

# The NOURISH Movement

Manifesto Summary

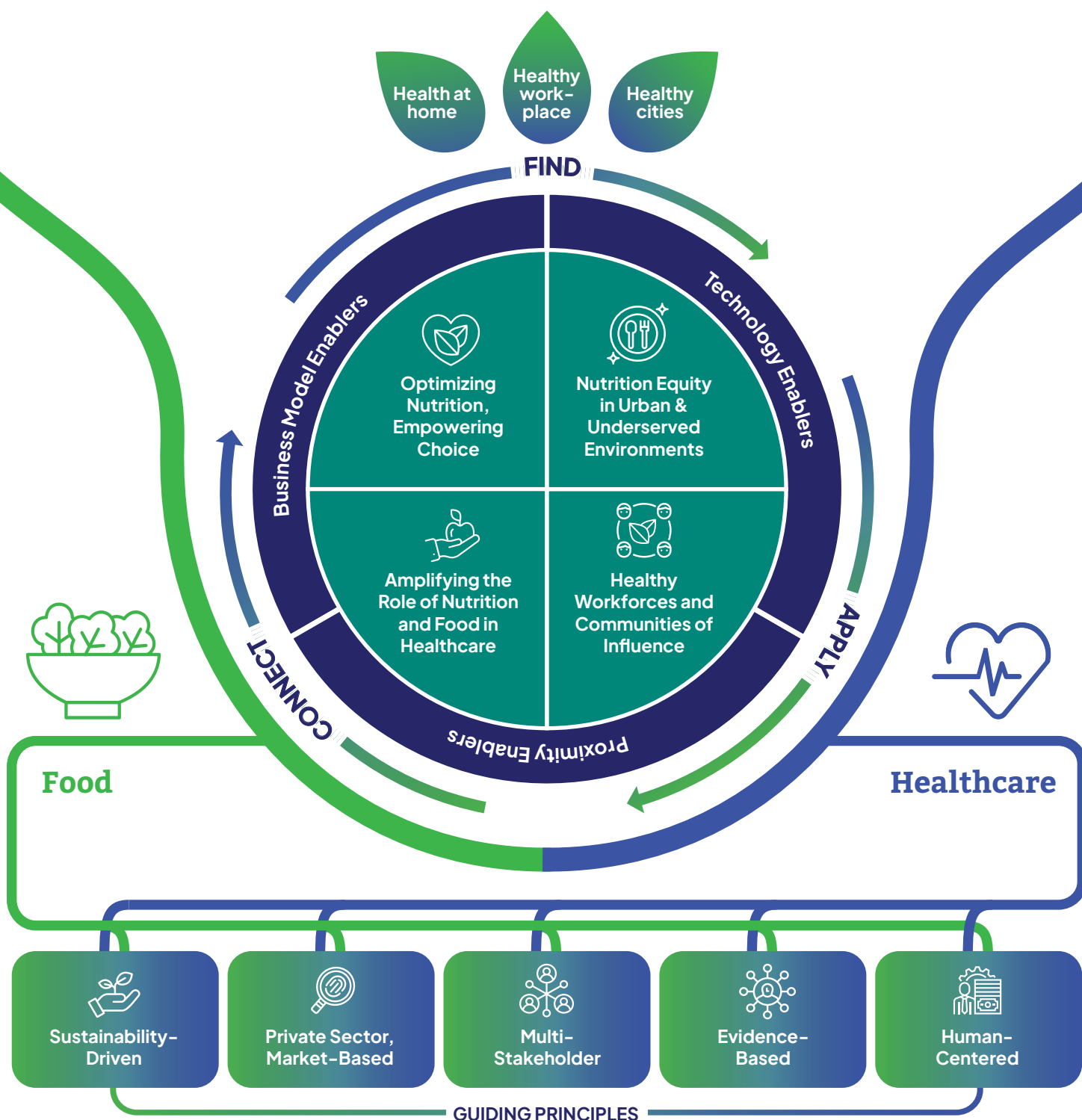
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# NOURISH AT A GLANCE

