healthy nutrition by encouraging restaurants to create healthy menus supervised by dietitians and physicians. Participants earned 'healthy' points that could later be exchange as a 'buy one get one free' meal in the restaurant for special menus created and supervised by a dietician.

**Rouge Tomate** was created in 2001 by Emmanuel Verstraeten in Brussels and opened in New York in 2008. The restaurants offer a menu complying with SPE standards (a nutritional charter called Sanitas Per Escam, which means 'Health Through Food' developed by chefs and nutritionists), offering a unique restaurant experience that combines seasonality, local produce and specific cooking techniques.

**There is a growing concern in companies regarding the health of their employees that can result in indirect costs due to loss of labour. This is for them an incentive to participate in the various programmes offered.**

**In the case of Belgium all but one of the programmes were initiated by private companies with only two free programmes included in this review. Positively, scientists backed up the interventions yet only half included high levels of communications to their users. Only three of the programmes were offered in the whole of the country.**



**The review of the existing programmes included in the inventory enabled the partners to draw several common conclusions:**

- ☞ There was a general lack of evaluation of most programmes
- ☞ The projects weren't well promoted
- ☞ Target audiences were mostly passive
- ☞ Low presence of professionals
- ☞ Unsuitable tools were created as a result of wrong assessment of the target audience's
- ☞ Lack of visibility and clarity of the tools created

## 4 - Quantitative and qualitative surveys

Following the review of existing programmes and based on the main findings, a survey was launched, with two questionnaires: one aimed at restaurants and the other at employees. The survey was conducted in each of the participating countries through Edenred's network, designed by the CIRIHA and the Institute Paul Bocuse and later analysed by the Institute Paul Bocuse, in France.

At least 52,000 employees and 5,000 restaurants were targeted by the questionnaires in the six participating countries. A total of 4,529 employees and 399 restaurants responded to the questionnaires, a response rate above the 5% that was anticipated.





## First questionnaires for employees and restaurants



The next section highlights the results of both questionnaires from Belgium:

### Employees

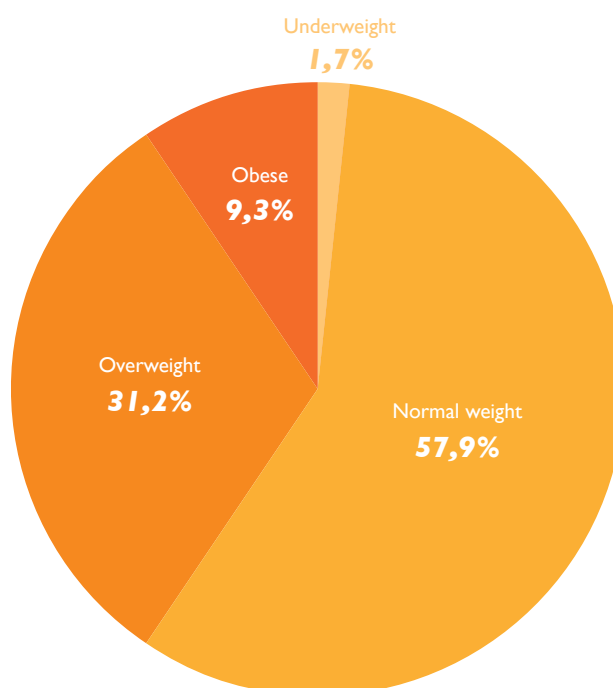
555 Belgian employees responded to the first questionnaire; two thirds of them were female workers.

Most employees that were familiar with a programme promoting balanced food (59.5%), reported being informed through a food industry campaign. 80% of those unfamiliar with one would have liked to receive more information on the subject.

The meaning of balanced nutrition for Belgian employees was almost equally either 'various food in a moderate amount in a nice environment' or 'eating pleasant food while at the same time protecting your health'. This indicates that pleasure, environment and diversity are positively associated with balanced food. Also in Belgium, the most respondents out of the six countries linked balanced food with food low or free of fat salt and sugar. This result can indicate that balanced nutrition is also associated with dieting, a result that can portray a negative image to this type of food.

Around 40% of employees reported being overweight or obese as can be seen in the following graph. Fewer respondents reported being obese compared with national statistics.

Figure 1:  
Breakdown of employee  
reported weight

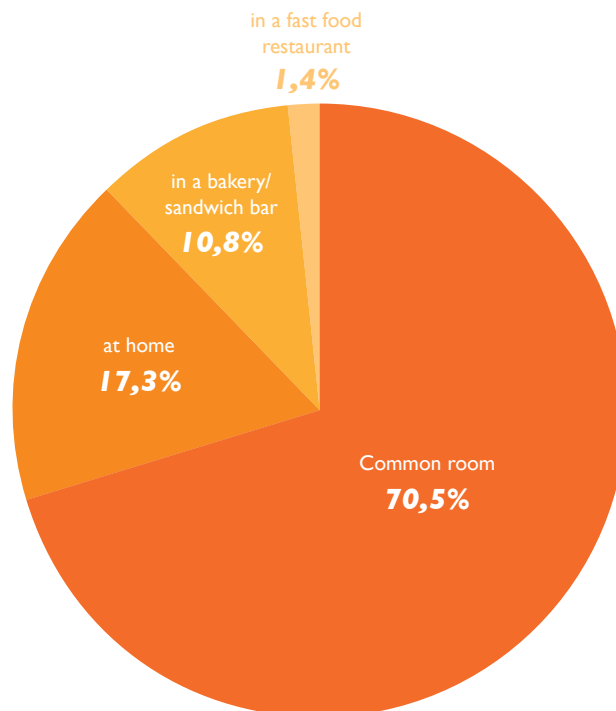


Belgium has the smallest number of employees out of the six countries (12.2%) reporting having their lunch in restaurant. Nearly 90% of employees preferred to have home cooked food or food brought into the office. The majority (70.5%) have their lunch in the office in a common room and 17.3% have their lunch at home.

Those eating out preferred to have their lunch in a bakery or sandwich bar or a fast food restaurant. No employees responded to eating in a restaurant!

The main reasons given for not eating out in a restaurant was preference for home cooked food (53.9%) followed by 31.4% claiming to not having time to go out.

Figure 2:  
Breakdown  
of lunch places frequented  
by Belgian employees:

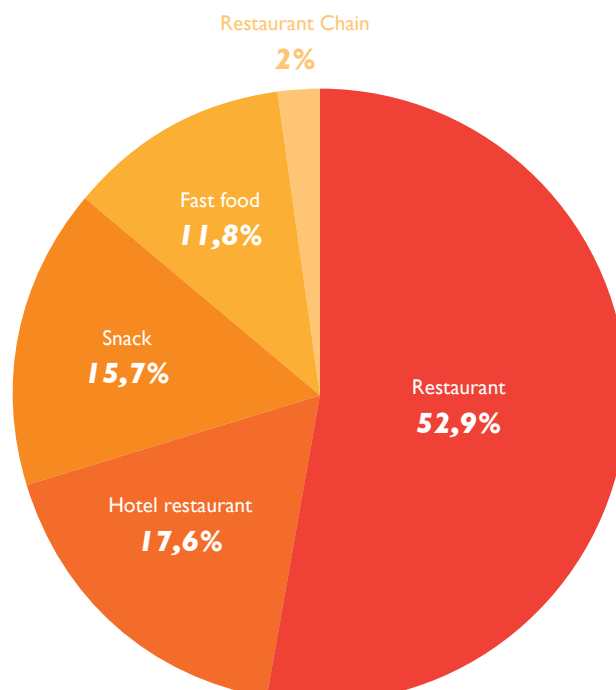


The main determinant in choosing a lunch place for Belgian employees was the proximity to the workplace. Affordability and quick service were the next important factors. What they wanted at the present time was the main factor in choosing what to eat.

## Restaurants

51 Belgian restaurants responded to the questionnaire. The majority were restaurants offering a special lunch menu and most often a 'dish of the day'.

Figure 3:  
Respondents'  
restaurant classification:

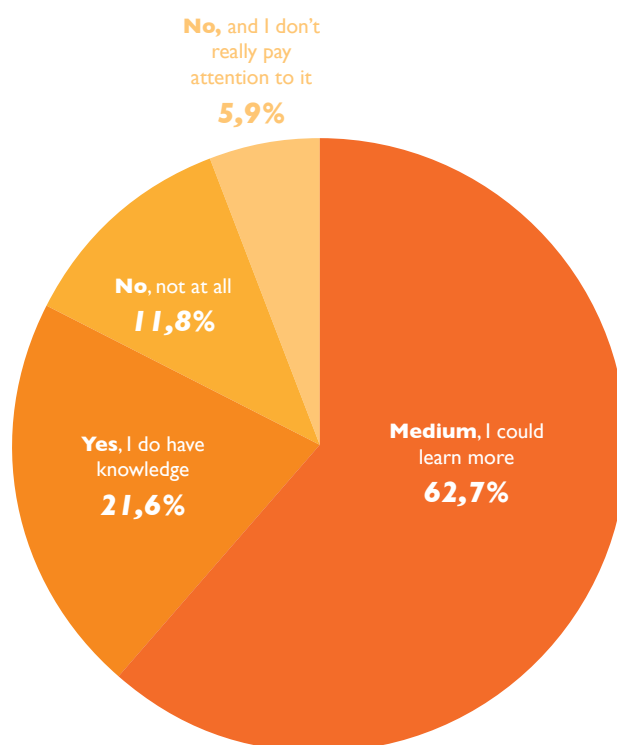


About half of restaurant owners claimed to be familiar with a programme regarding balanced nutrition (49%) with the majority informed by television. Just over half of those respondents claimed to actually know who was promoting the programme.

38.5% of the respondents who were familiar with such a programme have applied its recommendations in the restaurant, which mainly included increasing the amount of vegetables offered and offering dishes lower in fat, salt and sugar. Three quarters of those who haven't applied the recommendations have not done so due to lack of demand from their customers. Lack of time was the reason given by the other 25%.

More than 80% of restaurant owners claimed to have some knowledge of balanced food, similar to the average of the other countries but Spain, as is evident from the following graph. 5.9% of respondents (second highest percentage after the Czech Republic), were not interested at all in issues of balanced food.

Figure 4:  
Restaurant  
owners' knowledge  
about  
balanced food



The most respondents out of the six countries reported in Belgium to be using local produce in their restaurants (91.8%), with the main benefit to the restaurant being the price and quality of the food.

Nearly 65% of restaurateurs (the fewest out of the six countries but still a high percentage), saw no obstacles in promoting balanced nutrition in their restaurants. The main issues raised being time and no demand from customers.

**The results from Belgium indicate that the employees surveyed preferred having home cooked food at lunchtime. The small numbers that went out to lunch mostly chose establishments offering a quick meal. Therefore, lack of time that was mentioned by a third of the respondents could be one of the reasons for this phenomenon.**

**A very large percentage of Belgian restaurateurs reported to be using local produce in their cooking. More of them need to be encouraged to promote other aspects of balanced food in their restaurants. Offering balanced nutrition would become important to restaurants only following demand from their customers.**

**These results indicate that the Belgian partners need to encourage employees to frequent local restaurants and to demand healthy balanced food to encourage restaurants to make changes to the food they offer.**

## Restaurant Qualitative Survey

In parallel with the quantitative survey, a qualitative restaurant study was conducted in 2009 in twelve countries and five restaurants were chosen and interviewed in each country.

The aims of the survey were to understand how and why chefs cook the way they do, and what could trigger a change in attitude. The next stage was to try and convince restaurants that cooking healthily has many benefits with no additional costs.



Several restaurants were surveyed in Belgium and therefore varied also in their attitudes toward procurement and cooking.

The restaurants that offered quality food were also the ones using healthier cooking modes and better quality ingredients. All but one restaurant displayed interest in healthy food yet, for some the price of such food would be a barrier to changing supplies. Most restaurant owners have noticed increased demand from customers for healthy food and to them only this would provide an incentive to make changes to the way they cook, which is in line with the results from the quantitative questionnaire. So far none of the restaurants have made changes to the food they offer following such demand.

Some restaurateurs were interested in training and mentioned education from a young age about health to be a necessity.

## 5 - Recommendations for Belgium

Following a consolidation of the results from the first survey of 2009 and the inventory, experts outlined a set of recommendations targeted at restaurants and employees.

The purpose of these recommendations was to offer tangible and practical advice to help both target groups adopt healthier nutritional habits.

Despite the intention of some partners to have only common European recommendations, each country decided to adapt the recommendations to its local cultural habits. Following further consultation on national level, the partners accepted six recommendations to employees and one to the restaurants:

### Common recommendations to employees in the six countries

- 1 Taste the food before adding salt and/or try other condiments
- 2 Use less fat and preferably use vegetable oils
- 3 Eat at least 5 portions of fruit/vegetables a day
- 4 As a dessert, choose a fresh fruit based option and sometimes as an alternative, a dairy product
- 5 Choose types of cooking that do not add too much fat (steaming, roasting, grilling, etc.)
- 6 Choose water to accompany your lunch

### Common recommendation to restaurants in the six countries

Regarding the restaurants, in common remained only one recommendation relating to healthy cooking methods:

- 1 Favour cooking methods that use steam, oven or grill

Offering two portion sizes, which is the only recommendation directly related to reduced consumption in the fight against obesity, remained common to all countries but Belgium, where it is a suggestion.



The partners have used the guidelines from the Belgian PNNS (National Food and Health Plan) and information about the dietary habits of the Belgian population (from a 2004 survey) to form the recommendations. Dietary recommendations were created to try and correct unhealthy food habits. The aim of the recommendations was to offer simple, concrete and easy to understand and apply guidelines that cover most areas of healthy nutrition.

## Recommendations to the employees

- 1** I eat at least 5 portions of fruit and vegetables a day: If possible, choose locally grown seasonal produce  
One portion = +- 80g = +- one fistful
- 2** I eat starchy food in every meal: Eat a variety of grains: whole rice, pasta, bulgur, quinoa, corn and semolina wheat. Prefer healthy cooking methods
- 3** I taste the food before adding salt: Do not add salt to the cooking water Flavour the food with other condiments such as herbs or spices
- 4** On certain days I can do without meat: Replace meat with other proteins such as: quorn, tofu, fish, eggs etc. Choose white and lean meats
- 5** I eat fish once or twice a week: Eat fatty fish such as: salmon, sardines, anchovy, mackerel etc., prepared using healthy cooking methods
- 6** I drink 1.5 litre of water a day, corresponding to approximately 8-10 glasses of water: Limit tea and coffee consumption to one or two cups a day, preferably with no sugar in it Limit the consumption of alcohol and soft drinks
- 7** I lower the use of fat and prefer the use of vegetable oils: Prefer using vegetable oils such as olive oil or groundnut oil for cooking and rapeseed, sunflower, chestnut, sesame and soya oils for cold preparation Avoid sauces made of butter or cream and prefer milk, light cream and yogurt alternatives
- 8** I eat two dairy products a day preferably low in fat: Choose milk, soft white cheese and yoghurt based desserts. Other cheeses should be eaten in moderation. Substitute dairy products with protein rich soya ones
- 9** I have treats on special occasions: Alcohol - such as wine and beer – soft drinks, biscuits, cakes and sweets should be consumed in moderation
- 10** I prefer cooking methods such as steaming, roasting, or frying in a non-stick pan: Avoid deep-fried foods as much as possible and other fatty foods

And... I exercise for at least  
30 minutes each day!

## Recommendations to the restaurants

The Belgian partners wished to avoid alienating the restaurants by being too restrictive. They preferred to engage with the restaurants rather than create rules. They decided the recommendations should therefore be short, easy, and practical to implement and verify.

Nine recommendations were formed to complement the recommendations targeted at employees and added to the common European recommendation.



**The recommendations to both groups compiled by the Belgian partners aim to target unhealthy eating habits and encourage a healthier balanced diet. There is an attempt to reduce the use of animal fat in the preparation modes and food offered, to use vegetable fats, leaner meats, fish and grains rich in protein. Employees are urged to make changes to some of their unhealthy habits that are typical to local culture and participate in more physical activities.**



## 6 - The communication strategy

### The tools and messages



In the first stage of the project, a set of tools was created to provide practical advice and assist in implementing the recommendations to encourage healthy choices.

The tools and messages presented in the next chapter were developed in line with the first steps' results and according to the recommendations for each of the participating countries. They were either printed or in digital format.

The list of the specific tools developed in line with the decisions reached on the national level appears in chapter 8.

### The road show

The communication campaign officially started in October 2009 with a 'road show' in the six participating countries. A double-decker bus customised with the FOOD colours drove through the main city of each of the six countries. The journey started in Paris and then continued on to Brussels, Stockholm, Prague, and Milan ending in Madrid. These one-day stops enabled the partners to showcase the first tools created and to explain the project objectives and actions.

With the help of professionals such as nutritionists, dieticians and chefs, the general public together with employees and guests from the restaurant sector, had the opportunity to learn about the aims of the project. The bus raised interest in all city centres and attracted many visitors and journalists.





The FOOD bus stopped in Brussels for two days, on October the 7th and 8th, 2009.

In the heart of the European district, located in a popular square, the employees and restaurant owners were invited to:

- 🍃 **take with them the national guides with the 10 recommendations**
- 🍃 **taste apples and yogurt, aubergine caviar and salmon dips following culinary demonstrations**
- 🍃 **have a question and answer session with nutritionists**
- 🍃 **try on a 10kg vest, aiming at demonstrating the impact of weight excess**

Many groups participated to FOOD seminars given by Nutri-Challenge.

“The road show was the first unveiling of the project to the target audiences”, says Nathalie Renaudin, Public Affairs Director and in charge of the FOOD programme. “The long line outside the bus in Spain was truly memorable; it was incredible to see so many people waiting to participate in the bus activities and it demonstrated the real interest of the public. Conferences on balanced nutrition in Belgium and Italy also gathered many visitors. The vegetable garden set out in Paris was marvellous. In addition, in the Czech Republic, the shows organised by comedians as well as the activities to measure the BMI and the high cholesterol were really successful. In almost all countries, chefs used a very original approach to address balanced food. They performed cooking demonstrations and managed to show how easily taste and pleasure can be combined with balance.”



## The restaurant network



Separate effort was put into creating a network of dedicated restaurants that adhere to the national FOOD recommendations, thought as the most effective way to reconnect the offer and the demand sides of balanced nutrition.

Please refer to chapter 9 for more details and information.

## 7 - Pilot evaluation

A second survey was conducted in 2010 to try and evaluate the first stage of the project and the success of the tools. At this point the project had achieved many of its targets. Nutritional recommendations had been formed in each country for both the restaurants and the employees and communication tools were created in each country and across the whole project. More than 100 communication initiatives were introduced and implemented in the 28 months duration of the project. Especially popular was the website that was visited more than 66,600 times between February 2009 and May 2011. The Belgian site was visited nearly 12,000 times within a shorter period.

It is estimated that after 28 months, around four million employees and 195,000 restaurants were reached.

Following both surveys the Karolinska Institutet conducted an internal evaluation of the project. The evaluators looked at the methodology used and the project's outcomes, made several comments and raised several issues.

The main issues that were raised relate to the methodology of the surveys and were: making sure that the correct questions were asked, ensuring the quality of the methodology, allowing for a big enough sample size to allow measuring meaningful change in outcomes and relating the outcomes to the project's objectives.

The evaluators pointed out to several difficulties encountered regarding the survey questionnaires, in particular the fact that the questionnaires ended up being very long due to need to assess several types of national interventions, possibly resulting in fewer responses.

Outcomes and impacts on a European level were analysed by the Centre of Research of the Institut Paul Bocuse.

The questionnaires have reached a minimum of 52,000 employees. It is hard to say in which way the project had impacted on employees' choice of balanced food as the general objective was to sensitise and provide this target group with the information needed to help them make healthier choices. Nevertheless, an important result from the 2010 survey was that 59% of employees were in favour of eating healthily at lunchtime meaning that this continues to be an important target group.

From the restaurant perspective, at least 5,000 establishments were reached via the questionnaires. Very positively, after a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations despite the fact that the interventions targeted at the restaurant staff took place quite late in the project. This short time frame could also offer an explanation to the second survey's pretty low awareness results from restaurants (only 10% of respondents were familiar with the project's objectives), yet the results indicated that 51% of them saw the value in serving healthy meal.

Therefore, **continued support from programmes such as FOOD is needed to further increase the demand for this kind of food/meals by the customers and to increase the number of restaurants offering it.**

**On top of the many actions and tools created and implemented and the creation of the FOOD restaurant network a further achievement of the project is the creation of a successful partnership between the public and private sectors.**



## Employee and restaurant second survey



### Employee questionnaire results

Over a quarter of all questionnaire respondents out of the six countries were Belgian (1615 respondents, almost four times the response rate from the previous round in 2009), the biggest response rate from any of the six countries.

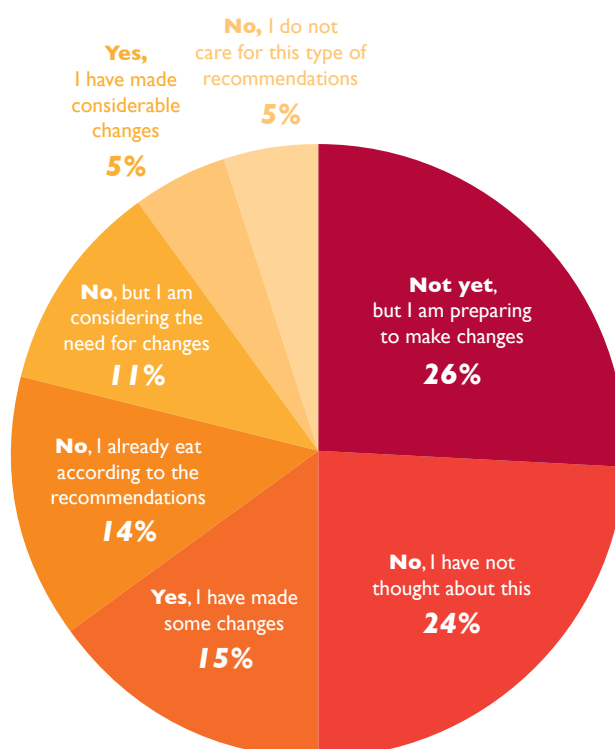
Less than half of all employees surveyed (the smallest number out of all countries) reported to weighing a normal weight. 37% of the respondents (the most out of the six countries) considered themselves overweight.

The results from the second questionnaire contrasted against the results from the first questionnaire highlight the importance of the country specific cultural setting.

The meaning of balanced food, in line with all other countries, was to the majority of employees 'various foods in a moderate amount in a nice environment'. Fewer respondents chose the definition of 'eating pleasant food while protecting your health at the same time'. This is a slight change to the 2009 where both definitions were almost equally chosen.

38% of employees (compared with 59.5% in 2009) were aware of a programme promoting healthy or balanced food. 45% of those unfamiliar with one would like to have more information on the subject.

Figure 5:  
employee attitudes  
to making changes to their  
eating habits



In the past 12 months, 57% of employees have made or were considering making changes to the way they eat. Out of the 43% who replied to not making changes, 14% claimed to already eat according to healthy eating recommendations.

Over all, less people claimed to have a lunch break. 72% of employees reported to having a lunch break every single day compared with 77.6% in 2009. Similar to that, 6% of respondents claimed to never have a break compared with only 1.8% in 2009. Most employees who have a lunch break still either eat at home or bring food from home.

One of the reasons mentioned by the respondents for eating at home or eating homemade food was the cost of eating out. Lack of time to go out was another reason given by 42% of respondents, up from 31% in the previous questionnaire. Restaurant food being high in calories was the third most important reason.

Similar to Italian respondents, Belgian employees who eat in a restaurant at lunchtime, choose where to eat based on speed of service followed by the price of the food. An offer of varied meals and the nutritional quality of the food were the next most important factors. The choice of food at the restaurant was still determined by people's wish at the time, even though slightly fewer respondents chose it than in 2009, while 'what is good for me' was chosen by 29.2% of respondents compared with 25.5% in 2009. The price was however significantly more important to respondents in 2010.

## **Restaurant questionnaire results**

51 restaurants responded to the second questionnaire, the same number as in 2009. Nearly three quarters of the respondents were male (the most out of the six countries). 60.8% of restaurants that participated in the questionnaire offer a special lunch menu.

Restaurant owners were interested in increasing their knowledge of healthy cooking. However, they were not interested in educating their customers and neither were the employees expecting nutritional information in the restaurant.

Restaurant owners claimed to have noticed a growing interest in healthy food from their customers yet this phenomenon is not significant enough to convince them to make changes to the food they offer.

Budget remains the main obstacle to restaurants wishing to implement changes to their cooking methods. 15% of restaurant owners already believe they offer healthy food. 15% have made changes in the past year and 35% more were considering implementing changes to the food they offer. These results may indicate that initiatives targeted at restaurants are successfully creating a shift in restaurant owners' attitude toward healthy food.

**The results from the second questionnaire indicate that Belgian employees are increasingly experiencing time pressure at lunch and that affects their eating out habits. Fewer employees have a lunch break and the majority still bring food from home into the office. They are however considering the healthfulness of their diet and making changes to their eating habits.**

**This is also a factor for them when choosing a restaurant to eat in.**

**Positively, restaurant owners have noticed that more and more people are interested in healthy food and wished to increase their knowledge about healthy cooking.**

**Hopefully, this increase in demand for healthy food from employees will continue to grow and once being felt, will encourage all Belgian restaurants to implement the recommendations and improve the food they offer.**

## Site visits

Around 25 restaurants belonging to the FOOD restaurant network were randomly chosen in each of the participating countries and were visited in March-April 2011 to try and establish their level of adherence to the national recommendations.

These 'mystery' visits were conducted by the partners who made use of two check lists; 'must have' and 'good to have' to collect information in the restaurants.



In Belgium, restaurants must adhere to at least seven of the ten national recommendations in order to become a FOOD restaurant.

21 restaurants were visited in Belgium, all of them independently owned. Six restaurants adhered to seven recommendations; the minimum number required and six more restaurants adhered to six of the recommendations.

Out of the national recommendations, the best adhered to were: offering fish on the menu (offered by all the restaurants), using healthy cooking methods and offering poultry or white meat dishes (served in 90% of restaurants).

Less adhered to were the recommendation to replace butter with olive oil (restaurants may prefer to put butter as they can later use its leftovers in the cooking), put salt on the table (as most customers use salt this adds extra work to the restaurant staff), offer free tap water on demand and offer wholemeal bread.

In all of the restaurants visited it was possible to choose a balanced dish.

FOOD material and nutritional information was not found in most restaurants. The staff was not very knowledgeable about balanced food and offering help in making healthy choices.

Locally produced foods were used and served in just over half of the restaurants. This is different to the results from the first survey in which over 90% of restaurant owners claimed to be sourcing their food locally.



## 8 - The communication tools

Following the analysis of the first survey, certain tools were proposed as described below. These tools and messages relate specifically to those developed in Belgium.

In total, 102 communication initiatives were developed under the project, targeted at three main groups: the employees, the restaurateurs and the general public. 17 country specific tools were developed in Belgium.



### Tools aimed at employees and the general public

Some tools have been developed that are common to all countries and aimed at the general public. These tools address a broader audience and are often used when presenting the project in meetings and conferences.

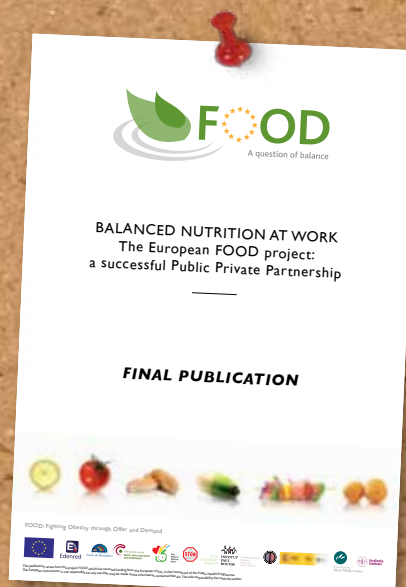
From a classic leaflet to an online cooking game, the main partner has been developing diverse tools to respond to diverse needs:



An introduction to the FOOD project leaflet



DVD on the creation of the FOOD project



Final publication (summary version)



Facebook page



Interactive cooking game



Blog



European website





## Employees

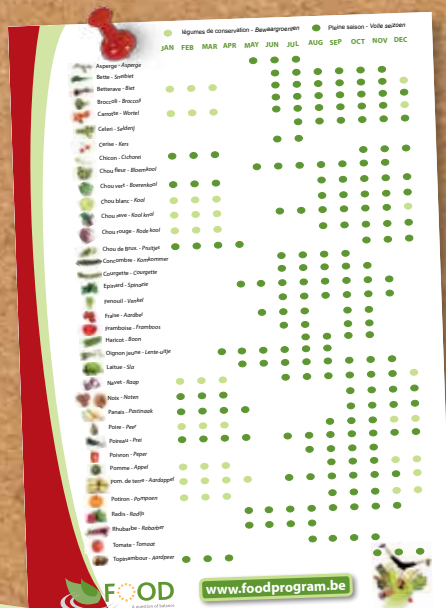
Below are the FOOD communication tools for employees developed by the Belgian partners with active participation of the local partner, CIRIHA:



### Cards with recommendations

Small cards bound as a fan, explaining each recommendation with concrete examples. They have an appealing graphic appearance and original format and were widely appreciated. Aimed mainly however at people who are already interested in the topic

**Poster**  
A3 poster with a reminder and summary of the 10 recommendations. An easy tool to use and download and that can be directly displayed in companies' premises.



### Shopping list with recommendations

This practical tool was created to help consumers remember the recommendations and the foods in season while shopping and to avoid buying extra foods by sticking to a pre-written list





## Belgian FOOD Website: [www.foodprogram.be](http://www.foodprogram.be)

The website is aimed at the target groups (employees, employers and restaurants). It has the full content of the 10 recommendation, videos, game, tools to order or download, list of the restaurants (contacts data + recommendations applied), programme joining form, quiz, recipes, news, links to RSS feed and Facebook Page. The site had more than 8.000 visitors in 2010, 50% from direct traffic



## Newsletter for employers



## Newsletter for employees



**Meal voucher ads**  
This communication medium was used by Edenred to target its network, and was used several times to promote the FOOD project



**FOOD recommendations video animation** The video was made for easy sharing with the option of embedding the video in any website (for instance, an employer's intranet)

**Carnet E-Meal voucher card**  
This Welcome Pack for new beneficiaries of Ticket Restaurant® vouchers (card and paper) is full of rebates and special offers and includes a small introduction text and a reference to the FOOD programme and website







**The FOOD logo is stamped on the back of the card in order to raise awareness on the programme**



**Distributed to 8.000 employees across Belgium during an 'open door' day, the lunch box includes a leaflet with the recommendations, healthy recipes, calendar of fruits and vegetables and menu of the week**



- Internet-based material: (FOOD project website, social networks, emailing) = 72,9%
- Meal vouchers (Ticket Restaurant®) advertisements = 40,6%
- Media (Newspapers, press articles, TV, Radio) = 35,9%



## Restaurants

The partners had decided to create a range of tools to accommodate the different needs of the many FOOD restaurants.

**Cards with recommendations to chefs and restaurateurs**  
Similar to the fan cards for consumers; these include practical information on each recommendation



### Menu holders

A holder for the restaurants' menus giving details of the project. Despite the fact that this tool included information on the project and the way the restaurants are involved in it, many restaurants chose not to display it and the tool was discontinued



**Certificate for FOOD affiliated restaurants** The certificate stresses the restaurant's engagement with the project especially when framed and put on display



### Restaurant window stickers

A QR code was added to the sticker which when scanned automatically added a "Like" to the Belgian Facebook Fan page

## And also...

### Face to face visits

Door to door contacts were organised with the objective of setting up the FOOD network of restaurants in Belgium. Visits were made to 160 restaurants in 12 days in Brussels and South Belgium. 70 restaurants joined either on the spot or after a second discussion about the FOOD network

### Trainings delivered by the CIRIHA

for half a day (2 to 3 hours with the trainees). Restaurants were selected through the website and given a presentation of the project and explanation of the recommendations, followed by a discussion

## 9 - The FOOD restaurant network

To become acknowledged as a “FOOD restaurant” a country-specific number of recommendations must be followed by the applicant restaurant (all of the recommendations, 7 out of 10, or less depending on criteria set by each country).

Each country used different methods to reach and recruit restaurants. Using email contact (Italy), video-emailing (France), door to door contact (Belgium and Czech Republic) or taking advantage of existing nutritional schemes (Spain and Sweden), the six countries were successful in establishing a network of FOOD restaurants across Europe.

After a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations.



114 restaurants have joined the FOOD network in Belgium since July 2010.

As many restaurants do not have a regular email address, they were quite often hard to reach. The Belgian partners have consequently decided to conduct face-to-face meeting with the chefs and restaurant owners. Another reason for preferring face to face meetings was that the partners could explain the project to them and at the same time receive feedback on the potential problems they may face when trying to implement the recommendations.

Restaurateurs were then met in person and the project was described to them. They were also given a demonstration of the tools at their disposal.

Therefore these meetings achieved three goals simultaneously: they raised the restaurant owner’s awareness about the importance of balanced nutrition, recruited restaurants to become part of the FOOD network and facilitated an exchange of views about the best strategy to be applied in the next communication initiative.

To be part of the FOOD network in Belgium, a restaurant needs to apply at least seven out of the 10 recommendations defined by the partners. Once a restaurant joins the network, it receives a certificate listing the chosen recommendations.

The restaurateur may choose additional material to be displayed in the restaurant. When a restaurant joins the network, its name and address is uploaded on to the Belgian FOOD website where employees and the general public can find out which of the recommendations are implemented in that restaurant.

Once the network was launched, the Belgian partners started offering the affiliated restaurants training sessions. The sessions aimed at restaurateurs and chefs offered them an opportunity to further understand the recommendations, combining theoretical information about healthy eating with practical advice and tip to improve the healthfulness of the food they offer.

The CIRIHA conducted the training and during two months trained 12 restaurants. The one training session was useful yet feedback from most restaurateurs was that they would have like to receive at least two sessions.

**A geolocalisation tool that enables to locate the nearest FOOD restaurant is available on the European website at [www.food-programme.eu](http://www.food-programme.eu).**

“

**“FOOD enabled us to have a fruitful collaboration with organisations with whom we never worked before. These new partnerships led to new insights but more importantly they allowed us to see what we could achieve on the ground when different partners brought on board a wide spectrum of expertise. In this case, the whole was larger than the sum of the parts.”**

Olivier Christiaens, Communications Expert - Federal Public Service Health, Food Chain Safety and Environment

**“This programme allows me to meet people coming from different countries with different points of view and different experiences. I bring along my own expertise and share it with the other partners.**

**The FOOD project is an excellent medium for raising awareness about health issues. I am proud to be part of this programme.”**

Sylvie Dejardin, nutritionniste. Nutri-Challenge

**“Partners from eight European countries have worked for two years on this project. Interdisciplinary collaborations and sharing of experiences despite the diversity of the partners, have led to concrete actions (tools, training, etc.) for employees and restaurants. Each tool, from the very basic, is tailored to the cultural dietary habits of each country.**

**For me, it was a rewarding interpersonal and professional experience to pursue.”**

Ghislaine Dufourny – Nutritionist – Head of CIRIHA

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# THE CZECH REPUBLIC

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## I - Country Overview

The Czech Republic is one of the European countries with the highest prevalence of overweight and obesity. Half or more of the adult population is now defined as being either overweight or obese (52% of the population over the age of 15 were overweight and 17% obese according to OECD statistics from 2007). A Eurobarometer study found that regarding health and diet, 27% of Czech citizens consider information about healthy eating contradictory and confusing (EU, Eurobarometer, Health and food, 2006).

