

WORKPLACE SERIES

Enhancing your workforce
nutrition programme



HEALTHY FOOD AT WORK

A practical guide for employers to offer their
employees healthy snacks and meals at work

**WORKFORCE
NUTRITION ALLIANCE**

**A healthy workforce
makes a healthy business**

Version

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Workforce Nutrition Alliance

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Acknowledgements

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BACKGROUND

Introduction

A practical tool

This guidebook serves as a practical tool to help employers provide healthy meals and snacks to employees in resource poor settings. It is part of building a successful workforce nutrition programme – and a strong workforce – in your organisation.

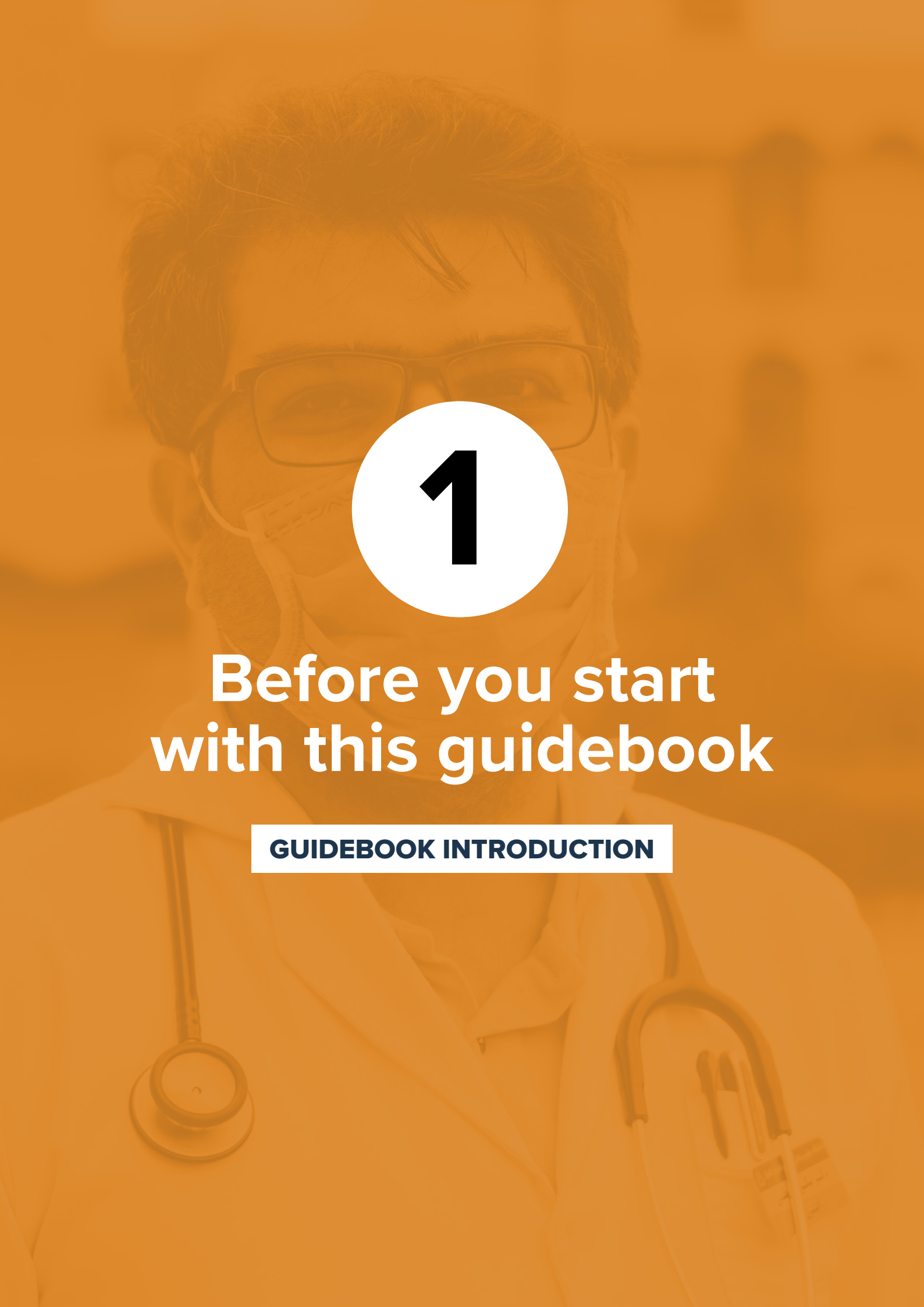
This guide is one in a series of four produced by the Workforce Nutrition Alliance on the pillars of a strong workforce nutrition programme: breastfeeding support, healthy food at work, nutrition education and nutrition-related health checks.

All four guides are publicly available on our [website](#) with the aim of helping employers to enhance their workforce nutrition programmes.

Who we are

The Workforce Nutrition Alliance was launched by The Consumer Goods Forum (CGF) and the Global Alliance for Improved Nutrition (GAIN) in October 2019. Since our launch in 2019, the Workforce Nutrition Alliance has supported programmes reaching over 6million farmers and workers. We aim to reach 10 million by 2030.

We encourage employers that are excited about improving their workforce nutrition programme to enrol in one of our implementation support programmes.



1

**Before you start
with this guidebook**

GUIDEBOOK INTRODUCTION

FIRST TASTE

Before you start



Who is this guidebook for?

Employers that offer single meals, multiple (paid) meals, snacks or drink choices to employees during the workday and wish to improve their offering of healthy food. Employers that do not yet offer food to employees, but are interested in doing so in a healthy manner, will also find this guidebook useful.

While this handbook serves as a practical guide for businesses, it can also be used by other organisations that offer food to employees, such as non-profit, civil society, academic, or government organisations.



What is covered in this guidebook?

Guidance is shared on how to provide healthy meals and drink options to employees. The guidebook also provides useful information on how offering healthy (nutritious and safe) food to employees can benefit your businesses. It helps you make your first step towards offering better food in your “healthy food at work” initiative as part of your workforce nutrition programme.



Why is this guidebook important?