CONNECTING INNOVATORS AND THEIR INNOVATIONS  
TO EMPOWER HEALTH THROUGH FOOD—SUSTAINABLY



# OUR CASE FOR CHANGE



## NEW PRIORITIES FOR OUR GLOBAL FOOD SYSTEM

We are both under-nourished and over-fed, and by working to solve one problem, we are creating an even bigger one. We're making great strides in reducing undernourishment, but we're not nourishing the world

The rate of undernourishment has gone from

**34.5%**

in 1970 to

**12.9%**

in 2015<sup>1</sup>

But we still have an unacceptably big problem:

**> 1 B**

people still go to bed hungry

And while we're feeding the world, we're not nourishing health:

**2 B**

people lack essential micronutrients

**4 countries**

that carry the biggest burden of stunting (India, China, Indonesia and Nigeria) will be the most populated countries by 2050

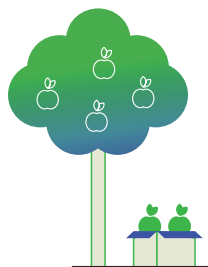
We've optimized our food system for low-cost, mass-produced calories. Now we need to optimize it for health. As we design for human health, we must also ensure planetary health.

We need to reduce the impact agriculture and food production have on the planet...

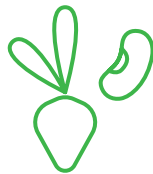
**1/3**

of global human-caused greenhouse gas emissions

come from how we produce, process and package food<sup>3</sup>



... because climate change will impact the quantity and quality of health foods



Global vegetable and legume production yields may fall by

**35%**  
by 2100



Protein concentrations may decrease by

**15%**  
in the next 50 years<sup>4</sup>

<sup>1</sup> Our World in Data

<sup>2</sup> United Nations Future of Food and Agriculture: Alternative Pathways to 2050

<sup>3</sup> United Nations, UN News

<sup>4</sup> Environmental Health Perspectives

## OUR CASE FOR ACTION

1

We're facing a far deadlier global pandemic than COVID-19 but it is happening in slow motion and receives far too little attention and collective action given the scope of the problem.

Our diets are killing us and making us less resilient

The bigger pandemic of 'Globesity' is a top 3 social burden globally

Poor diet and lifestyle are leading to out-of-control healthcare costs

Diets are too high in calories, too reliant on ultra-processed foods that don't nourish health



**#1**

**risk factor**  
for mortality and morbidity is our diet<sup>5</sup>



**1 in 5**

**deaths globally**  
is in some way attributable to diet<sup>6</sup>



**~2 B**

**people in the world**  
are either obese or overweight<sup>7</sup>



Diabetes alone will be a **\$2.2 T**  
**problem by 2030**; if that were GDP, diabetes would be the next G-8 country<sup>8</sup>

2

Population growth, urbanization and aging are accelerating the globesity pandemic.

By 2050:



Global population will reach  
**~10 B**<sup>9</sup>



**>2/3**  
**of the population**  
will live in urban areas



Share of population over age 50 will be  
**2X** **over 1950 level**

<sup>5</sup> The Lancet

<sup>6</sup> The Lancet

<sup>7</sup> WHO

<sup>8</sup> King's College London

<sup>9</sup> UN

Urbanization brings increases in processed, prepared & fast foods, and decreases in agriculture workers<sup>10</sup>

**Time poverty** is a global force driving unhealthy convenience foods

Affordability is a barrier: **3 billion people cannot afford a healthy diet**<sup>11</sup>

Rapidly urbanizing cities in the developing world face a 'double burden': **undernourishment and obesity**

An aging population brings metabolic changes and diet and lifestyle related chronic conditions<sup>12</sup>

### 3 Food and health exist in separate universes and rarely collaborate in credible ways. This must change.

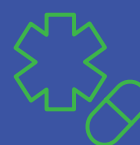
Consumers with bad diets become costly patients, but they're not treated that way by global healthcare systems



**<3%**  
of Europe's GDP is spent on prevention<sup>13</sup>



**<5%**  
of the US National Institutes of Health's budget is allocated for nutrition research<sup>14</sup>



**17X**  
more research funding for pharma than food, across both regions<sup>15</sup>

### 4 Pockets of incredible innovation in food and nutrition interventions exist today, but often lack visibility, partners, incentives and business models needed to scale.