In the Czech Republic, restaurants typically serve extra-large portions, too many carbohydrates and animal fats, and not enough vegetables. The FOOD pilot project partners worked with restaurants to reduce caloric values and make changes to ingredients and portion sizes. The objective was to decrease the “toxic environment” in Czech restaurants that leads people to make unhealthy lifestyle choices.



Edenred is using its network as a unique channel of communication between the main target groups. In the six participating countries, Edenred's network comprises of around **4.2 million employees, 185,000 companies and 352,000 restaurants.**

## 2 - Partners

The national partner in the Czech Republic joining forces with Edenred is STOB. STOB is part of the non-for profit non-governmental civic association, The Hravě žij zdravě o. s. (Healthy Living the Easy Way). Project STOB (Stop Obesity) helps people lose weight sensibly. It aims to promote a healthy lifestyle and prevent obesity in children and adults.

The objective of STOB is to create a systemised platform focusing on the care for overweight or obese children and adults, and includes both experts and laypersons. The civic association's further activities include organising weight reduction courses founded on cognitive/behavioural psychotherapy currently taking place in 100 towns all over the Czech Republic. Courses consist of one-hour of fitness adapted for overweight people and two hours of therapy focused on general changes to lifestyle by means of cognitive-behavioural therapy tackling obesity.

### 3 - Inventory of existing programmes

The consortium took several actions before the creation of the tools and the launch of communication campaigns to understand what has been done so far in this area and to determine the needs of both target groups.

A detailed inventory of existing programmes related to nutritional interventions was first conducted. This review of existing programmes was carried out in order to understand the initiatives already conducted in the various countries regarding interventions to promote healthy eating through a work setting. The core of the review was on initiatives targeting balanced food in restaurants and those targeting employees in a company setting. It focused especially on existing programmes in the six partner countries and where relevant, further countries were covered such as: Hungary, Canada, Chile and Switzerland.

70 programmes matched the review criteria and were entered into the study. The second part of the document was dedicated to the results from the 'Move Europe' project that took place in 25 European countries. The document presented good practices in the field of lifestyle-oriented workplace health promotion. In total, 68 best practices were compiled in the "healthy diet" field of the campaign, with two of them implemented in the Czech Republic.



Below are the five programmes and interventions that were identified in the Czech Republic and included in the FOOD inventory.

**Health Company** was launched by Metal Alliance in 1999, for an unlimited duration and was offered free of charge. The aim of the intervention was to decrease employment sickness and to improve companies' responsibility and involvement in creating healthy workplaces. This was done by targeting companies and encouraging them to increase their involvement through internal communication.

The programme was aimed only at companies signed up for insurance with Metal alliance providing means to improve customers' health thus increasing company profit. The main weakness identified was that employees were not actively involved.

**Move Europe SZU** (in Czech Rep) was launched in 2002 and offered free of charge. Its objective was to encourage companies to care about their employees' health, targeting employees and employers, and to improve companies' responsibility and involvement in health and safety in the workplace. Self-evaluation was to be conducted by the companies using a questionnaire with reports of the evaluation to be made every three years.

The main message was to increase companies' involvement through high levels of communication for employees and companies. The programme created stimulation for companies to try and change their employees' health behaviour.

The project integrated all the parameters for health, safety and wellbeing of employees, and didn't concentrate solely on food but also on safety and healthy lifestyle. Also here the employees did not take an active part in the project.

**Health Company** A free programme promoting healthy nutrition launched by Skoda Auto in 2006 and scheduled to run for 3 years or more. Skoda is a big company that demonstrates its care for its employees, offering its own private medical care.

The programme's objectives were to decrease employees' sickness and long-term disease. The main message was to improve healthy habits by offering more alternative healthy foods. This was done through providing information to all employees on the intranet – such as useful tools to check personal BMI status. Evaluation was performed through employees giving information about their energy intake and meal composition. Here as well, employees were not actively involved.

**Company supporting employees' health** was a free programme launched by SZU in 1999 for an unlimited period. The programme's objectives were supporting and stimulating the company to take responsibility for its employees' health to influence behaviour change (on a management level); improving company responsibility and involvement in employee health and safety in the workplace, through internal communication. This programme is government supported and includes other aspects of healthy lifestyle. Its weakness was that employees didn't play an active part in the programme.

**Easy live healthy** The programme was launched by STOB in 2008 and was free to participate in. It aimed to support the public in its attempt to make lifestyle changes regarding food and physical activity. It is open to the general public and to employees. The programme aims to help its participants to lose weight and improve their healthy eating habits to increase their wellbeing. This is done through the use of an interactive internet application that runs for around four weeks and also includes a training programme.

The programme uses cognitive behavioural methods to change personal habits. It is highly interactive and requires self-study and personal involvement. It also requires commitment from its users as it only runs for a limited period.

**All the interventions that were reviewed were free to use. This is an advantage on the one hand as it may encourage more people to participate but on the other hand can result in a low commitment level.**

**Out of the five programmes, four were company based. In these cases, healthy employees create a healthier workforce, which is beneficial to the company. This demonstrates that companies are developing an interest in the wellbeing of their employees indicating that the time is right to develop such interventions.**

**One of the weaknesses found in the majority of the programmes was that employees were not actively engaged in them. Another was that none of the programmes had strict monitoring and evaluation criteria and their cost was also impossible to calculate.**



**The review of the existing programmes included in the inventory enabled the partners to draw several common conclusions:**

- ☞ There was a general lack of evaluation of most programmes
- ☞ The projects weren't well promoted
- ☞ Target audiences were mostly passive
- ☞ Low presence of professionals
- ☞ Unsuitable tools were created as a result of wrong assessment of the target audience's
- ☞ Lack of visibility and clarity of the tools created

## 4 - Quantitative and qualitative surveys

Following the review of existing programmes and based on the main findings, a survey was launched, with two questionnaires: one aimed at restaurants and the other at employees. The survey was conducted in each of the participating countries through Edenred's network, designed by the CIRIHA and the Institute Paul Bocuse and later analysed by the Institute Paul Bocuse, in France.

At least 52,000 employees and 5,000 restaurants were targeted by the questionnaires in the six participating countries. A total of 4,529 employees and 399 restaurants responded to the questionnaires, a response rate above the 5% that was anticipated.



### First questionnaires for employees and restaurants

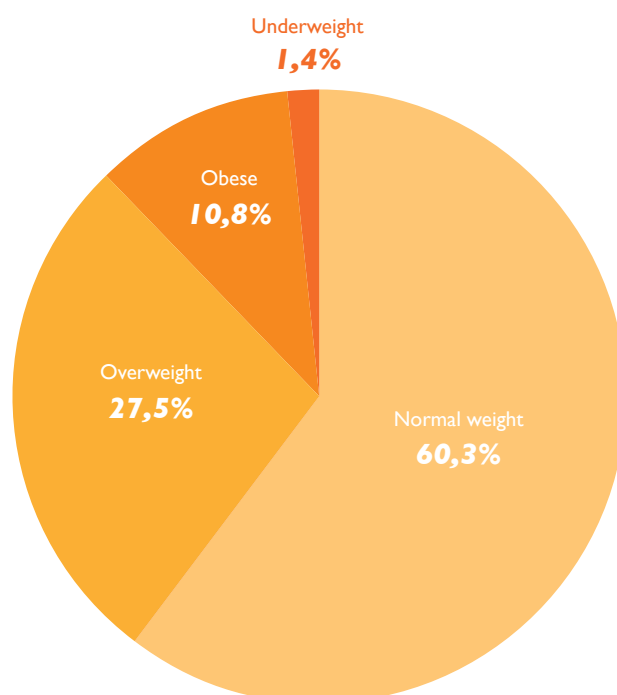
The next section highlights the result of both questionnaires from the Czech Republic

#### Employees

300 employees responded to the questionnaire. The target response was 5%, which was not reached in this case. Nonetheless, some important results emerged from this initial questionnaire that helped to shape the first set of tools and messages.

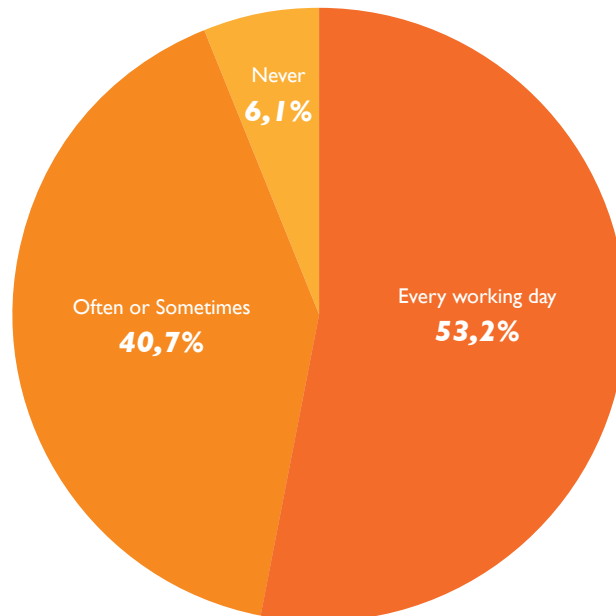
The following graph analyses the overall weight of employees. This self-reported response fits with the national statistics previously mentioned in the percentage of overweight adult population.

Figure 6:  
Breakdown of employee  
reported weight



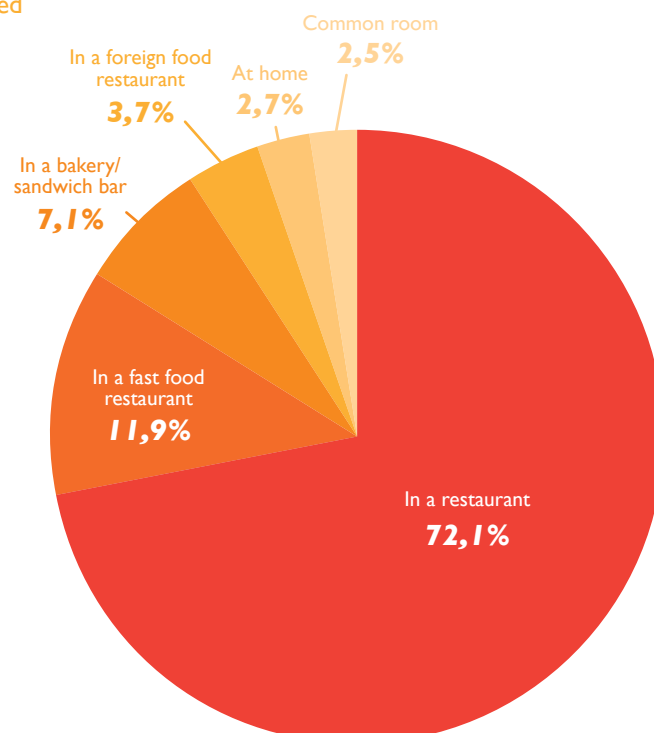
The percentage of employees who have a lunch break during the working day is shown in the following graph. The Czech Republic has the lowest percentage of employees having lunch every working day (53.2%). Only a small minority though never have a lunch break clearly making the majority a suitable target group.

Figure 7:  
Percentage of employees  
having lunch daily



More than 90% Czech employees eat lunch in a restaurant (94.8%):

Figure 8:  
Breakdown  
of lunch places frequented  
by Czech employees



The following questions were taken from the questionnaires and show the attitude of the Czech respondents:

**During working day, I choose a restaurant or a cafeteria because:** 'It is close to my workplace' (67%), 'It offers a big quantity of food' (47%).

The majority of employees are looking for convenience and value for money when choosing where to have their lunch break. Nutrition was the least chosen answer with unfortunately only 11.5% of respondents motivated by the nutritional quality of the food.

**At lunchtime, I decide what I am going to eat according to:** 'What I want at the present time' (78.9%). Convenience was again the main determinant of choice. The least chosen answer was: 'The waiter's advice' (3.6%), which leads us to assume that customers prefer to make their own food choices.

**What do you think is the meaning of 'balanced nutrition'?** 'Various types of food in moderate amounts eaten in a nice environment' (88.7%).

**Regarding nutritional advice in a restaurant I would like to have:** 'An indication of the total energy value' (47.7%), 'a symbol pointing balanced dishes' (47.3%).

More than in any of the other countries surveyed, in the Czech Republic 9.7% of respondents were not interested in nutritional information. The majority of employees declared that a list of restaurants close to their company, which offer balanced food, completed by nutritional information sent by email would be the best way to alert them to a nutritional programme. Employees are therefore interested in being contacted directly and receiving guidance.

**'For me, the best way to be sensitised about a nutritional programme would be':** In the workplace - a list of restaurants close to my company (65%). At the restaurant or cafeteria - Placemats on the table (46.4%). These results have led to the development of the restaurant network and some of the project's tools.

## Restaurants

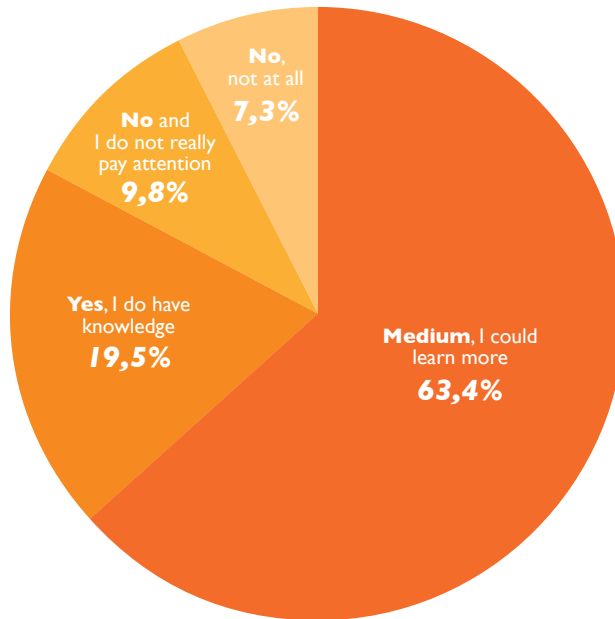
41 restaurants responded to the questionnaire. Despite the small number of results, some conclusions regarding this sector were made that lead to recommendations toward restaurants and formed the base of the communication effort.

56% of respondents claimed not to be aware of the existence of nutritional programmes. This result leads to the need to educate the restaurateurs about the existence of such programmes and their possible implementations in the restaurants.

The main reasons given for not making changes to the food on offer were budget (46.2%) and time (33.3%). Also, 63.4% of the respondents do not use local products in their cooking. However, a majority of respondents would like to learn more about balanced food.



Figure 9:  
Restaurateur's knowledge  
about balanced food



50% of restaurant owners would like to have received training and practical work and be informed about balanced nutrition. This has led to the delivery of individual workshops to restaurants in the Czech Republic that was piloted in 45 restaurants.

## Restaurant Qualitative Survey

In parallel with the quantitative survey, a qualitative restaurant study has been conducted in 2009. This survey was conducted in twelve countries and five restaurants were chosen in each country. The aims of the survey were to understand how and why chefs cook the way they do, and what could trigger a change in attitude. The next stage was to try and convince restaurants that cooking healthily has many benefits with no additional costs.



Five restaurants were chosen in the Czech Republic and their owners were interviewed regarding their attitudes toward healthy cooking. Several common themes emerged from these even though the restaurants chosen were varied in the type of food they offer and their clientele. The main issue that emerged was that eating healthy balanced food is not part of the Czech culture. This means that restaurant owners do not pay much attention to their cooking methods, for example the amount of fat used in preparing the dishes. Restaurateurs were also not aware of any existing national health schemes. Seasonality depended on the restaurant type and products were bought locally or abroad depending on price and demand for quality from the clients.

Nevertheless, restaurant owners have noticed an increase in the demand for healthy food and all but one of the restaurateurs interviewed had a positive approach toward healthy cooking and were interested in training that would explain how to cook healthily without spending more money.



## 5 - Recommendations for the Czech Republic

Following a consolidation of the results from the first survey of 2009 and the inventory, experts outlined a set of recommendations targeted at restaurants and employees.

The purpose of these recommendations was to offer tangible and practical advice to help both target groups adopt healthier nutritional habits.

Despite the intention of some partners to have only common European recommendations, each country decided to adapt the recommendations to its local cultural habits. Following further consultation on national level, the partners accepted six recommendations to employees and one to the restaurants:

### Common recommendations to employees in the six countries

- 1 Taste the food before adding salt and/or try other condiments
- 2 Use less fat and preferably use vegetable oils
- 3 Eat at least 5 portions of fruit/vegetables a day
- 4 As a dessert, choose a fresh fruit based option and sometimes as an alternative, a dairy product
- 5 Choose types of cooking that do not add too much fat (steaming, roasting, grilling, etc.)
- 6 Choose water to accompany your lunch

### Common recommendation to restaurants in the six countries

Regarding the restaurants, in common remained only one recommendation relating to healthy cooking methods:

- 1 Favour cooking methods that use steam, oven or grill

Offering two portion sizes, which is the only recommendation directly related to reduced consumption in the fight against obesity, remained common to all countries but Belgium, where it is a suggestion.

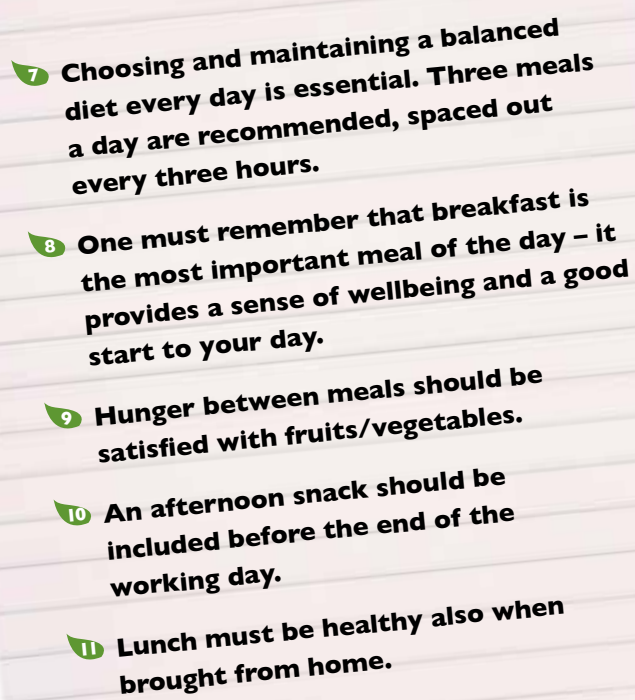


The recommendations that were adopted in the Czech Republic related to the food on offer, which is culturally specific to the country and also depended on local eating habits and the relationship with healthy food, aiming to tackle increasing rates of overweight and obesity. The partners incorporated the nutritional recommendations created by the Health Ministry of the Czech Republic.

## Main recommendations to employees that are specific to the Czech Republic

The purpose of the recommendations was to provide employees with simple and easy to use guidelines to assist them in choosing food during the working day. One of the basic nutrition rules to be related was the importance of eating three main meals during the day. The maximum energy content of these is to be 20% energy intake during breakfast, 35% during lunch and 30% during dinner. Morning and afternoon snacks are to provide no more than 5-10% of the daily energy intake with approximately three-hour intervals between meals.

Employees are to use these as guidelines to improve their health and to modify their eating habits not only during the working day.

- 
- 7 Choosing and maintaining a balanced diet every day is essential. Three meals a day are recommended, spaced out every three hours.**
  - 8 One must remember that breakfast is the most important meal of the day – it provides a sense of wellbeing and a good start to your day.**
  - 9 Hunger between meals should be satisfied with fruits/vegetables.**
  - 10 An afternoon snack should be included before the end of the working day.**
  - 11 Lunch must be healthy also when brought from home.**

As part of the communication strategy, employees were advised on how to choose a balanced lunch in a traditional restaurant.

## Recommendations to the restaurants

Eight recommendations in total were agreed on in the Czech Republic. Recommendations 2-7 are specific to local cultural habits. Together these form the guidelines to the Czech restaurants. The emphasis to the restaurateurs and chefs was on cooking the traditionally heavy Czech food in a more balanced form. The recommendations were based on the traditional daily menus and followed these principles:

### 2 Offer dishes in two portion sizes

- Offer smaller portion sizes or half portions and label them 'healthy servings' or 'recommended portion'.

### 3 Reduce the size of side dishes (they are excessive compared with other European countries and include too many carbohydrates).

- Modify the nutritional ratios of dishes by serving more vegetables and less meat and smaller portions of side dishes in both made-to-order and traditional Czech meals (e.g. 1/2 vegetables, 1/4 side dish and 1/4 meat).
- Allow a choice and variety of side dishes in the daily menu (potatoes instead of French fries, fresh or stewed vegetables instead of standard side dishes).

### 4 Serve smaller portions

#### (especially for soups except if they are the main dish)

- The traditional offer of soup such as goulash is typical of the Czech cuisine. When the soup is served as a main meal, it can be served with a bread accompaniment. When served as a starter, no bread should be offered and there should be a preference for offering broth-type soups.

### 5 Serve a bigger variety of vegetables or salads, especially with olive or canola oil dressings

- Offer a significant amount of raw foods, especially fruit and vegetables
- Increase the offer of salads served with olive or rapeseed oil and expand the range of meals served with vegetables and legumes
- Include at least one vegetarian meal (not fried) as a main course in the daily menu. Choosing seasonal vegetables will reduce its cost
- In the summer, offer salads as main courses
- Add a small helping of salad to the main course in the menu
- Place the salads at the top of the menu

### 6 Use more pulses during winter months

### 7 Cut down on the use of fats and salt; use iodised salt

- Reduce the amount of fat used in the cooking and prefer the use of healthier fats
- Supplement foods with nutrients when a major deficiency is detected, such as the use of iodised salt

### 8 Reduce the use of trans-fats by choosing cold-pressed oils such as olive oil

- Choose healthier cooking methods that reduce the loss of nutrients especially when cooking meat consequently reducing fat intake

## **”Ready meals” in the Czech Republic**

The typically Czech ‘ready meals’ (“hotovky”) probably pose the biggest problem to health in the Czech cuisine. In standard restaurants, the “daily menu” always consists of such ready meals that are usually cheap and fast. There is therefore a need to make sure that these dishes are less energy dense, and include non-fried and fresh vegetable dishes as part of the common Czech menu. They should include:

- 🍃 **A salad dish with poultry**
- 🍃 **Simply prepared lean meat with stewed vegetables, etc.**
- 🍃 **A non-fried fish dish**
- 🍃 **A dessert of seasonal fruit, accompanied by a yogurt dip**
- 🍃 **Fruit salads**

**The Czech national recommendations aim to target aspects of Czech cuisine that may influence weight gain and that are unhealthy. Most of them relate specifically to modes of food preparation. Implementing these kinds of changes will require training and support to the restaurants and monitoring the adherences to them.**

## 6 - The communication strategy



In the first stage of the project, a set of tools was created to provide practical advice and assist in implementing the recommendations to encourage healthy choices.

The tools and messages presented in the next chapter were developed in line with the first steps' results and according to the recommendations for each of the participating countries. They were either printed or in digital format.

The list of the specific tools developed in line with the decisions reached on the national level appears in chapter 8.



### The road show

The communication campaign officially started in October 2009 with a 'road show' in the six participating countries. A double-decker bus customised with the FOOD colours drove through the main city of each of the six countries. The journey started in Paris and then continued on to Brussels, Stockholm, Prague, and Milan ending in Madrid. These one-day stops enabled the partners to showcase the first tools created and to explain the project objectives and actions.

With the help of professionals such as nutritionists, dieticians and chefs, the general public together with employees and guests from the restaurant sector, had the opportunity to learn about the aims of the project. The bus raised interest in all city centres and attracted many visitors and journalists.



Photos credits: Martin Svozilek DR



In the Czech Republic, many journalists and visitors came and took part in the activities.

The Chef Martin Sindelar of the famous restaurant “Le Pavillon” offered many culinary demonstrations: appetizers, healthy sandwiches, fruit preparations, banana cake and more.

An exhibition was organized by STOB, the Czech partner in which Iva Malkova compared traditional foods conventionally prepared being calorie rich with healthier methods of cooking resulting in leaner dishes, and answered many questions. Many people were amazed to discover that industrial beverages could contain almost 44 grams of sugar!

Comedians offered a show where they explained in a humoristic way what a balanced diet is and the comparisons between typical dishes prepared in different ways,.

Finally, visitors were invited to measure their blood cholesterol and check their eating habits.



Photos credits: Martin Svozilek DR

## The restaurant network



Separate effort was put into creating a network of dedicated restaurants that adhere to the national FOOD recommendations, thought as the most effective way to reconnect the offer and the demand sides of balanced nutrition.

Please refer to chapter 9 for more details and information.

## 7 - Pilot evaluation

A second survey was conducted in 2010 to try and evaluate the first stage of the project and the success of the tools. At this point the project had achieved many of its targets. Nutritional recommendations had been formed in each country for both the restaurants and the employees and communication tools were created in each country and across the whole project. More than 100 communication initiatives were introduced and implemented in the 28 months duration of the project. Especially popular was the website that was visited more than 66,600 times between February 2009 and May 2011. The Belgian site was visited nearly 12,000 times within a shorter period.

It is estimated that after 28 months, around four million employees and 195,000 restaurants were reached.

Following both surveys the Karolinska Institutet conducted an internal evaluation of the project. The evaluators looked at the methodology used and the project's outcomes, made several comments and raised several issues.

The main issues that were raised relate to the methodology of the surveys and were: making sure that the correct questions were asked, ensuring the quality of the methodology, allowing for a big enough sample size to allow measuring meaningful change in outcomes and relating the outcomes to the project's objectives.

The evaluators pointed out to several difficulties encountered regarding the survey questionnaires, in particular the fact that the questionnaires ended up being very long due to need to assess several types of national interventions, possibly resulting in fewer responses.

Outcomes and impacts on a European level were analysed by the Centre of Research of the Institut Paul Bocuse.

The questionnaires have reached a minimum of 52,000 employees. It is hard to say in which way the project had impacted on employees' choice of balanced food as the general objective was to sensitise and provide this target group with the information needed to help them make healthier choices. Nevertheless, an important result from the 2010 survey was that 59% of employees were in favour of eating healthily at lunchtime meaning that this continues to be an important target group.

From the restaurant perspective, at least 5,000 establishments were reached via the questionnaires. Very positively, after a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations despite the fact that the interventions targeted at the restaurant staff took place quite late in the project. This short time frame could also offer an explanation to the second survey's pretty low awareness results from restaurants (only 10% of respondents were familiar with the project's objectives), yet the results indicated that 51% of them saw the value in serving healthy meal.

Therefore, **continued support from programmes such as FOOD is needed to further increase the demand for this kind of food/meals by the customers and to increase the number of restaurants offering it.**

**On top of the many actions and tools created and implemented and the creation of the FOOD restaurant network a further achievement of the project is the creation of a successful partnership between the public and private sectors.**



## Employee and restaurant second survey



### **Employee questionnaire results**

In the Czech Republic, 873 employees responded to the questionnaire (14.1% of the total sample, compared with only 7% in 2009). The respondents were 80% female (more than the average in the other countries), with 27.9% of them over the age of 50 (the proportion is significantly higher than expected).

Regarding diet, Czech respondents perceived their diet is unhealthy more frequently than in other countries. Only 6% of respondents (58 people) admitted to eating 5 portions of fruit and vegetables 6-7 times a week. The majority (214 respondents or 25%) only have 5 portions once or twice a week.

50% of employees were still unaware of national programmes that promote healthy eating but nevertheless would have liked to receive more information on the subject.

64% of respondents reported having a lunch break every day with only 5% never having lunch during the day. 83% of those who have a lunch break have it in a restaurant. This continues to indicate that the Czech employees are good targets for this project.

A majority (around 60%) of employees responded that a balanced meal is never on display when they eat out in a restaurant. Fruit is not an option for dessert claim the majority (a third of respondents) and neither are there alternatives to biscuits as starters (46%). This is an indication that the FOOD recommendations in these restaurants were not adhered to. These options being available would have helped the Czech employees to make healthier choices (diffusing the 'toxic environment' previously mentioned).

Still 58% were not interested in seeking nutritional advice from restaurant staff and ranked staff knowledge or willingness to help with meal choice as last in the importance when choosing a restaurant. A similar trend exists in the other countries yet the percentage is the highest in the Czech Republic.

### **Restaurant questionnaire results**

57 restaurants responded to the questionnaire (corresponding to 18% of the total sample of responses across the six countries). Out of these, 73.7% of the restaurants offered a special lunch option (deal, dish, meal or menu) with soup, main course and dessert as the popular option. The majority of customers in these restaurants were employees (our target audience).

Positively, 40% of the respondents wished to receive more information about balanced food and the FOOD project. Most restaurants would like to receive training sessions to learn about balanced food.

However, more than 40% of restaurants were convinced that their customers may think negatively about them serving balanced food. Changing the attitude of restaurant owners toward healthy food should be a priority in the Czech Republic. This should be done through demonstrating to them that these changes can be achieved without spending more time or money on the cooking.



**Despite the short time that passed between the first and second surveys and the difficulty to determine whether there was a change in behaviour, some promising results emerge from the questionnaires.**

**The Czech employees continue to be good candidates for the interventions as they often have lunch in a restaurant. They are also interested to learn more about healthy eating. Increased demand from the employee side would encourage the restaurants to make the necessary changes to the food they offer.**

## Site visits

Around 25 restaurants belonging to the FOOD restaurant network were randomly chosen in each of the participating countries and were visited in March-April 2011 to try and establish their level of adherence to the national recommendations.

These 'mystery' visits were conducted by the partners who made use of two check lists; 'must have' and 'good to have' to collect information in the restaurants.



Positively, in 88% of the restaurants surveyed in the Czech Republic, healthier methods of cooking were adopted (the first recommendation) and salad was offered in 74% of them (corresponding to the fifth recommendation). It was also possible to choose a balanced meal or dish in all but one of the restaurants.

The three recommendations that were not well adhered to, were those that were alien to the Czech cuisine. These require cultural changes from the restaurant owners and changes would be hard to implement as around 40% of restaurants stated that they do not have time or budget to spend on activities relating to healthy food and more than 40% of restaurants presumed their customers would react negatively to being served balanced food.

In order to encourage restaurant owners to make the desired changes, the partners have chosen to take a positive approach reassuring the restaurants of the importance of making the desired changes using convincing arguments and an easy to understand step-by-step approach.

## 8 - The communication tools

Following the analysis of the first survey, certain tools were proposed as described below. These tools and messages relate specifically to those developed in the Czech Republic.

In total, 102 communication initiatives were developed under the project, targeted at three main groups: the employees, the restaurateurs and the general public. 18 country specific tools were developed in the Czech Republic.



### Tools aimed at employees and the general public

Some tools have been developed that are common to all countries and aimed at the general public. These tools address a broader audience and are often used when presenting the project in meetings and conferences.

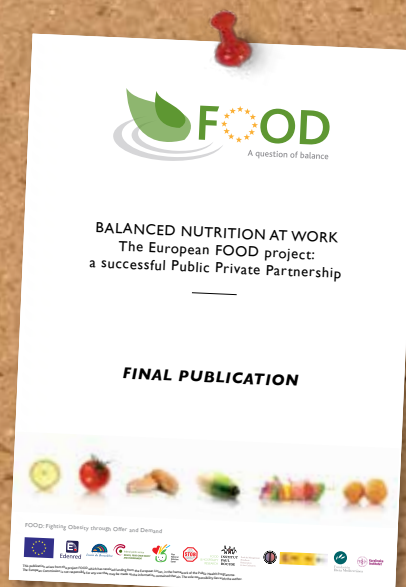
From a classic leaflet to an online cooking game, the main partner has been developing diverse tools to respond to diverse needs:



An introduction to the FOOD project leaflet



DVD on the creation of the FOOD project



Final publication (summary version)



Facebook page



Interactive cooking game



Blog



European website





## Employees

Two main channels of communication were used in order to communicate directly with the target groups. First were e-mail and Internet and second were printed materials.

The main message to the employees was that eating healthily and being healthy would contribute to their health and prevent them from getting chronic diseases. The project was not only to inform about what needs to be done regarding behaviour change but also how to go about making the changes. The style of the message was to be simple in order to be accessible and also humorous.

**The tools implemented were:**

**A country specific Czech questionnaire on eating habits**



**Leaflet with recommendations**





### The main actions proposed at the start of the implementation stage were:

#### Using the meal voucher as a communication tool.

In the Czech Republic, Ticket Restaurant® meal vouchers are distributed in envelopes. On four occasions inserts were put into the envelopes. These named envelopes functioned as direct mail, informing the employees about the FOOD project and the national recommendations.

#### Passing information to employees and employers through web-based tools such as the website, newsletter, email and FOOD video. Important contact groups were general managers, HR representatives, nutrition experts and the media.

The databases indicated that regular communication existed with more than 11,000 employers.

They were subsequently requested to distribute the main information to their employees.

The **newsletter** prepared in cooperation with the partner STOB was very successful. It included basic information about the project, the national recommendations and also plenty of advice about balanced food, nutritional values of different ingredients and recipes.

Employees were invited to participate in an **on-line chat** with nutritionists from STOB

A country specific Czech **questionnaire on eating habits** was launched via the internet. This questionnaire was accompanied by a media campaign appearing on different websites. The use of these tools created a brand awareness of the FOOD project and received a very good media coverage.

#### Organising workshops for interested overweight employees. This benefitted from using STOB existing material and included: self-help manuals, books, journal and DVDs complemented by an online programme.

#### Organising a regular distribution of a list of restaurants that offer healthy food.

### The second survey, enabled to evaluate the communication tools:

#### The company newsletter and emailing achieved good results. They were effective and not too costly.

#### The creation of a questionnaire on eating habits for employees and the organisation of an important media campaign were very successful for increasing the visibility of the FOOD project and for obtaining an important media coverage.

#### The inserts distributed with the Ticket Restaurant® meal vouchers were very effective (as shown by the 2010 questionnaire results) despite a certain cost.

#### The printed leaflet had detailed information dedicated to each target group. It was a successful communication channel with good returns and visibility for the project.

Media coverage totalled 197 articles. News reports appeared in the Czech TV, radio and newspapers. Within two years, 2009-2011, three press conferences were organised.

The next objective for the programme is to improve the visibility and awareness of the FOOD programme and its recommendations in order to reach as many employees as possible.







## E-learning DVD



**PILOTNÍ PROJEKT RESTAURANCE FOOD**

Název restaurace: \_\_\_\_\_

Adresa: \_\_\_\_\_

**O RESTAURACI**

Nabízíte se v restauraci standardně polední menu?

☐ ANO ☐ NE

Kategorie restaurace podle kuchyně (převážující)?

☐ česká ☐ italská - pizzeria ☐ mezinárodní ☐ jiná (jaká?) \_\_\_\_\_

Kdo jsou nejčastější zákazníci?

☐ pracovníci ☐ studenti - mládež ☐ rodiny s dětmi ☐ turisté

**O PROJEKTU FOOD**

Máte v současné nabídce jídla odpovídající doporučením FOOD?

☐ ANO ☐ NE

Jsou pro Vás praktická doporučení FOOD srozumitelná?

☐ ANO ☐ NE

Jsou pro Vás praktická doporučení FOOD snadno aplikovatelná?

☐ ANO ☐ NE

Bude pro Vás zapojení do projektu přínosem, myslíte, že existuje mezi vašimi klienty potřeba po vyšší kvalitě stravě?

☐ ANO ☐ NE ☐ NEVÍM

Máte zájem se do projektu zapojit?

