

TABLE TALK: INCLUSIVITY AND IMPACT OF FOOD IN THE WORKPLACE

SHFM's Critical Issues Conference brings together industry leaders and subject matter experts to tackle pressing challenges and innovations in workplace hospitality. With food allergies and sensitivities affecting millions, this raises critical questions about how workplace dining can foster safe and inclusive settings. Food is so much more than just fuel – it's the foundation of how we feel, think and function each day. We'll dive into the connection of nutrition and well-being, highlighting how the right nutrition can positively influence your mind and body.

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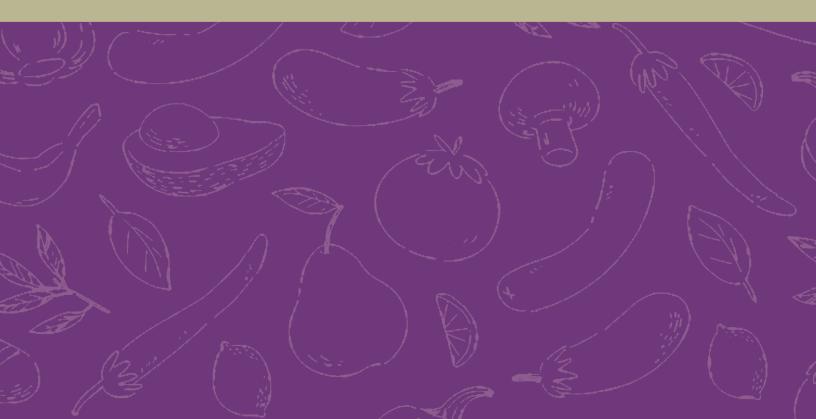
FARE Downloads

56



A Table Set for All:

Food Allergy Awareness & Accountability



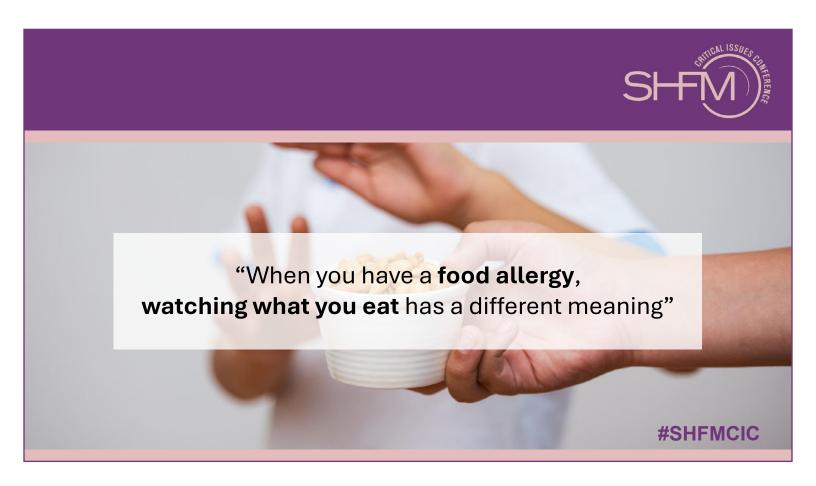


Allergen Awareness in Foodservice













- As menu items are selected, our service providers first search for a standardized recipe in the database. If no suitable recipe is found, the Executive Chef collaborates with the Dietician to modify the recipe to meet allergen requirements
- Regional Chinese and West African dishes are frequently prepared and must be authentic. In such cases, the Executive Chef will list ingredients to identify allergens
- Available recipes are printed from the database and provided to the cooks
- Station cooks are informed of allergens to educate the customer before service
- The onsite dietician produces signage with allergen icons
- Station cooks and unit chefs perform crosschecks to ensure allergen accuracy



6 Steps of Allergen Menu Planning





Ingredient **Substitute** Soy Sauce (contains: soy, wheat) Coconut aminos or Tamari Cooking Wine (contains: alcohol) Verjus (unfermented grape juice) Addition of lemon juice or vinegars Red wine reductions **Dried fruits** Cooked tomato paste Psyllium fiber Ground flax seeds Chia seeds Eggs Mashed bananas Avocados Aquafaba (liquid in canned chickpeas/garbanzo beans) Sunflower and pumpkin seeds, Nuts including seed butters Roux Cornstarch Arrowroot Potato flour Chickpea flour Rice flour



