



World Health
Organization

REGIONAL OFFICE FOR **Europe**



Planning healthy and sustainable meetings

A practical guide

Third edition



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Introduction

Why healthy and sustainable meetings?

Meetings and events are a fundamental part of the work and workplace culture at WHO, as well as many workplaces globally. They serve as an important time for colleagues to connect, communicate, strategize and solve challenges effectively.

Meetings and events often represent a significant amount of time in any given working week; they may last several hours or even a few days and can therefore have a direct impact on the health of their participants, as well as on the environment.

Making healthy foods and beverages available, requiring a tobacco-free environment, encouraging physical activity, and focusing on sustainability at meetings provide opportunities to create a culture of health and well-being, and to protect and minimize the impact on the environment.

The purpose of this manual

The purpose of this manual is to offer guidance and provide feasible examples of how to plan healthier meetings and events at WHO and other workplaces wishing to promote health. These guidelines address four topics: nutrition, physical activity, tobacco-free environments, and sustainability.

Audience

This manual is meant to be used by WHO employees and others interested in planning healthy and sustainable meetings. Evidence-based examples of how to realistically incorporate healthfulness into meetings and events are provided and can be used in short meetings and celebrations at the workplace or whole-day and multi-day meetings involving larger groups of participants.

Raising awareness

Each meeting is an opportunity to raise greater awareness – among participants, staff and service providers – of the benefits of healthy diets and regular physical activity and of using sustainable practices to protect the environment.

It is important to explain in advance to meeting organizers and participants that the event will follow principles of health and sustainability and that the choice of location, accommodation, food and beverages, and even the scheduling of the meeting agenda, are based on these principles.

Leading by example, the WHO Regional Office for Europe has the opportunity to motivate its stakeholders to introduce a healthy and sustainable environment in the meetings they organize.



Snacks, meals and beverages

Foods

It should be noted that not all meetings require food. When organizing a meeting, assess the length of time, time of day and number of people attending the meeting before deciding whether food should be part of the work session.

If you decide that serving food is necessary, ensure that a variety of healthy options are provided throughout the event and consider the following points.

Fruit and vegetables

- Fresh fruit and vegetables should be the basis of any snacks provided and can also be the main component of starters, side dishes and desserts.
- Give preference to fresh fruits and vegetables that are in season and limit canned fruit, dried fruit and fruit juices, as they are often higher in sugar and lower in fibre.

Fats and oils

- Overall, opt for cooking methods that require less or no fat or oil, such as steaming, grilling or sautéing, instead of frying foods.
- Select foods that contain healthy sources of unsaturated fats, such as olive and sunflower oil (in moderation as they are high in calories), fish, avocado and nuts. Limit saturated fats, which are typically found in fatty meat, butter, palm oil, cream, cheese, ghee and lard; skin and trim excess fat from meat and poultry.
- Although several countries have taken strong measures to eliminate trans fats from the food supply, many products containing high levels of trans fat are still available in the market. Therefore, to eliminate trans fats from your meetings, avoid processed food, fast food, fried food, baked goods and certain types of margarines that may still contain hydrogenated fats. Read nutrition labels to ensure that trans fats and hydrogenated oils are not listed in the ingredients.

Whole grains

- Choose wholegrain foods such as steel-cut oats, quinoa, brown rice and whole-wheat bread and wraps, rather than refined grains such as white rice and white bread.

Proteins

- For adults, protein requirements are relatively limited. Therefore, it makes sense to limit the amount of meat and choose leaner meats such as skinless poultry, rather than red or processed meats.
- In general, include plant-based sources of protein more often, such as beans and lentils, tofu, nuts, nut butter and beans.
- Seafood, unsweetened yogurt and eggs are also great sources of protein.

Desserts and sugar

- As a preference, serve fresh fruit for dessert. It can be cut and arranged in bouquets, on skewers or in cups. Fruit baskets with whole fruits are also a good option.
- When other dessert options are chosen, ensure that they are low in fats and sugar.
- Avoid adding sugar to foods, ensure that caterers are aware of this preference and discourage the use of artificial sweeteners in the preparation of desserts.