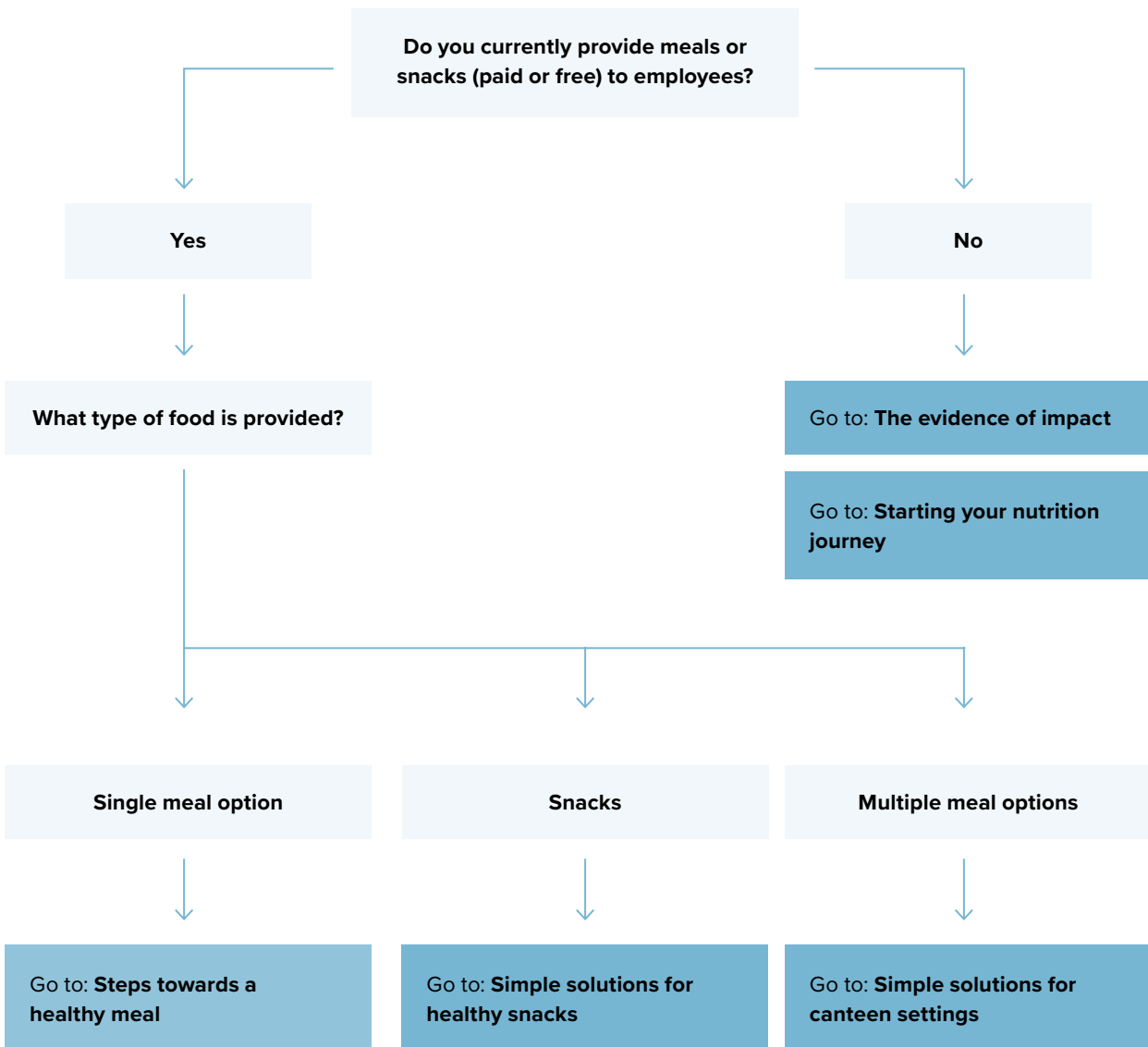
Following a nutritious diet can have a positive impact on employee health and wellbeing. Particularly, when employees have access to safe and nutritious foods, they are less likely to develop diet-related non-communicable diseases (NCDs) such as obesity, diabetes, high blood pressure, and cardiovascular diseases. These are the leading cause of death and disability globally. Employers can directly impact the health of their workforce and in doing so benefit their business productivity through increased employee retention, reduced absenteeism, and improved morale. Offering healthy food during the workday is also a way to contribute to the nutrition targets of the United Nations Sustainable Development Goals (SDGs), as healthy nutrition initiatives significantly benefit employee health.

HOW TO USE

Navigating this guidebook

Relevant sections

Depending on the type of food offered in your company, different sections of the guidebook may be relevant to you. Take the first step towards healthier meals by completing this programme assessment. It will direct you to the sections and resources with relevant information for your workforce.



BUSINESS CASE

The evidence of impact

The benefits summed up

Successful organisations know that a healthy workforce benefits everyone, while an unhealthy workforce will negatively impact your company's bottom line.

Healthy food at the workplace is a key pillar of an effective workforce nutrition programme and can complement existing health and wellness programmes offered by your company. Providing snacks and meals is often appreciated by employees as well as consumers who appreciate supply chains who treat their workers fairly. There are many benefits of healthy food at work.^{3,4}

The benefits of healthy food at work



The evidence of impact

In our [Healthy Food at Work evidence brief](#)³, we summarise the evidence for healthy food at work programmes, which shows benefits to workers.^{5,6} Depending on the setting and content of the programme, most studies show some form of improvement in the diets or health status of workers.⁶ One of the most common improvements is office settings in an employee's daily fruit consumption after changes in the physical food environment at work.^{5,7}

In factory settings, dietary improvements to canteen meals improved employee health both in high- and low-income countries. In settings where underweight and micro-nutrient deficiencies were a problem, the availability of free healthy lunches have resulted in improvements in weight gain, productivity, and morale. In one case, there was a 70% increase in factory production over four years, and a 20% increase in annual employee earnings.⁸ In another programme, providing fortified rice within healthy menus and/or iron-folic acid supplements resulted in a 12 - 32% reduction in anaemia among factory workers.⁹ In another factory setting, a healthy food at work intervention helped lower the risk of heart problems for a population with overweight and obesity challenges.¹⁰

Beyond directly making more nutritious food available at worksites, food packaging influences an employee's food consumption.^{11,12} In one programme, a traffic light system for labelling healthy options guided workers towards healthier choices and resulted in improvements in their overall

diets.¹³ Most studies find that it is important to provide information to canteen staff and employees to make sure employees accept healthy nutrition initiatives and are open to changes.¹⁰

Food safety is essential as unsafe food handling, preparation, and storage can lead to repeated foodborne illness that undermine gut health, impair nutrient absorption, and worsen health outcomes for people living with NCDs. Ensuring hygienic food preparation, proper storage, and adherence to food safety standards protects employee health and supports sustained healthy food choices.

Physical activity

In addition to improving access to safe and nutritious foods, employers should actively promote a culture of physical activity. Most formal workplace or office settings are mostly sedentary, and this increases the risk of diet-related NCDs. Encouraging employees to take short walk breaks or engage in light physical activity during the day can help reduce the risks of these diseases. Employers can go a step further by integrating physical activity into the employee health insurance packages.

Non-formal workplaces

Even though providing healthier food at the workplace might not be an option in more informal work settings such as smallholder farms, companies can still play an important role in increasing the access to safe and nutritious foods for their casual workers or producers. For employees, nutritious foods may be difficult to access because of their high price, or simply because of logistics. Markets may be too far away to go regularly, limiting the consumption of fresh produce, especially when households do not have access to proper storage facilities such as refrigeration.

Simple solutions a company can implement to improve access to nutritious foods can include provision of food rations or vouchers for highly nutritious foods (fortified rice, wheat flour, maize flour or oil, milk, eggs, local fruits and vegetables), provision of micronutrient supplements, or market based solutions like working with local vendors or social entrepreneurs to subsidize costs of highly nutritious foods. These food sellers can be encouraged to add nutritious and safe foods to the products they sell. Promoting nutritious foods at the point of purchase, for example through providing information on health benefits, may also nudge your workforce to make healthier choices. Ideally, this would be combined with a nutrition education campaign to create demand for these products. See the Guidebook on Nutrition Education for more information on setting up such a campaign.

Another route to making healthy foods accessible, is through promotion of kitchen or community gardens and animal rearing. Especially in smallholder farmer settings, people may already have the skills to cultivate vegetable crops or raise poultry. This approach has its limitations as some people may not have access to sufficient land, clean water or even time to manage the gardens and/or animals.

Definition of ‘Healthy Food at Work’

Healthy food at work programmes focus on increasing employees’ access to healthy and safe meals and snacks at work. Employers may provide healthy food for free, with a subsidy, or at full cost to employees. These programmes change the food environment through healthier canteen meals (some include promotion alongside options), snack offerings, vending machine options, and more balanced portion sizes. All of these shape people’s access to nutritious foods and encourage healthier choices. Nutritional supplements available through workplaces can also be considered part of these programmes.