Recipe Re-Engineering



• In addition to the "Big 9" allergens, other ingredients are also identified to accommodate diverse dietary restrictions observed by various cultures and religions among our employees

Alcohol, Beef, Lamb, Pork, Poultry

 The following icons also allow our customers to easily identify vegan and vegetarian items





- Standardized signs from our service provider's Quality Assurance department are displayed throughout the cafeterias to inform customers about ingredient handling
- Customers are encouraged to consult with chefs and unit managers for additional ingredient information as needed



Customer Education







- Children's Center (CC) menus are developed by the on-site dietitian and the Executive chef
- Menus are compliant with the USDA's Child and Adult Care Food Program nutrition standards
- Feedback over the years from CC staff and parents are critical and have led to development of the World Bank Group's own menu standards for the Children's Center
- This includes: no red meat, minimal pork, daily vegetarian entrée option, and one day per week for "vegetarian-only" menu
- Menus are finalized and labeled to indicate allergens present
- Final menus are given to parents before the start of each semester for their own personal meal planning
- Menus and meals are crafted with the same careful attention as food prepared for the rest of the campus
- A dedicated area in the kitchen is used to craft the children's menu to avoid allergens and ensure recipe accuracy



Children's Center







- Managers and chefs are required to complete the "Food Allergies and Celiac Disease Training" which is an annual course certified by the Food Allergy Research and Education organization
- The on-site dietitian conducts in-person training sessions several times a year for both front of house and back of house staff
- Guest chefs may visit to provide additional training. For example: previous culinary training focused on halal foods and recipes offering staff a deeper understanding on cultural significance and appropriate ingredient use in various recipes



Training







An estimated 20 million (6%) of the population of the United states have a food allergy (Centers for Disease control and prevention)



At least 2 in 5 children have been treated in the emergency department for food allergy reactions. (Centers for Disease control and prevention)



An estimated 1 in 13 children or 2 students per classroom, are affected with food allergies. (Centers for Disease control and prevention)



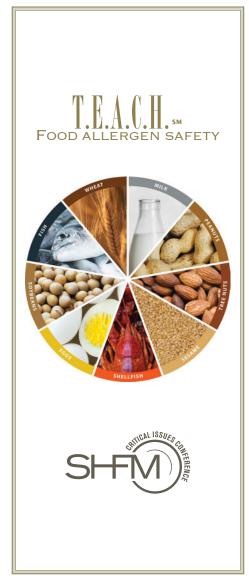
Food allergy affects up to 11% of college aged student, with the most common allergens being shellfish, peanut, tree nut, finfish and milk / dairy (National Institute of Health)



Allergen Impact by the numbers







FOOD ALLERGEN SAFETY

FOOD ALLERGY FACTS

- Food allergy is an immune system response to a food protein also known as a food allergen.
- All foods contain protein, so there can be many foods that people can be allergic to.
- Egg, milk, peanuts, tree nuts, fish, shellfish, soy, sesame and wheat are the top 9 foods that are responsible for 90% of all food allergy reactions.
- A person with a food allergy must avoid the food allergen.
- Even a trace amount of a food allergen can cause a reaction.
- Reactions can be severe to life-threatening.
- Most food allergy reactions come from a food allergic person eating something they thought was safe.



<u>Take</u> all food allergy requests seriously

<u>Educate</u> servers and culinary staff on basic food allergen safety

<u>Awareness</u> and prevention of cross-contact

<u>Communicate</u> the necessary information between the guest and kitchen

<u>**H**old</u> everyone accountable

Immense thank you to Joel J. Schaefer, Founder of Your Allergy Chefs, for providing this invaluable take-away.







JOEL J. SCHAEFER

Founder Your Allergy Chefs

SERVERS RESPONSIBILITIES

Notify management when you have a food allergy request.