☐ ANO ☐ NE

za restauraci: \_\_\_\_\_  
 dne: \_\_\_\_\_

## Restaurant Pilot questionnaire

**E-mailing**  
 (for creation  
 of the FOOD  
 restaurant network)

**FOOD** Evropský projekt FOOD

Má podporu Ministerstva zemědělství a vývozu zemědělských výrobků

**Co je projekt FOOD a co jsou jeho cíle:**

Nabídka restaurantů doporučená do evropského projektu FOOD má být zdravá a vyvážená stravou.

**Jak se zapojit?**

- Nabídka v rámci Vašeho podnikání menu alespoň 1 jídla připraveného podle zásad doporučených projektem FOOD;
- Vytvářet nové zdravé recepty a typy;

**Tipy a rady, jak odlehčit nabídku jídel ve Vaší restauraci**

- 1 POLEVKY**
  - Vytvářet zdravé polévky (polévky z masa, zeleniny, zelené a bílé maso, zelené a bílé maso).
  - Přidávat do polévky zeleninu, zelené a bílé maso, zelené a bílé maso.
- 2 MENŠÍ PORCE**
  - Vytvářet na 10, 20 nebo 30 minut předem malé porce, které lze použít jako hlavní jídlo.
- 3 PŘÍLOHY K HLAVNÍM JÍDLŮM**
  - Vytvářet přílohy, které lze použít jako hlavní jídlo.
  - Uvařit zeleninu (zelené a bílé maso) a zelené a bílé maso.
  - Vytvářet zeleninu, zelené a bílé maso, zelené a bílé maso.
  - Vytvářet zeleninu, zelené a bílé maso, zelené a bílé maso.
- 4 ZELENINA**
  - Vytvářet zeleninu, zelené a bílé maso, zelené a bílé maso.
  - Vytvářet zeleninu, zelené a bílé maso, zelené a bílé maso.
  - Vytvářet zeleninu, zelené a bílé maso, zelené a bílé maso.
- 5 HOTOVÁ JÍDLA**
  - Vytvářet hotová jídla, která lze použít jako hlavní jídlo.

**Klikněte ZDE: a zapojte se do sítě restaurací FOOD**

Projekt financuje MZP

**Ticket Restaurant**

www.ticketrestaurant.cz

**And also...**

**Pilot in restaurants (face to face interviews)**

Restaurant owners were encouraged to join the FOOD network in order to best connect the offer and the demand side of balanced nutrition. The main message stressed was that healthier cooking is not more expensive or time consuming and that it answers a real demand from their customers.

### The main actions defined were:

#### 🍃 **Newsletter:**

The newsletter had two main messages; basic information about the project, and an invitation to the Pilot programme for creation of the FOOD restaurants network

#### 🍃 **Celebrity involvement:**

Mrs Malková Goodwill, who appears regularly with her show on Czech TV, mentioned the FOOD project and its recommendations. Thanks to her collaboration, three reports appeared on the subject.

### After the second survey, all tools were evaluated:

🍃 **Company newsletters** and emails were successful communication tools. A possible problem lied in the fact that as most restaurants have generic email addresses, it is not clear if communication has reached the same person each time.

🍃 **Pilot program** in restaurants.

Restaurants interested by the project FOOD were asked to participate in a pilot programme for the creation of a network. 45 visits were organised including face-to-face interviews with owners and chefs. The response from the pilot offered an insight into the way the restaurants work. Positively, the recommendations were seen as simple and easy to apply. However, restaurant owners thought making changes to the menu labelling is a complicated process.

🍃 The **leaflet** had more detailed information dedicated to this target group. Distribution was done during four months to all restaurants in the agencies and was also sent along with restaurants invoices. This tool was most successful. It included information about the FOOD project and the national recommendations and focused on five parts of the daily menu:

- Soups
- Smaller servings
- Side dishes with main courses
- Vegetables in traditional cuisine

#### 🍃 **Ready meals**

This tool enabled direct communication with the owner or responsible person in the restaurant.



## 9 - The FOOD restaurant network

To become acknowledged as a “FOOD restaurant” a country-specific number of recommendations must be followed by the applicant restaurant (all of the recommendations, 7 out of 10, or less depending on criteria set by each country).

Each country used different methods to reach and recruit restaurants. Using email contact (Italy), video-emailing (France), door to door contact (Belgium and Czech Republic) or taking advantage of existing nutritional schemes (Spain and Sweden), the six countries were successful in establishing a network of FOOD restaurants across Europe.

After a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations.



84 restaurants have joined the FOOD network in the Czech Republic since April 2010.

Restaurants that answered the questionnaires in 2009 or responded to an emailing presenting the FOOD recommendations were invited to participate. The idea was to start the network with strong commitments from the restaurants by initially giving them a good understanding of the elements at stake for them and their customers. The STOB team visited 45 restaurants for about 40 minutes each, delivering a short presentation of the project and explaining the recommendations. The team demonstrated some of the STOB project principles, which are very relevant to restaurateurs. Specifically, that it is possible to prepare a less calorie dense version of the same dish which ends up looking the same, tasting good and being healthier.

In the Czech Republic, a restaurant must apply five recommendations out of the eight defined by the partners.

**A geolocalisation tool that enables to locate the nearest FOOD restaurant is available on the European website at [www.food-programme.eu](http://www.food-programme.eu).**

“

**“What I value most about cooperation with the FOOD project are its long-term benefits. The promotion of a healthy lifestyle, working toward the prevention of obesity, requires a systematic approach.**

**Cognitive behavioural therapy is capable of working within a toxic environment that pushes people to consume excessive amounts of food in an unsuitable structure, motivating them to develop an active approach to changing their behaviour and thinking. This is what the FOOD project has been all about. It influences restaurants and dinners simultaneously.**

**The project recommends practical solutions to people when choosing their meals both in the restaurants on working days and at home. The FOOD project advises restaurants how to replace their established meals with more nutritional ones that are just as delicious...**

**My motto: A small change is always more lasting!”**

*Iva Málková – STOB partner of the FOOD project in the Czech Republic*

”





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# FRANCE

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## I - Country Overview

In France, obesity rates are among the lowest in the OECD countries, yet have been increasing steadily in recent years. In the latest national survey from 2009, figures show that obesity has risen from 8.5% in 1997 to 14.5%, reaching 6.5 million adults (The Fifth Annual National Survey ObEpi, 2009). The epidemic is evident in every age and social group yet women are significantly more affected (15.1% compared with 13.9% in men), as are those from lower socio-economic backgrounds (as can be seen in relation to household income, geographical areas and education levels).

Despite the fact that most French people consume a diet rich in saturated fat, mortality rates from heart disease in France are rather low (NEPHO, 2005). This is often referred to as the 'French paradox'. One of the explanations for this phenomenon may be the attitude and food-related practices common to French people, which are evident in their low consumption of processed foods. Other explanations offered are the variety of foods consumed, the ratio of macronutrients in the diet and the daily distribution of calorie intake.

The importance and attitudes of French employees to food are evident from the surveys and are in line with these findings, as is evident in the following sections.



Edenred is using its network as a unique channel of communication between the main target groups. In the six participating countries, Edenred's network comprises of around **4.2 million employees, 185,000 companies and 352,000 restaurants.**

## 2 - Partners

In France, the Research Centre of the Institute Paul Bocuse joined Edenred France to form the local partnership. The Institute Paul Bocuse is a management school specialising in hospitality, restaurateur and culinary arts. A new research centre has recently opened tasked with giving back food its real identity and also with building a new vision of nutrition. In partnership with the Centre de Recherche en Nutrition Humaine (CRNH) and several universities, the Institute Paul Bocuse and its associates combine their strengths in a multidisciplinary approach engaging with issues around: nutrition, culinary arts, sensory evaluation, sociology, psychology, linguistic, arts de la table, design, marketing, consumer behaviour, economy, etc. The core activity of the Research Centre is the study of nutrition and eating behaviours where three themes gained importance: taste / pleasure, health / wellbeing and economy.

### 3 - Inventory of existing programmes

The consortium took several actions before the creation of the tools and the launch of communication campaigns to understand what has been done so far in this area and to determine the needs of both target groups.

A detailed inventory of existing programmes related to nutritional interventions was first conducted. This review of existing programmes was carried out in order to understand the initiatives already conducted in the various countries regarding interventions to promote healthy eating through a work setting. The core of the review was on initiatives targeting balanced food in restaurants and those targeting employees in a company setting. It focused especially on existing programmes in the six partner countries and where relevant, further countries were covered such as: Hungary, Canada, Chile and Switzerland.

70 programmes matched the review criteria and were entered into the study. The second part of the document was dedicated to the results from the 'Move Europe' project that took place in 25 European countries. The document presented good practices in the field of lifestyle-oriented workplace health promotion. In total, 68 best practices were compiled in the "healthy diet" field of the campaign.



Eight programmes were identified in France and were included in the FOOD inventory.

**Bien se nourrir pour mieux vivre!** was launched by Auchan in 2006 and was free to use. Targeting its employees, the programme provided access to information about healthy food and products sold in supermarkets, certified by a private Agency using nutritional information.

**Mieux vivre** ('Live better') was launched by the insurer AXA in 2006 for an unlimited period and was free to use. Promoting a healthy lifestyle, the programme targeted AXA's 15,000 employees. Communication was performed via email to employees who also received personalised coaching by dietitians and doctors. Weaknesses identified were the lack of clear objectives and interaction on the employee side and an inadequate match between tools and objectives.

**Mon Espace Equilibre** was launched by the company E. Leclerc in 2008 for a two-year period and was free to use. Targeting the general public, this programme offered consumers information on healthy food. Originally, the software created a selection of balanced meals based on the user's preferences. The references were unclear however with some inaccuracies in the programme itself.

**Santé & Bien-être** was launched by Kraft foods in 2006 and was free to use. The very successful programme targeted the company's employees educating them about healthy lifestyles. No professionals participated in the running of the programme.

**Prosper** was a coaching tool launched by Protéines in 2002 to companies wishing to communicate healthy messages to their employees. The programme offered engaging and visual content to its paid users.

**Protéines Campus** was another programme offered by Protéines to companies interested in educational programmes for their employees. Backed up by professionals, the programme was innovative yet only computer based and therefore rather rigid.

Unilever launched **Diététicoach** targeting the general public. Advice was sent weekly by email during four weeks, to customers interested in balanced food. The programme only promoted Unilever products by an unidentified source of experts and also made no reference to physical activity.

KFC launched a programme targeting its customers aiming to prove that fast food can be healthy. The intervention provided customers with plenty of information based on PNNS recommendations and was available on the internet.

**In summary, quite a few interventions and programmes were included in the inventory from France. Unlike Italy where most of the programmes were offered by public bodies, here in France (apart from the PNNS) all were offered by private companies, several of them from the food industry. Apart from three programmes, all were free to use. The cost was not specified in all but one programme. Half of the programmes had evaluation planned with two of these evaluating the programme itself. A general lack of addressing the subject of physical activity was noticed, as was the absence of a glossary or references to books on the subject.**



**The review of the existing programmes included in the inventory enabled the partners to draw several common conclusions:**

- ☞ There was a general lack of evaluation of most programmes
- ☞ The projects weren't well promoted
- ☞ Target audiences were mostly passive
- ☞ Low presence of professionals
- ☞ Unsuitable tools were created as a result of wrong assessment of the target audience's
- ☞ Lack of visibility and clarity of the tools created

## 4 - Quantitative and qualitative surveys

Following the review of existing programmes and based on the main findings, a survey was launched, with two questionnaires: one aimed at restaurants and the other at employees. The survey was conducted in each of the participating countries through Edenred's network, designed by the CIRIHA and the Institute Paul Bocuse and later analysed by the Institute Paul Bocuse, in France.

At least 52,000 employees and 5,000 restaurants were targeted by the questionnaires in the six participating countries. A total of 4,529 employees and 399 restaurants responded to the questionnaires, a response rate above the 5% that was anticipated.



### First questionnaires for employees and restaurants



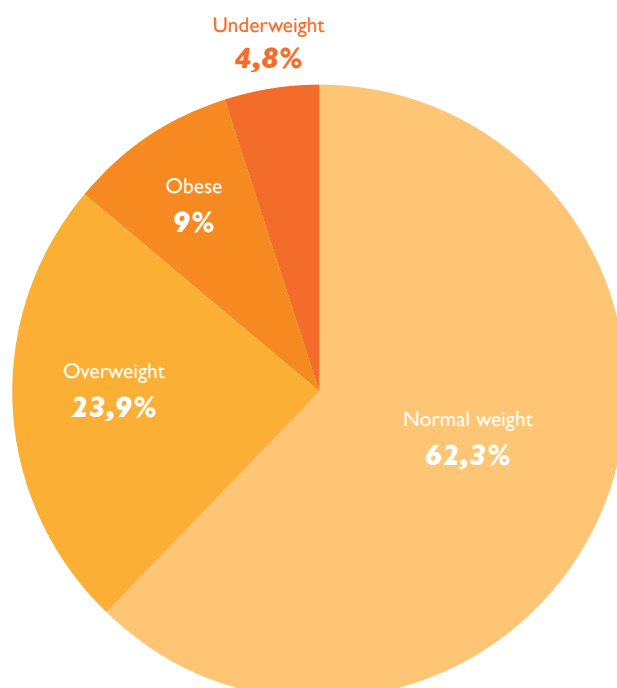
The next section highlights the result of both surveys from France:

#### Employees

1,959 employees responded to the questionnaire from France, the biggest response (nearly three times the average response) out of the six countries. From this initial survey, some important results emerged that helped to shape the first set of tools and messages.

The following graph analyses the overall weight of employees. Only around a third claim to be overweight or obese, lower than the OECD estimate. This may be a result of the survey demographics, which was composed of 74.2% women with more than half of the respondents under 35 years of age.

Figure 10:  
Breakdown of employee  
reported weight

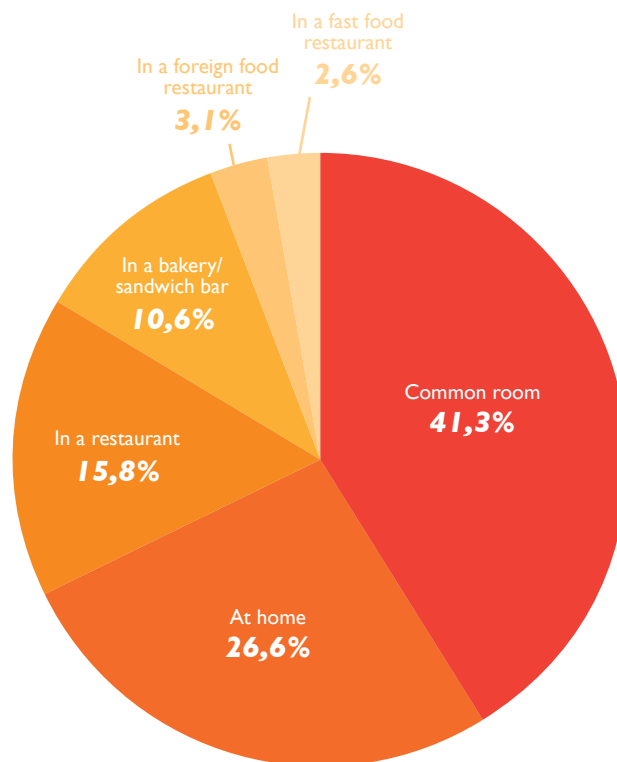




The largest number of employees out of the six countries claimed to have knowledge of a national programme dealing with balanced food (74%). The two popular definitions for balanced food chosen were eating: 'various foods in moderate amount, in a nice environment' and 'eating pleasant food while at the same time protecting your health'.

79% of respondents claimed to have a lunch break daily and the most respondents out of the six countries claimed to never have a break (6.7%). Out of those who have a lunch break, 32.1% eat out, 26.6% go home during lunch and the majority (41.3%) have food brought from home. The main reason for not eating out for those who would have time to do so and do not bring their own food is restaurant food being too high in calories (19.5%).

Figure 11:  
Breakdown  
of lunch places frequented  
by French employees



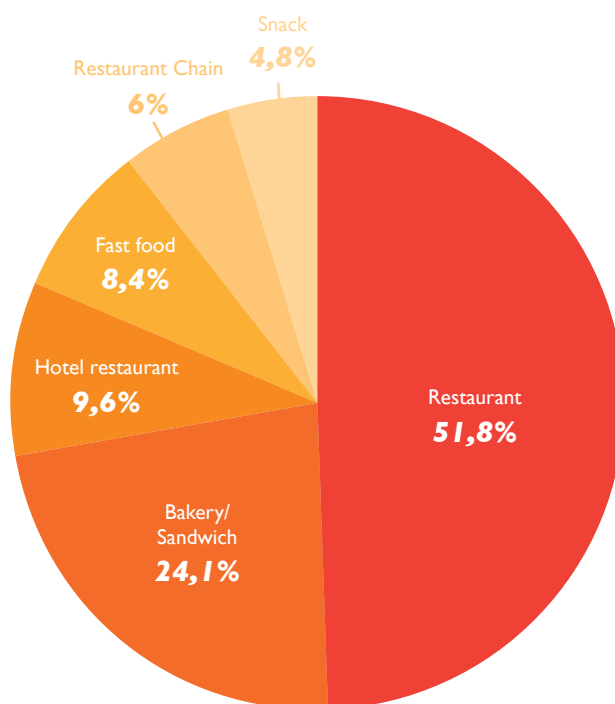
The employees eating out tend to choose a restaurant close to their workplace (55.5%) and which is cheap (50.2%). In line with the results from the other six countries, French employees choose what to eat when eating out depending on what they want at that moment (65.7%). Price again was the next most important determinant (36.7%).

Over half of respondents spotted nutritional information in the restaurants they eat in, yet this information was not easily found (78.6%) and not always clear (63.5%). Having nutritional information is useful though 70.1% of respondents and triggers positive eating habits (74%). 58% of respondents would have liked an icon indicate the balanced meal and 42% wish to know the calorific value of their chosen dish.

## Restaurants

Again in France, the most responses to the questionnaire were received with 91 restaurants participating; just over half of them independently run. A special lunch 'formula' was offered by half of the restaurants surveyed.

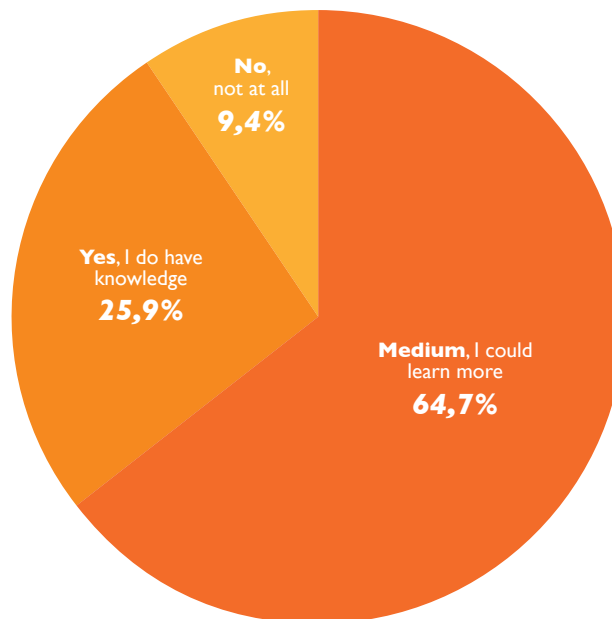
Figure 12:  
Respondents' restaurant  
classification



Similar to the response by the employees, restaurant owners were aware of the existence of a programme on balanced nutrition (62.8%). Most respondents thought these programmes were government run; yet 72.5% did not know the name of the programme. These results indicate that despite the fact that such programmes are becoming popular and restaurateurs are more aware of them, they do not always leave a strong or lasting impression on this target audience.

Respondents who were aware of a nutritional programme tended to also follow its recommendations such as reducing salt, fat and sugar in preparing their dishes and offering more fruit and vegetables. The minority not following any recommendations (37.2%) blamed it on lack of time and budget. Another reason given by 45.5% of respondents for not following recommendations was lack of demand by customers. This answer slightly contradicts the fact that over half of employees surveyed claimed to choose their restaurant based on its menus and nutritional information offered.

Figure 13:  
Restaurant owners'  
knowledge about  
balanced food



Restaurant owners were willing to participate in improving their customers' health. None of the respondents, as evident from the previous graph, were uninterested in balanced food. Out of the 28.2% of respondents who saw obstacles to promoting balanced food, budget and time were perceived to be the main barriers. Those interested in improving their knowledge would mainly prefer training (50%) and wished to be contacted by email.

**The response from France was the biggest for both sectors that also claimed to have knowledge and interest in the issues relating to balanced food. A third of French employees eat in a restaurant at lunchtime with the rest preferring homemade food. The choice of restaurant was most often based on proximity to the workplace and price. Working directly with the restaurants and providing employees with a list of restaurants close to their workplace offering balanced food and signposting the healthy meal option (despite its complicated implementation) could help them eat better and make healthier choices in the future.**

## Restaurant Qualitative Survey

In parallel with the quantitative survey, a qualitative restaurant study was conducted in 2009 in twelve countries and five restaurants were chosen and interviewed in each country.

The aims of the survey were to understand how and why chefs cook the way they do, and what could trigger a change in attitude. The next stage was to try and convince restaurants that cooking healthily has many benefits with no additional costs.



The five participating restaurants varied in type and in attitude toward healthy cooking. Apart from one traditional restaurant that was not interested in healthy food or making changes to its cooking despite noticing a change in people's eating habits, all other were very much in favour.

Following on from the demand from their clients, the restaurant owners found healthy cooking an important subject and not just a passing trend. Very positively, they use seasonal, fresh produce and do not perceive it to be more expensive. Emphasis was given to producing healthier dishes that are both tasty and high quality. They were all interested in training to help make balanced dishes that are not time consuming



## 5 - Recommendations for France

Following a consolidation of the results from the first survey of 2009 and the inventory, experts outlined a set of recommendations targeted at restaurants and employees.

The purpose of these recommendations was to offer tangible and practical advice to help both target groups adopt healthier nutritional habits.

Despite the intention of some partners to have only common European recommendations, each country decided to adapt the recommendations to its local cultural habits. Following further consultation on national level, the partners accepted six recommendations to employees and one to the restaurants:

### Common recommendations to employees in the six countries

- 1 Taste the food before adding salt and/or try other condiments
- 2 Use less fat and preferably use vegetable oils
- 3 Eat at least 5 portions of fruit/vegetables a day
- 4 As a dessert, choose a fresh fruit based option and sometimes as an alternative, a dairy product
- 5 Choose types of cooking that do not add too much fat (steaming, roasting, grilling, etc.)
- 6 Choose water to accompany your lunch

### Common recommendation to restaurants in the six countries

Regarding the restaurants, in common remained only one recommendation relating to healthy cooking methods:

- 1 Favour cooking methods that use steam, oven or grill

Offering two portion sizes, which is the only recommendation directly related to reduced consumption in the fight against obesity, remained common to all countries but Belgium, where it is a suggestion.



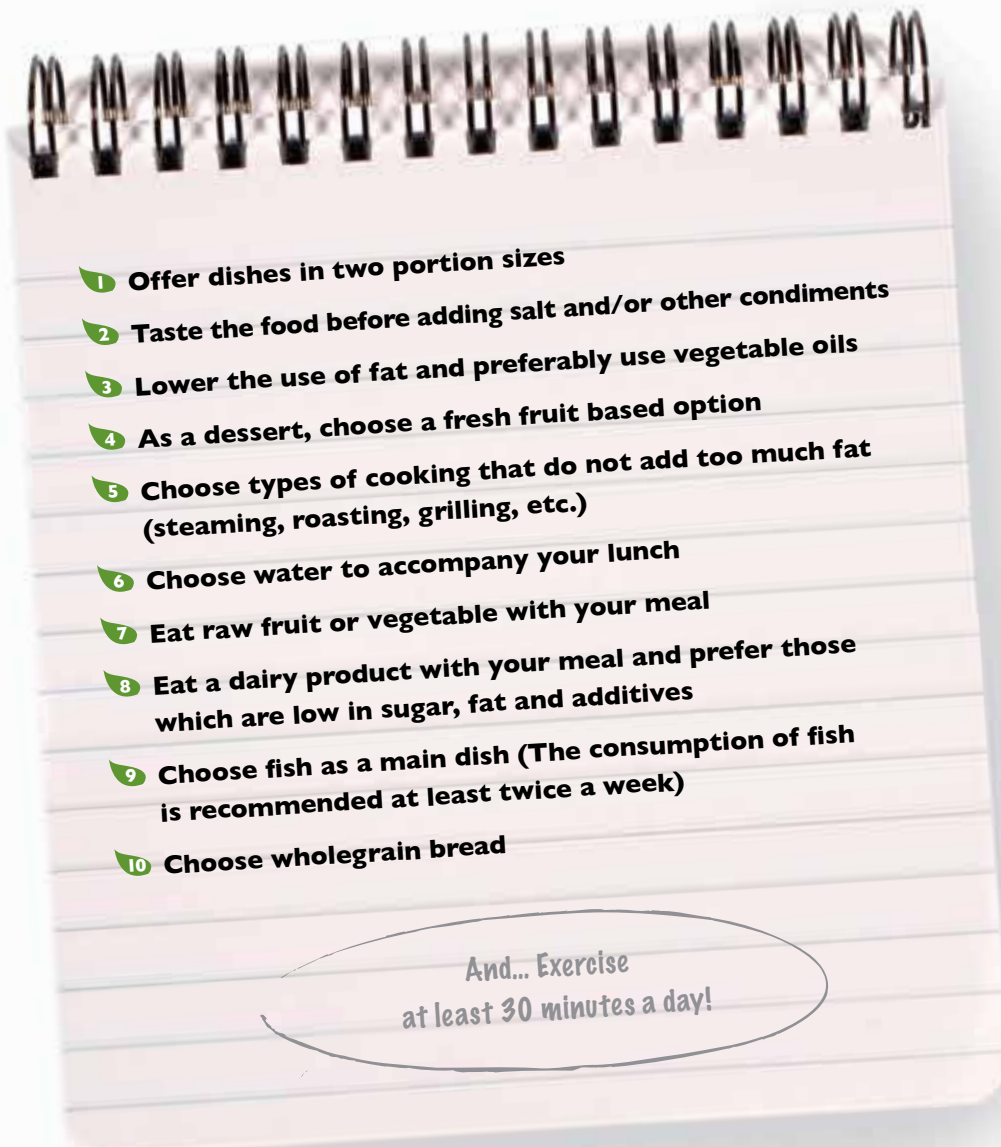
Six principles form the basis for balanced nutrition according to the French recommendations in order to achieve a good balance between the nutritional needs of the body and the food consumed.

- 🍃 **Diversity** - eating foods from the different food groups while varying menus and cooking methods
- 🍃 **Rhythm** - eating three to four meals daily to include breakfast, paying attention to seasonality
- 🍃 **Adaptivity** - matching the quantity eaten to levels of hunger, amount of physical activity and one's lifestyle
- 🍃 **Conviviality** - paying attention to the environment in order to enjoy one's meal
- 🍃 **Quality** - choosing 'good' products and preferring cooking methods that preserve the taste and nutritional value of the food
- 🍃 **Pleasure** - taking time to enjoy the meal while paying attention to the senses involved



## Recommendations to the employees

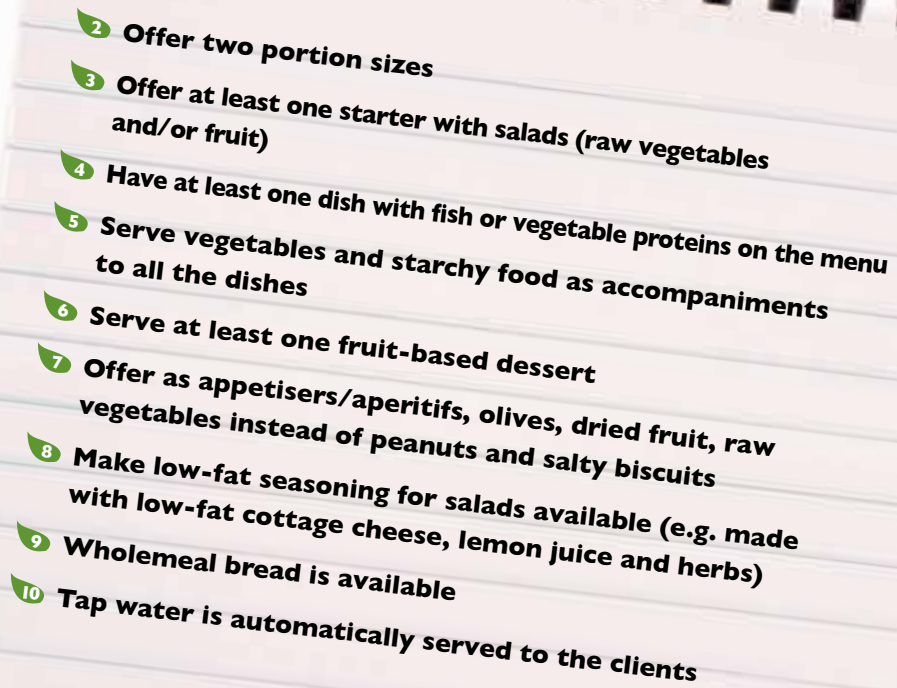
FOOD France has chosen to follow the Plan National Nutrition Santé (PNNS) principles and dietary guidelines. This has resulted in the need to make changes to the initial employee recommendations and adjust them to apply to a whole day and to add a recommendation specifically regarding physical activity (the only country together with Belgium in which this is part of the recommendations):

- 
- 1 Offer dishes in two portion sizes
  - 2 Taste the food before adding salt and/or other condiments
  - 3 Lower the use of fat and preferably use vegetable oils
  - 4 As a dessert, choose a fresh fruit based option
  - 5 Choose types of cooking that do not add too much fat (steaming, roasting, grilling, etc.)
  - 6 Choose water to accompany your lunch
  - 7 Eat raw fruit or vegetable with your meal
  - 8 Eat a dairy product with your meal and prefer those which are low in sugar, fat and additives
  - 9 Choose fish as a main dish (The consumption of fish is recommended at least twice a week)
  - 10 Choose wholegrain bread

And... Exercise  
at least 30 minutes a day!

## Recommendations to the restaurants

The Institute Paul Bocuse formed the ten recommendations to the restaurants following the French PNNS guidelines. On top of the common recommendation the recommendations were:

- 
- 2 Offer two portion sizes**
  - 3 Offer at least one starter with salads (raw vegetables and/or fruit)**
  - 4 Have at least one dish with fish or vegetable proteins on the menu**
  - 5 Serve vegetables and starchy food as accompaniments to all the dishes**
  - 6 Serve at least one fruit-based dessert**
  - 7 Offer as appetisers/aperitifs, olives, dried fruit, raw vegetables instead of peanuts and salty biscuits**
  - 8 Make low-fat seasoning for salads available (e.g. made with low-fat cottage cheese, lemon juice and herbs)**
  - 9 Wholemeal bread is available**
  - 10 Tap water is automatically served to the clients**

The Institute Paul Bocuse offered restaurants a base for creating a balanced menu. A balanced meal should be composed of the following:

- 🍃 **1 portion (minimum 100g) of fruit and/or vegetable crudités**
- 🍃 **1/2 portion (75 to 100g) of starch: cereals (whole if possible), legumes, and/or potatoes**
- 🍃 **1/2 portion (100g) of cooked vegetables and/or fruits**
- 🍃 **1 portion (100 to 150g for the whole meal) of proteins: meat, fish, egg, and soy. Prefer recipes with low fat. Take care with the quantity and composition of sauce!**
- 🍃 **Bread according to your appetite, prefer whole cereal bread and try to diversify them**
- 🍃 **Fat is to be used in moderation, preferably vegetable fat**
- 🍃 **1 portion (30g for dry cheese and 125 g for fresh cheese) of dairy products: within a dish or as a dessert. Preferred are dishes low in sugar, fat and additives**



**The recommendations to both target groups in France relate specifically to the nutritional composition of the food and also to the way the food was to be eaten paying particular attention to the environment making balanced food more than just about its content. This indicates that food is taken seriously and the way it is consumed should not be neglected.**

**Regarding the restaurants, despite the fact that the initial recommendations to the restaurants were very specific, when forming the restaurant network recommendation criteria, the recommendations ended up being more general and easier to apply.**

## 6 - The communication strategy



In the first stage of the project, a set of tools was created to provide practical advice and assist in implementing the recommendations to encourage healthy choices.

The tools and messages presented in the next chapter were developed in line with the first steps' results and according to the recommendations for each of the participating countries. They were either printed or in digital format.

The list of the specific tools developed in line with the decisions reached on the national level appears in chapter 8.

### The road show

The communication campaign officially started in October 2009 with a 'road show' in the six participating countries. A double-decker bus customised with the FOOD colours drove through the main city of each of the six countries. The journey started in Paris and then continued on to Brussels, Stockholm, Prague, and Milan ending in Madrid. These one-day stops enabled the partners to showcase the first tools created and to explain the project objectives and actions.

With the help of professionals such as nutritionists, dieticians and chefs, the general public together with employees and guests from the restaurant sector, had the opportunity to learn about the aims of the project. The bus raised interest in all city centres and attracted many visitors and journalists.



DR Michel Fainsilber



In Paris, a fruit and vegetable garden specially installed in front of the bus, appealed to Parisian employees, restaurant managers and passers-by tempting them to come in and find out more about healthy eating.

Despite the rain, many showed interest in the food issue, and came into the bus to take part in the activities offered: measurement of weight and Body Mass Index, comparisons of the nutritional value of various products, healthy food tasting and more.

Amongst other activities, visitors and journalists had the opportunity to try a 10kg vest, aiming at demonstrating the impact of excess weight on the body: a lasting experience for those who tried!



DR Nathalie Renaudin

## The restaurant network



Separate effort was put into creating a network of dedicated restaurants that adhere to the national FOOD recommendations, thought as the most effective way to reconnect the offer and the demand sides of balanced nutrition.

Please refer to chapter 9 for more details and information.



## 7 - Pilot evaluation

A second survey was conducted in 2010 to try and evaluate the first stage of the project and the success of the tools. At this point the project had achieved many of its targets. Nutritional recommendations had been formed in each country for both the restaurants and the employees and communication tools were created in each country and across the whole project. More than 100 communication initiatives were introduced and implemented in the 28 months duration of the project. Especially popular was the website that was visited more than 66,600 times between February 2009 and May 2011. The Belgian site was visited nearly 12,000 times within a shorter period.

It is estimated that after 28 months, around four million employees and 195,000 restaurants were reached.

Following both surveys the Karolinska Institutet conducted an internal evaluation of the project. The evaluators looked at the methodology used and the project's outcomes, made several comments and raised several issues.

The main issues that were raised relate to the methodology of the surveys and were: making sure that the correct questions were asked, ensuring the quality of the methodology, allowing for a big enough sample size to allow measuring meaningful change in outcomes and relating the outcomes to the project's objectives.

The evaluators pointed out to several difficulties encountered regarding the survey questionnaires, in particular the fact that the questionnaires ended up being very long due to need to assess several types of national interventions, possibly resulting in fewer responses.

Outcomes and impacts on a European level were analysed by the Centre of Research of the Institut Paul Bocuse.

The questionnaires have reached a minimum of 52,000 employees. It is hard to say in which way the project had impacted on employees' choice of balanced food as the general objective was to sensitise and provide this target group with the information needed to help them make healthier choices. Nevertheless, an important result from the 2010 survey was that 59% of employees were in favour of eating healthily at lunchtime meaning that this continues to be an important target group.

From the restaurant perspective, at least 5,000 establishments were reached via the questionnaires. Very positively, after a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations despite the fact that the interventions targeted at the restaurant staff took place quite late in the project. This short time frame could also offer an explanation to the second survey's pretty low awareness results from restaurants (only 10% of respondents were familiar with the project's objectives), yet the results indicated that 51% of them saw the value in serving healthy meal.