Good practice

CASE 1

Reduced anaemia among female readymade garment workers in Bangladesh¹⁴



Country

Bangladesh



Sector

Textile and garment



Case

To address the high anaemia rates among the female ready-made garment workers in Bangladesh, two types of nutrition programmes were tested.

The first included a lunch package consisting of a daily nutritionally improved (fortified rice) hot meal, a weekly iron-folic acid supplement, and monthly behaviour change counselling. It targeted factories where facilities for meal provision were already existing. The second programme included only a twice-weekly iron-folic acid supplementation and the same monthly behaviour change counselling. It targeted factories that had no meal provision facilities..

The study also included a control group that did not receive any programme support.



Outcomes

- Reduced anaemia among workers in both programmes (23% in the meal and supplement programme, 12% in the supplement programme)
- Reduced occurrence of disease for those receiving meals
- Increased productivity for both healthy food at work programmes

CASE 2

Increasing customer value while improving employee nutrition⁸

**Country**

Vietnam

**Sector**

Textile and garment

**Case**

Free lunch or dinner were offered to employees, including rice, soup, meat, and vegetables. The company also offered a subsidized breakfast to discourage employees from visiting street vendors that were a source of food-borne illness.

**Outcomes**

- Increased productivity
 - Morale boost
 - Higher product quality
 - Lower rate of sick days
 - Higher employee turnover
-

CASE 3

Subsidizing meals benefits employees and employers⁸

**Country**

Guatemala

**Sector**

Textile and garment

**Case**

To address poor nutrition among workers, subsidized meals with improved nutritional quality were offered to employees, while the company made other food programme updates, including offering a snack, providing breaks and building a new dining area.

**Outcomes**

- Productivity increased
 - Morale boosted
 - Absenteeism was reduced
 - Medical costs decreased
 - Annual earnings increased
-

CASE 4

Reducing the risk of diet-related NCDs among employees¹⁵



Country

Ireland



Sector

Multinational manufacturing workplaces



Case

Four large multinational manufacturing companies in Cork, Ireland implemented the Food Choice at Work programme to improve employee diets and reduce the risk of diet-related non-communicable diseases (NCDs). The programme tested three approaches:

1. Nutrition education

Including monthly group presentations, individual nutrition counseling, and detailed nutrition information such as 'traffic light' menu labelling, posters, leaflets and emails.

2. Environmental dietary modification

Including menu modification to reduce salt, sugar, and saturated fat; increasing fibre, fruit and vegetable availability; offering discounted fruit; strategic placement of healthier foods, and portion size control.

3. Combined intervention

integrating both nutrition education and environmental dietary modification.

A fourth group served as the control group, which did not receive any intervention.



Outcomes

After 7 to 9 months, results showed that the combined intervention of nutrition education and environmental dietary modification was the most effective. Employees in this group showed significant reduction in salt and saturated fat intake, improved nutrition knowledge, and a measurable decrease in body mass index (BMI).

This case demonstrates that a well-designed, multi-component workplace nutrition programme can effectively improve employee health and help prevent diet-related NCDs.



2

Needs assessment

DEFINING THE NEED

DEFINING THE NEED

Needs assessment

Before designing your program, it is helpful to gather information about the current situation at your workplace, and to think about what questions you would need to answer to design a programme that addresses the real challenges of your workforce. This will help you to shape your workforce nutrition programme as well as your monitoring priorities.

Aim to answer the following key questions:

- What information do we need to know before starting the programme?
- What is the objective or change we want to achieve?
- Who should be involved in collecting or giving this information?
- How will the information be used?

Key assessment areas

Table 01

What to assess?	Desired change	Who to involve?	How to collect information?
Where do workers currently get their food from (home, vendors, workplace)?	To understand current food sources and identify where to intervene	HR staff, facility manager, employee representatives	Surveys, short interviews, observations
What food options are currently available at the workplace?	To identify gaps and opportunities to offer healthier foods	Management, procurement officers, food service providers, canteen manager	Food inventory log, Lunch/Snacks menu, observations (of i.e. vending machines)
What are employee's current eating habits during work hours?	To identify dietary patterns and potential health risks	Workers	Short surveys and interviews
What are the most common nutrition-related health conditions among workers? (e.g., obesity, diabetes, anaemia, underweight)	To link dietary habits to health outcomes and target nutrition priorities	Health provider, occupational health staff	Health screening – where feasible, short surveys
What is the nutritional quality of the current menu(s) (if any)?	To identify nutrient gaps and align with the national food based dietary guidelines	Canteen manager, nutritionist/dietician	Menu review / assessment, nutrient analysis
What are the main and potential barriers to offering healthier food? (e.g., cost, workers preference, supply chain)	To anticipate challenges and improve uptake of healthy options	Workers, management, procurement team, kitchen staff	Short interviews, informal feedback, cost analysis – where feasible
What do workers prefer or suggest for improving food access and quality?	To tailor the programme to workers' preferences and needs	Workers via survey or interviews	Short surveys, anonymous suggestion box, feedback forms

Using the assessment results

- Design programme with context: Set realistic goals and tailor interventions (e.g., local snack options over imported foods).
- Strengthen organisational buy-in: Share results with management and workers to build support.
- Prioritise actions: Focus on quick wins (e.g., adding fruits to existing diets) and long-term shifts (e.g., improved canteen menu).
- Track progress: Use needs assessment as baseline data to measure improvements over time.



3

The basics of healthy food at work

BUILDING YOUR PROGRAMME

GET GOING

Starting your nutrition journey

If your company does not yet have a healthy food at work programme in place, you may wonder how to get started. These activities can have a big impact with a low-level of investment and get you started on your nutrition journey.



Separated eating space

Providing workers with a dedicated clean space for accessing drinking water, washing hands with soap, and eating snacks or a mid-day meal can help them relax during their breaks and feel energized for the rest of the workday.



Paid canteen or shop

Offering healthy food on site in a paid canteen or shop improves workers' access to nutritious food. This benefit has added impact if workers can purchase healthy food to take home for themselves and their families.



Healthy snacks daily

Providing healthy snacks at one or two moments throughout the day helps workers maintain their energy levels and meet their nutritional needs (see Simple solutions for healthy snacks section). Some companies develop long-term relationships with local vendors who can bring in healthy snacks at break times.

Better nutrition for everyone

"One exciting aspect of this work is its multiplier effect. If we train 2,000 employees in better health and nutrition, we will influence 2,000 families. If each family has 5 people, that's 10,000 people who have positively benefited. And if each of those people tell just one other person about what they learned, we've reached 20,000 people. To make people's lives better, to serve my country and the people in this way, that's exciting!"

Major Murtaza, General Manager of Human Resources for Lenny Fashions Ltd.

Visit [Nutrition Connect](#) to read the full interview with Major Murtaza.

ELEMENTS OF CHANGE

Steps towards a healthy meal

Does serving a healthy meal within your budget seem challenging? Fortunately, you do not need to change the whole menu at once. Taking even one step towards a healthier meal can have a big impact on employee health. We recommend making the following changes, at a pace that is right for your business.



1 Add vegetables and fruits

Most people do not eat enough vegetables and fruits. Help employees stay healthy and reduce the risk of diet-related NCDs by gradually increasing the amount and variety of vegetables offered and offer fruit as a healthy snack. Talk to employees about the health benefits of vegetables and fruits to encourage their consumption.