ALWAYS write down the guest's allergies so you have a written record.

Repeat the food allergies back to the guest for clarification.

Talk to the manager or chef to discuss menu options before suggesting one to the guest.

Before handling any food, ALWAYS properly wash your hands and wear new gloves.

Removing a food item from a prepared plate of food does not make the food safe to eat. A new plate of food has to be prepared.

Don't use ingredients from the common service area such as salad ingredients. Request fresh ingredients from the chef or kitchen manager.

When the food is delivered to the guest, verify that the food has been prepared correctly.

Always let the guest make the final decision.

If a guest has a food allergy reaction in your restaurant NOTIFY MANAGEMENT AND CALL 911 IMMEDIATELY!

MANAGERS RESPONSIBILITIES

Talk to the guest to discuss their food allergy request.

ALWAYS write down the guest's allergies so you have a written record

Repeat the food allergies back to the guest for clarification.

Talk to the chef to discuss menu options if you are not sure of the menu ingredients or cooking procedures.

Refer to your establishment's recipes and ingredient labels for ingredient information.

Before handling any food, ALWAYS properly wash your hands and wear new gloves.

Removing a food item from a prepared plate of food does not make the food safe to eat. A new plate of food has to be prepared.

When the food is delivered to the guest, verify that the food has been prepared correctly.

Always let the guest make the final decision.

If a guest has a food allergy reaction in your restaurant CALL 911 IMMEDIATELY!

CHEFS RESPONSIBILITIES

Review recipes and ingredient statements to check for hidden food allergens.

Don't assume the food is safe unless you have thoroughly reviewed the ingredients used and the preparation of the food was correctly executed.

Before handling any food, ALWAYS properly wash your hands and wear new gloves.

Personally prepare or oversee all foods prepared for a food allergic guest.

Removing a food item from a prepared plate of food does not make the food safe to eat. A new plate of food has to be prepared.

Only use clean and sanitized pots, pans, and utensils.

Only use fresh ingredients including cooking oils.

Don't use common preparation or cooking equipment such as fryers, grills, griddles, cutting boards, and utensils.

Don't handle or serve foods that contain allergens over or around other foods that are considered allergen-free.

If a guest has a food allergy reaction in your restaurant CALL 911 IMMEDIATELY!





- Serving People with Food Allergies, Kitchen Management and Menu Creation
- At Home with Your Allergies Chefs, Cooking Up Gluten-Free and Allergy-Friendly Meals Everyone will Enjoy

Handy Downloads and Links

- Recipe eBook 10 of Joel's favorite recipes from his book: <u>At Home with Your Allergy Chefs</u>
- Standard Breading Procedure
- Mise en Place
- Prep List
- Grocery List
- Weekly Menu Planner
- Knife Skills & Safety
- Preliminary Cooking & Flavoring Techniques
- Blanching...Sweet and Sour Veggie Stir Fry Recipe





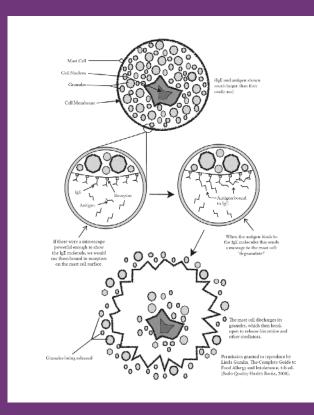
Food Allergy Best Practices



A Table Set for All: Food Allergy Awareness & Accountability







What is a food allergy?

A food allergy is an immune system response to a food protein where the body generates an antibody, known as IgE, (immunoglobulin) to combat a food allergen.

Resource: Serving People with Food Allergies, Joel J Schaefer





Food Allergy Facts

- All foods contain protein, so there can be many foods that people are allergic too.
- Egg, milk, peanut, tree nut, fish, shellfish, soy, sesame and wheat are the top 9 food allergens.
- A person with a food allergy must avoid the food allergen.
- Even a trace amount of a food allergen can cause a reaction.
- Reactions can be life threatening (anaphylaxis).
- Most food allergy reactions come from food allergic person eating something they thought was safe.
- There is no cure for a food allergy.