Salt

- Limit the use of processed foods; which often contain high amounts of salt.
- Choose products with lower salt content.
- Request that caterers reduce the amount of salt in the menu; limit the use of salt itself as well as soy sauce, fish sauce or similar sauces used during food preparation. Herbs, spices and acids (vinegar and lemon or lime juice) can be used instead.
- Do not place salt on the table and exclude salted snacks.

Portion size

- Reduce portion sizes. For example, cut baked goods or sandwiches in half. This will discourage overeating and decrease food waste.
- Serving utensils such as chopsticks may encourage people to eat more slowly and less.
- Providing smaller plates or paper napkins, instead of large plates, can help reduce portion sizes further.

Nutrition labelling

Whenever possible, include nutrition labels for foods served. Indicate total calories and serving size, so that participants can make informed food choices.

Beverages

Water

- Make water available throughout the entire meeting, ideally served in pitchers with glasses or through water fountains, to avoid unnecessary waste.
- Water may be served plain or with the addition of fruits, vegetables or fresh herbs for additional flavour.
- Some ingredients that may be added to water include sliced citrus, fresh mint with cucumber, peeled ginger and lemon, or cut berries.

Sugar-sweetened beverages

- Avoid offering sugar-sweetened beverages, such as soda, juice drinks, flavoured milk and coffee, sweetened teas, sports drinks and energy drinks.
- Offer unsweetened hot beverages such as tea and coffee with the option of adding low-fat or fat-free milk.
- 100% fruit juices are also acceptable options if drunk in moderation.

Alcohol

- As a general rule, do not offer alcohol during meetings, particularly those organized by WHO. A substance with the potential to cause such extensive harm is not suitable for an organization dedicated to the promotion of public health or any institution with the desire to promote health.
- If – in exceptional circumstances – alcoholic beverages are offered, alcohol-free alternatives should always be provided, and the following should be considered:
 - limit the number of drinks to no more than one per person and make sure these are not served without adequate and sufficient food;
 - serve alcoholic beverages in smaller containers – for example, 330 ml beer bottles instead of 500 ml, or 100 ml wine glasses instead of 150 ml; and
 - never serve spirits of any kind; choose instead beverages with lower alcohol content – for example, beer with 3.5% alcohol instead of 5% or wine with less than 10%.

Good to know:

Studies show that people are often unable to notice if a beverage contains lower alcohol levels and subjectively experience the same effects as when they drink a stronger equivalent. However, lower blood alcohol concentration levels can objectively reduce the risk of acute outcomes, such as injuries and road traffic accidents.



Healthy swaps: alternative food and beverage items

Breakfast	
Choose this ...	Rather than this ...
A small serving of fresh 100% fruit or vegetable juice	Juice drinks
Fresh fruit and unsalted seeds and nuts	Fruits in syrup
Low-fat or fat-free milk and yogurts	Full-fat milk and yogurts
Wholegrain bread	Bread made with refined grains
Low-fat and low-sugar granola, muesli, or plain oats with hot water or low-fat milk or yogurt	Pastries (croissants, doughnuts, sweet rolls, high-sugar granola)
Low-salt nut butters, hummus and reduced-fat cream cheese	Butter, full-fat cream cheese, margarine
Wholegrain cereals low in sugar	Refined grains and/or sugary cereals
Lunch/Dinner	
Salads with dressing on the side	Salad with dressing mixed in
Olive oil and vinegar-based salad dressing	Creamy salad dressing
Soups made with low-fat milk, non-dairy milks or broth (i.e. no dairy)	Soups made with heavy cream
Wholegrain pasta salad with light vinaigrette	Pasta salad with mayonnaise
Sandwiches on wholegrain bread or whole-wheat tortilla wraps	Sandwiches or croissants, white bread or bagels
Lean meats, poultry without skin, fish, tofu	High-fat and fried meats, processed meats, sliced deli meats, poultry with skin, fried fish, deep-fried tofu
Vegetable platter with hummus or guacamole	Bread rolls with butter
Fresh fruit	Ice cream, cakes, pies, pastries, cookies, brownies
Finger foods	
Vegetables with hummus, salsa, bean dip or guacamole	Cheese platters
Fresh cut fruit	Fruit tarts, pies
Grilled or broiled chicken skewers	Fried chicken tenders
Miniature turkey or chicken meatballs	Large meatballs made of red meat served in gravy
Fresh summer rolls (not fried)	Fried egg rolls
Mini pizza slices made of whole-wheat crust, tomato sauce, part-skim mozzarella cheese and vegetables	Regular pizza with a heavy layer of cheese and meat toppings such as sausage, ham or pepperoni
Air-popped popcorn flavoured with a small amount of olive oil	Potato chips, tortilla chips
Snacks	
Fresh cut fruit	Cookies
Vegetable platter	Chips
Wholegrain crackers (5 g fat or less per serving)	Crackers made from processed grains
Raw or toasted unsalted nuts	Salted fried nuts, chips