2 Offer more whole grains and prioritize fortified products

Whole grains are rich in dietary fiber and essential nutrients that support heart and gut health, as well as blood sugar control. It is important to eat more whole grains to prevent the onset of diet-related NCDs such as diabetes, obesity and heart diseases. Additionally, some types of grains and oils are fortified, which means additional nutrients have been added during processing. These products can improve dietary intake of essential nutrients and limit the risks of deficiencies among employees. Always talk to employees about why fortified products are being used before serving them on the menu.



3 Offer a variety of protein foods

Protein foods offer many essential nutrients. Varying the type of protein offered throughout the week can help employees meet their needs. Include protein foods that are less expensive, like pulses or eggs, to keep your budget on track.



4 Shift towards a balanced meal

It's easy to load our plates with too many starchy staples and not enough protein-rich foods and/or vegetables. Gradually shift the menu towards balanced proportions of food. Reallocating the amount of each food group on the menu is a cost-effective change that can help companies save money.



5 Offer drinking water

Clean and safe drinking water should be available to employees. Offer water at mealtimes and throughout the day. Avoid sugar sweetened beverages which provide no nutritional value and lead to ill health.



6 Limit salt and fat

Sodium, a component of salt is an essential nutrient necessary for body maintenance. However, excess of it is linked to high incidence of high blood pressure. Employees should be supported in reducing their sodium intake either by minimizing processed foods, removing table salt, choosing low-salt foods and cooking with little salt. Additionally, the quantity and quality of dietary fat used in cooking is important. Excess consumption of fat can lead to the onset of NCDs like obesity, high cholesterol and cardiovascular diseases. Employees should be educated on NCDs and how excess consumption of oil, sugar and salt could increase its risk.

Step by step guidance

The [Nutrition at Work handbook](#)¹ is a practical guide to providing healthy meals and snacks to employees in resource-constrained settings. It is developed for businesses that offer snacks or a single-meal choice to employees during the workday. This handbook provides information to help managers, chefs, cooks, and caterers decide what and how much to serve.



GETTING IT RIGHT

Measuring portion size

We need to get the right types and amounts of food to be healthy. Measuring the portion size for vegetables, starchy staples and protein foods can help get the portions and proportions right.

A handy technique

Our hands can serve as a useful guide for measuring portion size. Use this system to educate employees on proper portion size and to empower them to make healthy choices at home.



Palm-sized

- Meat
- Poultry
- Fish



Size of a fist

- Cereals
- Rice (cooked)
- Starchy vegetables
- Pulses (cooked)



Size of two fists

- Leafy greens
- Red vegetables
- Orange vegetables
- Other vegetables

Find out more

Some populations may require more or less food to meet their nutrient needs. See the [Nutrition at Work handbook](#)'s Healthy Meal and Snack Recommendations¹⁸ for detailed information on menu planning. Or consult a local dietitian or nutritionist to determine appropriate portion sizes for your specific workforce needs.



Did you know?

Using standardized measuring cups or scoops helps ensure that employees get the right amount of food and controls cost.

LOW COST, BIG IMPACT

Budget friendly changes

Preparing a healthy meal with limited resources can seem like a difficult task. However, there are ways to reduce the cost of supplying and preparing a meal. Use these tips to prepare and provide more cost-effective meals.



Cooking techniques

Reduce the amount of oil that is used while preparing meals. If the food being cooked seems like it needs more liquid, add a little hot water instead of oil.

Heat pans before adding the oil to the surface. This allows the oil to heat more quickly and spread further, requiring less oil to be used.

Use whole instead of peeled vegetables. Peeling vegetables removes key nutrients found in the skin and reduces the amount of food that is available to serve. Washing vegetables and cooking reduces the risk of contamination and food borne illness.



Purchasing food

Buy non-perishable foods in bulk.

Purchase raw food items and prepare them onsite, rather than purchasing prepared or packaged foods.

Purchase frozen vegetables (or freeze fresh vegetables) if possible, to minimize food loss.

Consider safe and reliable sourcing. Where feasible, worksites may grow foods (vegetable gardens) that can contribute to meals or snacks.



Portion control

Measure the amount of food that is served, both to improve employee health and manage costs.

Increase the quantity of vegetables on the plate. Vegetables are typically less expensive than proteins and starchy staples and can add both more volume and nutrients to the meal.



Food waste and food safety

Store non-perishable food items in sealable containers in a cool dark space. Elevate containers off the ground (on crates or boxes) to avoid pests or contamination.

Use refrigeration or freezers to prolong shelf life.

Plan how much food is needed depending on the amount of people being served and only prepare what is necessary.

Monitor the amount of food that is discarded during production and service and take action to minimize waste.



Menu choices

Include fruits and vegetables that are locally available and in season.

Use leftover ingredients for the next day's meal or snack, such as including nuts in a recipe for a meal and using any extra the next day as a snack.

A woman wearing a white knit hat and a grey sweater is sitting at a wooden table outdoors, smiling and eating a snack. In the background, other people are sitting at tables, and there are trees and a building. The entire image has a blue overlay.

4

Simple solutions for healthy snacks

PUTTING YOUR PLAN INTO ACTION

STAY ENERGIZED

Steps towards a healthy snack

Snacks are an important aspect of a healthy diet that are often overlooked. Despite being a small amount of food, they contribute a significant proportion of energy and nutrients to our overall diet.



Make a healthy switch

If you serve salty, sugary or fatty snacks, like crisps and chips, cakes or biscuits, switch to healthy snack options.



Offer a variety of healthy snacks

Gradually shift your menu to offer a variety of different healthy snacks throughout the week.



Drinking water

Offer free and clean drinking water instead of sugar-sweetened beverages. Coffee and tea can also be offered as beverages. However, it is important to limit the amount of sugar that is added.



Offer healthy choices

Does your company have a shop, canteen or vending machine that sells snacks? Often, unhealthy options are sold, like cakes, biscuits, chips or sweets. Examine the nutritional quality of those items and consider switching to healthier choices.

Reasons to invest in healthy snacks

Providing a healthy snack during the workday can have a positive impact on employee health and productivity. Consider the following reasons to invest in a healthy snack.

Nutrients

Healthy snacks can provide a high concentration of nutrients that help employees stay energized.

Focus

Healthy snacks can help maintain good blood sugar levels, reduce feelings of hunger and improve concentration.

Choice

Unhealthy snacks contribute high amounts of calories and fat to the diet, while offering healthy snacks during the workday can help employees make better choices.

Only food

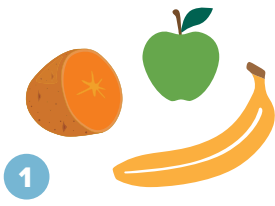
Snacks may be the only food employees eat over a long stretch of time, so it is important that they are healthy.

SNACK TIME

Healthy snack ideas

Do employees skip breakfast or come to work hungry? If so, offering a snack at the beginning of the workday can help reduce hunger and improve employee productivity.

If employees are asked to work overtime, it is important to offer a snack in the late hours to maintain energy levels and efficiency.



1 Fruit and vegetables

Fruits and vegetables contain vitamins, minerals and dietary fibre that employees need to stay healthy.

Fruits

Seasonal and local

Dried fruit

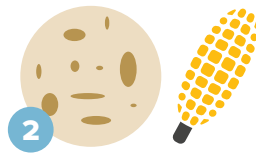
Choose options that are not deep fried have no added sugar or salt

Sweet potatoes

Orange-fleshed and boiled

Seasonal vegetables

e.g. carrots



2 Starchy staples

Starchy staples keep employees energized. Choose fortified or whole grain products when possible.