Food Allergy Wheel





Food Allergy Statistics

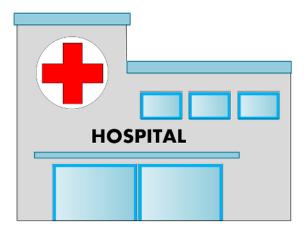
- 33 million Americans have a food allergy.
- In the United States there are approximately 5.6 million children with a food allergy*.
- In the United States the most common food allergen is shellfish with 8.4 million*.
- People in different countries are allergic to different foods i.e. chicken in Japan .
- Food allergy affects millions around the world.
- *Source: Food Allergy Research and Education







Emergency Room Statistics



- Each year in the United States, 3.4 million individuals go to the emergency room because of food allergies, which averages to one patient every 10 seconds.
- Approximately 40% of children with food allergies have experienced a serious allergic reaction.
- Between 2007 and 2016, there was a staggering 377% rise in medical treatments for anaphylaxis triggered by food allergies.
- Close to 200 people lose their lives each year due to reactions related to food allergies.





Food Allergy Background

How Did We Get Here?







- Historical Perspective on Allergens and Safety
- Data Tracking: The Growth of Allergies and Its implications





The Disney Story





Food Allergy Data the Disney Way



#SHFMCIC

Data Tracking: Food Allergy Button

Year 1: 600

Year 2: 1,200

Year 3: 20,000

Year 4: 50,000

Year 5: 200,000

Year 6: 600,000

Data from 2004-2009





Food Allergy Awareness

Increasing Awareness to Action in Corporate Dining







- Current challenges in foodservice regarding allergens
- Strategies for better implementations across the industry
- Addressing allergen concerns in large-scale cafeterias



Increasing Awareness





Current Challenges in Foodservice Regarding Allergens

- Handling allergens beyond the top 9.
- Staying updated on food allergen training amid staff changes.
- Recognizing food allergens within recipes.
- Ensuring safe food preparation practices.
- Sharing information between guests and staff.







Strategies for better implementations across the industry



- Adhere to national guidelines for labeling food allergens.
- Establish vendor verification processes for food allergen ingredients.
- Implement technology to detect food allergens in menu offerings.





Addressing allergen concerns in large-scale cafeterias

- Implement communication protocols for employees to notify management about food allergy issues.
- Create standard menu selections that exclude the top 9 food allergens.
- Designate specific stations with food options for guests with allergies.
- Obtain safe pre-packaged food items to broaden menu choices.









Food Allergy Anxiety

Addressing Anxiety and Stress on Foodservice Operators







- Challenges faced by operators concerning allergens
- The need for ongoing awareness and education



Food Allergy Anxiety





Challenges faced by operators concerning allergens



- Not knowing about the food allergens contained in menu items.
- Lacking understanding of safe food handling practices and the difference between cross-contamination and cross-contact
- Failing to acknowledge the seriousness of food allergies.







Cross-Contamination vs. Cross-Contact



Cross-Contamination is a common factor in the cause of foodborne illness. Microorganisms such as bacteria and viruses from different sources can contaminate foods during preparation and storage. Proper cooking of the contaminated food in most cases will reduce or eliminate the chances of a foodborne illness.

Cross-Contact occurs when an allergen is inadvertently transferred from a food containing an allergen to a food that does not contain the allergen. Cooking DOES NOT reduce or eliminate the chances of a person with a food allergy having a reaction to the food eaten.





The need for ongoing awareness and education



- Recognizing the stress associated with preparing and serving meals for guests with food allergies.
- Implementing measures to alleviate food allergy-related anxiety.
- Ensuring staff are responsible for managing food allergy requests.







Food Allergy Journey

Front of the House and Back of the House Journey Navigating Food Allergies







- Importance of communication between teams
 - Understanding your role in the communication process
 - Establishing responsibilities for each role



Food Allergy Journey





Understanding your role in the communication process



- Communication is a 2-way street.
- Establishing responsibilities for each role.
 - Management
 - Chef
 - Server





Communication is a 2-Way Street

- Guests should notify a host, server, or manager.
- The individual receiving this information must convey it accurately.
- The chef must guarantee safe food handling.
- The expo should relay the information to the appropriate person serving the food.
- The server should clarify what is being served.
- Guests should confirm that the food is accurate.