Therefore, **continued support from programmes such as FOOD is needed to further increase the demand for this kind of food/meals by the customers and to increase the number of restaurants offering it.**

**On top of the many actions and tools created and implemented and the creation of the FOOD restaurant network a further achievement of the project is the creation of a successful partnership between the public and private sectors.**



## Employee and restaurant second survey



### **Employee questionnaire results**

1,483 employees responded to the second questionnaire. This was a satisfactory response rate despite being lower than the 2009 one. 61% of employees reported a normal weight, the largest group out of the countries responding. Around 70% of them claimed to eat healthily or rather healthily.

The most respondents out of the six countries claimed to be familiar with a programme promoting healthy food, the majority of them familiar with the PNNS (National Health Nutrition Plan) through a food industry campaign.

Almost 70% of respondents consider nutritional recommendations in their eating habits. 20% have been following recommendations, 25% have made changes in the past year and 25% more were about to make such changes. These results indicate a positive trend in people's behaviour toward issues relating to nutrition and balanced diet.

Less employees than in the 2009 questionnaire claim to never eat lunch during the working day (2%). 91% have a lunch break often or every working day. Three quarters of those eat at least in one type of restaurant. The main reasons given for not eating in a restaurant remain as in 2009: lack of time and preferring to bring food from home. For those eating out, speed of service and proximity to the workplace were now the main determinants in choosing a restaurant. A varied offer of meals and price were the next most important criteria.

Regarding balanced diet, 'diversified food in moderate quantity and in a nice environment' together with 'good food that at the same time protects my health' were the main definitions chosen as chosen in 2009. The results point out to diversity, quantity, quality and environment being the most relevant to respondents regarding balanced food.

### **Restaurant questionnaire results**

44 restaurants have responded to the second questionnaire. This low response rate can imply that the use of the internet as means of communication with restaurants is not perfectly adequate. Direct contact through phone calls or face-to-face meetings may be necessary in order to reach further restaurants. Furthermore, time constraints were often a reason for owners not to answer the questionnaire.

The majority of restaurants responding to the questionnaire were independently run (73%) and were heterogeneous in size and clientele. 82% of these restaurants offer a special lunch menu, most often a starter, main and dessert.

15% of restaurant owners believed their staff had sufficient knowledge about nutrition with 65% acknowledging they were in need of further knowledge. The main reason for these restaurants to not implement nutritional recommendations was budget.

Unlike in the case of the employees, where more and more were considering issues of nutrition in their eating habits, restaurants were still not making nutrition a priority. This was evident from the results, where only 27% of restaurants had made changes following the recommendations and over 40% had not considered the subject or were not interested. The short time period of implementation can be a one of the causes.



**The results from the second survey indicate yet again that there is a growing interest amongst the French employees in issues concerning nutrition. The majority of employees were familiar with a national programme promoting healthy eating, mostly the PNNS, making the latter a good programme to partner with.**

**More employees now claimed to have a lunch break and when eating out a varied menu was one of several factors when choosing a restaurant. It is important to feed this information back to restaurants to get them motivated to follow nutritional recommendations. New methods of contacting restaurants should be considered.**

In France, four of the communication tools successfully obtained approval from the PNNS: the guide for Chefs and restaurants, the two cards with recommendations and the poster made for employees. The use of the PNNS logo on these tools indicates an objective approval of the tools by an external evaluator.



## Site visits

Around 25 restaurants belonging to the FOOD restaurant network were randomly chosen in each of the participating countries and were visited in March-April 2011 to try and establish their level of adherence to the national recommendations.

These 'mystery' visits were conducted by the partners who made use of two check lists; 'must have' and 'good to have' to collect information in the restaurants.



In France, restaurants must adhere to at least six of the ten national recommendations in order to become an affiliated restaurant.

25 restaurants had been visited in France. None of the restaurants adhered to all recommendations. Eight recommendations was the maximum achieved by one restaurant. Ten restaurants however, successfully followed the minimum required.

The four recommendations best adhered to were: offering at least one starter with raw fruit or vegetables (84%), offering fish or vegetarian protein based dishes (88%), accompanying meals with vegetables and starchy foods (67%) and offering fruit based desserts (67%).

Low fat salad seasoning, offering wholemeal bread and offering two portion sizes were the least adhered to out of the ten recommendations. In 92% of restaurants it was possible to choose a balanced meal, making this the most adhered to FOOD recommendation.

Regarding the use of the FOOD communication tools, those were displayed in only 8% of restaurants visited, the lowest percentage out of the six countries (similar to the Belgian results). This result is perfectly logical since the FOOD material in France is made specifically for the restaurant chefs and staff. Unlike in other countries, no tools are produced for restaurant clients.

Locally produced foods were used in less than half of the restaurants and staff was not knowledgeable about healthy food or was not willing to help with balanced meal choice in less than 50% of restaurants.



## 8 - The communication tools

Following the analysis of the first survey, certain tools were proposed as described below. These tools and messages relate specifically to those developed in France.

In total, 102 communication initiatives were developed under the project, targeted at three main groups: the employees, the restaurateurs and the general public. Eight country specific tools were developed in France.



### Tools aimed at employees and the general public

Some tools have been developed that are common to all countries and aimed at the general public. These tools address a broader audience and are often used when presenting the project in meetings and conferences.

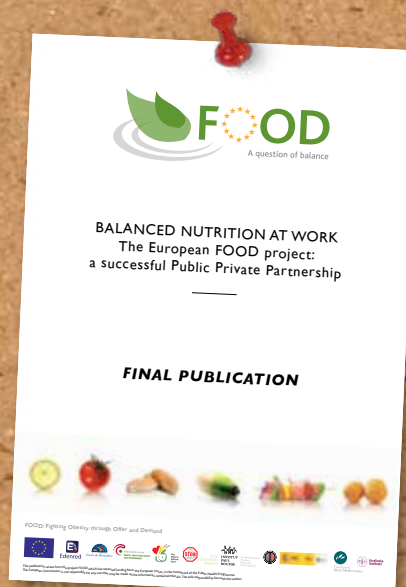
From a classic leaflet to an online cooking game, the main partner has been developing diverse tools to respond to diverse needs:



An introduction to the FOOD project leaflet



DVD on the creation of the FOOD project



Final publication (summary version)



Facebook page



Interactive cooking game



Blog



European website





## Employees

The FOOD communication tools for employees developed in France are listed below:

**Cards with Recommendations**  
Created together with the Institute Paul Bocuse, these cards inform employees about the FOOD recommendations, providing practical tips and advice.

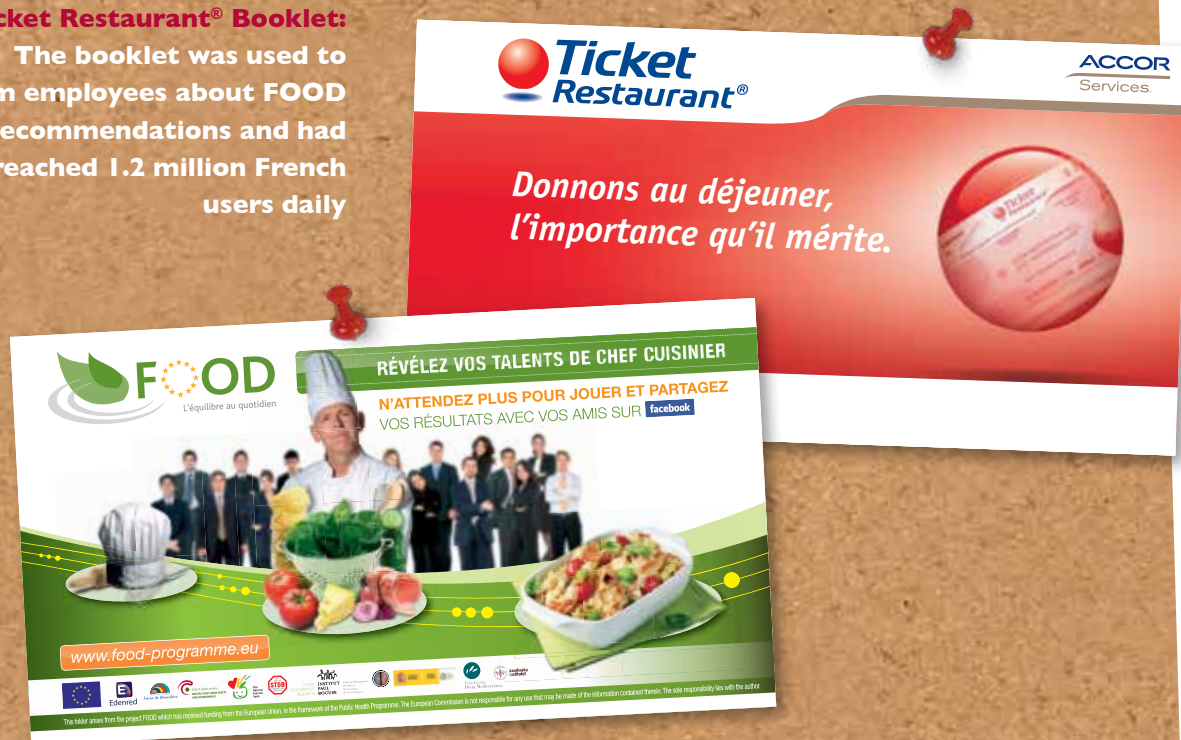


**FOOD poster**  
A poster created together with the Institute Paul Bocuse was sent out to 49,000 companies





**Ticket Restaurant® Booklet:**  
The booklet was used to inform employees about **FOOD** recommendations and had reached 1.2 million French users daily



## And also...

### **FOOD awareness day in companies**

A balanced nutrition day was organised in Edenred's head office to inform employees about the project. 700 employees participated in a day full of activities promoting nutrition and balanced food.



**In the six countries, the sources of information that have most familiarised the employees with the FOOD project are:**

- 🍃 Internet-based material: (FOOD project website, social networks, emailing) = 72,9%
- 🍃 Meal vouchers (Ticket Restaurant®) advertisements = 40,6%
- 🍃 Media (Newspapers, press articles, TV, Radio) = 35,9%



## Restaurants

The FOOD communication tools for restaurants that were developed in France are listed below:

### Video communication

A video emailing presenting the programme at the launch party in Paris on October 6th 2009 was sent to 1,000 restaurants. The mailing also included links to download the Restaurant & Chefs guide in order to: request more information on the FOOD programme, request the e-learning DVD and forward to a friend. Once affiliated, the restaurant receives the kit by post that includes: leaflet, e-learning DVD and guide. Despite the fact that this tool can reach a large number of restaurants (3,471 restaurants were contacted), as seen from the survey results, restaurants are not best to be reached by email.



**Cards with Recommendations**  
Created together with the Institute Paul Bocuse, these cards inform chefs and cooks about the FOOD recommendations, providing practical tips and advice.





## Restaurants and Chefs Guide

A guide on food and balanced nutrition giving detailed explanations of the recommendations, practical advice and information to raise awareness on the subject. The guide was sent to 130 restaurants offering advice on how to create healthy yet inexpensive balanced meals. The guide does not offer recipes and is mainly targeted at bistro styled restaurants. Recipes are available on the website.

## And also...

**Face to face visits** in restaurants to promote the project and recruit establishments in order to build the FOOD network.



## 9 - The FOOD restaurant network

To become acknowledged as a “FOOD restaurant” a country-specific number of recommendations must be followed by the applicant restaurant (all of the recommendations, 7 out of 10, or less depending on criteria set by each country).

Each country used different methods to reach and recruit restaurants. Using email contact (Italy), video-emailing (France), door to door contact (Belgium and Czech Republic) or taking advantage of existing nutritional schemes (Spain and Sweden), the six countries were successful in establishing a network of FOOD restaurants across Europe.

After a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations.



124 restaurants have joined the FOOD network in France since July 2010.

The creation of the network has been possible thanks to two complementary steps. The first was a video emailing sent to a large number of restaurants. It comprised of a short video of the road show, an explanation of the project and an interactive subscription form for joining the FOOD network. The return rate was not high and the partners decided to conduct a face-to-face campaign, similar to the one that has been successfully trialled in Belgium. In this second step following visits to 274 restaurants, 124 restaurants chose to enrol in the programme.

In France (similar to the results in the Czech Republic), it was established that email correspondence with restaurateurs was not the best mode of contact, explaining the low response rate from the video emailing. Direct and personal contact had been considerably more successful.

In France, to be part of the FOOD network, a restaurant should apply at least six out of the 10 proposed recommendations. Once making the commitment to follow the recommendations, restaurants receive the Guide for Restaurants and Chefs or the short version in a handy format.

The emphasis in France is on providing restaurants with solid material, giving restaurateurs all the information needed to best implement the recommendations. However, professional constraints are taken into account and the Guide provides chefs with handy, ready to use tips.

**A geolocalisation tool that enables to locate the nearest FOOD restaurant is available on the European website at [www.food-programme.eu](http://www.food-programme.eu).**

“

**“For many years, I have been interested in adding scientific advice to the Gustino® project in France and now to the FOOD project at the European level.**

**This was a fantastic opportunity to improve the knowledge about nutritional problems (and solutions) of our target groups (such as clients of commercial restaurants) that are difficult for public health authorities to reach.**

**To exchange knowledge and experience with European colleagues was an additional motivation for participating in the project. However, my main goal and reason for choosing to take part was that the project was fully in line with the principles and recommendations of the French Nutrition Health Policy (PNNS, programme national nutrition santé) in which I was involved. I was therefore very happy when the documents produced by the FOOD project were authorised to use the PNNS logo after a rigorous external evaluation.**

**It was also a great satisfaction to see that the public and private partners involved since the beginning of the project, have the will to continue after the end of European funding stage. As improvement of nutrition is a complex, difficult and long-term task requiring continuous efforts this commitment demonstrates the interest of such European projects in generating fruitful and deeply motivated partnerships”**

*Professor Ambroise Martin*

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# ITALY

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## I - Country Overview

Relative to most OECD countries, obesity rates in Italy are low with only one in ten people obese (compared to the OECD average of one in six), yet more than one in two men and one in three women are overweight (OECD, 2007). Several factors could be attributed to the slow increase in obesity rates in Italy, such as consumption of the 'Mediterranean diet' and the lack of systematic increase in portion size, evident by the stable per capita total energy intake in Italy in the 80s and 90s (Gallus et al, 2006). These factors could possibly explain why currently in Italy a national nutritional programme does not exist.



Edenred is using its network as a unique channel of communication between the main target groups. In the six participating countries, Edenred's network comprises of around **4.2 million employees, 185,000 companies and 352,000 restaurants.**

## 2 - Partners

In Italy, the University of Perugia (UP) joined Edenred Italy to form the local partnership. The University of Perugia is one of the most accredited national universities and holds a prestigious place within the European context. The university has three Centres of Excellence of international importance as well as a number of national research centres. Moreover, the University has collaborative scientific relationships with other European, American, Japanese, Chinese and Indian universities. The university is a member of the International Association for Health Promotion and Education and since 1996 is also a partner of the European Network for Workplace Health Promotion (ENWHP). In particular, Dr Giuseppe Masanotti has been consulate for ENWHP of the National Institute for Health Protection at Work. The institute is also a consulate of the Umbria Region and the Ministry of Health for public health policies – in particular on the subjects of training on health promotion.

In Italy, as no national nutritional programme exists, the FOOD partnership counted on the expertise of INRAN (the National Institute for Research of Food and Nutrition) when forming the national recommendations. INRAN has been an ad hoc partner, working on the recommendation and content of the first tools.

### 3 - Inventory of existing programmes

The consortium took several actions before the creation of the tools and the launch of communication campaigns to understand what has been done so far in this area and to determine the needs of both target groups.

A detailed inventory of existing programmes related to nutritional interventions was first conducted. This review of existing programmes was carried out in order to understand the initiatives already conducted in the various countries regarding interventions to promote healthy eating through a work setting. The core of the review was on initiatives targeting balanced food in restaurants and those targeting employees in a company setting. It focused especially on existing programmes in the six partner countries and where relevant, further countries were covered such as: Hungary, Canada, Chile and Switzerland.

70 programmes matched the review criteria and were entered into the study. The second part of the document was dedicated to the results from the 'Move Europe' project that took place in 25 European countries. The document presented good practices in the field of lifestyle-oriented workplace health promotion. In total, 68 best practices were compiled in the "healthy diet" field of the campaign, with three of them implemented in Italy.



Several main programmes were identified and included in the Italian section of the FOOD inventory.

**Esperienze intersettoriali delle comunità locali per Guadagnare Salute.** This programme was launched jointly by Ccm (the national centre for diseases prevention and control) and Formez (a survey and training centre) in 2007. The targets of the programme were to encourage local authorities to identify and promote best practices on correct and balanced diet, physical activity, prevention of smoking and alcohol habits. This national programme coordinated many local initiatives yet had a long hierarchy of organisations involved and due to little feedback on the projects, is hard to assess.

**L'appetito vien lavorando.** The programme was launched in 2007 by DoRS. DoRS was founded in 1988 in the Piedmont Region to facilitate health change for individuals and organisations. The programme promotes a good nutritional culture among employees using a computer-based system created by dietitians, doctors and computer scientists. The programme used a variety of tools most of them computer based for the purpose of health promotion and was free to use.

**Linee guida per una sana alimentazione italiana** was launched by INRAN in 1986 for an undefined period of time. The programme aimed to provide families, schools, companies and institutions with valid advice on eating in a balanced way according to Italian culinary traditions. Around 30 experts provided technical and scientific expertise to consumers aiming to improve their eating habits. The programme was widespread yet evaluated only twice since its launched. Its cost is unknown.

**INARI** was launched by INRAN in 2006 for 2/5 years and was free to use. The programme aimed to inform and educate consumers, companies, institutions and schools on food and nutrition subjects, promoting healthy behaviours and lifestyles. The programme was well communicated through events and advertising campaigns yet ended in mid-2008, earlier than planned for unpublished reasons.

**Frutta snack** was launched in 2005 by the Health Ministry and the Public Education Ministry. The aims of the programme were to encourage consumption of fruit and vegetable based snacks. It targeted school children, teachers, parents and employees promoting nutrition education. The programme encouraged collaboration between education and health bodies, and public and private bodies. Most of the effort was directed at the schools with limited initiatives in the workplace. As part of the project, vending machines were installed offering freshly cut and ready to eat fruit and salad.



The programme **Promozione alimentazione protettiva per la salute e corretti stili di vita in un'azienda manifatturiera di Bologna** was launched by the province of Bologna in 2008 for a nine months period. The target audience were employees of a manufacturing company in Bologna. The objectives of the programme were to promote healthy lifestyle, the interventions on catering, availability of healthy food and physical activities. Positively, the programme brought together several sectors yet due to the short duration and the ambitious targets and lack of evaluation, it is unclear if objectives were met.

**Fondazione Vital** was launched in the province of Bolzano in 2006. The programme, targeted at companies and municipalities aimed to improve the level of awareness on healthy lifestyles. A network of companies and municipalities was formed by the creation of a certification programme and a separate network of cooking and nutrition experts was launched for a three-year period. Many initiatives were carried out bringing together public and private partners yet the only five communities and nine companies ended up participating.

**Alcol e alimentazione sul posto di lavoro** was launched by SICURF@D in 2001. The SICURF@D website devoted to online information and training on safety at the workplace, targeted companies, industries and trade unions in the district of Prato promoting health at work by adopting a healthy lifestyle and appropriate nutrition. Free access was provided on the internet offering training through the website. However, the concrete advice was limited in quantity and in quality and targeted at a very limited audience geographically.

**“The balanced meal: how healthy nutrition improves the quality of life”** workshop was launched by CIR Food in 2004. This annual conference organised by one of the major restaurant and food service companies in Italy, CIR Food, aims to spread information to restaurants about healthy and balanced nutritional habits. Despite the fact that it reached a small target audience this event is currently still gaining recognition and popularity.

**In summary, it is clear that issues of nutrition are becoming important as several interventions were identified in Italy with all but one initiated by public bodies. Only one of the interventions was targeted at restaurants. All the programmes were free to use but their impact is hard to assess as only two had evaluation planned into the implementation process. In all but two of the programmes the cost remains unknown. Three programmes had high levels of communication and those also involved scientific knowledge, which was absent from some of the other programmes.**



**The review of the existing programmes included in the inventory enabled the partners to draw several common conclusions:**

- ☞ There was a general lack of evaluation of most programmes
- ☞ The projects weren't well promoted
- ☞ Target audiences were mostly passive
- ☞ Low presence of professionals
- ☞ Unsuitable tools were created as a result of wrong assessment of the target audience's
- ☞ Lack of visibility and clarity of the tools created

## 4 - Quantitative and qualitative surveys

Following the review of existing programmes and based on the main findings, a survey was launched, with two questionnaires: one aimed at restaurants and the other at employees. The survey was conducted in each of the participating countries through Edenred's network, designed by the CIRIHA and the Institute Paul Bocuse and later analysed by the Institute Paul Bocuse, in France.

At least 52,000 employees and 5,000 restaurants were targeted by the questionnaires in the six participating countries. A total of 4,529 employees and 399 restaurants responded to the questionnaires, a response rate above the 5% that was anticipated.



### First questionnaires for employees and restaurants

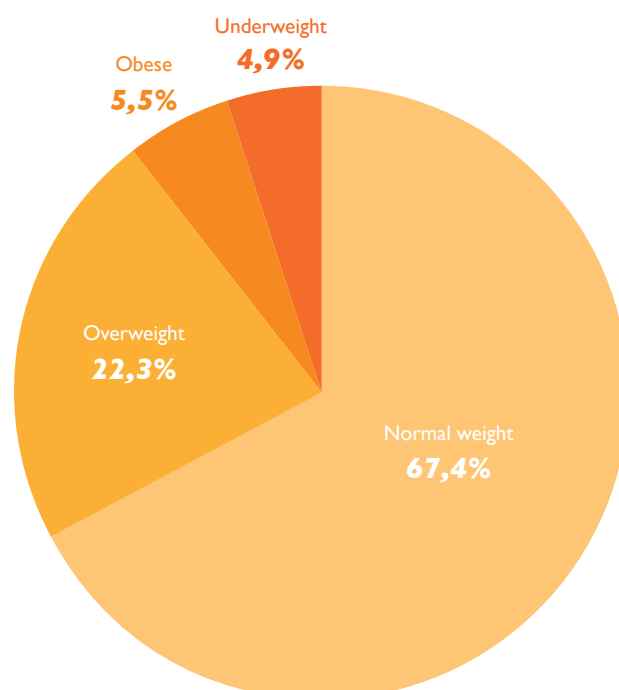


The next section highlights the result of both questionnaires from Italy:

#### Employees

795 Italian employees responded to the questionnaire. From this initial survey, some important results emerged that helped to shape the first set of tools and messages.

Figure 14:  
Breakdown of employee  
reported weight

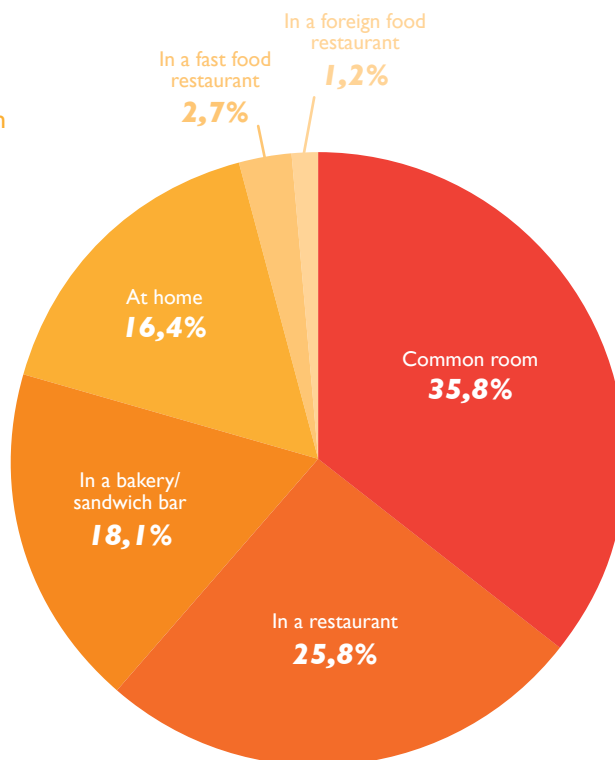


The previous graph analyses the overall weight of employees. In Italy, the largest number of employees with normal weight (67.4%) was identified out of the six countries and the fewest reported to being obese (5.5%) in line with the OECD results in chapter 1.

More than 10% of respondents never have breakfast with 60.9% of employees (the fewest of the six countries) reporting to having a breakfast every day. This is one of the unhealthy habits of Italian employees that the national partners wish to change as highlighted in the Guidelines for a healthy Italian nutrition available for the employees.

More than 80% of employees reported having a lunch break every single day and only 2% never have one. However as can be seen in the next graph, similar to the results from Spain and France, employees frequently ate at home or ate food brought from home. 50% of them who ate in a restaurant are the main targets of the communication tools.

Figure 15:  
Breakdown of lunch  
places frequented by Italian  
employees



Over half of employees claimed to choose the restaurant they have lunch in, based on its proximity to their workplace. Affordable or cheap was the second reason mentioned by 32.5% of respondents. In line with the results from the other six countries, the majority of employees choose what they are going to eat based on what they feel like at that given time. Positively though, the second chosen factor was the 'what is good for me'.

The meaning of balanced nutrition to 66.8% of respondents is 'eating pleasant food while at the same time protecting your health'. Only very few of the respondents associated balanced food with being low in calories, fat, salt and sugar. This is an indication that balanced food is not associated with diet but encouragingly has positive connotations.

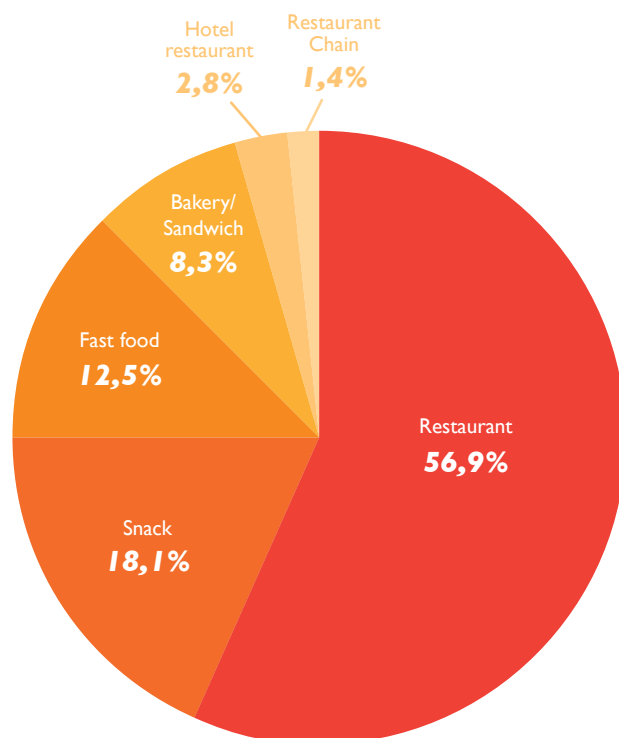
In terms of nutritional advice in the restaurants, 41.3% of respondents would have liked to see a symbol indicating the balanced dish.



## Restaurants

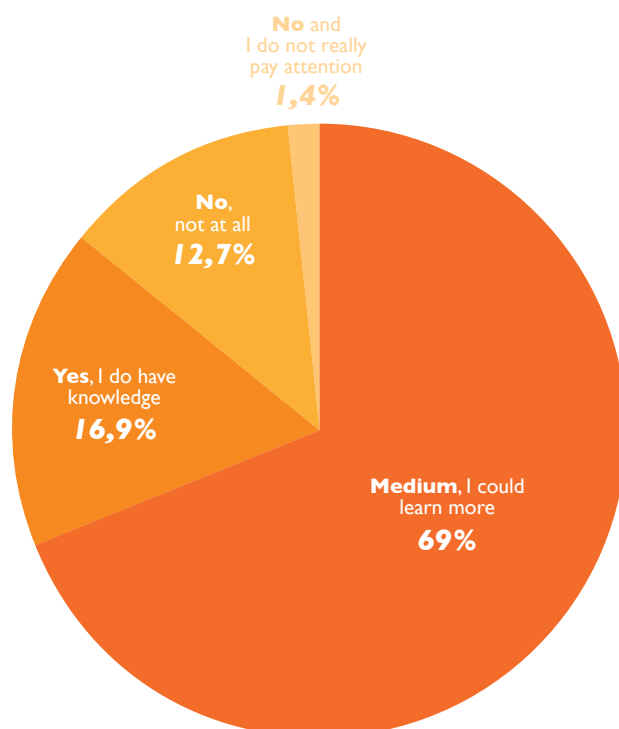
72 restaurants responded to the first survey. More than 50% were independently run and only 1.4% belonging to a chain, which is typical to the Italian restaurant sector and causes an added difficulty in reaching this very segmented sector.

Figure 16:  
Respondents' restaurant  
classification



In Italy, the fewest respondents out of the six countries, claimed to have knowledge about balanced food. The majority, in line with responses from all other countries apart from Spain, state that they could learn more.

Figure 17:  
Restaurant  
owners' knowledge  
about balanced food



90.3% of respondents (the second highest after Sweden out of the six countries) do not see an obstacle to promoting balanced nutrition in their restaurants.

**The Italian restaurant sector is very fragmented consisting mainly of independently owned restaurants. Only 16.9% respondents claimed to have an overall knowledge of balanced nutrition. Nevertheless, the majority were open to learning more about it with very few who saw any obstacles to doing so. With the majority of employees choosing their lunch restaurant based on proximity to their work place, and choosing to eat what they feel like at the time, it is important to improve the offer in these restaurants thus improving employees' chances of receiving a healthy meal.**

## Restaurant Qualitative Survey

In parallel with the quantitative survey, a qualitative restaurant study was conducted in 2009 in twelve countries and five restaurants were chosen and interviewed in each country.

The aims of the survey were to understand how and why chefs cook the way they do, and what could trigger a change in attitude. The next stage was to try and convince restaurants that cooking healthily has many benefits with no additional costs.



Apart from one pizzeria, all other restaurateurs were aware of a raise in demand for healthy food by the customers. They have noticed a growing preference for quality not quantity. Quality is manifested in using local produce and Italian olive oil. None of the restaurants interviewed were aware of any government initiatives to promote healthy eating, as currently in Italy none exist. The restaurants serving Italian food were also aware of seasonal food and were changing their menu regularly.

In regard to making changes to the way they cook, only three reported having the willingness to make changes and would consider those only following demand from the customers. The restaurateurs were looking for ways that would encourage restaurants to cook healthily suggesting tax incentives as one possible option. Several of the restaurant owners were keen to participate in training that demonstrates healthy cooking in an economical way.

## 5 - Recommendations for Italy

Following a consolidation of the results from the first survey of 2009 and the inventory, experts outlined a set of recommendations targeted at restaurants and employees.

The purpose of these recommendations was to offer tangible and practical advice to help both target groups adopt healthier nutritional habits.

Despite the intention of some partners to have only common European recommendations, each country decided to adapt the recommendations to its local cultural habits. Following further consultation on national level, the partners accepted six recommendations to employees and one to the restaurants:

### Common recommendations to employees in the six countries

- 1 Taste the food before adding salt and/or try other condiments
- 2 Use less fat and preferably use vegetable oils
- 3 Eat at least 5 portions of fruit/vegetables a day
- 4 As a dessert, choose a fresh fruit based option and sometimes as an alternative, a dairy product
- 5 Choose types of cooking that do not add too much fat (steaming, roasting, grilling, etc.)
- 6 Choose water to accompany your lunch

### Common recommendation to restaurants in the six countries

Regarding the restaurants, in common remained only one recommendation relating to healthy cooking methods:

- 1 Favour cooking methods that use steam, oven or grill

Offering two portion sizes, which is the only recommendation directly related to reduced consumption in the fight against obesity, remained common to all countries but Belgium, where it is a suggestion.



The INRAN guidelines provided the basis for the national recommendations in Italy. These ten recommendations tackle the relevant priority areas of nutrition.

The partners addressed the cultural and educational differences between the target groups by creating simple and clear recommendations to engage with both the employees and the restaurateurs.

## Recommendations to the employees



The ten recommendations in Italy were based on INRAN guidelines to complement the common European ones:

- 
- 1 Always taste the food before adding salt**
  - 2 Prefer water with your meal**
  - 3 Pay attention to the portion size you need, it can be more or less**
  - 4 Eat at least 5 portions of fruit and vegetables a day**
  - 5 Prefer a fresh fruit based dessert, and sometimes a dairy product**
  - 6 Choose cooking methods that do not require excessive amount of fat**
  - 7 Avoid snacks high in fat, salt or sugar**
  - 8 An alternative to meat is a combination of legumes and cereals**
  - 9 Change your menu daily**
  - 10 Balance is achieved by keeping a healthy lifestyle day after day!**

Regarding employee habits, specific attention is to be given to educating employees about the importance of having a balanced breakfast. Choosing the 'right' restaurant at lunchtime that offers local food is also encouraged.

## Recommendations to the restaurants

At the beginning of 2011 and following the completion of the restaurant guide, the Italian partners decided to adapt the message by adjusting the original seven recommendations and splitting some of them while retaining the original content. This has resulted in nine recommendations being added to the common European one, as listed below:

- 
- 
- 2 Offer vegetable side dishes and fruit based desserts
  - 3 Offer legumes
  - 4 Offer wholemeal bread at lunchtime
  - 5 Pay attention to the amount of salt in your dishes
  - 6 Offer poultry and 'white' meat based dishes
  - 7 Have fish as part of the meals offered
  - 8 Prefer the use of olive oil to butter
  - 9 Offer dairy based desserts
  - 10 Prefer serving olives and vegetables as aperitif

**The Italian partners have chosen to partner with INRAN to formulate their national recommendations both to the employees and the restaurants. Based on the fact that Italy has a long tradition of healthy eating and currently obesity rates are still low, the most important message to convey to both sectors is to continue eating and cooking in a balanced way. Therefore the recommendations are general making no reference to reducing calorie intake but are rather about healthy and balanced eating.**



## 6 - The communication strategy



In the first stage of the project, a set of tools was created to provide practical advice and assist in implementing the recommendations to encourage healthy choices.

The tools and messages presented in the next chapter were developed in line with the first steps' results and according to the recommendations for each of the participating countries. They were either printed or in digital format.

The list of the specific tools developed in line with the decisions reached on the national level appears in chapter 8.

### The road show

The communication campaign officially started in October 2009 with a 'road show' in the six participating countries. A double-decker bus customised with the FOOD colours drove through the main city of each of the six countries. The journey started in Paris and then continued on to Brussels, Stockholm, Prague, and Milan ending in Madrid. These one-day stops enabled the partners to showcase the first tools created and to explain the project objectives and actions.

With the help of professionals such as nutritionists, dieticians and chefs, the general public together with employees and guests from the restaurant sector, had the opportunity to learn about the aims of the project. The bus raised interest in all city centres and attracted many visitors and journalists.



Photos credits: Laurence Thénoz, Nathalie Renaudin DR



The fifth stop of the Road Show FOOD bus was in Milan, on October the 20th, 2009.

Communication tools for Employees and Restaurant owners had been especially prepared for the event: newsletter, meal voucher advertising, leaflet, flyer, website, pedometers and more.

The representative of the Istituto Nazionale di Ricerca per gli Alimenti e la Nutrizione (INRAN) supported the team with a much-appreciated demonstration that included videos describing the guidelines for a balanced nutrition.

Visitors were invited to calculate the number of calories in a dish and in a recipe, etc. Many journalists participated in the FOOD press conference.