Fortified or whole grain bread or biscuits

Choose options low in sugar and high in fibre

Fortified porridge



3 Protein foods

Choose animal (ideally not red meat, but fish, poultry and other meats) or plant based proteins (beans, pulses, legumes).

Nuts

Non-perishable options, choose options low in salt

Eggs

Boiled

Dairy

Unsweetened or low-sweet products (e.g. milk, yoghurt)

Find out more

See the [Nutrition at Work handbook](#)'s Healthy Meal and Snack Recommendations¹⁸ for detailed information on planning a healthy snack, or consult a nutritionist or dietitian for more cost-effective and locally available healthy snack ideas.

QUALITY SNACKS

Sourcing healthy snacks

Healthy snacks are often perishable items that have a shorter shelf life than unhealthy items. This can cause challenges for sourcing and storing snack items. If you face this challenge, consider the following options:

Sourcing tips



Agree on healthy

If you serve a large number of snacks each day, negotiate an agreement with a local vendor to deliver healthy snacks.



Work with local vendors

Some companies find it helpful to form relationships with local vendors who bring in healthy snacks at break times. If this is a possibility for your business, consider working with street vendors to improve the nutritional quality of the foods that they sell.



Shelf life

When possible, source non-perishable healthy snacks with a longer shelf life such as nuts and dried fruit.



Food safety

Discuss food safety with your supplier including transportation methods, cleaning, and serving methods to reduce the risks of foodborne illness.

Making changes to your snack programme can have unexpected consequences including higher costs, sourcing issues, and questions from workers, though these can be overcome. Learn more about food safety in this [factsheet](#)¹⁶ developed by the WHO, and use their [Five Keys to Safer Food](#)¹⁷ when handling and preparing food.

Budget friendly tips

Purchasing low-cost healthy snacks can be challenging. These budget friendly tips can help you keep the costs down:



Buy in bulk

Purchase snacks in bulk rather than individually packaged items to lower costs.



Local and in season

Choose local foods that are in season for the best price, as local produce is often less expensive than imported items (e.g. imported apples).



Purchasing agreement

If possible, negotiate with a vendor for a low price through a long-term purchasing agreement.



Minimize waste

Minimize waste by testing the acceptance of healthy snack options with a few workers before offering them to all employees. See the [Quality Improvement](#) section of the [Nutrition at Work handbook](#)¹ for more information.

Nutrient cost optimization

Do you judge the value of food by the cost? If so, consider a different perspective: The foods we eat provide nutrients that are necessary for life. However, some foods have more nutrients than others. Foods like cakes and biscuits have a low nutritional value per their cost. Whereas foods like eggs, fortified or whole grains, and produce are rich in nutrients compared to their cost. Serving foods that have a high nutritional value can help employees stay healthy, while avoiding unnecessary costs.

Fruit offering increases intake

“One company established a programme to improve its workers’ access to fruit during the workday. A strong 64% of surveyed employees reported increasing their fruit consumption with the initiative¹⁹.”



5

Simple solutions for canteen-settings

PUTTING YOUR PLAN INTO ACTION

HEALTHY OPTIONS

Offering a balanced choice

In case your organisation is offering multiple meal options in its canteen, increasing the number of its healthy food products is a proven route to encourage healthier eating. It needs to be done skilfully though. Each workplace is unique, and so are its people. Making sure your restaurant offers enough choice to appeal to different food preferences and meet different dietary needs is vital. In these settings providing information to inform food options is especially important.



All-round advice

Replace the unhealthy

An easy starting point is to replace some of your less healthy food and drink products with healthier versions. Healthy eating fuel our bodies with essential nutrients for energy, growth, and repair, which prevents malnutrition and the onset of NCDs. You can even make a healthier version of the same dish, for example by adding vegetables, reducing quantities of sodium and sugar, and choosing a healthier cooking method, such as baking instead of frying. Ensure safe food handling practices fit for the food item are followed, potentially reducing the risk of contamination.

Create healthy options

Make sure that for every type of meal or eating moment, there are enough healthy options available such as lunch, snacks, drinks, dinner, that make up at least half of the items offered.



Simple solutions

Planning

Plan menus with healthy options ahead. You'll find it easier to balance the menu and plan ahead for healthy ingredients.

Fry no more

Where possible, use healthier cooking methods as a default such as baking, grilling or steaming instead of frying.

Smart ingredient swaps

Check where you can make simple ingredient swaps, such as using herbs for more flavour instead of salt.

Introduce small changes

Move towards a healthier offering in small steps, so that employees can get used to the new menu. They may not even notice.

Experiment

Experiment with a variety of healthier options and then be guided by which is most popular. Don't stick to products that simply don't sell.

Monitor

Collect data and evaluate outcomes to understand what is working well and where you may want to make some changes. Outcomes to monitor could include consumption, food waste, cost, and employee acceptance.

Collect feedback

Engage employees in the process and consider their recommendations to ensure acceptance by your workforce of the changes.

Nudge

Make use of pricing, placement, and tableware to encourage employees to choose the healthier options. Read more about this in the section Use pricing, placement and tableware.



Practical guidance

Table 02

	Basic principles	Healthy options or alternatives
Complete meal	Use standard portion sizes based on employee needs. See healthy meal and snack recommendations . ¹⁸	Use at least one unit from each of the following food groups: Protein foods, starchy staples, fats and vegetables.
Side dishes	Vegetable, protein and carbohydrate side dishes without added fat and salt.	Suggest healthy combinations of side dishes.
Sweet snacks	Limit portion sizes to one unit and reduce the amount of sugar.	Provide fruits as healthy alternatives.
Savoury snacks	Limit portion sizes to one unit and reduce the amount of saturated fats and salt.	Include nuts or seeds, provide vegetables as healthy alternative or addition.
Drinks	Reduce sugar content in beverages.	Offer clean drinking water.

Healthy Eating In The Workplace

IGD partnered with the Behaviour and Health Research Unit (BHRU) at the University of Cambridge to conduct a large experiment with 17,000 people to test ways of encouraging people to make healthier choices. Their [guide](#) provides effective and practical tips to encourage people to make healthier choices at work based on the learnings from the experiment. It's specifically relevant for businesses that offer multiple meal options in their canteen.



Food and drink items classification

The workforce food-provision assessment in Annex A is a helpful resource to select nutritious foods as it provides a colour coding system. Food and drink items in the green category form the basis of a healthy diet and offering these contributes to a healthy food environment at the workplace.

BUILD AWARENESS

Providing nutritional information

Nutrition information helps consumers make informed choices. In a catering environment, showing simple messages is priority because more detailed nutrition information is difficult to absorb in this setting.



All-round advice

Highlight nutritional content

Highlight nutritional content of healthy products such as vitamins and minerals, fibre, protein, etc. prominently at the point of choice. Also show nutritional content of unhealthy products such as sugar or sodium and/or fat content.

Make it visible

Publish the information on easily visible signs on or above the counter, on menus or on menu boards, shelf edges and product packaging.



Simple solutions

Label consistently

Keep labels consistent for easy recognition.

Label per portion

Make sure the nutritional information on the label reflects the portion served, for example per meal or per snack portion.

Label clearly

Check if the labels can be read clearly from where customers may be standing, remember that some people's eyesight may not be as sharp as yours. Also use colours or signs that make the information easy to understand.