- Labeling & Inclusion
 - Common issues with labeling practices
 - Strategies to modify dishes to include everyone
 - Serving inclusive meals without compromising safety



Food Allergy Journey

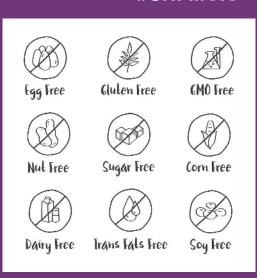




Common Issues with Labeling



- Monitoring modifications to menus and recipes.
- Discrepancy between label names and the food item on the line.
- Lack of a procedure for reviewing labels.





Strategies to Modify Dishes



- Examine the existing menu to pinpoint food allergens that can be eliminated.
- Create vegan options for side dishes.
- Establish a foundational recipe that can serve as a base for various dishes.









My Staple Recipe Emerald Herb Oil

- This recipe originated from The Garden Grill at Walt Disney World
- It is simple and delicious
- Created over 18 ways to use this recipe
 - Dressings
 - Marinades
 - Sauté dishes
 - Dips











Food Allergy Take-Aways

What Can You Do Right Now?







- Practical steps for operators to enhance allergen safety
- Encouraging personal responsibility and proactive measures



Food Allergy Take-Aways





Practical Steps

- Discuss food allergen protocols during the pre-shift meeting.
- Obtain a food allergy poster, display it prominently, and reference it often.
- Designate a specific plate for serving allergen-safe foods.
- Review menu items to identify currently available safe options.
- Collaborate with suppliers to source snacks that are allergy-friendly.





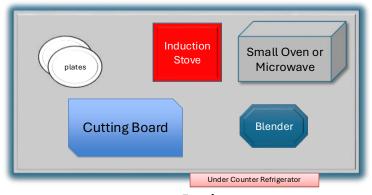




Food Allergen Safety Zone

Kitchen Tools

10" Chef's knife, stainless steel tongs and turner all in matching purple to coordinate with The Purple Board™, along with designated serving plates



Food

Unseasoned chicken breast, steaks, or pork, carrots, broccoli, potatoes, pancake mix, gluten-free bread or rolls, Olive oil or herb oil, and vinegar

Kitchen Equipment

Induction stove, blender, sauté pans, saucepan, grill or griddle pan, small oven or microwave







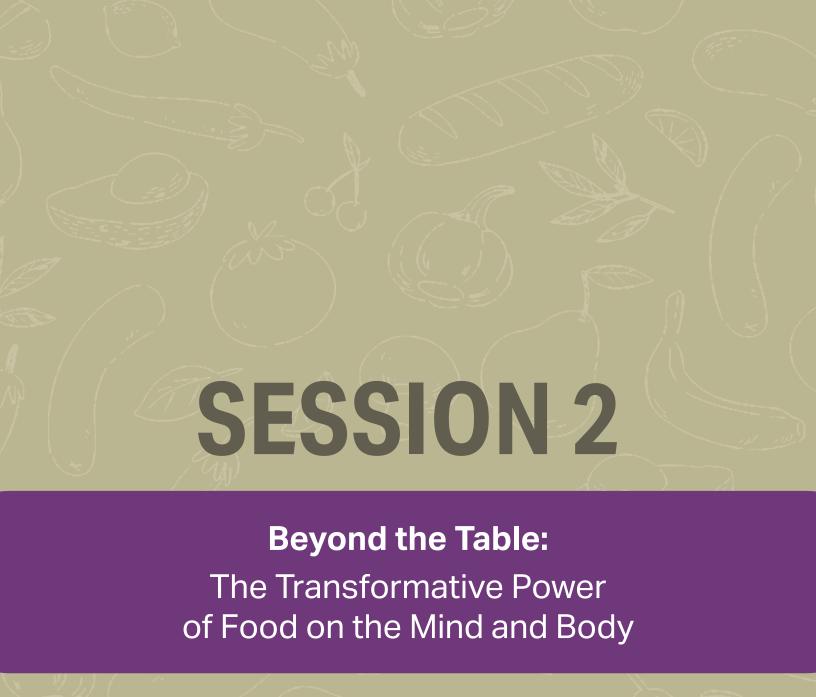


Call to Action for improving allergen management in corporate dining











CHAVANNE HANSON

Food Choice Architecture and Nutrition Manager Google (Host)