On top of that, visitors could meet experts for an individual and personalised session.

Finally, visitors had the opportunity to try a 10kg vest, aiming at demonstrating the impact of excess weight on the body: a lasting experience for those who tried!



## The restaurant network



Separate effort was put into creating a network of dedicated restaurants that adhere to the national FOOD recommendations, thought as the most effective way to reconnect the offer and the demand sides of balanced nutrition.

Please refer to chapter 9 for more details and information.

## 7 - Pilot evaluation

A second survey was conducted in 2010 to try and evaluate the first stage of the project and the success of the tools. At this point the project had achieved many of its targets. Nutritional recommendations had been formed in each country for both the restaurants and the employees and communication tools were created in each country and across the whole project. More than 100 communication initiatives were introduced and implemented in the 28 months duration of the project. Especially popular was the website that was visited more than 66,600 times between February 2009 and May 2011. The Belgian site was visited nearly 12,000 times within a shorter period.

It is estimated that after 28 months, around four million employees and 195,000 restaurants were reached.

Following both surveys the Karolinska Institutet conducted an internal evaluation of the project. The evaluators looked at the methodology used and the project's outcomes, made several comments and raised several issues.

The main issues that were raised relate to the methodology of the surveys and were: making sure that the correct questions were asked, ensuring the quality of the methodology, allowing for a big enough sample size to allow measuring meaningful change in outcomes and relating the outcomes to the project's objectives.

The evaluators pointed out to several difficulties encountered regarding the survey questionnaires, in particular the fact that the questionnaires ended up being very long due to need to assess several types of national interventions, possibly resulting in fewer responses.

Outcomes and impacts on a European level were analysed by the Centre of Research of the Institut Paul Bocuse.

The questionnaires have reached a minimum of 52,000 employees. It is hard to say in which way the project had impacted on employees' choice of balanced food as the general objective was to sensitise and provide this target group with the information needed to help them make healthier choices. Nevertheless, an important result from the 2010 survey was that 59% of employees were in favour of eating healthily at lunchtime meaning that this continues to be an important target group.

From the restaurant perspective, at least 5,000 establishments were reached via the questionnaires. Very positively, after a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations despite the fact that the interventions targeted at the restaurant staff took place quite late in the project. This short time frame could also offer an explanation to the second survey's pretty low awareness results from restaurants (only 10% of respondents were familiar with the project's objectives), yet the results indicated that 51% of them saw the value in serving healthy meal.

Therefore, **continued support from programmes such as FOOD is needed to further increase the demand for this kind of food/meals by the customers and to increase the number of restaurants offering it.**

**On top of the many actions and tools created and implemented and the creation of the FOOD restaurant network a further achievement of the project is the creation of a successful partnership between the public and private sectors.**



## Employee and restaurant second survey



### **Employee questionnaire results**

760 employees responded to the second questionnaire with more people over 50 participating and more of them being women compared with the first survey. The majority of respondents claimed to eat rather healthily (64%).

Unlike the results in 2009, 83,4% of respondents perceived balanced food to mean 'various food in a moderate amount, in a nice environment'. Low calorie, fat, salt, and sugar were yet again only chosen by a small minority.

A smaller proportion (32%) of respondents were aware of a programme promoting healthy or balanced food in this sample than for the 2009 questionnaire with most of the information coming from the food industry.

15% of respondents have seen the FOOD logo. Out of these, only 3% of respondents (22 people) stated that they knew the content of the programme, with the website being their main source of information. Taking into account the very short time frame in which the actions and communications for this target group were produced, these figures were encouraging and welcomed by the national experts.

A majority (over 65%) of respondents reported having a lunch break every day (or almost every day) during the working week. Similar to the results from 2009, those who do not have lunch in a restaurant eat at home or bring their lunch from home. For those choosing not to eat out, the main reasons given were: preferring homemade food, lack of time and the inferior nutritional quality of the restaurant food.

The top five factors important to respondents in choosing a restaurant were: speed of service, affordability, the nutritional quality of the food, pleasant environment and a varied menu. Proximity to the workplace, which was ranked third when consolidating the results from the six countries, was only the seventh factor chosen by the Italian employees. This is different to the 2009 results where proximity was the main factor in choosing where to have lunch.

Apart from speed of service and affordability, Italian employees continue to place an emphasis on issues concerning healthy eating.



## **Restaurant questionnaire results**

Fewer restaurants participated in the second questionnaire, 52 compared with 72 in 2009. Around 40% of them independently owned. Almost 65% of these restaurants offer a 'dish of the day' and over 60% offer a set menu at lunchtime.

75% of respondents showed interest in healthy or balanced food but only a few were aware of any existing nutritional programmes. Over 70% of respondents were interested in learning more about the subject. 23% perceived their knowledge to be sufficient and only 4% were not interested. These results indicate that restaurant owners are willing to learn more about healthy food and that they continue to be a good target group for the project's interventions.

Lack of time and budget are most frequently chosen as reasons for not offering balanced meals. These results make it clear that working with restaurants to educate them about healthier cooking methods that are not more expensive or time consuming, should be advocated. This is in line with the response that free and short training sessions and leaflets are the most desired material for nutritional information.

In the past 12 months, half of respondents have either made some changes based on nutritional recommendations, were preparing to make changes or were considering making those changes. The restaurants currently have a positive attitude toward the nutritional recommendations. With the exception of an increase in the demand for different portion sizes, restaurant owners have not observed a change in the demand for healthier food by their customers.

**Despite the difficulty in comparing the survey from 2009 to the later one, some themes emerge from both. Healthy food continued to be important to both sectors. Employees considered their eating habits to be rather healthy often choosing their lunch place based on nutritional quality of the food on offer, and three quarters of restaurateurs were interested in issues concerning balanced food. Both sectors were also interested in learning more about the subject.**

**In this second survey, both employees and restaurants were mostly still unaware of national nutritional programmes and with the lack of one; the FOOD project has an important role to play in educating these target groups about food and nutrition.**



## Site visits

Around 25 restaurants belonging to the FOOD restaurant network were randomly chosen in each of the participating countries and were visited in March-April 2011 to try and establish their level of adherence to the national recommendations.

These 'mystery' visits were conducted by the partners who made use of two check lists; 'must have' and 'good to have' to collect information in the restaurants.



In order to become a FOOD restaurant, Italian restaurants must adhere to seven out of the ten national recommendations.

27 restaurants had been visited in Italy. Positively, the three most adhered to recommendations were the ones relating to healthy cooking methods and included favouring steaming, baking and grilling, and not exceeding the amount of salt and sugar used.

Only three of the recommendations were not very well adhered to. These were the recommendations relating to offering dishes in two sizes, offering whole meal bread and serving plenty of water. The other recommendations were carried out in more than 67% (67%-92%) of the 27 restaurants visited.

Regarding the use of the FOOD tools, those were only assessed in 20 restaurants where it was found applicable. Of these restaurants, in six of them, five of the recommendations were adhered to. The recommendations missed out by four of these restaurants was making it possible to choose a balanced meal in the restaurant, keeping nutritional information available and using locally produced food. However, after Sweden, Italy had the most restaurants serving locally produced food (79%).

In 76% of these twenty restaurants, menu holders, posters and leaflets were being used. Staff knowledge about balanced food and willingness to provide help with balanced meal choice was evident however in less than half of these restaurants.



## 8 - The communication tools

Following the analysis of the first survey, certain tools were proposed as described below. These tools and messages relate specifically to those developed in Italy.

In total, 102 communication initiatives were developed under the project, targeted at three main groups: the employees, the restaurateurs and the general public. 19 country specific tools were developed in Italy.



**The main concept behind the communication strategy was to be simple and easy and the communication tools created followed these guidelines:**

- **Use a plain and easy to understand language**
- **Be clear and not boring**
- **Use images and pictures in order to better convey the message;**
- **Integrate with the common European design format created for the FOOD project.**

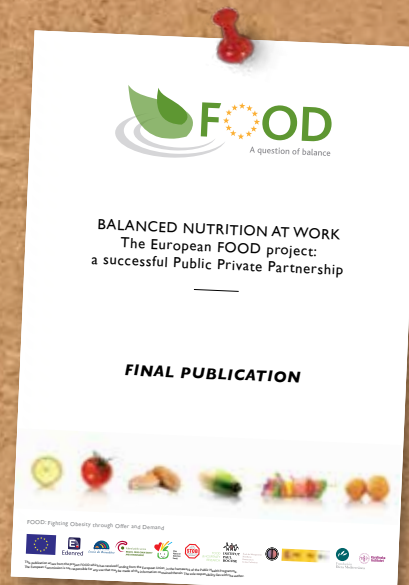
### Tools aimed at employees and the general public

Some tools have been developed that are common to all countries and aimed at the general public. These tools address a broader audience and are often used when presenting the project in meetings and conferences.

From a classic leaflet to an online cooking game, the main partner has been developing diverse tools to respond to diverse needs:



**DVD on the creation  
of the FOOD project**



**Final publication (summary version)**



An introduction to the FOOD project leaflet



Facebook page



Interactive cooking game



Blog



European website



## Employees

The FOOD communication tools for employees developed in Italy are listed below:

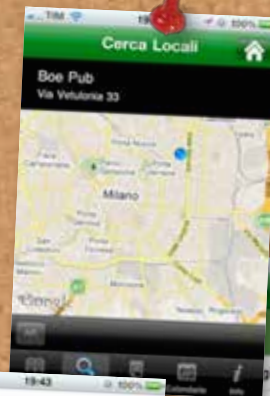




## Meal voucher ads



## Poster



## iPhone application

## And also...

10 detachable cards - meal voucher ad, E mailing, Automatic Newsletter with invoices

In the six countries, the sources of information that have most familiarised the employees with the FOOD project are:

- Internet-based material: (FOOD project website, social networks, emailing) = 72,9%
- Meal vouchers (Ticket Restaurant®) advertisements = 40,6%
- Media (Newspapers, press articles, TV, Radio) = 35,9%



## Restaurants

All the FOOD communication tools for restaurants that were developed in Italy are listed below:

### Guide for restaurants



Exhibition «Tutto food»



## Window Stickers



## Cover page of a magazine for professionals + iPad version



## Newsletters







E-mailing - FOOD network – programme presentation letter

Tablemats



And also...

Goodies - roadshow, Automatic Newsletter with invoices

Following the evaluation, no tools were withdrawn for the second communication campaign.

## 9 - The FOOD restaurant network

To become acknowledged as a “FOOD restaurant” a country-specific number of recommendations must be followed by the applicant restaurant (all of the recommendations, 7 out of 10, or less depending on criteria set by each country).

Each country used different methods to reach and recruit restaurants. Using email contact (Italy), video-emailing (France), door to door contact (Belgium and Czech Republic) or taking advantage of existing nutritional schemes (Spain and Sweden), the six countries were successful in establishing a network of FOOD restaurants across Europe.

After a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations.



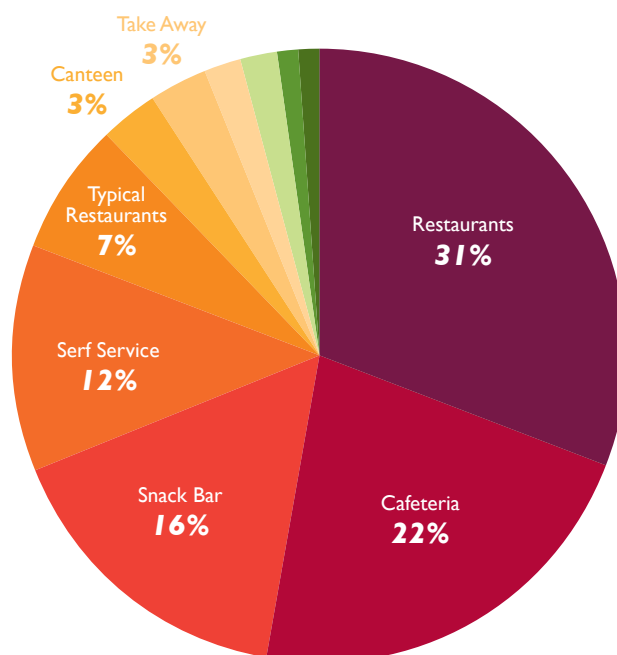
1240 restaurants have joined the FOOD network in Italy since July 2010.

Thanks to a sustainable and trust-based relationship between the affiliated restaurants and Edenred, the launch of the network has been exceptionally quick and efficient. With a mail out in July 2010, almost 700 restaurants immediately joined the FOOD network. The emails were composed of three sections: the explanation of the project highlighting the importance for restaurants to respond to a growing demand for healthy food from their customers, the national recommendations restaurants need to follow and a commitment of the restaurateur. This last point is very important because, unlike in the other countries, the Italian partners require this commitment to be personally signed by the restaurateur. This level of commitment is often a hurdle in voluntary based programmes yet does not seem to be a problem in the Italian case.

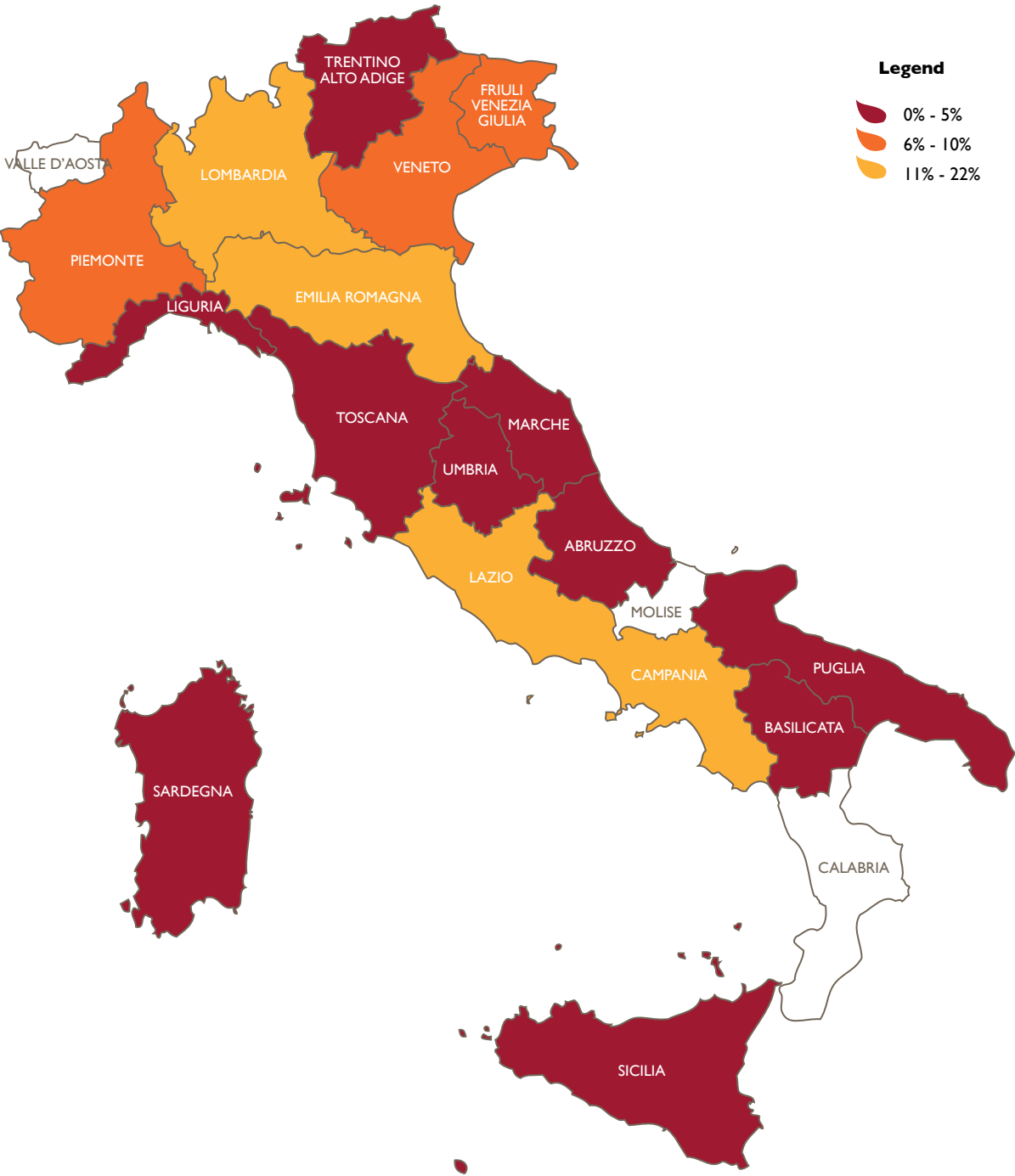
To be part of the network in Italy, a restaurant needs to apply at least 7 out of the 10 proposed recommendations. As soon as they return their commitment form, restaurants receive a welcome kit with the restaurant guide, a window sticker and the e-learning DVD.

**A geolocalisation tool that enables to locate the nearest FOOD restaurant is available on the European website at [www.food-programme.eu](http://www.food-programme.eu).**

FOOD affiliates



Geographical distribution





“

**“The offer to join the FOOD project came right after the University of Perugia coordinated the Move Europe Campaign and was an ideal way to continue promoting health in the workplace. The opportunity of creating a public/private consortium (one of the first in Europe) with clear and underlined objectives was not to be missed.**

**The outcomes here, demonstrate that not only is it possible to work in the field of promoting health in the workplace but that it is also possible to work with multiple organisations that agree to work in collaboration on specific issues”**

*Prof., MD Giuseppe Masanotti, University of Perugia, Italy*

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# SPAIN

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## I - Country Overview

Spain has seen an increase in the prevalence of obesity in the last two decades. Currently, more than a third (39.4%) of the adult Spanish population is overweight and 22.9% are obese (Study on Nutrition and Cardiovascular Risks in Spain 'ENRICA', 2010). Spain has also the highest rates of childhood obesity compared to other European countries. Obesity is more common amongst women and this prevalence increases with age (Neira, de Onis, 2006).

One of the potential causes of this trend may be, according to Neira and de Onis, the change in Spanish people's consumption habits manifested by a move away from the traditional Mediterranean diet (that is rich in fruit and vegetables with olive oil as one of its main sources of fat) to a diet higher in calories and fat (primarily from animal origin). An increase in sedentary lifestyles is another contributor to the obesity 'epidemic' and is a result of a less physically active life both at work and during leisure time.



Edenred is using its network as a unique channel of communication between the main target groups. In the six participating countries, Edenred's network comprises of around **4.2 million employees, 185,000 companies and 352,000 restaurants.**

## 2 - Partners

Two partners joined Edenred Spain in forming the local partnership.

The **Spanish Agency of Food Security and Nutrition (AESAN)** is an Independent organisation assigned to the Ministry of Health, Social Services and Equality, whose mission is to guarantee the highest level of food security and promote the health of the citizens, by doing the following: Reducing the risks of food transmitted diseases, guaranteeing the efficiency of food control systems, promoting the consumption of healthy food, improving its accessibility and the information about it. The AESAN plans, coordinates and develops strategies and actions to promote health in the area of nutrition and especially in the prevention of obesity. The AESAN aims for citizens to have full confidence in the food they consume and sufficient knowledge to make healthy choices.

The **Mediterranean Diet Foundation (FDM)** is a non-profit organisation with a strict scientific and cultural agenda. It was founded in 1996 by the Association for the development of the Mediterranean Diet, to preserve the lifestyle that the Mediterranean countries have enjoyed for thousands of years. In addition, the Foundation contributes to the maintenance of a sustainable agriculture and to preserving the environment.

The main objectives of the Foundation are to promote scientific research around the Mediterranean diet in relation to its healthy, historical, cultural and gastronomic aspects, and to disseminate the results of the studies. The most important actions and tasks from 1996 until 2012 are: national and international projects with public and private partnerships; workshops, and conferences and seminars both for the general public and for a more technical public. The FDM also writes books for the general public and publishes scientific articles in addition to promoting research that brings together experts from the world of nutrition through crosscutting actions. The FDM has recently promoted the international nomination for the recognition of the Mediterranean Diet as an Intangible Cultural Heritage by UNESCO.



### 3 - Inventory of existing programmes

The consortium took several actions before the creation of the tools and the launch of communication campaigns to understand what has been done so far in this area and to determine the needs of both target groups.

A detailed inventory of existing programmes related to nutritional interventions was first conducted. This review of existing programmes was carried out in order to understand the initiatives already conducted in the various countries regarding interventions to promote healthy eating through a work setting. The core of the review was on initiatives targeting balanced food in restaurants and those targeting employees in a company setting. It focused especially on existing programmes in the six partner countries and where relevant, further countries were covered such as: Hungary, Canada, Chile and Switzerland.

70 programmes matched the review criteria and were entered into the study. The second part of the document was dedicated to the results from the 'Move Europe' project that took place in 25 European countries. The document presented good practices in the field of lifestyle-oriented workplace health promotion. In total, 68 best practices were compiled in the "healthy diet" field of the campaign.



Eighteen programmes were included in the FOOD inventory from Spain directed at employees and one that targeted restaurants.

**Eat Well, Live Better** was launched by Asepeyo, the nutrition department of the Blanquerna University targeting its own employees to encourage them to adopt healthy eating and lifestyle habits. The programme was free to participate in.

**Marxing Against Obesity** – launched by Barcelona Transports and Roche Farma in 2005 to encourage its 300 employees to eat healthily and take up physical exercise. The programme was free only if the weight reduction objectives were met.

Bonduelle Ibérica launched the programme: Comer Bonduelle, Vivir Mejor to encourage healthy eating habits and exercise amongst its employees, identifying groups at risk by getting to know their nutritional status. The company used its own expertise to create this three phased programme.

**Cuidate de corazón** (Take care of your heart) and alimentación saludable (healthy nutrition) was launched by CAMPOFRIO (a food company) in 2007. Targeting its own employees, the programme promoted healthy nutrition and helped overweight employees lose weight. The healthfulness of the food on offer in the company has not improved as a result of the programme.

The company CAPSA launched a programme in 2009 called '**Look after your health and learn to eat healthily**'. 600 employees and their families were encouraged to adopt healthy eating habits and were offered social benefits. The programme was highly visible and included an evaluation plan. The company was fully committed to its success.

The insurance company CIGNA launched a programme in 2007 called: **CIGNA PlusVita** for its employees to help them adopt healthy eating habits. The company recognised the advantages of having a healthy work force and were fully committed, creating a holistic programme dealing with health, nutrition, stress management and physical activity.



Coca Cola launched an internal programme targeted at its own employees promoting healthy nutrition and offering them social benefits. The programme aimed to improve employee's nutritional knowledge, however, the information was only provided about the company's own products.

Danone also launched a similar programme targeting its employees and their families. Regular medical check-ups, smoking control, monitoring of weight and diet were all part of the programme.

Danone launched another programme in 2004 called: **NUSA – Nutrition and Health**. The programme targeted over 350 health professionals in private companies providing them with practical resources and references to improve their theoretical and practical knowledge of nutrition.

The Melilla Hotel management school launched a programme targeted at its own employees promoting healthy nutrition. Employees paid to participate and were offered social benefits and expert interventions in nutrition and cooking.

**Healthy Food** (Alimentación saludable) was launched by Eurest Comedore in 2006. Restaurants and canteens that participated in the programme communicated messages about healthy food via menus, posters and brochures to the employees and clients eating in the restaurants. The programme was funded by Eurest Comedore and supported by the restaurants.

The insurance company Ibermutuamur launched the programme: **Health promotion in the work place, through exercise** (programa de promoción de la salud en el entorno laboral a través del ejercicio físico) in 2008 for one year. A medical team chose the employees with the highest cardiovascular risk that were invited to participate receiving education, evaluation and an activity plan to improve their healthy habits.

Kellogg's launched a programme in 2004 called: **Feeling Great**, targeting its own employees. The programme aimed to improve the corporate image by promoting healthy eating habits and offering staff social benefits. The highly visible programme was regularly communicated to employees also offering nutritional training, healthy breakfast and Ticket Restaurant® vouchers and / or a fully equipped kitchen.

Nestlé launched the **Internal Health and Wellness Programme** in 2007, targeting its employees to encourage them to adopt healthy eating and lifestyle habits. The free programme was highly visible and included regular check ups.

**Therapeutic Diet** was launched by Nestlé España in 2005 for one year to help overweight employees lose weight by adopting healthy habits. Nutritionists and health professionals delivered a strong evidence based communication strategy.

PEPSICO Iberica launched **Health and Wellness** in 2007 to promote healthy eating habits amongst its employees also providing them with social benefits. Participants received regular medical check ups, smoking prevention plans and a diet monitored by regular weight checks.

**Healthy breakfasts for employees / Unilever takes care of you** (“Desayunos saludables para empleados” / “Unilever te cuida”) was launched by Unilever España in 2007, to increase the consumption of fruits and healthy foods at breakfast to better informed employees. Positively, the programme offered access to healthy food yet lacked sufficient education on the subject of healthy food.

BCC (a private practice of nutrition and physical activity experts) and the Catalan Department of Health launched a programme targeting employees to prevent and treat overweight and obesity. Employees of the companies that signed up to receive BCC services received a newsletter and other printed material regarding healthy nutrition.

One main programme was included in the document that specifically targeted restaurants. The Catalan Department of Health, Fundación Dieta Mediterránea, Restaurants' Associations and local entities such as City Councils launched **AMED** in 2006 and is still ongoing. The programme that takes place in Catalonia, targets employees regularly eating out during the working day promoting healthy nutrition and physical activity. The programme was integrated in public health campaigns promoting the Mediterranean Diet as a healthy lifestyle choice. Identified was the limitation that for some small restaurants the project was not seen as an added value and/or priority unlike for big chains and canteens where the project was easily seen as an opportunity.

**Private companies offered all of the programmes targeted at employees surveyed here, with a majority of them from the food industry. Despite the fact that Spain is a large country with a tradition of healthy eating based on the Mediterranean Diet, it is clear that the change in eating habits is now a cause for concern evident by the large number of programmes identified. All but one of the programmes was free to participate in and as they were initiated mainly by private companies, the cost could not be estimated.**

**The programme targeted at the restaurant sector had similar aims to the FOOD project but unlike FOOD was led by a public body only. It was an original programme; the only one of its kind launched in Spain as early as 2006 yet was restricted to the region of Catalonia.**

**Physical activity was integrated into most of the programmes reviewed.**



**The review of the existing programmes included in the inventory enabled the partners to draw several common conclusions:**

- There was a general lack of evaluation of most programmes
- The projects weren't well promoted
- Target audiences were mostly passive
- Low presence of professionals
- Unsuitable tools were created as a result of wrong assessment of the target audience's
- Lack of visibility and clarity of the tools created

## 4 - Quantitative and qualitative surveys

Following the review of existing programmes and based on the main findings, a survey was launched, with two questionnaires: one aimed at restaurants and the other at employees. The survey was conducted in each of the participating countries through Edenred's network, designed by the CIRIHA and the Institute Paul Bocuse and later analysed by the Institute Paul Bocuse, in France.

At least 52,000 employees and 5,000 restaurants were targeted by the questionnaires in the six participating countries. A total of 4,529 employees and 399 restaurants responded to the questionnaires, a response rate above the 5% that was anticipated.



### First questionnaires for employees and restaurants

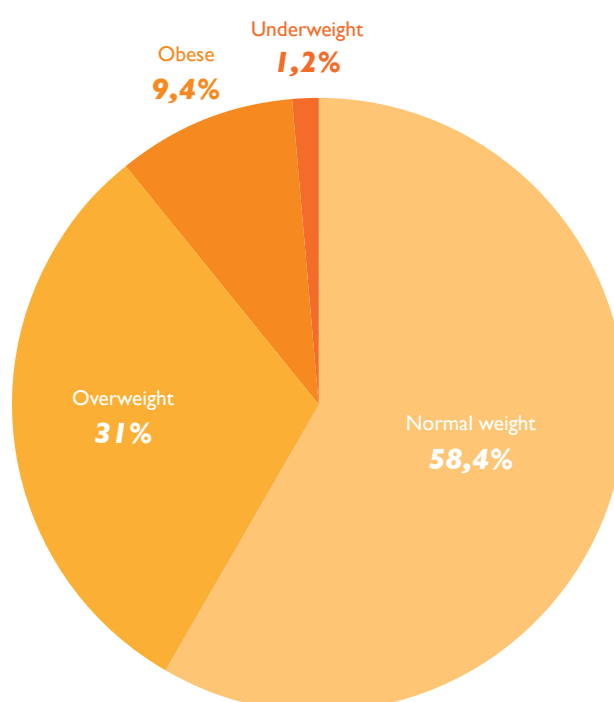


The next section highlights the result of both questionnaires from Spain:

#### Employees

507 Spanish employees participated in the first questionnaire, 61% of them female. Less respondents perceived themselves to be overweight or obese compared with the national average, as can be seen in the following graph:

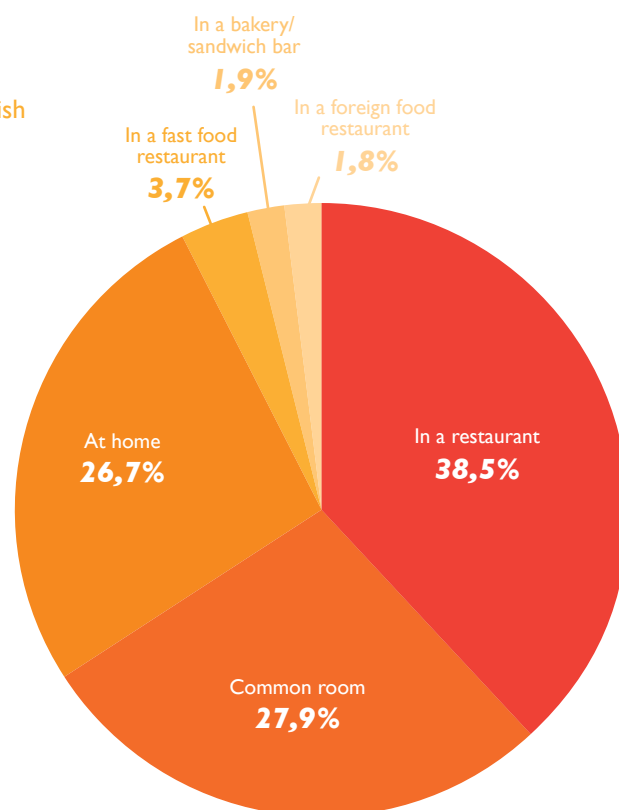
Figure 18:  
Breakdown of employee  
reported weight



42.8% of respondents were aware of a programme promoting balanced food. The main source of information for them was through a public initiative (despite the fact that none were mentioned in the inventory). The largest number out of the six countries was interested in receiving more information (93.2%).

Spanish employees have a lunch break every single day reported by 82.3% of them, second only to Swedish respondents. Over half of employees who have a lunch break, eat at home or home brought food. Spain had the largest number of employees reporting to have lunch at home. The main reason given for not eating in a restaurant given by 34.9% of respondents was preferring homemade food. The dishes being energy dense was the second chosen reason. Lack of time was the third determinant mentioned by 16%. Fewest people out of the six countries who eat out chose to eat in a bakery, sandwich bar or fast food restaurant.

Figure 19:  
Breakdown of lunch  
places frequented by Spanish  
employees



The main determinant in choosing a lunch place was its proximity to the work place followed by offering a quick service. The nutritional quality of the food was the third reason given. The choice of food in the restaurant depended (in line with the other countries), on what the employee wanted at that given time. Appetite was the next common determinant. The nutritional quality of the dish on offer was the third criteria.

Similar to Italy and Sweden, balanced nutrition meant to the majority of respondents: 'eating pleasant food while protecting you health'. The second most chosen definition was: 'various foods in moderate amounts in a nice environment'.

In a restaurant menu, The Gustino® symbol (the mascot of the 'Food and Balance' programme that was promoted to a vast network of Ticket Restaurant® affiliates) was chosen by over half of respondents to be the best to indicate a balanced healthy dish. Apart from Sweden where most respondents chose the Keyhole symbol, the majority in all the other five countries preferred having the Gustino® symbol on the menu.

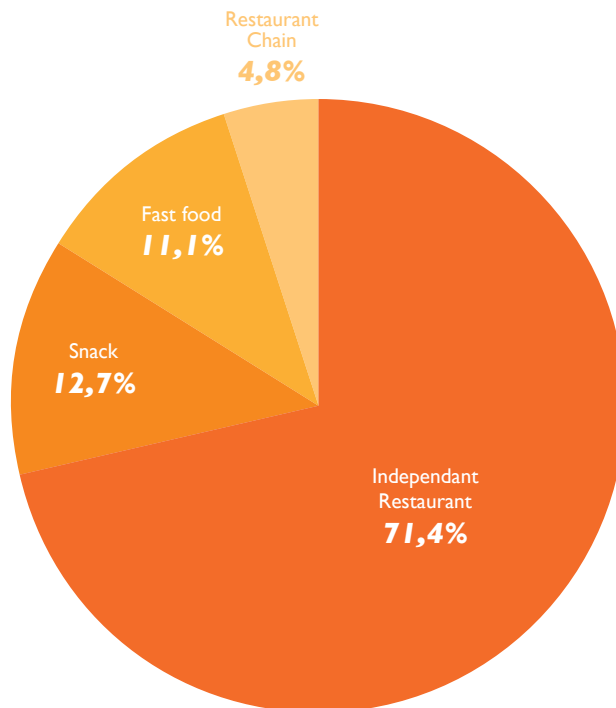


## Restaurants

64 Spanish restaurants responded to the first questionnaire. A daily lunch formula was offered in all but 5% of restaurants surveyed.

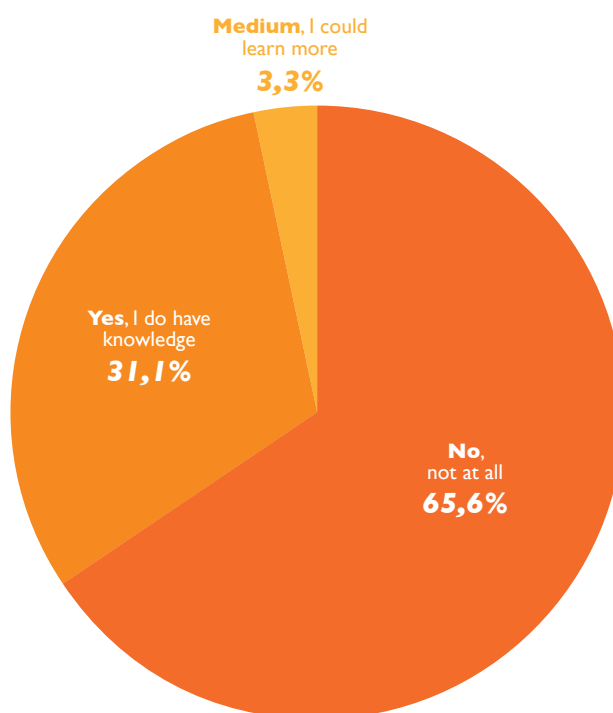
Over half of restaurant owners have heard about a national initiative regarding balanced nutrition. The majority read about it in a leaflet with television and radio providing other sources of information. Over 90% of respondents who were familiar with a nutritional plan have applied its recommendations in their restaurants (the largest number of the six countries). Half of those who haven't applied the recommendations gave lack of time as the main reason. Budget and lack of interest from the client side were the other two reasons mentioned. All respondents however (again the most out of the six countries), acknowledged that they could contribute to their customers' health.

Figure 20:  
Respondents' restaurant  
classification



Regarding the knowledge about balanced food, none of the respondents claimed to not know or pay attention to the subject. However, 65.6% (by far the most out of the six countries) claimed to have no knowledge at all. About a third of restaurant owners (second only to Sweden) claimed to have good knowledge of the subject.