Nutrition-based interventions, combined with lifestyle approaches, show incredible promise

Leaders have expressed the need for a different approach



WE HAVE ACHIEVED REAL, QUANTITATIVE HEALTH OUTCOMES FROM OUR FOOD AS MEDICINE INITIATIVES, BUT HAVE DONE SO IN A **CONTROLLED ENVIRONMENT WITH DONOR FUNDING**. SCALING WHAT WE DO WILL REQUIRE **RADICALLY DIFFERENT THINKING, PARTNERSHIPS WITH OTHER ECOSYSTEM PLAYERS** (RETAILERS, FOOD COMPANIES, ETC.), DIGITAL APPROACHES TO IMPACT CONSUMERS AT SCALE AND OTHER CHANGES. WE NEED TO BE **WILLING TO EMBRACE DISRUPTIVE BUSINESS MODELS**.



— Allison Hess, Vice President, Geisinger

<sup>10</sup> Our World in Data

<sup>12</sup> World Health Organization

<sup>14</sup> Ibid

<sup>11</sup> Our World in Data

<sup>13</sup> U.S. National Library of Medicine - National Institutes of Health

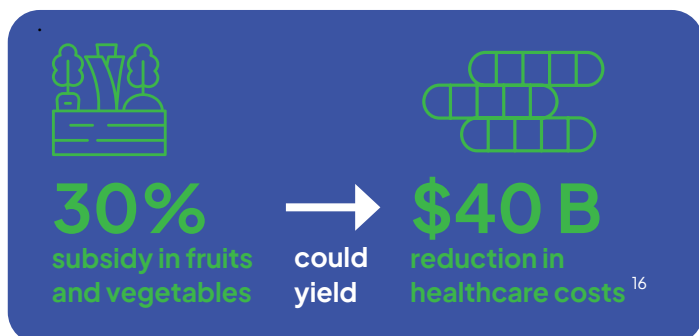
<sup>15</sup> Ibid



Tackling these challenges has the potential to unlock tremendous economic benefits and should be viewed as part of a broader ESG mandate for the private sector and beyond.

The opportunity for meaningful societal benefits is tremendous:

Healthy companies need healthy workers:



poor health costs  
US employers  
**\$500 B**



**1.5M**  
days  
in lost productivity

## A new kind of collaboration and innovation is needed. Now.



We have known for a long time that nutrition takes many sectors and disciplines to eradicate the multiple burdens. There is nothing new to this. What is new is how we can deliver on the 17 [SDGs], **which call on the world to approach development differently, through shared action.**

— Dr. Jessica Fanzo, United Nations Food & Agriculture Organization (FAO)



**The next 30 years are the most important 30 years in the history of food and agriculture.**

– Jack Bobo, The NOURISH Movement Steering Committee Member and Director of Global Food and Water Policy, The Nature Conservancy

[Visit our website to see see our full case for action](#)



<sup>16</sup>The Center for Health Law and Policy Innovation of Harvard Law School (CHLPI)





## Our Vision & Aspiration

We envision a future world where nutrition and food are recognized as a lever for positively impacting human and planetary health outcomes and embraced as such. We believe we can radically change health outcomes and bend the curve on healthcare by improving prevention and reducing the burden of chronic conditions rooted in diet — and achieve this sustainably.

We see the power and promise of new possibilities that will result from bringing together and activating worlds that do not naturally come together — the worlds of food and healthcare, and their supporting stakeholders in technology and beyond — to collaborate in new ways through a multi-stakeholder innovation model designed around grand challenges. We believe more scalable approaches can emerge and spring forth from this kind of creative and courageous collaboration.

WE ARE UNITED BY A SHARED  
PURPOSE: **TO BRING TOGETHER  
INNOVATORS AND THEIR  
INNOVATIONS TO EMPOWER  
HUMAN HEALTH THROUGH  
FOOD, SUSTAINABLY.**

### We envision a world where:

Healthcare providers look increasingly to forks, not just scalpels and pills, for solutions.