Label well

Don't only use the label 'healthy' but think about alternatives like 'fresh' or 'hand-made' as well. Take care when making claims about food or nutrition such as 'low fat', 'high protein' or 'good for you'. Make sure the labels are compliant with legal requirements in your country. Be careful not to make nutritional or health claims that are not scientifically proven (for example, say 'vitamin A is important for vision and eye health' instead of 'eating this dish will improve your vision'). See the Guidebook Nutrition Education to help you think through which information to share, and in which format.



Practical guidance

What to put on the label

Label the name of the item and combine with relevant information about: Calorie content, high vitamin content (such as vitamin A for leafy green and orange vegetables or vitamin C for fruits), high mineral content (such as iron and zinc) and fibre content

Where to put the label

Place labels on shelf, behind counter, or stick to product. Optionally also show information on menus.

Warning signs

Consider using warning signs for products high in salt or sugar.



Labelling system

For packaged food products, consider introducing a recognisable labelling system such as a traffic light system or Nutriscore. The [workforce food-provision assessment](#)¹⁹ can help you to determine the appropriate colour coding.

LOOKING GOOD

Use pricing, placement and tableware

Pricing of healthy food products and their placement in your canteen influence how likely your workforce is to buy healthy food items. The tableware used also impacts employees' choices for portions of food and drink consumed. Experiment with these factors to see what works for your canteen setting.



All-round advice

Pricing

Customer demand is influenced by price in a workplace restaurant, as in any other environment. So, you could subsidise your healthier choices, perhaps with a slight price increase for other options, to maintain your revenue.

Placement

If you put products in people's direct line of sight and in easy reach, they are more likely to grab them. Even those with the strongest willpower may find it difficult to resist an impulse treat at the checkout. Think about how you can use this to promote healthier products instead of less healthy products.

Tableware

There is some evidence to show that people serve themselves more if they use larger tableware, including plates, bowls, bottles and glasses. Use smaller tableware for unhealthier products, where and when possible.



Simple solutions

Pricing

Review your pricing structure and price healthier options in line with or cheaper than the rest of your offering. For example, check that a portion of fruit is cheaper than a fried snack.

Consider other ways you can offer your customers great value, perhaps incentivising healthier options such as a discount or loyalty scheme, offering free fruit or including healthy products in a meal deal or as the 'meal of the day'.

Placement

Make sure healthy options are enjoyable and attractive looking and present them as the standard option.

Consider how to use product placement to encourage healthier behaviours such as making clean and safe water highly visible and freely available and offering fruit at the checkout.

Avoid placing foods and drinks that are high in fat, sugar or salt by the payment point or in other easy to grab areas.

Tableware

If you have self-serve areas, check whether you could use a smaller plate or container to encourage people to serve themselves less of the unhealthy options.

If you have separate plates or dishes for fruit and vegetables, don't reduce the size of these.



6

Tracking change

MONITOR YOUR PROGRESS

TRACKING CHANGE

Monitor your progress

Monitoring is a key success factor for any workforce nutrition programme. Collecting data and evaluating outcomes can help you quantify the programme's impact and inform future decisions. Before designing your monitoring system, it is helpful to gather information about the current situation at your workplace, and to think about what questions you would need to answer to design a programme that addresses the real challenges of your workforce. This will help you to shape your workforce nutrition programme as well as your monitoring priorities. Monitoring can also alert you to coming challenges before they become problems. Including a plan for monitoring from the start will help keep the programme on track.



Needs assessment

First assess the needs of your workforce.

What information do you want to know before starting the programme?

Where do workers currently get their food from? (bringing food from home, buying outside, relying on workplace options, or a combination)

Which types of food are currently being served/sold to the workers?

What are the current eating habits of employees during work hours?

What are the common/most prevalent health issues among workers? (e.g., obesity, hypertension, diabetes, anaemia, underweight, etc.)

What is the nutritional content of the current lunch menus? Can we identify any nutrient gaps that can be filled?

What are the potential barriers to overcome when offering healthier food options (e.g., costs, supply, workers preferences)

We've included some examples (see next page) to help you think through the outcomes that you may want to monitor to help determine if your program is a success and whether it needs any course correction. Your company might already gather data, such as procurement data in the canteen or annual employee satisfaction surveys. Make sure to use and build upon the existing data collection, to make this process most efficient.

Questions to answer

Now, try and answer the following questions.

What do you want to know?

How will you gather and measure data?

Who is responsible for the process?

What do successful outcomes look like?

What will you do with the information that is collected?

1. Reach

Start with tracking how many employees have access to the improved food options you're offering.

Measurement example

The percentage of workers with access to nutritious and safe foods and drinks at the workplace.

2. Consumption

Monitoring consumption helps you understand if people are benefiting from the healthier options provided. Procurement data can serve as a good indication for consumption.

Measurement examples

The percentage of workers reporting that they consume more nutritious foods such as fruits and vegetables.

The percentage of workers reporting that they consume less unhealthy foods high in sugar, salt, or fats (e.g., deep-fried snacks, soda, etc.)

The percentage of cafeteria or canteen sales derived from healthy meal or snack options.

3. Health

Monitoring health outcomes related to nutrition helps you understand if your programme has an impact on health. See the Guidebook Nutrition Focused Health Checks for more information on this topic.

Measurement examples

The percentage of workers with improved anthropometric measurements (weight, BMI, waist circumference, etc).

The percentage of workers with improved biological markers (haemoglobin, cholesterol, blood glucose, blood pressure, etc).

4. Healthy menu quality

Tracking your menu's nutritional quality can provide valuable data on what changes have been successful.

Measurement example

The percentage of food and drink items served that fall into the green and red category of the [workforce food-provision assessment tool](#).¹⁹

5. Employee acceptance

Providing employees the opportunity to give menu input can increase their acceptance of the programme.

Measurement examples

Acceptance rate (percentage of workers who rated the meal, menu, or changes positively)

Participation rate (percentage of workers who select healthier food options)

6. Waste

Tracking food waste can provide valuable insights on how efficiently the programme is operating. Consider if employees are throwing away large portions of the meal or if excess food is being produced.

Measurement examples

Plate waste or production waste.

7. Cost

Monitoring food and production costs can help you decide when menu or staffing changes are needed.

Measurement examples

Food cost, production cost or total cost.



Quality improvement

Quality improvement is a process that can help you identify potential problems and test solutions, before making big changes. See the Quality Improvement section of the [Nutrition at Work handbook](#)¹ for more information.

Key monitoring areas and simple indicators

Table 03

Monitoring area	What to track?	Simple indicators	Frequency	Data collection methods
Scope	Extensiveness of healthy food provision	<ul style="list-style-type: none"> - Percentage of GREEN food items vs RED (use food and drink assessment classification, see Annex A) - Percentage compliance with vending/canteen nutrition criteria 	Annually	<ul style="list-style-type: none"> - Menu logs checklist
Worker engagement	Level of worker engagement in food choices	<ul style="list-style-type: none"> - Availability of nutrition info at point of purchase - Feedback on relevance 	Quarterly	<ul style="list-style-type: none"> - Checklist programme - Evaluation form/ focus group
Availability	Accessibility of healthy snacks and meals	<ul style="list-style-type: none"> - Number of days/week healthy snacks/meals are available - Percentage of workers with regular access to these foods 	Quarterly	<ul style="list-style-type: none"> - Canteen logs - Survey
Affordability	Cost of healthy food for workers	<ul style="list-style-type: none"> - Percentage of workers receiving food free/ subsidized - Meal/snack cost in relation to minimum wage 	Annually	<ul style="list-style-type: none"> - Payroll deductions records - Budget documents - Staff interviews
Proximity (Accessibility)	Location of food provision	<ul style="list-style-type: none"> - Percentage of food services provided on-site - Percentage of food services accessible during working hours 	Quarterly	<ul style="list-style-type: none"> - Observation logs
Impact measurement	Change in consumption or food choice behaviour	<ul style="list-style-type: none"> - Percentage of workers consuming nutritious meals/ snacks regularly - Awareness or satisfaction levels 	Biannually or annually	<ul style="list-style-type: none"> - Worker surveys - Food waste audits
Longevity	Integration into workplace policy	<ul style="list-style-type: none"> - Existence of healthy food policy 	Annually	<ul style="list-style-type: none"> - Programme documentations
Reach	Workforce coverage of healthy food programme	<ul style="list-style-type: none"> - Percentage of workforce with access to healthy food programme 	Quarterly or annually	<ul style="list-style-type: none"> - HR records - Employee feedback surveys