Figure 21:  
Restaurant owners'  
knowledge about  
balanced food



To most of the respondents, balanced nutrition meant tasty food followed by 'various foods in moderate amount'. Again, second only to Sweden, Spanish restaurant owners claimed to use local products in the dishes. Quality, customer satisfaction and price in this order were the main benefits in the use of local products.

Similar to the employee results, also restaurant owners found the Gustino® mascot symbol to be the most appropriate to indicating a balanced dish (chosen by 59.2%). Three quarters of respondents didn't see any obstacles in promoting balanced nutrition in their restaurants. For 20% of respondents budget would be an obstacle in making changes to the food they offer and lack of demand for such food was an issue for 13.3% of respondents.

**The survey results indicate that the employees that took part are interested in healthy eating. Fewer employees than the national average were overweight and only a minority chose to eat fast foods at lunchtime. Nearly all respondents were interested in learning more about balanced food. For the majority of respondents balanced food had positive connotations and was related to protecting one's health.**

**The majority of restaurants that participated in the survey were independently run. They all showed interest in healthy food yet a large number of them had no knowledge of the subject.**

**The third that had knowledge of balanced food and were aware of such national programmes, also implemented the recommendations in their restaurants. All the restaurants were willing to act to improve on their customers' health.**

## Restaurant Qualitative Survey

In parallel with the quantitative survey, a qualitative restaurant study was conducted in 2009 in twelve countries and five restaurants were chosen and interviewed in each country.

The aims of the survey were to understand how and why chefs cook the way they do, and what could trigger a change in attitude. The next stage was to try and convince restaurants that cooking healthily has many benefits with no additional costs.



The five restaurant owners interviewed in Spain offer traditional Spanish food. Variety and quality were important to all of them, rather than quantity. They were aware that quality produce is more expensive and would be willing to offer it as long as there is a demand for it from their customers. All of them used local produce in their cooking. They also use olive oil, as this is an important ingredient in the Mediterranean diet. They would consider limiting the amount of fat they use but will not stop using it completely. Using steam in the cooking was a potential method to be considered to reduce the amount of fat in the food.

A few restaurateurs noticed change in demand for healthy food and a few were making changes to their offer. Demand from their customers for all of them would be the only incentive to make changes to the food they offer.

## 5 - Recommendations for Spain

Following a consolidation of the results from the first survey of 2009 and the inventory, experts outlined a set of recommendations targeted at restaurants and employees.

The purpose of these recommendations was to offer tangible and practical advice to help both target groups adopt healthier nutritional habits.

Despite the intention of some partners to have only common European recommendations, each country decided to adapt the recommendations to its local cultural habits. Following further consultation on national level, the partners accepted six recommendations to employees and one to the restaurants:

### Common recommendations to employees in the six countries

- 1 Taste the food before adding salt and/or try other condiments
- 2 Use less fat and preferably use vegetable oils
- 3 Eat at least 5 portions of fruit/vegetables a day
- 4 As a dessert, choose a fresh fruit based option and sometimes as an alternative, a dairy product
- 5 Choose types of cooking that do not add too much fat (steaming, roasting, grilling, etc.)
- 6 Choose water to accompany your lunch

### Common recommendation to restaurants in the six countries

Regarding the restaurants, in common remained only one recommendation relating to healthy cooking methods:





- 1 Favour cooking methods that use steam, oven or grill

Offering two portion sizes, which is the only recommendation directly related to reduced consumption in the fight against obesity, remained common to all countries but Belgium, where it is a suggestion.



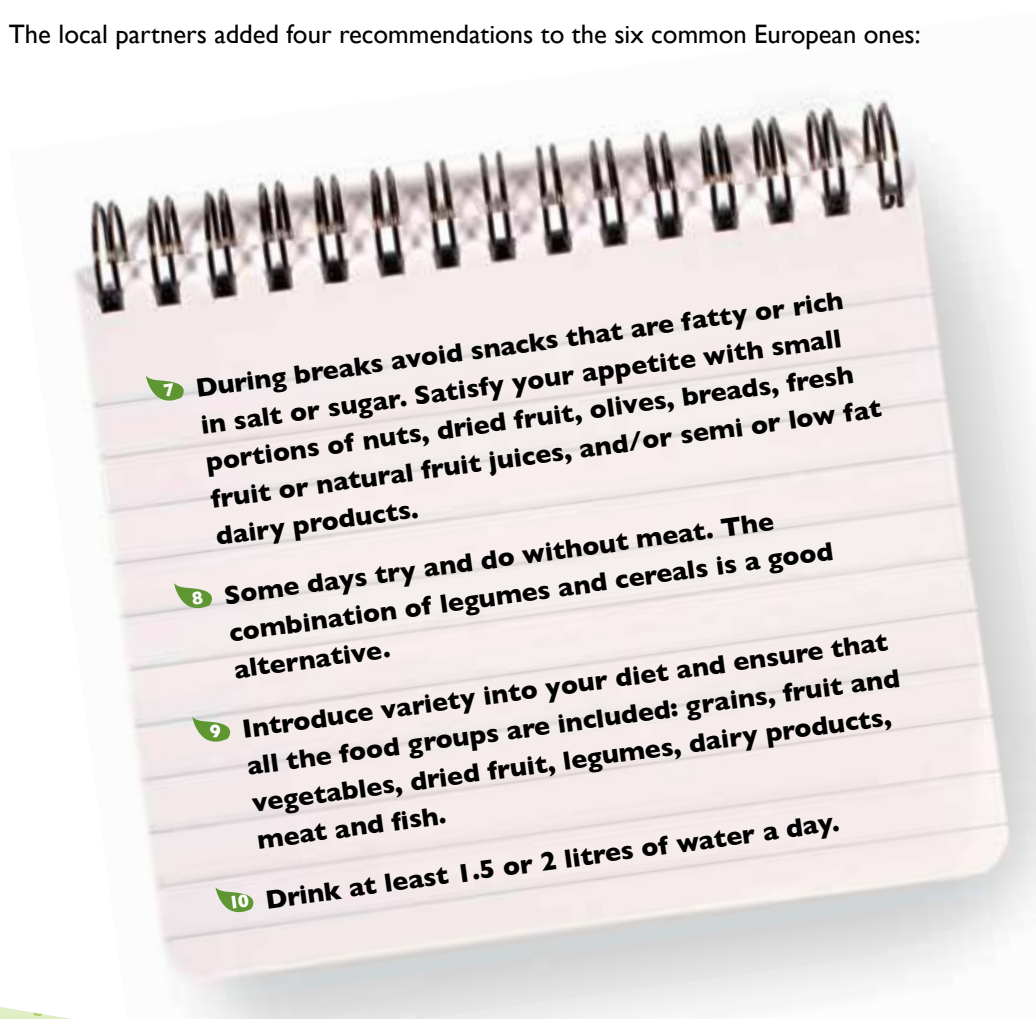
The Spanish recommendations for healthy and balanced eating were based on the Mediterranean Diet, a dietary prudent pattern, with a plant-base core, that has substantial scientific evidence of its health benefits. It is characterised by advocating consuming an abundance of fruit, vegetables, legumes, cereals and nuts, the use of olive oil, the frequent consumption of fish, the moderate consumption of dairy products and the low consumption of red meat and simple sugars. The Spanish partners developed their recommendations using the Mediterranean dietary pattern as a framework.

General nutritional recommendations were formed to educate employees about their needs in terms of the various nutrients.

-  **Fat consumption:** These days food contains too much fat. Reducing the intake of fat in the diet, mainly saturated fats from animal origin (fatty meats, cold meats, cream and butter), will help in improving health without putting on weight. Saturated fats raise cholesterol levels in the blood and increase the risk of suffering from cardiovascular diseases.
-  **Food rich in fibre:** Fibre is found in foods of plant origin and mostly in vegetables, cereals, fruit and dried fruit. Consuming fibre-rich food increases intestinal strength, improves the glucose levels in the blood and helps cholesterol reduction to prevent diseases like diabetes, cardiovascular disease and certain types of cancer. In addition they have a filling effect and help with weight control. It is advisable to consume about 25 grams of nourishing fibre on a daily basis by the varied consumption of fruit, vegetables and cereals.
-  **Carbohydrate consumption:** Carbohydrates are the building blocks of food. Cereals are carbohydrate-rich foods (bread, rice and pastas), as are potatoes and vegetables. They provide a good source of protein if combined with vegetables. They give a filling sensation and are reasonably priced allowing one to eat better cheaply.
-  **Hydration:** We should drink 1.2 to 2 litres of water on a daily basis in order to replace lost fluids from our body and to maintain a suitable state of hydration. One should avoid the consumption of sugary drinks and juices with added sugar as a substitute for water because the excessive consumption of these sugars increases the number of calories therefore contributing to weight gain.

## Recommendations to the employees

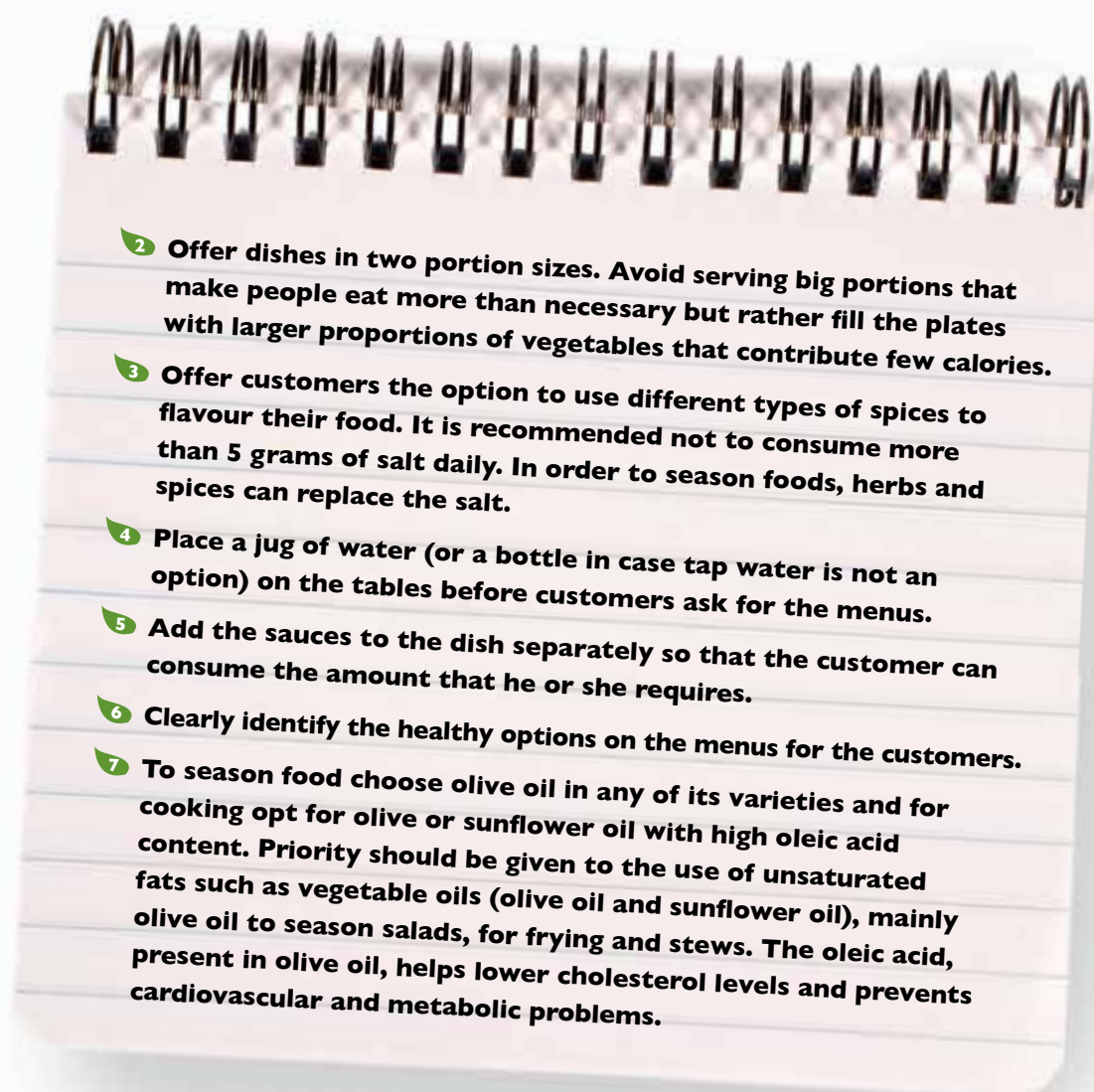
The local partners added four recommendations to the six common European ones:





## Recommendations for restaurants

Six local recommendations were formed in Spain by the local partners and added to the common one:



The Spanish partners have created their recommendations based on the typical Spanish cuisine and Mediterranean cultural habits. One of their main aims is to encourage a reduction in the consumption of meat, as most employees tend to have meat with their lunch. The recommendations to the employees are based on the principles of the Mediterranean diet. Employees are encouraged to consume more fruit and vegetables and use olive oil rather than fats from animal origin in their diet.

Only seven recommendations have been formed for restaurants, the fewest out of the six countries, potentially making this an easy target for the Spanish restaurants. Only the first recommendation (the common one) is to do with cooking methods. The others are mainly to do with the way the food is served and presented to the customers. This should make it easier for restaurateurs to apply the recommendations.

## 6 - The communication strategy



In the first stage of the project, a set of tools was created to provide practical advice and assist in implementing the recommendations to encourage healthy choices.

The tools and messages presented in the next chapter were developed in line with the first steps' results and according to the recommendations for each of the participating countries. They were either printed or in digital format.

The list of the specific tools developed in line with the decisions reached on the national level appears in chapter 8.

### The road show

The communication campaign officially started in October 2009 with a 'road show' in the six participating countries. A double-decker bus customised with the FOOD colours drove through the main city of each of the six countries. The journey started in Paris and then continued on to Brussels, Stockholm, Prague, and Milan ending in Madrid. These one-day stops enabled the partners to showcase the first tools created and to explain the project objectives and actions.

With the help of professionals such as nutritionists, dieticians and chefs, the general public together with employees and guests from the restaurant sector, had the opportunity to learn about the aims of the project. The bus raised interest in all city centres and attracted many visitors and journalists.



Photos credits: Fearghal O'Connell DR

Spain marked the successful end of the European tour with the FOOD bus arriving there on October 27th.

More than 1500 visitors came and took part in the activities organised by the local partners: AESAN, FDM, FOOD PRO FIT and Edenred.

The lower platform of the bus was dedicated to the FOOD e-learning DVD. To gain access to the bus, each person had first to calculate his or her BMI together with a nutritionist. The upper platform offered seminars every thirty minutes, in which the partner FDM and nutritionists explained to the visitors what a balanced diet is and how it can be achieved.

Visitors could also savour many Mediterranean specialties prepared by the Chef Mario Barrero as well as different and original and delicious juices to add variety to breakfast such as a popular mix of carrots, oranges and strawberries.

Finally, people were invited to try a 10kg vest, aimed at demonstrating the impact of excess weight on the body.

The event was a huge success, which confirmed the need for this kind of information to be passed and sensitised.



Photos credits: Fearghal O'Connell DR



## The restaurant network



Separate effort was put into creating a network of dedicated restaurants that adhere to the national FOOD recommendations, thought as the most effective way to reconnect the offer and the demand sides of balanced nutrition.

Please refer to chapter 9 for more details and information.

## 7 - Pilot evaluation

A second survey was conducted in 2010 to try and evaluate the first stage of the project and the success of the tools. At this point the project had achieved many of its targets. Nutritional recommendations had been formed in each country for both the restaurants and the employees and communication tools were created in each country and across the whole project. More than 100 communication initiatives were introduced and implemented in the 28 months duration of the project. Especially popular was the website that was visited more than 66,600 times between February 2009 and May 2011. The Belgian site was visited nearly 12,000 times within a shorter period.

It is estimated that after 28 months, around four million employees and 195,000 restaurants were reached.

Following both surveys the Karolinska Institutet conducted an internal evaluation of the project. The evaluators looked at the methodology used and the project's outcomes, made several comments and raised several issues.

The main issues that were raised relate to the methodology of the surveys and were: making sure that the correct questions were asked, ensuring the quality of the methodology, allowing for a big enough sample size to allow measuring meaningful change in outcomes and relating the outcomes to the project's objectives.

The evaluators pointed out to several difficulties encountered regarding the survey questionnaires, in particular the fact that the questionnaires ended up being very long due to need to assess several types of national interventions, possibly resulting in fewer responses.

Outcomes and impacts on a European level were analysed by the Centre of Research of the Institut Paul Bocuse.

The questionnaires have reached a minimum of 52,000 employees. It is hard to say in which way the project had impacted on employees' choice of balanced food as the general objective was to sensitise and provide this target group with the information needed to help them make healthier choices. Nevertheless, an important result from the 2010 survey was that 59% of employees were in favour of eating healthily at lunchtime meaning that this continues to be an important target group.

From the restaurant perspective, at least 5,000 establishments were reached via the questionnaires. Very positively, after a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations despite the fact that the interventions targeted at the restaurant staff took place quite late in the project. This short time frame could also offer an explanation to the second survey's pretty low awareness results from restaurants (only 10% of respondents were familiar with the project's objectives), yet the results indicated that 51% of them saw the value in serving healthy meal.

Therefore, **continued support from programmes such as FOOD is needed to further increase the demand for this kind of food/meals by the customers and to increase the number of restaurants offering it.**

**On top of the many actions and tools created and implemented and the creation of the FOOD restaurant network a further achievement of the project is the creation of a successful partnership between the public and private sectors.**





## Employee and restaurant second survey



### **Employee questionnaire results**

757 employees responded to the second questionnaire, more than in 2009. The breakdown of employee weight was identical to the 2009 results. 58% declared being of normal weight, 31% overweight and 9% obese. 20% of the respondents perceived their diet to be healthy and 64% claimed to eat rather healthily. Only 6% either eat rather unhealthily, unhealthily or don't think about the healthfulness of what they eat.

24% of respondents were aware of the FOOD project out of which 4% were familiar with its contents. Most were acquainted with the project through the Ticket Restaurant® vouchers booklet advertising.

'Various foods in moderate amount, in a nice environment' was for the majority of employees the best definition for balanced food. This is different to the 2009 result where most people chose 'eating pleasant food while protecting your health'. This was now chosen by only 35.7% of respondents. This shift toward acknowledging that balanced food should be varied and that the environment in which it is eaten is also important is positive and confirms the fact that Spanish employees are concerned with the healthfulness of their diet.

The majority of respondents have had a lunch break every day (or almost every day) during the working week (74%), yet the number has gone down compared to the 2009 results with more respondents having a break less frequently or never.

88% of respondents, who had a lunch break, had it in at least one type of restaurant, the highest result out of the six countries. For those not eating out the main reason remained preferring home cooked food. Restaurants offering energy dense foods or not catering to specific dietary requirements were the other two reasons mentioned.

When choosing where to eat, offer of varied meals was now the most important determinant, followed by proximity to the workplace and offer of a quick service. The price and affordability of the meal was only rated 6th by the respondents.

The biggest factor in this survey when choosing what to eat at lunchtime was the balance of the dish (chosen by 67%, compared with only 22% in 2009). Only 39% of respondents now chose 'What I want at that present time'. This indicates a positive trend toward awareness of nutritional issues.

In the last year, 35% of respondents claimed to have made some changes to their diet. Another 21% were considering making changes and 21% more claimed to already be eating according to the recommendations.

In order to promote the FOOD project with project with Ticket Restaurant® vouchers users Edenred Spain placed various advertisements in the Ticket Restaurant® vouchers booklets which were distributed among approx. 170,000 users in Spain. These detailed the recommendations and the FOOD webpage. As a result Spain noted a large increase in the visits to the Spanish part of the main FOOD webpage.





## **Restaurant questionnaire results**

61 restaurants in Spain responded to the second questionnaire, the largest number out of the six countries. Spain is the only country in which a majority of restaurants do not offer a daily lunch menu (59%), unlike the 2009 result.

Regarding the knowledge of balanced food, 21% respondents claimed to have good knowledge. 53% would have liked more information and 75% were willing to learn more. Only 5% of respondents were not interested to learn more with lack of time and budget given as the main reasons.

13% of respondents have seen the FOOD logo before but only 7% were aware of the project's contents. The restaurant owners who were familiar with the project displayed a good understanding of the recommendations.

Approximately 65% of respondents have either made changes based on nutritional recommendations in the past 12 months or were considering making changes. The most frequently mentioned reason for not applying the recommendations were either the perception that the offer already complied with them or that the restaurateurs have not thought about applying them. Despite the fact that there has been a slight increase in the demand for healthier dishes, smaller portion sizes and nutritional information by customers, the majority of restaurants have not acknowledged this change.

**The positive trend observed in the first survey regarding employee attitude toward healthy food is also evident in the second survey. Despite the fact that less employees have the time to have a lunch break each day, the majority who eat out, now choose the restaurant based on the food on offer. This was also evident by the fact that for most employees, balanced food is connected to the variety of food offered, its quantity and where it is to be consumed.**

**From the restaurant survey results, it seems that restaurants are less concerned with health issues. The majority do not offer a special menu at lunchtime or have noticed an increase in the demand for balanced food. Positively however, more than half of them had either made or were considering making changes to the food they offer in line with the recommendations.**

## Site visits

Around 25 restaurants belonging to the FOOD restaurant network were randomly chosen in each of the participating countries and were visited in March-April 2011 to try and establish their level of adherence to the national recommendations.

These 'mystery' visits were conducted by the partners who made use of two check lists; 'must have' and 'good to have' to collect information in the restaurants.



In Spain, seven recommendations have been formed based on the Mediterranean Diet and restaurants need to apply all of them to become affiliated with the network despite the difference in importance between some of them.

21 restaurants were visited, 10 independently run and 11 chain restaurants. None of the restaurants adhered to all seven recommendations. A third carried out at least five out of them.

Out of the seven recommendations, the two best adhered to were: 'prefer healthy cooking methods such as those that use steam, oven or grill' (adhered to by 71% of restaurants) and using olive oil to season the food and cook with (found in 95% of restaurants). In half of the restaurants visited it was possible to add the sauce to the dish separately.

Least adhered to was the recommendation to offer water (found in only five restaurants) and having a clearly marked and visible healthy option on the menu (found in seven of the restaurants).

As a common remark, it is important to notice that in the majority of the visited restaurants, it was possible to choose a balanced meal (found in 81% of the restaurants). FOOD tools were only displayed in 11% of the cases; nutritional information was available in 10% of restaurants and easily found in only 5% of them. Staff was willing to provide help with the balanced meal choice in over 50% of restaurants yet only a quarter of them clearly knew about balanced food and healthy choice.



## 8 - The communication tools

Following the analysis of the first survey, certain tools were proposed as described below. These tools and messages relate specifically to those developed in Spain.

In total, 102 communication initiatives were developed under the project, targeted at three main groups: the employees, the restaurateurs and the general public. 15 country specific tools were developed in Spain.



It was decided that the main focus of the campaign in Spain would be employees via a healthy food guide. The guide was edited with input from all the partners including the Health Department in Catalunya.

The guide was advertised via the Ticket Restaurant® vouchers booklet and requests were received from nearly 800 employees. It was also advertised via a direct marketing campaign to Edenred customers and received requests from approx. 200 companies. In total 13,000 copies of the guide were distributed.

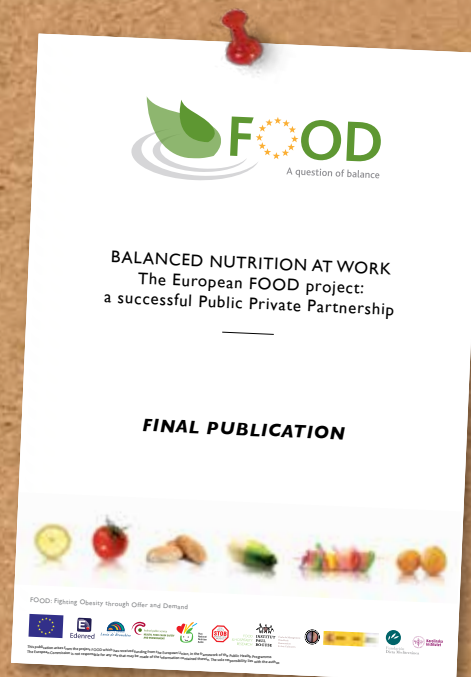
### Tools aimed at employees and the general public

Some tools have been developed that are common to all countries and aimed at the general public. These tools address a broader audience and are often used when presenting the project in meetings and conferences.

From a classic leaflet to an online cooking game, the main partner has been developing diverse tools to respond to diverse needs:



**DVD on the creation  
of the FOOD project**



**Final publication (summary version)**





An introduction to the FOOD project leaflet



Facebook page



Interactive cooking game



Blog



European website



## Employees

The tools implemented were:

### Advertisement in Ticket Restaurant® vouchers booklet

The tool reached 170.000 users daily and raised awareness of the project especially if it appeared on the front cover of the booklet. It has resulted in an increase of visits to the Spanish page of the FOOD website. Weaknesses noticed were the limited space and the fact that the FOOD logo couldn't appear on the front cover every month. Spain used this advertising medium to promote the FOOD Employee Guide with great success.



Email campaign to companies promoting the Employee Guide





## Guide for Employees

This is a high quality concise guide, easy to follow and visual. It is also however hard to maintain and keep up to date. In order to increase awareness among employees the Guide for Employee included a definition of obesity, showing a healthy food pattern and indicating ideal portion sizes. Also included was a self-assessment questionnaire and calendars for choosing seasonal fish, fruit and vegetables



Card in the companies' welcome pack advertising the Employee Guide.



### “Equilibr@ News” (monthly company newsletter in on-line version)

Sent to 7.000 clients, this newsletter has a single theme with a clear message and is well received amongst clients. However, there are only two editions a year on healthy eating.

### “Equilibra” (quarterly company newsletter in printed version)

This good quality, prestigious magazine is sent to 7,000 companies. Only appearing four times a year, there is a concern that the FOOD article included among many may lose impact and importance.



A new webpage has been designed following the merger of Gustino® and the FOOD project:  
[www.gustinofood.es](http://www.gustinofood.es)

In the six countries, the sources of information that have most familiarised the employees with the FOOD project are:

- Internet-based material: (FOOD project website, social networks, emailing) = 72,9%
- Meal vouchers (Ticket Restaurant®) advertisements = 40,6%
- Media (Newspapers, press articles, TV, Radio) = 35,9%



## Restaurants

**Flyer promoting joining the FOOD network was included in contracts sent to new affiliates.**

## Quarterly Newsletters

**?** **Donde estamos**  
Tel.: 551 18 386  
[www.licketosturament.es](http://www.licketosturament.es)

**“Los que estamos detrás de los fogones nos tendríamos que preocupar más de la salud de los que vienen a comer”**

Desde hace 8 años, Rujá Magem está al frente y tras los fogones del restaurante que lleva su nombre: Rujá Restaurant & Café, en el municipio barcelonés de San Feliu de Bagües. Los socios de Rujá Magem, que se dedican a la restauración, se preocupan por alternativas saludables para sus clientes, que han llegado a la mesa de su establecimiento.

¿Ha notado un aumento en la demanda de comida sana por parte de los clientes?  
Sí, cada vez más. Hace un año y medio circulaba en el mundo francés el plato «vegetarian» —con cebolla, cuidando que tuviera suficientes proteínas— y en la carta un apilado de coque natural y vegetal. La gente lo probaba y ahora incluso llegan clientes que vienen a comer expresamente este tipo de comida.

¿Qué importancia tienen en Rujá Restaurant & Café las producciones de temporada?  
Solo trabajamos con productos de temporada. Es importante porque son los mejores sabores, los que llevan menos tiempo en una nevera. Si puedo comer ecológico.

¿Cuál es el programa del Proyecto PVD?  
Es súper importante. Los que están detrás de los fogones nos tendríamos que preocupar más de la salud de los que vienen a comer. Creo que aquí más que tener un punto de referencia está.

**Las bondades de la alcachofa**

• Favorece el buen funcionamiento del hígado.  
• Contribuye a eliminar toxinas del cuerpo.  
• Disminuye el nivel de azúcar y controla el sangre.

**La propuesta de Rujá Magem**

Los primeros platos agosteros, las hojas tempranitas y nos ahorramos día a día el sol. Es momento de empezar a comer nuestra propia despensa, después de este verano increíble y si ello nos ayudan los alimentos que nos da la tierra. Alcachofas, calabacines de San Feliu y pimientos para las ensaladas verdes. El apodo de la alcachofa se desconstruye en la alimentación. En la food de la R se preparan platos de proteínas en crudo y las salsas, días de color.

**Guiso de primavera con ajo picado y pimientos**

**4 € - 6 raciones**  
Tiempo de cocción 40 minutos  
Dificultad Baja

1 kg de guiso primavera (consetas o 4 kilos 6 anchanchitos, limpas y cortadas a lo cuadrado)  
200 g de ajos limpios y perfectamente secos  
1 calabacín cortado a juliana (tres tiras finas)  
2 tomates maduros pelados y rallados o tomates natural triturado  
1/2 litro de fumet de pescado o agua  
Un puñado de pimentón  
Aceite de oliva  
Sal y pimentera

Colocar y cortar todos los ingredientes de la receta para poder empezar. Poner a hervir en una olla a fuego medio la cebolla y los pimientos hasta que están cocidos. Le hace falta, según es el primer día para poder cocinarlos, cocinarlos un poco. Una vez dorados añadir los calabacines, dejar cocinar durante 10 minutos. Añadir el tomate y dejar cocinar. Añadir la sopa y las guarniciones, dejar cocchar unos 5 minutos, añadir el fumet o el agua. Hervir y dejar cocinar durante 10 minutos. Añadir la sopa y los pimientos, dejar cocchar un poco de sal y servir.

**Solicita gratis el DVD del Proyecto FOOD**  
[Escritores@food-esadestudn.com](mailto:Escritores@food-esadestudn.com)

La mayoría de establecimientos ya siguen estas opciones para ofrecer menús saludables a sus clientes e implantar las medidas necesarias para aquellos que aún no lo hacen es muy fácil. Para formar parte de la red Gustino FOOD, los restaurantes han de cumplir estos sencillos requisitos:

- Al menos una de cada tres opciones de postre serán frutas frescas (entera o manipulada, por ejemplo, macedonia) o zumos naturales y/o frutos secos.
- Al menos un tercio de los primeros platos serán a base de verduras, hortalizas o legumbres.
- Existirán siempre platos de pescado como opción de segundo plato.
- Se dispondrá de preparaciones culinarias que no requiera la adición de gran cantidad de grasa (cremas, manteca, margarinas, mantequillas o una gran cantidad de aceite) se utilizarán técnicas como los coccoses alimentarios al vapor, horno, parrilla, salteados, plancha, etc.
- Existirán opciones de menú tradicional y la posibilidad de elegir medio menú: un plato, a elegir entre los primeros o segundos platos, y postre: o bien menús completos a base de medias raciones.
- Al sentarse los comensales, se ofrecerá una botella en las mesas. Las bebidas alcohólicas (vino, cerveza, refrescos) se ofrecerán por copas o en unidades individuales.
- Se ofrecerá aceite de oliva virgen por los azer.
- Se ofrecerá pan integral como alternativa al pan.

Exotará la oferta de menús básicos en sal, opciones: sal y con condimentos alternativos, como pimienta, especias, hierbas aromáticas, etc. En el mes de julio, los meses al alcance de los clientes, se ofrecerán solo cuando se solicite.

**¿Cómo entrar a formar parte de la red Gustino FOOD?**

Entre en [www.gustinofood.es](http://www.gustinofood.es), pinche en: ¿Es usted restaurador? Adhiérase al programa y aceptará toda la información necesaria, o llamando al 902 116 365

**¿Cuáles que los restaurantes Gustino Food ofrecen más que el resto...**

**Gustino FOOD** Menú diario, alimentación equilibrada

**Gustino le sentará bien a tu negocio.**

Gustino FOOD está promoviendo en España por Ederred España, a través de su Red Ticket Restaurant®, en colaboración con la Agencia Española de Seguridad Alimentaria y Nutrición (AESAN) y la Fundación Dieta Mediterránea.

Gustino FOOD es un proyecto que busca luchar contra la obesidad a través de la oferta y la demanda, promoviendo entre los trabajadores una alimentación equilibrada. Si su restaurante ya ofrece alimentación sana y equilibrada, Gustino FOOD le va a ayudar a difundirlo. Y si aún no cumple con los criterios es muy fácil adaptar su oferta.

**Ventajas de ser un restaurante Gustino Food**

- **Renovabilidad:** Según un estudio realizado por Ederred, los restaurantes certificados como "Gustino FOOD" crecen un 3% más que el promedio de los 30.000 restaurantes afiliados a Ticket Restaurant®.
- **Tendencia:** Un 35% de los empleados encuestados eligen el restaurante para comer, basándose en la oferta nutricional.
- **Fidelización:** La demanda actual de establecimientos que ofrecen comida sana y equilibrada le garantiza la fidelidad de la clientela.
- **Imagen:** Ser un restaurante Gustino FOOD mejora notablemente su imagen, posicionamiento y rendimiento.
- **Notoriedad:** Los establecimientos Gustino FOOD son promovidos entre los más de 200.000 usuarios de Ticket Restaurant®.
- **Credibilidad:** El programa ha sido certificado por la Fundación Dieta Mediterránea (FDM) y la Agencia Española de Seguridad Alimentaria y Nutrición (AESAN).
- **Gratuidad:** Sumarse al programa es gratuito y sencillo para los restauradores.

[www.gustinofood.es](http://www.gustinofood.es)

RESTAURANTE ACREDITADO

 Ticket Restaurant®

 **FOOD**

Menú diario, alimentación equilibrada

902 116 365

[www.gustino.es](http://www.gustino.es)

 Edenred

Juntos para crear una red de restaurantes salvables

**Window stickers for new Gustino-FOOD programme restaurants.**

## And also...

**The new webpage** designed following the merger of Gustino® and the FOOD project also targets restaurant owners, **Telemarketing campaign** towards 13.000 restaurants, **Emailing, Campaign to certified restaurants, Giveaway pen** Inclusion of pens in all restaurant invoices and orders for envelops and forms with the FOOD logo on it.

## 9 - The FOOD restaurant network

To become acknowledged as a “FOOD restaurant” a country-specific number of recommendations must be followed by the applicant restaurant (all of the recommendations, 7 out of 10, or less depending on criteria set by each country).

Each country used different methods to reach and recruit restaurants. Using email contact (Italy), video-emailing (France), door to door contact (Belgium and Czech Republic) or taking advantage of existing nutritional schemes (Spain and Sweden), the six countries were successful in establishing a network of FOOD restaurants across Europe.

After a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations.



350 restaurants belong to the FOOD network in Spain.

The building of the network in Spain was country specific where the local partners have already been working together on a programme called Gustino® from which FOOD took its main features.

The idea of the project was that the existing and successful initiatives should be taken into account and made use of. The merger between the FOOD project and Gustino® allowed benefiting from the advantages of the two programmes. The added dimension of the European project combined with the results of the local programme offer more advantages and visibility to the restaurants that decide to join the network. The communication towards the existing restaurants was successfully done with emailing and telemarketing campaigns. FOOD enables a larger field of action and the restaurants benefits from stricter rules and follow-up.

To be part of the Gustino®-FOOD restaurants network in Spain, a restaurant must apply all of the seven proposed recommendations. Following the request to join the network, the FDM evaluates the compliance levels of the restaurant with the programme's rules and recommendations. Once a restaurant has been approved, a window sticker showing the logos of the two programmes is sent to the restaurant to make its commitment to the programme visible to potential customers. This merger between the European project and the local programme is another manifestation of the flexibility and strengths of the FOOD project.