Lack of access to preventative care and food deserts no longer exist.

The best food choice is the easy food choice.

The food everyone wants to eat is actually what they need to thrive.

There is no “hidden hunger” where poor nourishment on its own drives poor health.



# We believe that:



A radical new approach is needed to address these global challenges that, if solved, will unlock tremendous growth in global health and prosperity.

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Great ideas for transformative change exist, but they lack visibility, are trapped in silos, and lack the resources, capabilities and partnerships needed to scale them.

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Human health and planetary health are directly connected and solutions must consider and recognize both.

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Broader collaboration on research, humanitarian, advocacy and new policy are needed to enable change in food and health across the globe. However, there are a number of organizations and major efforts already making progress in these areas. And although all of these efforts bring success, they do not fully bridge together the worlds of food and health.

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This is an untapped opportunity: accelerating and scaling market-based health and nutrition innovations. Our work, while focusing on market-based innovation, is complementary and additive to other existing efforts.

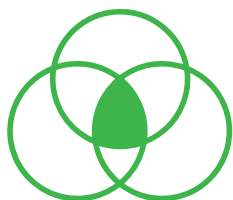
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It is the right time and place to address this challenge. The COVID-19 pandemic surfaced our food and health systems' vulnerability and many leading organizations have singled out access to healthy food and human nutrition as a central imperative.

# Our Purpose

Connecting innovators and their innovations to empower human health through food, sustainably.



We are bringing together and uniting worlds that **do not normally come together** — the worlds of food, healthcare, technology and supporting sectors — to collaborate in new ways through a multi-stakeholder innovation model designed around grand challenges.



We believe more **scalable approaches** can **emerge** from this kind of creative and courageous collaboration across stakeholder boundaries.



Getting the right food and nutrition to each person can unlock **bold new possibilities**.

THIS IS NOT A NEW IDEA. IN FACT, IT IS ROOTED DEEPLY IN A BEAUTIFULLY ANCIENT CONCEPT BEST EMBODIED BY THE WORDS OF HIPPOCRATES:



**LET FOOD BE THY  
MEDICINE, AND  
MEDICINE BE THY FOOD.**



# PILLARS & ENABLERS



A platform is required for multi-stakeholder collaboration ('system thinking') that accelerates market-based, private sector innovations for advancing human health through nutrition. Such a platform can be built on 4 distinct pillars of innovation with 3 cross-cutting enablers that underpin them.



# Pillar 1

## Optimizing Consumer Nutrition & Empowering Choice

Reimagining consumers as the first mile of innovation, not the last mile of distribution, and accelerating innovations that promote positive health and wellbeing at the individual and family group level



### Vision

We want to put consumers and their families back at the center of our food systems. We seek to accelerate a future where consumers are empowered with positive nutrition and consumption choices that promote positive health and wellbeing as well as greater longevity.



**DRIVING BEHAVIOR CHANGE**  
NECESSITATES MORE THAN  
PROMOTING FOOD FOR  
HEALTH REASONS BUT ALSO  
**CONNECTING IT WITH CULTURE,**  
**SOCIAL ENGAGEMENT,**  
**PLEASURE, ETC.**



## Territories for Innovation

1

Advancing solutions for targeted nutrition and personalization of health that connect dietary needs with an individual's food choices that are available to them locally, and within their financial and environmental context

2

Making the healthy choice the easy and obvious choice. Even though people know healthy food options are better for them, less healthy but tastier options are often chosen instead and in many cases, convenience is the downfall of healthy food decisions

3

Enabling healthy behaviors through nutrition literacy and empowering healthy cooking, and supporting consumers' ability to achieve their nutrition goals: making foods that are both tasty and healthy

4

Technology platforms that empower behavior change that lead to healthy lifestyles. Technology holds great promise for empowering consumers' journeys: from understanding and self-efficacy to making food recommendations (at retail, at home, on-the-go) to empowering decision making and choice in the context of their lifestyle

# Pillar 2

## Enabling Nutrition Equity in Urban & Underserved Environments

Targeting local foodscapes, where value chain, distribution and business model innovations can help the 'hidden hungry' with more accessible and affordable healthy food options



### Vision

We are seeking to identify and promote technology, value chain, social and business model innovations that improve accessibility and affordability of healthy foods for the 'hidden hungry' in urban and underserved environments.