Key elements of a healthy food programme in the workplace

Table 04

Area	Indicator	Basic	Better	Best
Food quality and choice	Extensiveness of healthy food provided	>50% of foods are GREEN; <20% RED items available	>60% GREEN, <10% RED in catering OR <20% RED in vending/retail	>70% GREEN and 0% RED (catering) OR <10% RED (retail); bonus if combined with food reformulation efforts and staff training
Worker engagement	Involvement in food design and feedback	Standardised menus and food options tailored to cultural preferences	Menu periodically reviewed based on employee feedback	Programme co-designed with workers; includes regular feedback loops and nudging strategies (e.g., product placement, visuals)
Access and availability	Regularity and reach of nutritious options	Healthy meals/snacks available during all meetings or events	Healthy meals/snacks available ≥3 days/week	Healthy meals/snacks available daily and for all workers (100%)
Affordability	Cost to employees	Meals or snacks provided at subsidised cost	Snacks free of cost	Nutritious meals free of cost
Accessibility (proximity)	Where and when food is accessed	Available through contracted vendors off-site	Available off-site but during working hours	On-site provision during compensated working hours
Monitoring and evaluation	Type of tracking conducted	At least at output-level (e.g., number of workers with access to nutritionally improved meals) and reported regularly	At outcome-level (e.g., number of workers consuming nutritionally improved meals) as per recommended standardized and validated indicators and reported regularly	At outcome-level, and evaluated by 3 rd party assessment with ethical approval from an Institutional Review Board (IRB) and shared externally
Policy integration	Institutional commitment	Programme is a pilot or seasonal (e.g., Ramadan, health week)	Integrated into a basic policy.	Integrated into a board approved policy, regularly refreshed.

7

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TOOLS TO LEARN MORE

LEARN MORE

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Annex **A**

**WORKFORCE FOOD-PROVISION
ASSESSMENT TOOL**

ANNEX A

Food and drink items classification

Using available information from menus, caterer food procurement, stock from vending machines or other retail locations within the workplace, take inventory of food and drink items provided to employees and estimate procurement volumes. Classify foods and drinks¹ based on the following food and drink assessment checklist guidance and assess the percentages of green, amber and red items out of the estimated procurement volumes. Your aim should be to have over 70% of green food items and under 10% of red food items. To access region specific food and drink assessment checklist, consult our [self assessment scorecard](#).

The focus of the assessment is on the diversity of food provided within the workplace to minimise the availability of foods and drinks that fall in the red category proportionally to those in the green category, forming the basis of a healthy diet, and thus creating a healthy food environment at the workplace. Food safety is a prerequisite for all food and drink items provided, although not directly evaluated for the purpose of this assessment.²

Starchy foods

GREEN FOOD ITEMS

Whole grains and their products

(e.g. wholemeal breads, unsweetened wholemeal breakfast cereals/porridges, brown rice, whole wheat pasta, millet, sorghum, quinoa, oats, rye, maize, barley, spelt, semolina, teff)

Minimally processed plain **vegan dairy alternatives** (e.g. rice/oat/quinoa drinks, yogurt and cheeses)³

Plain unsweetened **fortified grains and their products** (fortified wheat/maize flour, fortified breakfast cereals, fortified rice)

Plain oven baked or boiled **starchy roots, tubers and plantains** (e.g. sweet potatoes, potatoes, cassava, taro, yam, konjac root, plantain)

AMBER FOOD ITEMS

Refined unfortified grains and their products (e.g. unfortified white rice, white bread/ crackers, white pasta or noodles, refined breakfast cereals)

Low sugar/sodium, low added fats and oils, high fiber, **fortified grain products** (e.g. fortified breakfast cereals/porridges, fortified biscuits/crackers)⁴

Frozen pre-cooked **starchy roots and tubers**, such as potatoes, with added salt, fats and oils

Sweetened vegan dairy alternatives (e.g. flavoured/ chocolate drinks, flavoured/ chocolate vegan yoghurts and drinkable yoghurts, sweetened vegan cream cheese spread)

RED FOOD ITEMS

Dough-based sweets, such as bakery and pastry items (e.g. biscuits, cookies, cakes, muffins, waffles, mochi)

Deep fried starchy foods such as deep fried bread, roots, tubers, and plantains (e.g. potato crisps and chips, plantain chips, corn chips, deep fried noodles, deep fried sweet doughs, such as donuts, sweet dumplings)

Ultra-processed vegan products (e.g. plant-based burgers, chicken nuggets/patties, fish fingers/patties, bacon, ham, sausages, cheese slices and strings, meatballs)

Fruits and vegetables

GREEN FOOD ITEMS

Fruits (fresh or frozen)

Vegetables and mushrooms (fresh, frozen or dried without added salt and/or fats)

Naturally fermented, low sodium **fruits and vegetables** in brine

AMBER FOOD ITEMS

Dried fruits and dried salted and/or with added fats and oils **vegetable snacks**

Canned/jarred fruits and vegetables (e.g. pickled in brine or vinegar, marinated, concentrated, preserved in syrup, preserved in oil, pastes and spreads)

RED FOOD ITEMS

Deep fried (battered or unbattered) **fruits and vegetables** (e.g. deep fried apples, peaches, strawberries, banana/ apple chips, deep fried artichokes, zucchini, eggplants, onions, broccoli, mushrooms, onion crisps and chips)

Pulses, nuts and seeds

GREEN FOOD ITEMS

Fresh, dry or frozen **pulses and legumes** (all bean varieties, chickpeas, lentils, soybeans, peas, etc.)

Natural chickpea hummus

Plain nuts and seeds (unsalted, unsweetened and without added fats or oils)

Natural nut and seed butters, unsweetened, unsalted and without added fats or oils (e.g. tahini, almond/cashew/peanut/hazelnut butter)

Plain pulse and nut flours and their products (lentil/chickpea/pea/soybean flours, breads, pasta/noodles, almond/coconut flours, breads, etc.)

Plain tofu and tempeh

Minimally processed plain **vegan dairy alternatives** (e.g. soy/almond/cashew/coconut drinks, yoghurt and cheeses)

AMBER FOOD ITEMS

Nuts and seeds that are salted, sugared and/or with added fats or oils

Sweetened **vegan dairy alternatives** (e.g. flavoured/ chocolate drinks, flavoured/ chocolate vegan yoghurts and drinkable yoghurts, sweetened vegan cream cheese spread)

Canned/jarred pulses and legumes in brine

Nut and seed butters that are salted, sugared and/or with added fats and oils.