Google Food: Our role is to empower Googlers through sustainable food choices that are delicious, nutritious, easy, and convenient, to support Googlers in being their best. Our program is rooted in evidence-based, behavioral science and nutrition research, which informs operational standards that are executed in food environments across Google. We accomplish a lot of our work through strategic partnerships that help us build our capabilities and engage with industry leaders. Here are some of our strategic partners:

- Google joined the Workforce Nutrition Alliance (WNA) and curated a meaningful partnership between Google Food, Google's Health Team, and Benefits, marking the company's inaugural annual completion of the Workforce Nutrition Scorecard. A systematic and coordinated approach was developed and applied in the completion of the scorecard. Additionally, the company maintains a steadfast commitment to continuous improvement, actively seeking opportunities for enhancement. Workforce Nutrition Alliance
- Portion Balance Coalition
- The Teaching Kitchen Collaborative
- Have a Plant / International Fresh Produce Association
- Culinary Institute of America Plant Forward Kitchen

In a workplace office environment like Google, we believe we can encourage and guide more sustainable and nutritious choices through leading by example. Our chefs and culinarians are provided with training on plant forward diets, sound nutrition principles, and sustainable practices. We work to make the healthiest and most sustainable choice accessible through our leadership in Food Choice Architecture.

Google is seen as a lighthouse leader in the field of supporting healthier and more sustainable eating in the workplace. Here are a few articles that have been published about our program:

- In the Cafeteria, Google Gets Healthy, Fast Company
- How Google Got It's Employees to Eat their Vegetables, One Zero Medium
- How Google Optimized Healthy Office Snacks, Harvard Business Review





NORA ABRAHAM

Health & Wellness Director Aramark Workplace Hospitality

Personalized Nutrition: Food as Fuel for Mind and Body

Health and nutrition look different for everyone; cultural, environmental, and personal preferences matter in making food choices.

Resource: The Academy of Nutrition and Dietetics (eatright.org) provides science-backed nutrition resources for diverse needs.

Resource: Dr Rhonda Patrick

Dr Rhonda Patrick's Podcast & Website Found My Fitness promotes strategies to increase healthspan, well-being, cognitive and physical performance through deeper understandings of biology.

www.foundmyfitness.com

Podcast available on Youtube, iTunes, Spotify

The Power of Wellbeing

Overall, we explore the theme that people make food choices within the spectrum of opportunities available to them. Thus, workplace dining settings can encourage healthier eating habits through choice architecture, strategic food placement, and engaging nutrition education. Ultimately, promoting a healthier diet and consumption of food in pleasant surroundings is essential for well-being.

Resource: Happiness and Health and Food-Related Variables; Dr. Germán Lobos, et al. 2015

https://www.researchgate.net/publication/291355530_Happiness_and_health_and_food-related_variables Evidence for different age groups in Chile

Summary and application: This study aimed to identify the factors determining happiness and found that satisfaction with food-related life is a strong predictor of happiness. This was used to infer that those who are most satisfied with their food consumption also have more resources available to them. This work also shows that food-related life is related to happiness and other domains of life, such as health.

Resource: Food insecurity and mental health: a systematic review and meta-analysis; Dr. Pourmotabbed, A. et al. 2020 https://pubmed.ncbi.nlm.nih.gov/32174292/





NORA ABRAHAM Health & Wellness Director Aramark Workplace Hospitality

Summary: This study reviews how perceived health and functional health appear to be important indicators of life satisfaction. Something important to note is that positive health perception helps improve life satisfaction even when negative emotions occur! Long lived people who maintain positive health perceptions may feel they have enough psychosocial resources reserved to adapt and sustain individual well being and quality of life. This reinforces how opportunities for food and nutrition education can serve as important tools to empower people and can affect their perception of psychosocial resources.