We want to bring attention to vulnerable and at-risk areas across the globe, foster new approaches in local foodscapes and help promote making food environments and behaviors part of the urban planning agenda of the future.



**INNOVATION WITHOUT ACCESS  
IS MEANINGLESS.**



### Territories for Innovation

1

Leveraging data and digital technologies to spotlight vulnerabilities in local food environments ('food zones'), and drive technology-enabled food system innovations in supply chain, access, distribution and new business models that can improve equitable access to low cost healthy food

2

Improving nutrition equity for marginalized urban communities through challenge-driven innovation programs in areas prioritized by city partners

3

Matchmaking programs pairing corporate and healthcare innovators in urban and underserved communities with the startup/tech ecosystem

# Pillar 3

## Connecting the Food & Healthcare Ecosystems

Amplifying the role that nutrition and food play as a lever of change in the traditional healthcare ecosystem and leveraging the power and influence of practitioners to deliver better health at lower cost — focusing on diet-responsive conditions



### Vision

We see the broad-based desire to pilot, test and scale a variety of new food as medicine approaches, and believe the opportunity exists to create a system with a set of principles and approaches that can be adapted and replicated. We also believe the opportunity exists to create communities of practice, connecting like-minded innovators and cohorts of innovators to create more scalable models.



WE PAY FOR SOMEONE TO BE ON DRUGS FOR THE REST OF THEIR LIFE; **WHY NOT NUTRITION AND FOOD?**



## Territories for Innovation

1

Creating continuity of care from prescription to purchase through the application of digitization to enable 'high touch through high tech'

2

Elevating the role of nutrition in healthcare through practitioner education. Despite healthcare providers being trusted globally, they are often not trained in food/nutrition, are distrustful of the science and lack appropriate incentives and supportive business models for nutritional approaches

3

Leveraging ecosystem partnerships to scale food as medicine models that work on a local level but lack the ability to scale. Major healthcare players such as health systems and others are looking to innovate, but coordinated cross-sector collaboration is needed. We believe NOURISH can play a role in helping accelerate pathways to scaling

4

Identifying and accelerating pathways to payment model innovations for nutrition-based interventions by leveraging data and analytics to create and promote the business case for investing in the funding of nutrition and food-based interventions by private sector players

# Pillar 4

## Improving Population Health in Workforces & Communities of Influence

Amplifying the role of corporations who bear direct and indirect costs of health, engaging them as a lever of influence and change to positively impact their employee base and the communities in which they operate



### Vision

We believe corporations, schools and other communities of influence stand to benefit disproportionately from having healthier employees, students and members — and these communities have the unique power to influence food environments around them.

We seek to identify and accelerate nutrition-based innovations that foster healthy and productive populations and amplify the role of health in the ESG agendas of organizations.



**WE BELIEVE HEALTHY COMPANIES ARE A FUNCTION OF HEALTHY AND PRODUCTIVE EMPLOYEES; HAVING HEALTHY EMPLOYEES REQUIRES INVESTING IN NUTRITION AND FOOD.**



## Territories for Innovation

1

Pioneering funding strategies for nutrition and food-based interventions for self-insured corporations to increase productivity and lower risks

2

In the US, enabling self-insured corporations to become pilot sites and testbeds for food system innovations and amplifying their role in the ecosystem

3

ESG+H: Making health, empowered by nutrition and food, the next horizon of ESG by spotlighting innovators making significant advancements and helping to create pathways for sharing, promoting leading practices, establishing the broader agenda for change and leveraging approaches that work

4

Bringing educators to the table with food and healthcare stakeholders to develop scalable, market-based health and nutrition education solutions with the potential to move the needle within student populations



# Cross-Cutting Enablers of Change

In addition to these pillars of opportunity, there are also 3 sets of enablers that can accelerate their impact.