Sweet hummus and other sweet pulse spreads (e.g. sweetened red/black/mung bean paste)

RED FOOD ITEMS

Deep fried plant-based items (e.g. deep fried tofu/tempeh, deep fried plant-based cheeses, deep fried falafels)

Ultra-processed vegan products (e.g. plant-based burgers, chicken nuggets/patties, fish fingers/patties, bacon, ham, sausages, cheese slices and strings, meatballs)

Meat and fish

GREEN FOOD ITEMS

Fresh or frozen **lean meat** (e.g. chicken or turkey breast, rabbit, game, lean cuts of beef, lamb, pork, horse, camel, or deer)

Fresh or frozen **organ meats** (e.g. liver, kidney, stomach, tripe/intestines, heart, lungs, brain, blood, tongue)

Fresh/frozen **fish** (freshwater or marine water fish)

Fresh or frozen **shellfish** (e.g. crustaceans such as shrimp, lobster, crab, crayfish; and mollusks such as clams, scallops, mussels)

Low-sodium **small dried fish**

Natural canned fish and shellfish in brine or oil (e.g. tuna, salmon, octopus, sardines, herring, mackerel, shrimp)

AMBER FOOD ITEMS

Minimally processed **fatty cuts of meats** such as beef, pork, lamb, chicken (e.g. pork belly, chicken thighs and wings)

Natural canned meat in brine or oil (e.g. beef, pork, chicken, turkey)

Smoked and/or dried fish with added salt and spices (e.g. smoked salmon/tuna/trout, salted dried codfish/ mackerel)

RED FOOD ITEMS

Highly processed meats, fish and shellfish (e.g. salted, seasoned, smoked and/or dried meats such as cooked ham, prosciutto, bacon, chicken/turkey breast, meatloaf, salami, sausages, pastrami, salted, seasoned, meat/fish spreads and pastes, surimi, fish fingers/balls/patties, meatballs)

Deep fried battered or unbattered meat, fish and shellfish (e.g. deep fried chicken or turkey breast/nuggets/ wings/tenders/patties, deep fried pork, beef, lamb, deep fried cod, catfish, halibut, seabass, trout, deep fried shrimps/mussels, deep fried tuna chops, deep fried meat/fish-balls or patties)

Eggs, milk and dairy

GREEN FOOD ITEMS

Eggs

Unsweetened milk and dairy

products (e.g. milk, plain evaporated/ powdered milk, yoghurt, kefir, kumis, sour and fermented milk, buttermilk low sodium and low fat cheese such as quark, Skyr, ricotta, cottage cheese, Swiss cheese)

AMBER FOOD ITEMS

Sweetened dairy products

(e.g. flavoured/chocolate milk, sweetened condensed milk, flavoured/chocolate yoghurts and drinkable yoghurts, sweetened cream cheese spread)

High sodium and/or fat dairy products

(e.g. mascarpone, cream, cream cheese, crème fraiche, sour cream, paneer, khoa, stilton, brie, camembert, goat's cheese hard cheeses such as cheddar, parmesan)

Yoghurt-based preparations that are salted and/or with added fats and oils (e.g. labnah, tzatziki, raita)

RED FOOD ITEMS

Deep fried eggs, dairy products and

dairy based sweets (e.g. deep fried battered cheese sticks/ balls, fried curd, fried mozzarella, fried ice-cream)

Highly processed dairy products

(e.g. American cheese slices, cheddar cheese slices, nacho cheese, cheese spreads, cheese strings)

Dairy based sweets

(e.g. custards, puddings, ice-cream, milkshakes, dairy snacks, milk/cheese sweet/ syrupy balls, patties or dumplings such as pedha, guija, rasogolia, dulce de leche, frozen yoghurt)

Fats and oils

GREEN FOOD ITEMS

Extra virgin **olive oil**

AMBER FOOD ITEMS

Animal fats and oils (e.g. lards, tallows, butter, fish oils)

Other vegetable fats and oils

(e.g. sunflower oil, rapeseed/canola oil, coconut oil/butter, palm oil, groundnut oil, soybean oil, avocado oil, sesame oil, linseed oil, corn oil, grapeseed oil, cocoa butter, cottonseed oil, peanut oil)

Fortified vegetable oils (e.g. vitamin A, D, E fortification)

RED FOOD ITEMS

Hydrogenated fats (e.g. margarine, vegan butter)

Condiments

GREEN FOOD ITEMS

Plain unsweetened **vinegar** (e.g. white/ apple cider/rice/balsamic vinegar)

Fresh or dried **herbs and spices** (e.g. oregano, parsley, coriander, pepper, chili pepper, ginger, turmeric, cinnamon)

Lemon juice

Plain vinaigrette

Plain low-sodium tomato sauce

Plain salsa

AMBER FOOD ITEMS

Salt

Low salt, low sugar natural **tomato ketchup and mayonnaise**

Plain **soy sauce**

Chutneys

Plain **tabasco** or other types of **chili sauces**

Higher sodium tomato and pesto sauce

Mustard

RED FOOD ITEMS

Highly processed sauces (e.g. cream-based salad dressings, ranch/barbecue/teriyaki/buffalo sauce, pancake syrup, nacho cheese sauce)

Sweeteners and confectionary

GREEN FOOD ITEMS

AMBER FOOD ITEMS

RED FOOD ITEMS

70% dark chocolate or higher

100% fruit or low sugar
jams/marmalades

Sugars and sweeteners (e.g. refined/brown sugar, jaggery/palm sugar, coconut sugar, honey, maple/agave/corn syrup, molasses, stevia, artificial sweeteners)

Confectionary (e.g. rock/gummy candy, fruit jellies, nougats, caramel, lollipops, snack/sweet bars, dessert sauces and toppings, milk/white chocolate, pralines, chocolate spreads, candied/chocolate-coated fruits and nuts, toffees)

Beverages

GREEN FOOD ITEMS

AMBER FOOD ITEMS

RED FOOD ITEMS

Unlimited clean and safe **water**⁵

100% vegetable juices/purees, without fruit juice or with minimal fruit juice added

Plain, **unsweetened tea, herbal tea/infusions, coffee, ginseng/barley coffee, cocoa**

100% fruit juices/purees or **fruit and vegetable juices/purees** or **low sugar fruit and vegetable juices**, smoothies, concentrates

Minimally sweetened tea, herbal tea/infusions, coffee, ginseng/barley coffee, cocoa

Sugary and/or carbonated beverages (e.g. soft drinks such as cola-type drinks and fruit-flavoured soft drinks, sports/functional drinks, high sugar fruit juices/concentrates)

Alcoholic drinks (e.g. wine, beer, liquors, spirits, cocktails, punch, sangria, fermented fruit drinks)

1 The guidance on food and drink items classification has been elaborated by The Global Alliance for Improved Nutrition (GAIN), based on a review of different methodologies used in assessing food provision in workplaces or other institutional settings, among which is the Australian Healthy Eating Advisory Service's traffic light system.

2 GAIN defines a "safe" food as a food that does not increase the probability of poor health outcomes when part of a broader recommended diet in the context where it is consumed. Safe food is that in which attributes derived from the value chain (pathogens, parasites and contaminants, including agrochemicals and food chain mycotoxins), which could cause adverse health outcomes, do not exceed internationally agreed thresholds, established by Codex Alimentarius standards.

3 The term "food fortification" refers to the practice of adding one or more essential nutrients (e.g. iron, folic acid, calcium, vitamin A) to a widely consumed food.

4 Ibid

5 Wherever possible, GAIN promotes the consumption of clean and safe tap water, which is not to be included in the estimation of procurement volumes.



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