**A geolocalisation tool that enables to locate the nearest FOOD restaurant is available on the European website at [www.food-programme.eu](http://www.food-programme.eu).**

“

***“To our understanding, the FOOD project has an inherent added value to many health promotion campaigns in the field which is influencing both offer and demand sides to progressively have a healthier mid-day meal offer. It is indeed an interesting public-private partnership with a powerful channel to reach the employees and the restaurant sector”***

*Anna Bach, Scientific Coordinator, FDM*

***“It was important to have developed a project framed in the workplace and aimed at improving eating habits which involved public and private institutions”***

*Carmen Villar Villalba, AESAN*

”



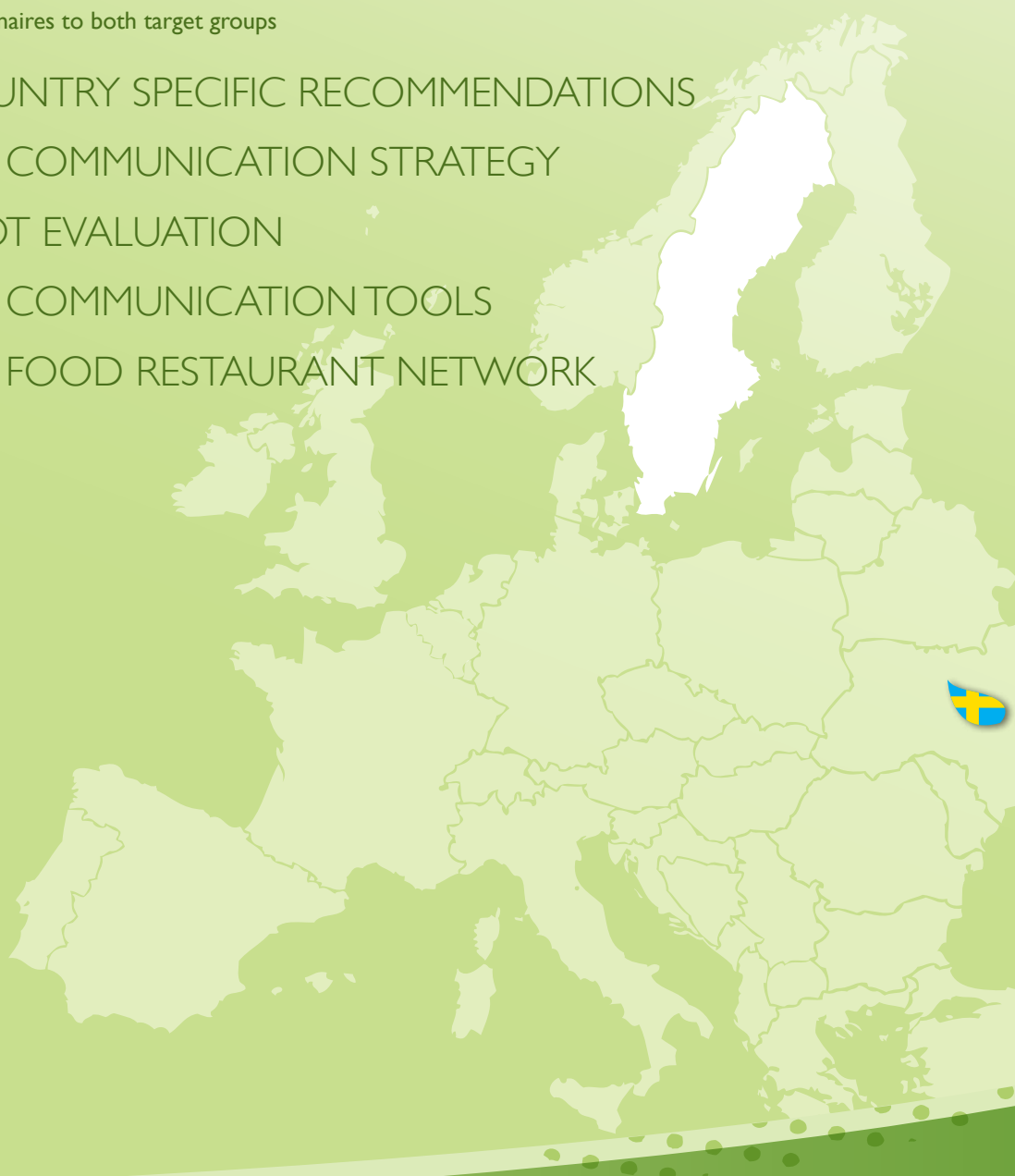




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# SWEDEN

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## I - Country Overview

The proportion of obese people has doubled in Sweden since the 80's. The prevalence of overweight men and women has increased by 20 and 30 per cent respectively in the same period. Today, over half of all men and over a third of all women are overweight or obese (Background material to the action plan for healthy dietary habits and increased physical activity, National Food Administration, 2005).

In Sweden 80% of the population eat too much fat and half eat too much sugar, yet a significant proportion of the population do not eat enough fruit and vegetable.

The direct cost of obesity and obesity related disease is currently 2% of the total healthcare budget. It is estimated that 60% of Swedes will be overweight or obese by 2030 increasing the cost to healthcare by 120%, making this a source of concern to the Swedish health administration. This has led to the creation of the Action Plan for healthy eating habits and the Keyhole symbol.

One of the initial aims of the Swedish partners' attempt was to educate both the employees and the restaurants about healthy eating. This followed survey results for both sectors indicating they were mostly unaware of national programmes to promote balanced meals. Encouraging restaurants to make these dishes tasty and explaining the benefits of such meals to employees were also mentioned.



Edenred is using its network as a unique channel of communication between the main target groups. In the six participating countries, Edenred's network comprises of around **4.2 million employees, 185,000 companies and 352,000 restaurants.**

## 2 - Partners

In Sweden the local partnership included the Karolinska Institutet and the Keyhole Restaurant Association.

The Karolinska Institutet is one of Europe's largest medical universities. It is also Sweden's largest centre for medical training and research. Through research, education and information, the Karolinska Institutet contributes to improving human health. Each year, the Nobel Assembly at Karolinska Institutet awards the Nobel Prize in Physiology or Medicine. The department of Biosciences and Nutrition performs research and education in areas of medical science and offers an international working environment. Most research projects it conducts are in the context of national and international networks.

The Keyhole Restaurant Association is a non-for-profit organisation with The Swedish National Food Administration and the Swedish National Institute of Public Health as members. The Keyhole branding was introduced in Sweden in 1989 aiming to make it easier for consumers to identify healthier alternatives in order to reduce the risk of cardiovascular conditions.

The keyhole is a voluntary label. Food producers are themselves responsible for ensuring that foods with the keyhole symbol conform to National Food Administration's regulations. Keyhole labelling in restaurants is also voluntary, but the restaurants need to go through a certification process to use the symbol. The National Food Administration has established a new certification body aimed at assuring the quality of the meals served at restaurants. The Keyhole Restaurant Association was established in January 2009.

### 3 - Inventory of existing programmes

The consortium took several actions before the creation of the tools and the launch of communication campaigns to understand what has been done so far in this area and to determine the needs of both target groups.

A detailed inventory of existing programmes related to nutritional interventions was first conducted. This review of existing programmes was carried out in order to understand the initiatives already conducted in the various countries regarding interventions to promote healthy eating through a work setting. The core of the review was on initiatives targeting balanced food in restaurants and those targeting employees in a company setting. It focused especially on existing programmes in the six partner countries and where relevant, further countries were covered such as: Hungary, Canada, Chile and Switzerland.

70 programmes matched the review criteria and were entered into the study. The second part of the document was dedicated to the results from the 'Move Europe' project that took place in 25 European countries. The document presented good practices in the field of lifestyle-oriented workplace health promotion. In total, 68 best practices were compiled in the "healthy diet" field of the campaign.



In Sweden, the Keyhole certification programme for restaurants was the only programme reviewed as it is considered the main programme of its kind and importance in Sweden. The Swedish National Food Administration launched the certification scheme for restaurants in 2009. The objectives of the programme were to create a network of restaurants offering healthy food across Sweden. This was achieved by creating a certification scheme with a yearly follow-up and evaluations.

The scheme benefited from the backing of the National Food Administration who owns the Keyhole label making it easily recognisable and being the main incentive for big restaurant chains to join the programme. Initially the programme was financed by the Swedish agricultural department but as the certification is offered at a cost to the restaurants the aim was to make it self-financing.

This Swedish scheme aims to achieve the same targets as the FOOD project. The Keyhole certification of the restaurants however is more specific in terms of the nutritional specifications of the food labelled as a 'Keyhole' dish, than is demanded by the FOOD project. Making use of the widely accepted 'Keyhole' label the programme is both attractive to participate in and well received by the public.



**The review of the existing programmes included in the inventory enabled the partners to draw several common conclusions:**

- There was a general lack of evaluation of most programmes
- The projects weren't well promoted
- Target audiences were mostly passive
- Low presence of professionals
- Unsuitable tools were created as a result of wrong assessment of the target audience's
- Lack of visibility and clarity of the tools created

## 4 - Quantitative and qualitative surveys

Following the review of existing programmes and based on the main findings, a survey was launched, with two questionnaires: one aimed at restaurants and the other at employees. The survey was conducted in each of the participating countries through Edenred's network, designed by the CIRIHA and the Institute Paul Bocuse and later analysed by the Institute Paul Bocuse, in France.

At least 52,000 employees and 5,000 restaurants were targeted by the questionnaires in the six participating countries. A total of 4,529 employees and 399 restaurants responded to the questionnaires, a response rate above the 5% that was anticipated.



### First questionnaires for employees and restaurants

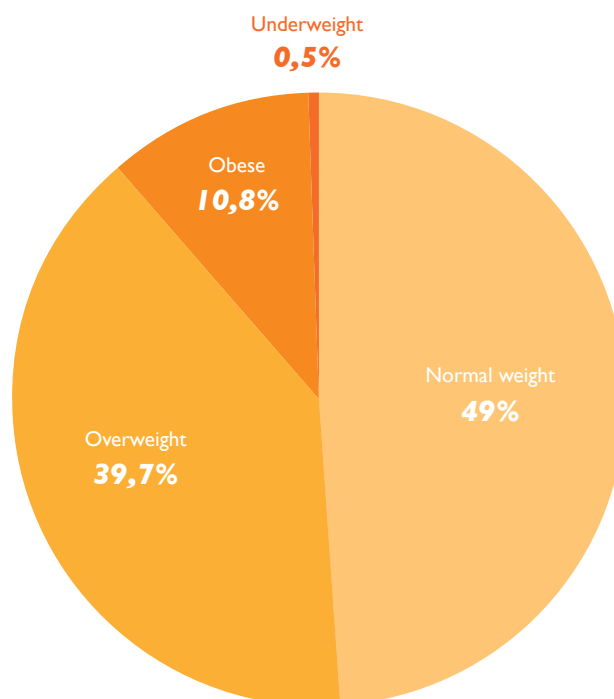


The next section highlights the result of both questionnaires from Sweden:

#### Employees

412 Swedish employees responded to the questionnaire. From this initial investigation, some important results emerged that helped to shape the first set of tools and messages.

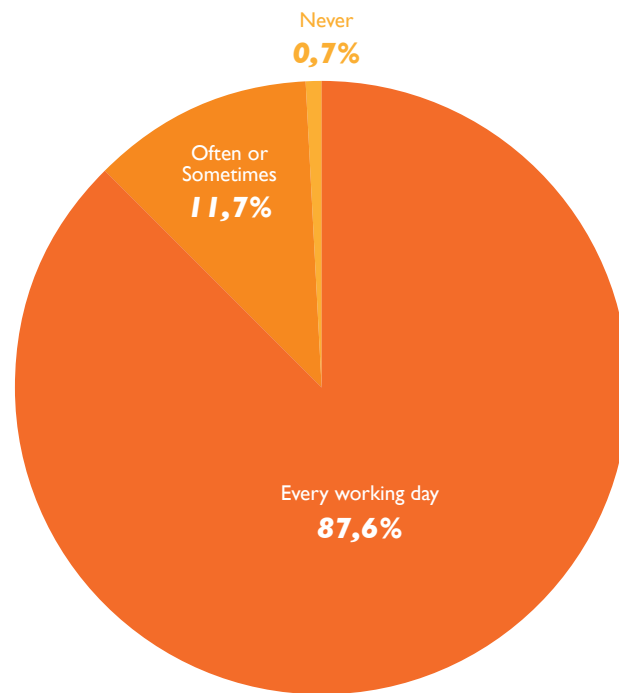
Figure 22:  
Breakdown of employee  
reported weight



This first graph analyses the overall weight of employees. Sweden is the country with the highest reported overweight ratio out of the six countries with fewer than 50% of the respondents being of a normal weight.

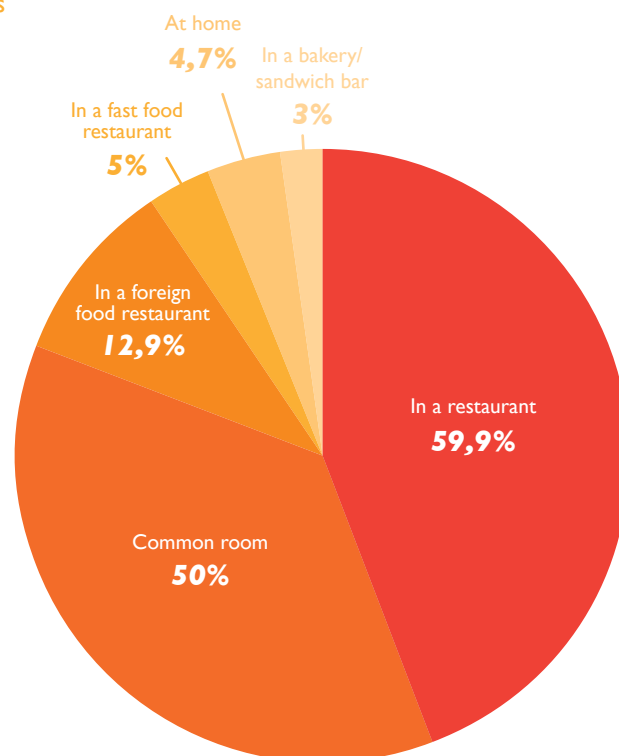


Figure 23:  
Percentage of employees  
having lunch daily



The percentage of employees who have a lunch break during the working day is shown in the following graph. 87.6% of employees, the highest of the six countries, have a lunch break every working day. Only a small minority never have a lunch break clearly making the majority a suitable target group.

Figure 24:  
Breakdown of lunch places  
frequented by Swedish  
employees



More than half of Swedish employees eat lunch in a restaurant (45.3%):

When in the restaurant, the majority of employees reported choosing their meal based on what they want to eat at that time (54%). Only 23% of respondents reported choosing the balanced dish. This finding should be passed on to the restaurants to encourage them to make the balanced dish the tastiest to get it chosen more often.

Another issue emerged from the survey regarding the need to educate employees about the benefits of balanced meals as only about a third reported choosing the restaurant based on the nutritional quality of the food on offer.

Positively, the survey concluded that the Swedish employees are relatively health conscious having the right attitude for such interventions. 51% of respondents have fruit as a snack, drink water at lunchtime and have rather healthy breakfast.

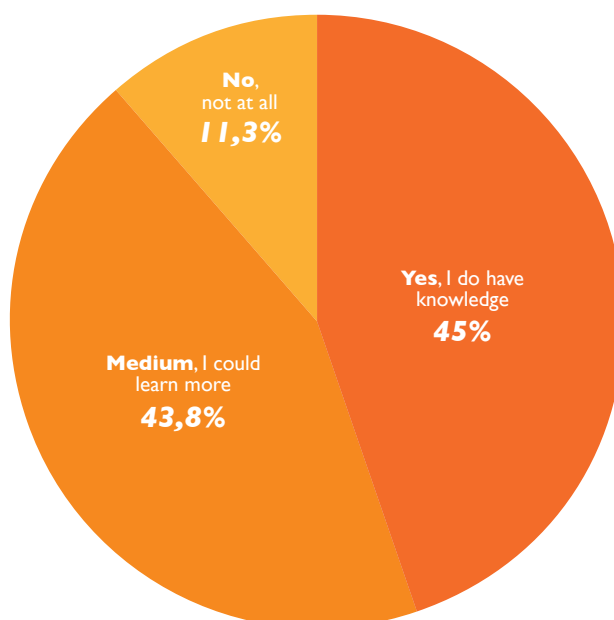
The majority of employees (26.9%) chose the Keyhole symbol as the best to indicate the healthy balanced dish. This cooperation with the scheme has led to a number of country specific tools to be developed building on the programme's existing initiatives (see tray model and information holders in chapter 8).

The decision on type of messages to be designed was to have them short, simple and playful.

## Restaurants

80 restaurants responded to the first questionnaire. The majority of restaurant owners expressed the wish to receive information and training on balanced food including staff training as well as cooking and serving instructions. More than 50% claimed not to have sufficient skills for preparing balanced meals yet the percentage of those who claimed to have knowledge (45%) was the biggest out of the six countries.

Figure 25:  
Restaurant  
owners' knowledge  
about balanced food



92.5% of respondents (the highest out of the six countries) do not see any obstacles to promoting balanced nutrition in their restaurants.

**It clearly appears that in Sweden, both employees and restaurant owners are open to learning more about healthy food and lifestyle.**

**The Keyhole label was accepted by both sectors making it a potentially good scheme to partner with. Through collaboration with the Keyhole scheme the FOOD project was to benefit from increased visibility and acceptability.**

## **5 - Recommendations for Sweden**

---

Following a consolidation of the results from the first survey of 2009 and the inventory, experts outlined a set of recommendations targeted at restaurants and employees.

The purpose of these recommendations was to offer tangible and practical advice to help both target groups adopt healthier nutritional habits.

Despite the intention of some partners to have only common European recommendations, each country decided to adapt the recommendations to its local cultural habits. Following further consultation on national level, the partners accepted six recommendations to employees and one to the restaurants:

### **Common recommendations to employees in the six countries**

- 1 Taste the food before adding salt and/or try other condiments
- 2 Use less fat and preferably use vegetable oils
- 3 Eat at least 5 portions of fruit/vegetables a day
- 4 As a dessert, choose a fresh fruit based option and sometimes as an alternative, a dairy product
- 5 Choose types of cooking that do not add too much fat (steaming, roasting, grilling, etc.)
- 6 Choose water to accompany your lunch

### **Common recommendation to restaurants in the six countries**

Regarding the restaurants, in common remained only one recommendation relating to healthy cooking methods:


- 1 Favour cooking methods that use steam, oven or grill

Offering two portion sizes, which is the only recommendation directly related to reduced consumption in the fight against obesity, remained common to all countries but Belgium, where it is a suggestion.



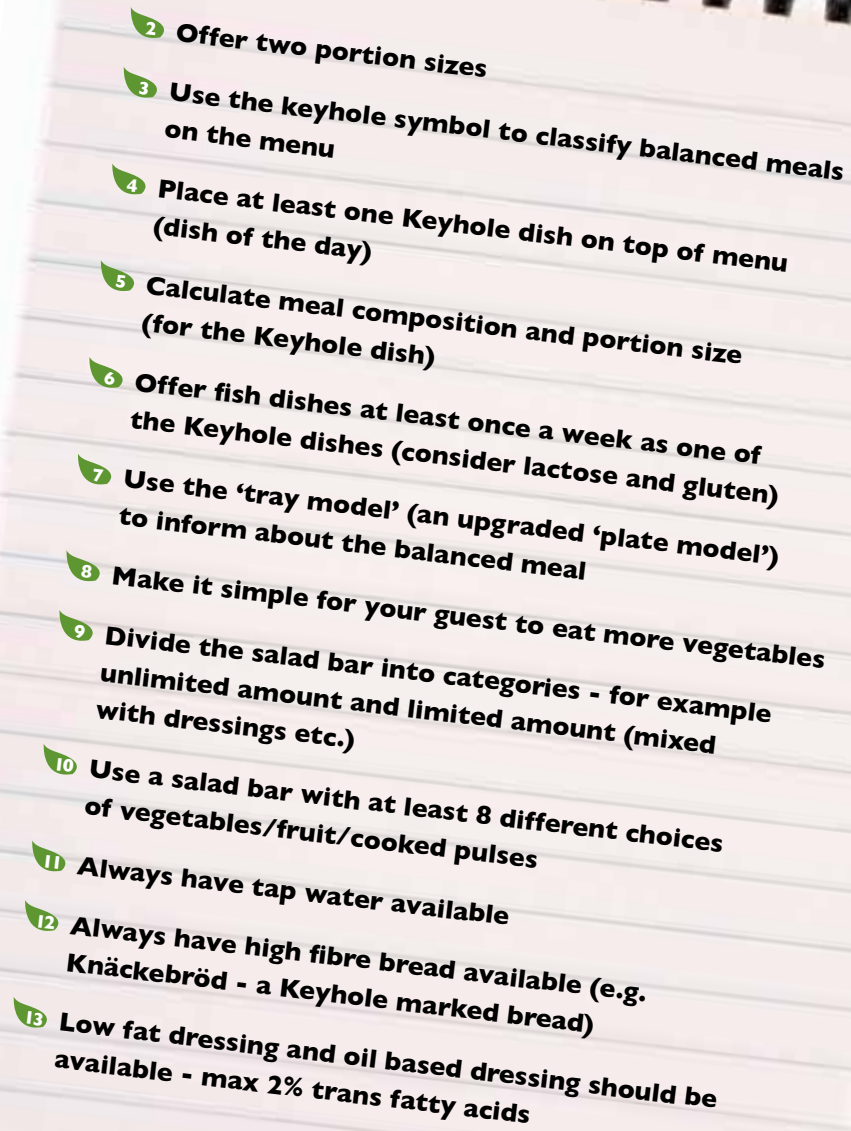
## Recommendations to the employees

The employee recommendations in Sweden were borrowed from the Swedish National Food Administration's nutrition recommendations. The recommendations are for the entire day and are based on a four-week menu. Specifically regarding lunch in a restaurant, there are five main principles added to the six common European recommendations:

- 
- 7 Opt for the Keyhole Programme meals.**
  - 8 Use the tray model to select a balanced meal.**
  - 9 Use the salad bar to top up your lunch meal with vegetables/fruit/cooked pulses.**
  - 10 Drink tap water.**
  - 11 Eat bread rich in fibre (e.g. whole wheat).**

## Recommendations to the restaurants

Thirteen recommendations in total were agreed on in Sweden. On top of the common recommendation, the following twelve recommendations are country specific and are adapted from the 'Keyhole restaurant certification' criterion:

- 
- 2 Offer two portion sizes
  - 3 Use the keyhole symbol to classify balanced meals on the menu
  - 4 Place at least one Keyhole dish on top of menu (dish of the day)
  - 5 Calculate meal composition and portion size (for the Keyhole dish)
  - 6 Offer fish dishes at least once a week as one of the Keyhole dishes (consider lactose and gluten)
  - 7 Use the 'tray model' (an upgraded 'plate model') to inform about the balanced meal
  - 8 Make it simple for your guest to eat more vegetables
  - 9 Divide the salad bar into categories - for example unlimited amount and limited amount (mixed with dressings etc.)
  - 10 Use a salad bar with at least 8 different choices of vegetables/fruit/cooked pulses
  - 11 Always have tap water available
  - 12 Always have high fibre bread available (e.g. Knäckebröd - a Keyhole marked bread)
  - 13 Low fat dressing and oil based dressing should be available - max 2% trans fatty acids

The Swedish recommendations are specific to the Keyhole criterion. They offer a mix of recommendations to reduce calorie intake with ones to encourage healthy eating and cooking habits. To be considered a Keyhole dish, the dish has to comply with specific nutritional criteria, making the Swedish recommendations the most specific out of the six countries in terms of nutritional demands.



## 6 - The communication strategy



In the first stage of the project, a set of tools was created to provide practical advice and assist in implementing the recommendations to encourage healthy choices.

The tools and messages presented in the next chapter were developed in line with the first steps' results and according to the recommendations for each of the participating countries. They were either printed or in digital format.

The list of the specific tools developed in line with the decisions reached on the national level appears in chapter 8.

### The road show

The communication campaign officially started in October 2009 with a 'road show' in the six participating countries. A double-decker bus customised with the FOOD colours drove through the main city of each of the six countries. The journey started in Paris and then continued on to Brussels, Stockholm, Prague, and Milan ending in Madrid. These one-day stops enabled the partners to showcase the first tools created and to explain the project objectives and actions.

With the help of professionals such as nutritionists, dieticians and chefs, the general public together with employees and guests from the restaurant sector, had the opportunity to learn about the aims of the project. The bus raised interest in all city centres and attracted many visitors and journalists.



Photos credits: Laurence Thénaz, Nathalie Renaudin DK



After Paris and Brussels, the FOOD bus stopped in Stockholm on October 12th, 2009.

Despite the cold weather, the public came and enjoyed the different activities. The chef Paul Svensson, who works in one of Sweden's most famous restaurants (F12), prepared healthy sandwiches and foods that fit the tray model for the event.

In addition, the nutritionist Christel Lynch presented a questionnaire designed by the Karolinska Institute, one of the partners. The answers provided the base for a deeper analysis of nutritional habits through the help of a computer programme that can analyse diets.



Photos credits: Laurence Thénoz, Nathalie Renaudin DR

## The restaurant network



Separate effort was put into creating a network of dedicated restaurants that adhere to the national FOOD recommendations, thought as the most effective way to reconnect the offer and the demand sides of balanced nutrition.

Please refer to chapter 9 for more details and information.



## 7 - Pilot evaluation

A second survey was conducted in 2010 to try and evaluate the first stage of the project and the success of the tools. At this point the project had achieved many of its targets. Nutritional recommendations had been formed in each country for both the restaurants and the employees and communication tools were created in each country and across the whole project. More than 100 communication initiatives were introduced and implemented in the 28 months duration of the project. Especially popular was the website that was visited more than 66,600 times between February 2009 and May 2011. The Belgian site was visited nearly 12,000 times within a shorter period.

It is estimated that after 28 months, around four million employees and 195,000 restaurants were reached.

Following both surveys the Karolinska Institutet conducted an internal evaluation of the project. The evaluators looked at the methodology used and the project's outcomes, made several comments and raised several issues.

The main issues that were raised relate to the methodology of the surveys and were: making sure that the correct questions were asked, ensuring the quality of the methodology, allowing for a big enough sample size to allow measuring meaningful change in outcomes and relating the outcomes to the project's objectives.

The evaluators pointed out to several difficulties encountered regarding the survey questionnaires, in particular the fact that the questionnaires ended up being very long due to need to assess several types of national interventions, possibly resulting in fewer responses.

Outcomes and impacts on a European level were analysed by the Centre of Research of the Institut Paul Bocuse.

The questionnaires have reached a minimum of 52,000 employees. It is hard to say in which way the project had impacted on employees' choice of balanced food as the general objective was to sensitise and provide this target group with the information needed to help them make healthier choices. Nevertheless, an important result from the 2010 survey was that 59% of employees were in favour of eating healthily at lunchtime meaning that this continues to be an important target group.

From the restaurant perspective, at least 5,000 establishments were reached via the questionnaires. Very positively, after a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations despite the fact that the interventions targeted at the restaurant staff took place quite late in the project. This short time frame could also offer an explanation to the second survey's pretty low awareness results from restaurants (only 10% of respondents were familiar with the project's objectives), yet the results indicated that 51% of them saw the value in serving healthy meal.

Therefore, **continued support from programmes such as FOOD is needed to further increase the demand for this kind of food/meals by the customers and to increase the number of restaurants offering it.**

**On top of the many actions and tools created and implemented and the creation of the FOOD restaurant network a further achievement of the project is the creation of a successful partnership between the public and private sectors.**



## Employee and restaurant second survey



### **Employee questionnaire results**

697 employees participated in the second questionnaire compared with 412 in the first round of 2009. 63% of them claimed to be eating rather healthily, displaying a similar attitude to the 2009 respondents.

Around a quarter of respondents claimed to be aware of a programme promoting healthy food, yet the majority (60%) were unaware of such programmes with 37% out of those interested to learn about them.

Out of the respondents that were aware of the FOOD project (14%) most of them knew what the project was about. Despite the low awareness of the project (with only French employees scoring lower), these findings indicate that for those familiar with the content, the FOOD project message was clear and that positively it has been associated with the Keyhole symbol.

A large majority of respondents have a lunch break every day, or almost daily (89%). Out of these 55% have lunch in a restaurant once a week or more frequently. The two main reasons for the employees to not have restaurant food were: preferring to bring food from home and lack of time.

Restaurant choice was based mainly on: the restaurant offering a pleasant environment, varied meals and fast service. This indicates a slight change from the 2009 results in which proximity to the workplace was the second determinant in the restaurant choice, now only ranking fourth in degree of importance.

Positively, customers reported that vegetables were being served with all meal options often or always (75%), tap water was being served on demand free of charge (75%), fish was on the menu often or always (68%) and poultry or white meat also being on the menu often or always (55%).

However, some of the recommendations were less adhered to. Foods that have been oven baked, steamed or grilled were reported by 60% of the respondents to be on the menu rarely, seldom or never. Wholemeal bread was rarely, sometimes or never on offer (40%). Staff was rarely, sometimes or never willing to provide help with the balanced meal choice (86%) or equally was rarely knowledgeable about it (72%). Optional portion sizes were rarely, sometimes or never offered for the main meal (60%).

These findings indicate that further work with the restaurants is needed to increase the offer of balanced meals and improve their adherence to the FOOD project recommendations. Employee attitude should also receive further attention as less than a third of the respondents would often or always choose a balanced meal if it was on offer.



## **Restaurant questionnaire results**

60 restaurants participated in the second questionnaire (down from 80 in the first round).

45% of the respondents claimed to be aware of a programme promoting healthy or balanced food. The 45% who did not, would have liked to learn more about the subject.

A quarter of the respondents claimed to have seen the FOOD logo and material yet only 3 restaurants were fully aware of the project. The very short time frame between the launch of communication tools and the evaluation might mostly explain it. This sample size is too small to draw meaningful conclusions from.

A third of respondents had either made some or considerable changes to their food based on nutritional recommendations in the past 12 months or were considering making some. However, 41% of respondents reported not having thought about the need for making such changes. Most frequently mentioned reasons for not making changes were the perception that these changes were not necessary as the restaurant already served healthy food or that customers do not demand this (most of the respondents had not noticed any change in demand for balanced meals by their customers).

**Due to the fact that neither of the surveys aimed at assessing the nutritional quality of the food on offer nor establishing a change in intake, it is of course not possible to determine whether there was a change in behaviour. Nevertheless, the objective of the project to promote healthy eating and to provide the target groups with clear and practical information seems to be achieved.**

**The positive results from the surveys relate to the fact that a large number of restaurants had either made changes to the food they offer, based on nutritional recommendations in the past 12 months or were considering doing so. This was evident by fact that customers noticed certain recommendations being implemented in the restaurants.**

**Respondents had positively associated the project with Keyhole scheme, which added synergy to the partnership in Sweden.**



## Site visits

Around 25 restaurants belonging to the FOOD restaurant network were randomly chosen in each of the participating countries and were visited in March-April 2011 to try and establish their level of adherence to the national recommendations.

These 'mystery' visits were conducted by the partners who made use of two check lists; 'must have' and 'good to have' to collect information in the restaurants.



26 restaurants had been visited in Sweden. For the restaurant to be considered a FOOD restaurant, all the 13 recommendations must be adhered to. From the analysis of the visits it emerged that only two restaurants adhered to all 13 recommendations. 12 recommendations were adhered to by five restaurants.

Not all restaurants adhered to all recommendations. The three best adhered to related to: always having tap water available (100% of restaurants), offering fish at least once a week (92%) and the common recommendation of favouring healthy cooking methods (88%).

Less adhered to were the recommendations to offer two portion sizes; using the tray model and providing information about the calorific and nutritional composition of the meals. Further, the Keyhole dish (the healthy choice) was not always at the top of the menu in more than half of the restaurants visited.

Regarding the FOOD tools, Sweden was the only country where the tools were used in all of the visited restaurants. Most common tools were the poster and leaflets. Two thirds of the staff was willing to provide help with the choice of a balanced meal (79%) and this meal was available in 65% of the restaurants. However, only 17% of staff clearly knew about balanced food.

The site visits took place six months after the second survey. It is clear from the positive results that in these six months the project had been implemented in more restaurants and that the low awareness initially perceived may have been the result of the short time frame allowed for the interventions.



## 8 - The communication tools

Following the analysis of the first survey, certain tools were proposed as described below. These tools and messages relate specifically to those developed in Sweden.

In total, 102 communication initiatives were developed under the project, targeted at three main groups: the employees, the restaurateurs and the general public. 12 country specific tools were developed in Sweden.



### Tools aimed at employees and the general public

Some tools have been developed that are common to all countries and aimed at the general public. These tools address a broader audience and are often used when presenting the project in meetings and conferences.

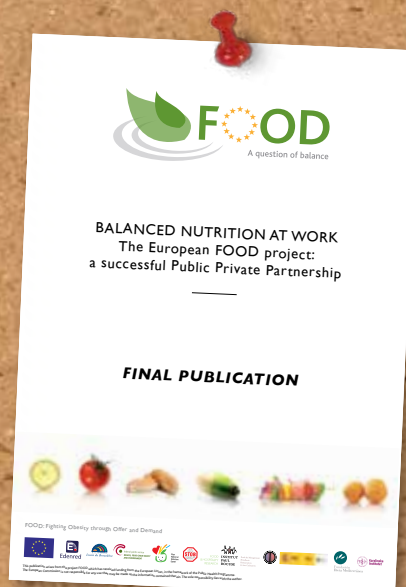
From a classic leaflet to an online cooking game, the main partner has been developing diverse tools to respond to diverse needs:



An introduction to the FOOD project leaflet



DVD on the creation of the FOOD project



Final publication (summary version)



Facebook page



Interactive cooking game



Blog



European website





## Employees

The seven FOOD communication tools for employees developed in Sweden were in line with the Keyhole programme guidelines. The emphasis was placed on social media tools to create a community of informed and motivated people, with Sweden being the only country to base most of its strategy on such tools.

A **newsletter** was sent to Edenred customers in 2010 to further enhance the project and promote the FOOD HR seminar. The direct tool reached a wide target audience.



A **Seminar for HR managers** further promoting the FOOD project in Sweden was organized in 2010. This interactive event on the subject of healthy lunch habits reached around 50 companies.



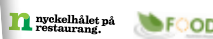




Fighting Obesity through Offer and Demand  
Ett EU-projekt för hälsosammare måltider

[www.food-programme.eu/sv](http://www.food-programme.eu/sv)

Tillsammans med Nyckelhålet på Restaurang och Karolinska Institutet arbetar Accor Services med det EU-finansierade projektet FOOD. Syftet är att ta fram nya riktlinjer för hälsosamma måltider som främjar folkhälsan genom att inspirera och anställda att ta del av och följa dessa. Om de nya riktlinjerna på: [www.food-programme.eu/sv](http://www.food-programme.eu/sv)



**Meal voucher ads** were inserted in the Ticket Restaurant® vouchers booklets, informing about the project and promoting the FOOD blog. This direct tool would reach 17,500 employees daily.



Tillsammans med Nyckelhålet på Restaurang och Karolinska Institutet arbetar Edenred med det EU-finansierade projektet FOOD. Syftet är att ta fram nya riktlinjer för hälsosamma måltider i Sverige, och främja folkhälsan genom att inspirera restauranger, arbetsgivare och anställda att ta del av och följa dessa. Läs gärna mer om de nya riktlinjerna på: [www.food-programme.eu/sv](http://www.food-programme.eu/sv)

FOOD-projektet i Sverige avslutas i december 2010



Ät en nyttig lunch  
med Rikskuponger  
och FOOD - projektet!