## Food Technologies

FoodTech and digital technologies, from farm to fork, that can empower new approaches for functional and targeted nutrition, personalization and choice.



## Business Model Enablers

Private market incentives as well as private and public sector payment model innovations that can lower cost and improve affordability.

## Proximity Enablers

Business model innovations, powered by technology, that can enable increasingly localized and efficient food ecosystems. Examples may include: new retail and food service models, micro-fulfillment, home delivery-based models and others.



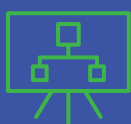
The NOURISH Movement brings together innovators and their innovations to empower human health through food, sustainably.

## Our Principles



### Sustainability-driven

We consider and incorporate environmental sustainability at the heart of all our initiatives and proposed solutions — helping companies recognize the necessity of improving human health and planetary health (e.g., approaches ranging from sustainable advancements in food and ag-tech to like-minded consumers).



### Private sector, market-based

We are focused on private sector, market-based approaches leveraging business model and business system thinking with a clear path to revenue and value creation. Solutions must have a commercially-viable revenue model and not solely reliant on social impact or donor-funded efforts.



### Evidence-based

We follow the science and promote evidence-based practices and approaches, not fad programs that lead to tribalism in food. We also will be pragmatic, not prescriptive: we believe there is room for adaptation to meet the needs of local, regional and cultural preferences, within a framework.



### Multi-stakeholder-driven

We are a safe, neutral platform that is purpose-built for collaboration and co-innovation. Breaking down silos and connecting leaders across sectors will be essential to achieving transformational change.



### Human-centered

We will consider and design for the human factors that influence adoption of healthy foods that lead to real change: accessibility (food environments), affordability (cost), desirability (motivation) and simplicity (convenience and choice).

# The NOURISH Movement

## Approach and Process

We have a differentiated approach that fosters creative collaboration, co-creation and courageous partnering among leaders who all stand to benefit from the solutions that are generated. How we do it:



# The NOURISH Movement Methodology

Four distinct ways we create outcomes and deliver value for our stakeholders:



## NOURISH EXCHANGE

We actively curate, convene and connect an ecosystem of players through our NOURISH EXCHANGE events and platforms to help foster creative and courageous partnering.



## OPEN FORUMS

We host OPEN FORUMS around broad themes within our manifesto, to identify high-value, regionally relevant territories and challenges ripe for scalable private sector, market-based innovation.



## INNOVATION SPRINTS

We design and lead INNOVATION SPRINTS around territories and challenges from our Open Forums to move from ideas to actions: rallying a targeted group of ecosystem players to address the scaling barriers and co-create a portfolio of market-based solutions the participants can carry forward.



## INNOVATION PORTFOLIO

We steward an INNOVATION PORTFOLIO of market opportunities from ideation to validation and scaling with a consortium of partners.

**The NOURISH Movement is here to turn the Manifesto into action**

# HOW YOU CAN TAKE ACTION



Each stakeholder group has an important and unique role to play to transform our food systems. While not exhaustive, here's how various groups can engage:



## Food Industry Leaders

Portfolio transformation and business model innovation around what consumers 'need', not just 'want'



## Healthcare Organizations

Drive continuity of care from practitioner to consumer

## Corporations (Employers)

Test, adopt and report new nutrition and food-based interventions, both for employees and communities in which the company operates



## Technology Companies

Consider how to create collaborative partnerships with other stakeholders that leverage your technology and expertise



## Communities/Municipalities

Reimagine cities as 'health' ecosystems



## Farmers/Local Production

Ensure that solutions involving the ideas being tested and scaled are sustainable for the environment and for the livelihood of farmers



## Consumers (Patients and Families)

Ensure that solutions are practical and affordable, and remain focused on positively impacting the health of an individual and their family

# Thank You

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The NOURISH Movement is a passionate group of global leaders coming together to empower human health through food, sustainably.

The launch of this global consortium has been led by Clareo.

[www.nourishmovement.org](http://www.nourishmovement.org)