Resource: The Archives of Clinical Psychiatry wrote an article titled Psychological well-being and health perception: predictors for past, present and future

https://doi.org/10.1590/0101-60830000000194

Honorable mention: Sustainability and Flavor Go Hand in Hand

Healthy and sustainable eating isn't just about nutrition—it's also about taste, sourcing, and mindful procurement.

Resource: "The Third Plate" by Dan Barber explores the intersection of sustainability, agriculture, and delicious food.



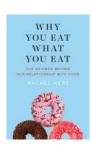


SHAUNA MCQUEEN

Director of Nutrition and Wellbeing Guckenheimer



Precision Nutrition



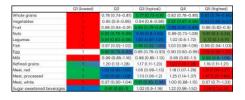
Why You Eat What You Eat by Rachel Herz



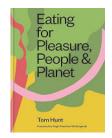
Sharing Meals with Others: How Sharing Meals Supports Happiness and Social



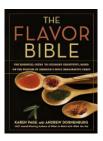
The Workforce State of Mind in 2025



Life Expectancy Can Increase By Up to 10 Years Following Sustained Shifts Towards Healthier Diets in the United Kingdom



Eating for Pleasure, People, and Planet by Tom Hunt



The Flavor Bible





ALLISON PIETRUCHA Director of Retail Implementation Sodexo

Supporting Workplace Wellness: How Sodexo Supports Its Clients

Sodexo is a global leader in sustainable food service, part of a Fortune 500 company with a presence in 45 countries. Sodexo brings its services to every moment of life—whether at work, school, in healthcare, or in entertainment settings.

At Sodexo, we believe the workplace is more than just a collection of desks and equipment. It's a space where community and culture intersect to drive innovation and long-term success. That's why we're committed to enhancing lives every day, wherever people work through delicious and nourishing food that supports overall wellness.

Our menus are crafted with ingredients designed to sharpen focus and boost productivity, alongside gut-friendly options that strengthen immunity. We're passionate about the power of intentional food choices to nourish both the mind and the body, fueling holistic well-being.

To read more about how Sodexo supports wellness in the workplace, here are a few articles that cover our focus on providing nourishing, plant-rich menus.

- Sodexo partners with Chef Brooke Williamson to bring seasonal eats and flavorful ingredients to Modern Recipe brand
- Corporate cafes evolve: Sodexo exec talks D.C.-area workplace food trends -Washington Business Journal
- Global Report on Employee Well-Being & Workplace Experience | Modern Recipe
- How Sodexo's updated Mindful program is embracing a new era of wellness
- The Future of Workplace Dining is Plant-Forward Here's Why





EMILY WUNDER BARRETT

Wellbeing & Sustainability
Project Manager
Compass, Eurest



Eat. Live. Do. Well

On Compass's wellbeing website, there are so many great resources for guests. This includes articles on Wellness and Sustainability, an option to ask Chef and Dietitians questions, and a whole variety of recipes that have been hand selected by our team of Registered Dietitians.



Stop Food Waste Cookbook

When we think about wellbeing for people, we can not overlook the wellbeing of our planet. One major way we can make a positive impact on the planet is by reducing food waste that goes to landfills. With 33% of food produced being wasted, there is so much to be done to correct this. This low food waste cookbook is a collection of low food waste recipes from Compass chefs around the world to inspire change and enjoy a delicious meal.

These are some additional cookbooks I enjoy that include seasonal, plant-forward ingredients to create simple but delicious dishes:



SIX SEASONS by Joshue McFadden



FEEL GOOD FOOD by Jeanine Donofrio



ADDITONAL RESOURCES



LIVING WITH FOOD ALLERGIES

Free Downloadable Resources

FARE has developed a number of free resources to educate and raise awareness about food allergies, including posters and infographics that can be used in schools, restaurants, libraries and other locations.