Du kan hitta balanserade recept, tips och adresser till certifierade nyckelhålsrestauranger nära din arbetsplats på vår blogg:

[WWW.FOODINSWEDEN.COM](http://WWW.FOODINSWEDEN.COM)



nyckelhålet på restaurang

## And also...

**Emails** were sent to Edenred customers in 2009 but the tool was considered not effective enough.

The **FOOD blog** launched in 2010 informs about the FOOD project and directs lunch customers via a map to Keyhole certified restaurants. This tool is wide reaching yet is time consuming to maintain and update.

The **twitter** site promotes the project tweeting to those who care about healthy eating.

A **Facebook page** has been using social media to further promote the project in Sweden. The page has the potential to reach a wide target audience if kept active





In the **second communication campaign** it was decided not to withdraw any of the existing tools. It has focused on increasing the dialogue in the restaurants between the guests. The new intervention aims to take advantage of the restaurant environment as a location to promote discussion about food related issues. Five 'table talkers' were designed to encourage conversation. Covering the following topics:

- **Hunger and satiety**
- **The different and sometimes confusing health messages**
- **Human energy/initiative/power - what is needed**
- **All the good advice distilled into one super advice**
- **Salt**



The **table talkers** can be swapped every day during a weeklong campaign or rotated over a longer period of time.



**In the six countries, the sources of information that have most familiarised the employees with the FOOD project are:**

- Internet-based material: (FOOD project website, social networks, emailing) = 72,9%
- Meal vouchers (Ticket Restaurant®) advertisements = 40,6%
- Media (Newspapers, press articles, TV, Radio) = 35,9%

## Restaurants

All the FOOD communication tools for restaurants that were developed in Sweden following the surveys were also created in line with the Keyhole programme guidelines.

**Two newsletters** were sent out to the Ednred restaurant network informing them about the project and the new communication tools. A large target audience was reached.



An **E-newsletter** was sent to the Ednred restaurant network further informing them about the project and promoting the e-learning DVD. Despite the large audience reached, it was not very effective as it appeared that many of the emails were filed as junk mail.



A **tray model** sheet was to be placed on restaurant trays in Keyhole certified restaurants and others that use trays. This promotion of the project also emphasises the **FOOD** recommendations being a humorous and practical way to learn and acknowledge the recommendations.

A **poster** for Keyhole certified restaurants was printed promoting the **FOOD** recommendations and the tray model.



The **FOOD flyer** was created for lunch guests dining at Keyhole certified restaurants. Its aim was to enhance the **FOOD** recommendations at these restaurants.

**Letters** together with the **FOOD flyer** were sent to Keyhole certified restaurants informing them about the project acting also as a guideline reference.

Following the evaluation, no tools were withdrawn for the second communication campaign and the table talkers for the employees were to be implemented in the restaurants.



## 9 - The FOOD restaurant network

To become acknowledged as a “FOOD restaurant” a country-specific number of recommendations must be followed by the applicant restaurant (all of the recommendations, 7 out of 10, or less depending on criteria set by each country).

Each country used different methods to reach and recruit restaurants. Using email contact (Italy), video-emailing (France), door to door contact (Belgium and Czech Republic) or taking advantage of existing nutritional schemes (Spain and Sweden), the six countries were successful in establishing a network of FOOD restaurants across Europe.

After a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations.



250 restaurants are part of the FOOD network in Sweden.

As a result of the tight partnership with the Keyhole programme it was quickly decided that Keyhole certified restaurants would automatically be considered as FOOD restaurants. Edenred and the Keyhole are working together to develop the network and inform both consumers and restaurateurs about both projects and the benefits of healthy nutrition. Of course, Edenred has used its own network outside of the Keyhole to promote the initiative.

Restaurants were contacted by email, offering them a direct link to the Swedish chapter of the e-learning DVD. Tray mats showing the right place for the right foods and drink were sent out to 500 restaurants inviting them to join the FOOD network. Table talkers were later displayed in the Keyhole/FOOD certified restaurants, engaging customers in conversations about healthy eating.

To be part of the FOOD network, restaurants must apply all 13 recommendations agreed on by the Swedish partners. This is true only for two countries: Sweden where the Keyhole recommendations formed an integral part of the FOOD project development and Spain (with Gustino®).

The partnership with the Keyhole proved to be very effective and employees as well as restaurateurs have made strong commitments to the initiative.

**A geolocalisation tool that enables to locate the nearest FOOD restaurant is available on the European website at [www.food-programme.eu](http://www.food-programme.eu).**

“

***“The FOOD project has focused on sharing ideas, meeting challenges and learning from each other. And of course there have been and still are challenges, both in getting restaurants interested in healthy food and in meeting the consumers demand for both tasty and healthy food at work. I am delighted that this important project is now being transformed to a long-term programme”***

*Ulf Bohman, CEO, Keyhole Restaurant Association*

”









## ***The transition from a project to a programme***

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# The seventh FOOD country: THE SLOVAK REPUBLIC

In February 2011, the FOOD project welcomed a seventh country into its scope of action. The Public Health Authority of the Slovak Republic (PHA SR) joined forces with Edenred Slovakia in order to launch the project, benefiting from the work already existing in the six other countries.

In Slovakia for many years, eating habits have been characterised by an excess of energy intake. Specifically this has been manifested by over consumption of fats (exceeding average recommended intake by over 50%) and low intake of nutrients such as vitamins, minerals and iron. Unhealthy diets create the risk of malnutrition resulting in overweight and obesity, cardiovascular and other non-communicable diseases. In Slovakia, cardiovascular diseases account for 55% of total mortality rates. Epidemiological studies that took place between 2003-2010 have determined a connection between incorrect eating and overall lifestyle habits with overweight and obesity rates evident in 35% of overweight and obese men in the 25-64 age group.

The Slovak Republic has therefore adopted several national nutritional programmes aimed at addressing the negative impact of unhealthy lifestyle habits and mainly the risk factors resulting for malnutrition such as: the Programme for the Improvement of Nutrition of the Slovak Republic Population, the National Obesity Prevention Programme - focused on children, the National Health Promotion Program and others.

*(Source: "Information on the update of the nutritional recovery of Slovakia's population", adopted by the Government on the 17th December 2010.)*



Edenred is using its network as a unique channel of communication between the main target groups. In the seven participating countries, Edenred's network comprises of around 4.4 million employees, 205 000 companies and 370 000 restaurants.

The **Public Health Authority of the Slovak Republic (PHA SR)** falls under the Ministry of Health that controls the provision of public health services in the Slovak Republic. The scope of PHA SR is enshrined in the law on the protection, promotion and development of public health, which establishes the organisation, and provision of public health services in Slovakia. The role of providing public health services is undertaken by PHA SR and 36 regional public health authorities. PHA SR is responsible for implementing national public health programmes. In 1999, the Government adopted the "Programme for the Improvement of the Nutrition of the Population in the Slovak Republic", a national prevention programme aimed at improving the nutritional status and overall health of the population of the Slovak Republic. This programme, which was updated in December 2008, plays an important role in establishing cooperation and partnerships with a view to promoting a healthier diet among targeted populations.

## Methodology applied

When the two national partners decided to implement the project in the country, both agreed on the necessity for fast action while still maintaining rigorous quality. Thus, the first steps of the project such as the inventory of the existing programmes and the surveys were not carried out in Slovakia, making use of the recent health data of the Public Health Authority. The partners began the project by defining specific national recommendations and designing a communication strategy aimed at the two main target groups.

They used the studies elaborated by the six original pilot countries to then plan the messages and tools.

Evaluation through questionnaires and unannounced site visits in restaurants will commence in the second phase of the project in the Slovak Republic. This phase indicates the setting up of the programme on a long-term basis.

Following the forecasted evaluation, the tools launched and the communication strategy will be adapted to ensure a better impact and at this stage new potential partners could be sought.

## Recommendations

The Slovak partners chose to adopt the common recommendations created by the six first countries. They used them and added recommendations they believed were missing specifically regarding local eating habits to enrich these first endorsements.

A few recommendations for each of the target groups were agreed as common across the project at the early stage.

Following consultation on national level, all countries accepted six recommendations to employees.

### Common recommendations to employees in the 6 countries

- 1- Taste the food before adding salt and/or try other condiments
- 2- Use less fat and preferably use vegetable oils
- 3- Eat at least 5 portions of fruit/vegetables a day
- 4- As a dessert, choose a fresh fruit based option and sometimes as an alternative, a dairy product
- 5- Choose types of cooking that do not add too much fat (steaming, roasting, grilling, etc.)
- 6- Choose water to accompany your lunch

Regarding the restaurants, despite the intention to have common recommendations, each country decided to adapt the initial recommendations to its local cultural habits. In common remained only one recommendation relating to healthy cooking methods.

### Common recommendation to restaurants in the six countries

- 1 Favour cooking methods that use steam, oven or grill

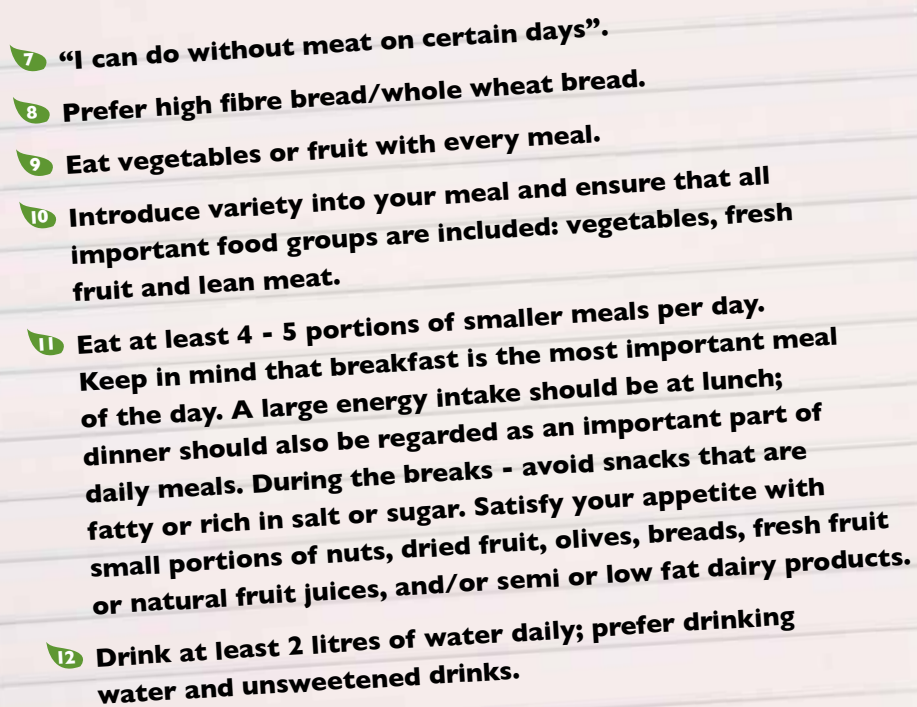




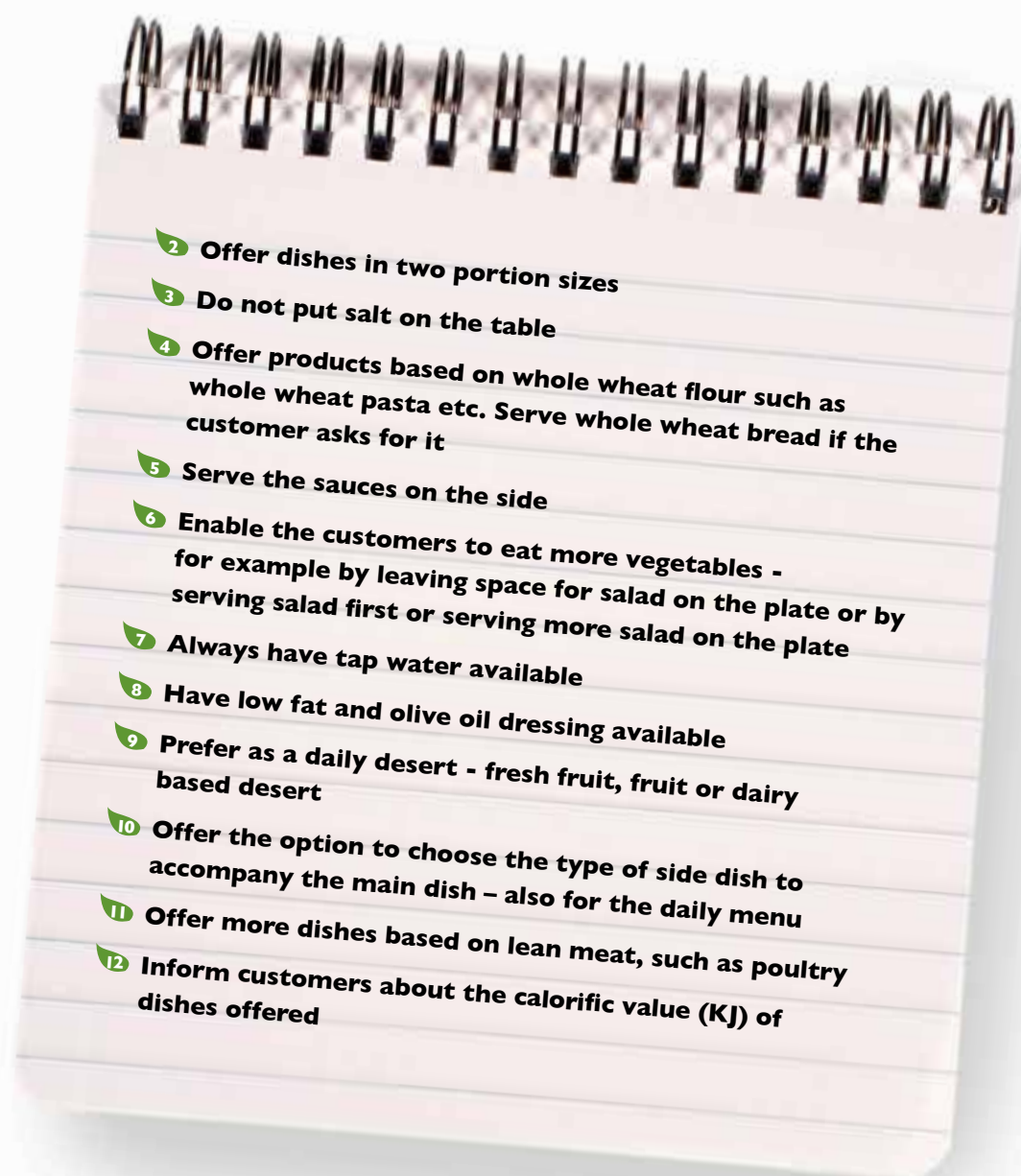
In forming the national recommendations, the national partners chose to respond to the most common dietary deficiencies and over consumption in the Slovak population. For example, currently salt consumption is higher by 40% compared to the WHO recommendations (5 g/day). Consumption of animal fats is higher by almost 50% compared with the recommended dietary allowance (RDA) and on the other hand fibre intake is only 30% of the recommended dietary allowances in selected adult population groups. Dietary recommendations were created to be practical and easy for the restaurants to implement, and to be easily accepted by consumers to help them achieve the goal of consuming a healthy diet.

## Recommendations to the employees

The partners added six recommendations to the common ones:

- 
- 7 "I can do without meat on certain days".**
  - 8 Prefer high fibre bread/whole wheat bread.**
  - 9 Eat vegetables or fruit with every meal.**
  - 10 Introduce variety into your meal and ensure that all important food groups are included: vegetables, fresh fruit and lean meat.**
  - 11 Eat at least 4 - 5 portions of smaller meals per day. Keep in mind that breakfast is the most important meal of the day. A large energy intake should be at lunch; dinner should also be regarded as an important part of daily meals. During the breaks - avoid snacks that are fatty or rich in salt or sugar. Satisfy your appetite with small portions of nuts, dried fruit, olives, breads, fresh fruit or natural fruit juices, and/or semi or low fat dairy products.**
  - 12 Drink at least 2 litres of water daily; prefer drinking water and unsweetened drinks.**

## Recommendations to the restaurants



2 Offer dishes in two portion sizes

3 Do not put salt on the table

4 Offer products based on whole wheat flour such as whole wheat pasta etc. Serve whole wheat bread if the customer asks for it

5 Serve the sauces on the side

6 Enable the customers to eat more vegetables - for example by leaving space for salad on the plate or by serving salad first or serving more salad on the plate

7 Always have tap water available

8 Have low fat and olive oil dressing available

9 Prefer as a daily desert - fresh fruit, fruit or dairy based desert

10 Offer the option to choose the type of side dish to accompany the main dish – also for the daily menu

11 Offer more dishes based on lean meat, such as poultry

12 Inform customers about the calorific value (KJ) of dishes offered

The recommendations to both sectors formed by the Slovak partners complement each other. They correspond to the main concern faced by the Public Health Authority regarding unhealthy eating and lack of nutrients in the Slovak diet. The recommendations to the employees aim to change not only the content of the food eaten but also its quantities and times of eating.

Similarly, the restaurants are advised to serve food lower in fat and richer in nutrients and dietary fibre.

## The communication strategy

Taking into account the progress of the six first countries, the Slovak partners took advantage of the best communication tools and adapted the ones that were most relevant to their own needs and objectives. Not surprising, due to similar cultural habits, the Czech tools and messages were the first choice but not only. Some Belgian tools were also adapted to the Slovak needs.

On top of that, the partners created and developed their own tools and largely made use of the media creating several events and press conferences.

Within only a few months, the Slovak partners had created 14 communication initiatives.

## Employees

### FOOD Leaflet for employees



### Advertising in the Sofisol conference booklet (Biznis Forum)

### And also...

E-Newsletters, Facebook page, Twitter profile, HN blogs, Event on a main square in Bratislava, Slovakia - promotion of the FOOD project (using a stand). As part of the event, the public was invited to have its blood and cholesterol pressure measured by the partner PHA SR, Discussion about the FOOD project on the TA3 Slovak TV channel (in July 2011)



## Restaurants



FOOD leaflet for restaurants

FOOD window sticker



Restaurant Certificate

And also...

Pilot in restaurants (face to face meetings),  
E-mailing (for the creation of a FOOD labelled network)



In addition, the FOOD project was promoted in the Slovak media:

- 🍃 **Press conference about the implementation of the FOOD project in Slovakia for journalists (based on this activity a report about the FOOD project appeared on Slovak TV)**
- 🍃 **«Informal» press conference about the FOOD project.**

The activity included fast and easy cooking of a healthy lunch menu with journalists while following the 12 restaurant recommendations (based on this activity a report about the FOOD project appeared in the Slovak radio with several printed articles mentioning the FOOD project).

## ***The FOOD restaurant network***

To become acknowledged as a “FOOD restaurant” a country-specific number of recommendations must be followed in the applicant restaurant (all of the recommendations, 7 out of 10, or else depending on the country).

Each country used different methods to reach and recruit restaurants. Using email contact (Italy), video-emailing (France), door to door contact (Belgium and Czech Republic) or taking advantage of existing nutritional schemes (Spain and Sweden), the countries were successful in establishing a network of FOOD restaurants across Europe.

After a few months, more than 1,760 restaurants joined the FOOD restaurant network following national recommendations.



Within a very short period of time, the Slovak Republic had recruited 19 restaurants to its FOOD network.

An emailing campaign was sent to the Slovak network of Ticket Restaurant® vouchers. 552 restaurants were reached by email despite the fact that similar to difficulties national partners faced in other countries, restaurants proved hard to reach this way. New restaurants are currently in the process of joining the network.

To be part of the network in Slovakia, the restaurant owner or chef must apply at least half of the recommendations. Once joined, they receive a FOOD certificate and sticker and are introduced to the employees via the partners' communication channel.

**A geolocalisation tool that enables to locate the nearest FOOD restaurant is available on the European website at [www.food-programme.eu](http://www.food-programme.eu).**

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***“The FOOD project represents for the Public Health Authority of the Slovak Republic - the competent authority in the enforcement of preventive programmes - one of the successful projects for intervention in the population to increase awareness about healthy eating and also help them eat a balanced meal.***

***The project’s implementation of accepted objectives and recommendations accurately responds to the most problematic points in nutrition not only for working groups, making this one of the most successful projects of its kind compared with other similar projects.***

***The project immediately and directly relates activities regarding a healthy diet the advisory regional public health authorities are promoting, through meeting the objectives of a healthy lifestyle. The methodology of the project is used to verify the benefits of the recommendations for restaurants and allows employees to assess the real degree of its success.***

***Our common aim is to engage in the FOOD project reaching the widest range of restaurants.”***

*Iveta Trusková, M.D., PhD.  
Deputy of Chief Medical Officer  
Public Health Authority of the Slovak Republic*

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# ***The conference at the European Parliament***

Following the wish of the partners to continue the project by adapting it into a programme, a conference had been organised to mark the transition. The chosen venue for the conference was the European Parliament, which re-established the support of the European Union in the project.

More than 160 participants attended the conference **Balanced Nutrition at Work, The European FOOD project: a successful public-private partnership**, held at the European Parliament in Brussels in May 31st 2011. The conference was a showcase for the two-year FOOD pilot project, whose co-funding ended in April 2011.

The plenary session in the morning hosted more than 160 participants and the afternoon workshops welcomed around 80 people.

The two round-table sessions in the morning enabled sharing of information on national strategies which were then put in international context thanks to representation by the World Health Organisation, the European Commission and the European Parliament.

Panelists reported on results from the FOOD project's methodology and discussed lessons learned from the successful public-private partnership approach. Moderator Martin Caraher pointed out that long-term change regarding balanced nutrition could take 15 to 20 years, but the FOOD project proves much can be accomplished in the short term.

The discussion between the speakers led to encouraging remarks, such as those by **Ms. Spanou, DG SANCO, Chair of the EU Platform for Action on Diet, Physical Activity and Health, who concluded:**

***“We are trying to spread good practices geographically.  
It’s excellent to see projects among six member states” (...)  
“The FOOD project can offer opportunities to the member states” (...)  
“Spreading the project to more member states is one of our objectives.”***

In addition, the afternoon workshops allowed more time for the explanation the content of the recommendations and the communication strategies country by country. It was also the opportunity to introduce the 7th country that entered the project in February 2011: the Slovak Republic.



DR Frederic Remouchamps





## ***Reasons for joining the programme***

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# ***Reasons for joining the programme if you are...***

As the project is turning into a programme, the Consortium is looking for complementary expertise in order to improve its overall quality and development.

## **A new partner**

A new partner can join the programme at different stages and levels. It is possible to become a new partner in a country where the FOOD programme is currently implemented as well as a partner in a “new” country, thus developing the geographical positive influence of the programme and exchanging experiences.

One can join the programme at any time, since there is an approved methodology for the project and any country can implement the different steps when launching the programme.

Adaptation is the core principle of the programme and its main strength.

The welcome expertise is wide-ranging. Competences in terms of analysis, research, evaluation and knowledge of the target groups are very important for developing the activities and creating a real impact.

The variety of the current partners shows that any type of entity can have a strong role to play, as long as all partners share the same objectives and abide by the same rules.

Being a partner in the FOOD programme is an opportunity to join forces with other bodies sharing the same goals and to learn from the expertise and know-how of others.

It is important to note however, that potential partners interested in joining a national partnership must offer different, complementary and additional expertise to the one that already exists in that country.

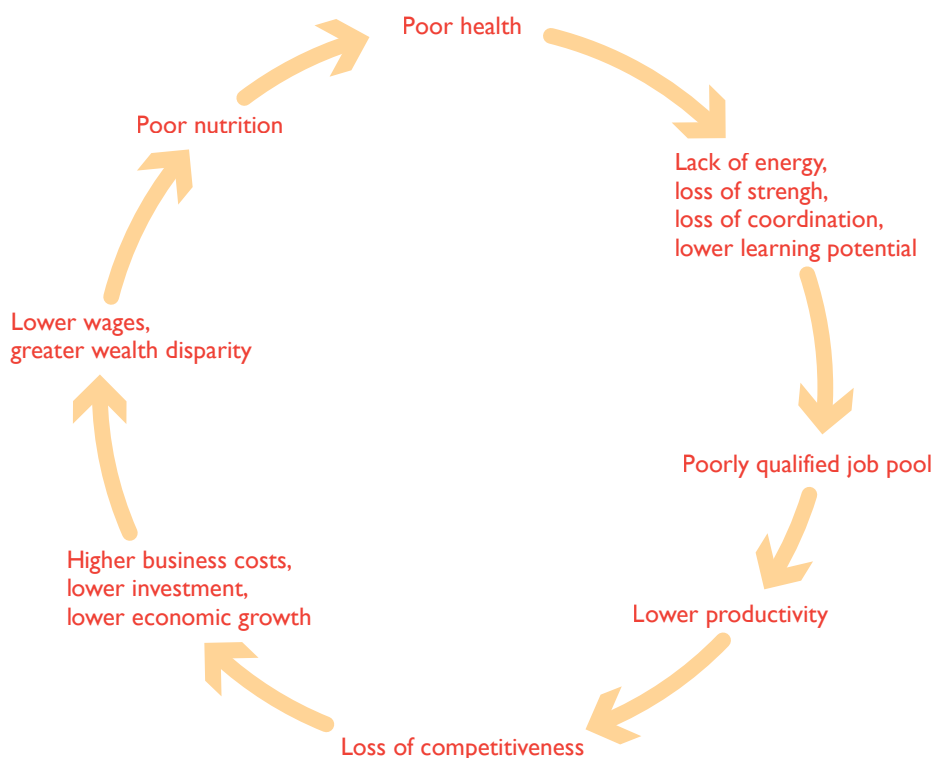
## **Within a company**

### ***As a General or Human Resources Manager***

The World Health Organisation and the European Commission support a multi-factorial approach to tackling obesity and promoting health that should involve all actors. This approach has been integrated into the European Commission’s white paper on nutrition, overweight and obesity-related health issues: “...Businesses can also support the development of healthy lifestyles in the workplace.” (EC, 2007). This applies directly to companies’ general and human resources managers.

For human resources or general managers, employees' wellbeing and the company's productivity are two important concerns. What is less commonly known is the tight link between the two. Employee performance is also closely linked to the quality of meal they receive. Poor nutrition or unhealthy food can lead to obesity and chronic diseases, while macro - and micronutrient deficiencies can cause malnutrition, thus causing loss of productivity and absenteeism.

It is therefore in the interest of all parties to have access to healthy nutrition and the employer can play a role in providing his employees with information and tools about how to improve their diet and health.



Source: *Food at Work*, ILO, 2005

### Employer's needs:

- Enhance Corporate Social Responsibility
- Favour motivation and well-being of employees
- Comply with legal Health & Safety requirements in the Workplace
- Fight against stress, pain, illness, absenteeism, presenteeism, turnover and disability

The FOOD programme can work with any size of enterprise, from large companies that offer their employees lunch services to small companies, whose employees must go out for lunch and are confronted amongst other things, with unhealthy food and many temptations.



## **As an employee**

On top of fair wages, an employee now also seeks a good work environment, health and wellbeing. This is the counterpart to the productivity requested by the company that tends to increase. A good nutrition enables better concentration and ability to work. It prevents stress and increases wellbeing.

The FOOD programme takes into account employees' constraints of time and budget and offers adapted and practical tips and information. The information provided is clear and easy to apply during and outside the working day.

Having a healthy diet begins with the understanding and adoption of simple principles. Good habits should be adopted and implemented not only during the working day but carried out past the work hours.

### **Employee's needs:**

- 🍃 **Balance their work and family life and find time for physical activity and balanced nutrition**
- 🍃 **Get access to affordable services**
- 🍃 **Get access to quality services/professionals**
- 🍃 **Adapted healthy services on site**
- 🍃 **Access to information, easy to find and rapid in use**
- 🍃 **Access to preferential offers**
- 🍃 **Overall, an improved quality of life.**

## **A restaurant owner or chef**

The demand for balanced eating is constantly increasing with studies and surveys supporting this sustainable trend. Customers are looking to access a larger and healthier food choice.

The FOOD programme does not aim at changing restaurants but in helping to address this demand thus improving the food on offer. This is why the recommendations are pragmatic: they take into account professional constraints such as time and budget.

The programme is free of charge and easy to apply requiring no additional time to be spent.

The FOOD programme encourages doing away with old myths, such as “healthy food is not tasty” or “the purpose of healthy food is losing weight”. Thanks to practical tips and advice, any restaurant can offer tasty and healthy dishes created with little extra effort.

Participation in the FOOD programme for a restaurant is an indication of its deep commitment to its clients. Beyond offering a nice dish in a nice environment, it allows the customer the option of having a healthy meal and will ultimately bring in new customers attracted to this choice.

**Meeting the customers' demand for healthy meals  
is possible with simple and easy tools**

# Conclusion

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# Conclusion

FOOD is a successful project co-funded by the European Commission's Health programme. I am pleased that FOOD developed an effective communication campaign on nutrition that reached out to 352,000 restaurants and four million employees in Belgium, the Czech Republic, France, Italy, Spain and Sweden.

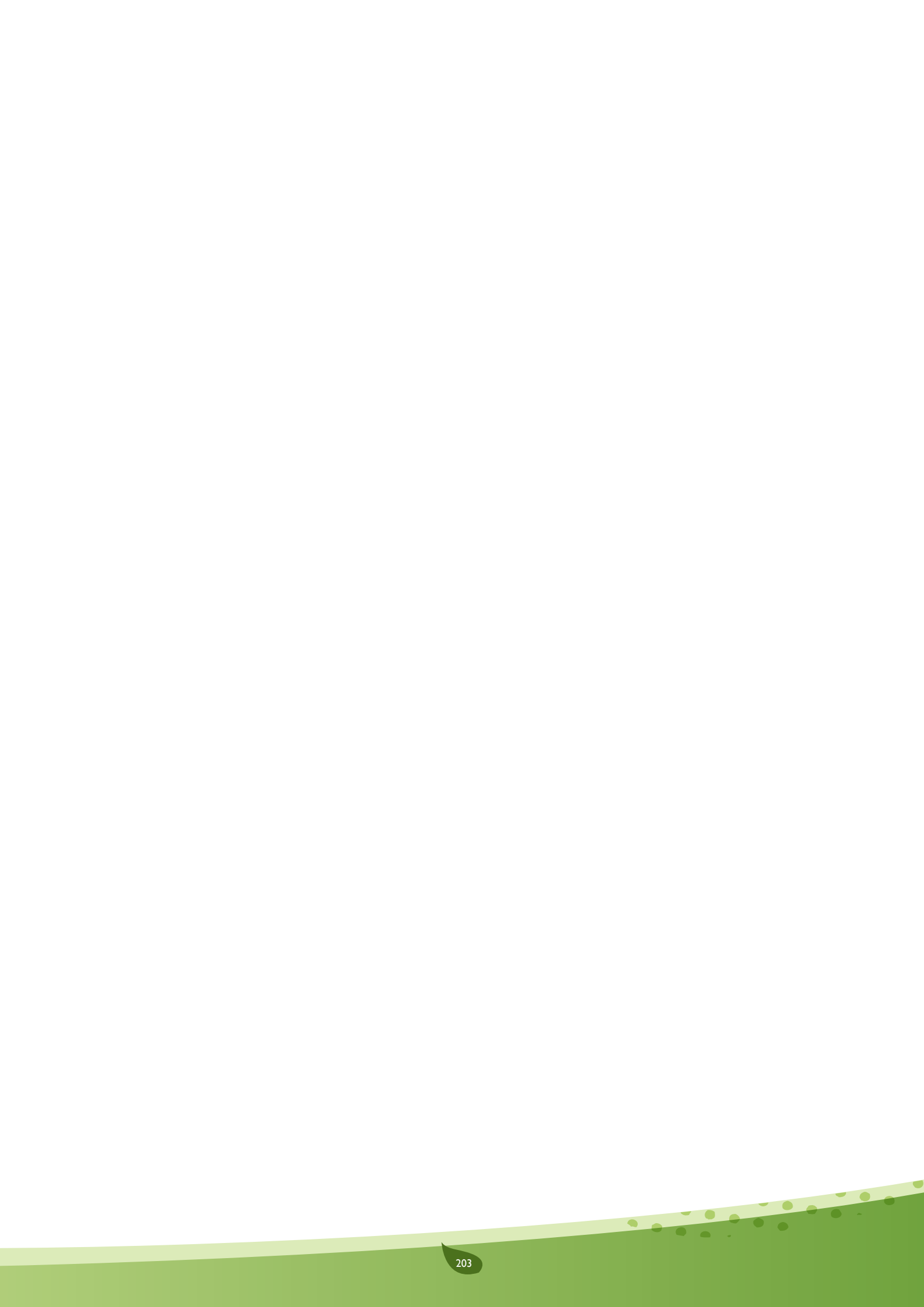
FOOD used a wide range of tools to inform workers and restaurant managers about a balanced and healthy diet. Nutritional recommendations were formed in each country for both the restaurants and the employees. Guides, leaflets, posters, videos, training sessions and websites, e-learning DVD for chefs, certificates and window stickers for restaurants, meal vouchers inserts, and a smart phone application were all developed for this purpose. A geo-localisation tool further enables people to look for a FOOD restaurant near their office or home: [www.food-programme.eu](http://www.food-programme.eu).

As Commissioner for Health I particularly appreciate that FOOD brings health promotion to the work place by allowing employees to follow the projects' recommendations at work. By promoting a healthy and balanced diet in the workplace, FOOD addresses one of the priorities of the Strategy for Europe on Nutrition, Overweight and Obesity related health issues. I also find FOOD a success in addressing both the «Offer» and «Demand» side of the healthy diet equation; in attracting media interest, and in its dissemination efforts and results.

Moreover, FOOD has successfully managed the often difficult transition from a co-funded project to a self-sustained programme, took on board two additional countries after the project itself had ended: the Slovak Republic and Portugal. This shows that all the efforts invested by the project partners - academia, health ministries, nutritionists, as well as international and European organisations co-ordinated by Edenred - are worthwhile and long-lasting.

**John Dalli**  
**Commissioner for Health**  
**and Consumer Policy**









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# ***How to join the FOOD programme***

## ***Contact information in your country***

Information about the FOOD Programme is to be found on the European website shared by all participating countries: [www.food-programme.eu](http://www.food-programme.eu)

It is also possible to contact the FOOD Programme team directly in each country in order to get specific information. Below are country contact details:

### BELGIUM



The Belgian FOOD Team:

@ FOOD-BE@edenred.com

+32 2 678 28 46

National website:

**[www.foodprogram.be](http://www.foodprogram.be)**

### THE CZECH REPUBLIC



The Czech Republic's FOOD Team:

@ FOOD-CZ@edenred.com

+420 234 662 370  
Daniela PEDRET

### FRANCE



The French FOOD Team:

@ FOOD-FR@edenred.com

+33 1 74 31 82 33

## ITALY



The Italian FOOD Team:

@ FOOD-IT@edenred.com  
+39 02 26904960  
Sabrina CITTERIO  
sabrina.citterio@edenred.com

## SLOVAKIA



The Slovak FOOD Team:

@ FOOD-SK@edenred.com  
+421 250 707 238  
Livia SUNOVA  
livia.sunova@edenred.com

## SPAIN



The Spanish FOOD Team:

@ FOOD-ES@edenred.com  
+34 91 125 45 18  
National website:  
**[www.gustinofood.es](http://www.gustinofood.es)**

## SWEDEN



The Swedish FOOD Team:

@ FOOD-SE@edenred.com  
+46 8 6818100