Beverages

Choose this ...

Water (sparkling or still) with fresh cut fruit, vegetables or aromatic herbs for flavouring

100% freshly squeezed fruit or vegetable juices

Low-fat or fat-free milk

Unsweetened tea and coffee

Rather than this ...

Soda or sugary drinks

Juice made from concentrate or with added sugar and flavourings

Full-fat milk, sweetened milks, or cream for use in tea and coffee

Tea and coffee with sugar

Adapted from the National Alliance for Nutrition and Activity Healthy Meeting Toolkit

How to plan a healthy celebration

Celebrations at the workplace are important occasions that can help increase team unity and boost morale. They can also be an invaluable opportunity to incorporate healthy eating practices. Below are some options to organize a healthy celebration.

- Salad bar potluck: everyone brings their own salad ingredient to create an attractive and colourful choice of salads.

- Assorted potluck: create a sign-up sheet to ensure a varied and colourful selection of foods, fruits and vegetables.
- Have a breakfast social with wholegrain bread and vegetable spreads, unsweetened yogurt, fresh fruit and vegetables, muesli, oats and nuts. Try to avoid fruit juices from concentrate, refined grains, and sweetened cereals and granolas.
- Create a vegetable platter with healthy dips such as hummus, guacamole or bean dip.
- Make fresh fruit bouquets or fruit kebabs for dessert instead of serving cookies and cakes.

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Tobacco-free

A healthy and sustainable meeting should ensure a tobacco-free environment.

- Meetings should be held in smoke-free venues.
- Make sure there is clear signage that the event is smoke-free.
- Consider hosting a multi-day event in a city with a comprehensive anti-tobacco policy that ensures indoor public places and other public spaces, as appropriate, are smoke-free.

Virtual meetings

The COVID-19 pandemic has forced us to move most of our meetings to online platforms. Videoconferencing technology creates multiple opportunities and improves inclusivity, as colleagues are able to join a meeting from anywhere across the world. At the same time, it is important to keep in mind that videoconferencing may place more demands on our psychological resources than regular meetings and may cause what has been called “zoom fatigue”. Mental fatigue may occur because of disruptions due to poor connection, distractions such as seeing one’s own image on the screen, notifications from other programs, a lack of nonverbal signals, and having to read people’s facial expressions from two-dimensional images. Furthermore, attending meetings from the work desk may mean that the pressure of multitasking or ongoing work on parallel commitments becomes overwhelming for many colleagues. In addition, being in front of a camera makes some people feel self-conscious and can cause or exacerbate anxiety.

Is there a better way?

Before you arrange a virtual meeting – just like any other meeting – you should think ...

- Is the meeting *really* necessary or could the issue be solved in another way? For example, by a phone call, online chat, email or sharing documents using a common folder?

The following tips may help you to manage virtual meetings in a way that minimizes psychological strain for you and your colleagues.

- Consider carefully who needs to participate in the meeting.
- Do not schedule meetings longer than one hour. Keep your virtual meetings as short as possible.
- Do not schedule back-to-back meetings. Make sure that there is a break between meetings long enough to have a few minutes of downtime and to mentally prepare for the next meeting. Get away from the screen to recharge: take a little walk, have a snack, drink some water or do some exercise such as stretching.
- When scheduling meetings with country offices, be mindful of time zone differences.
- Make clear that it is acceptable to have the camera off during online meetings.
- Every 20 minutes, take your gaze away from the screen and look at remote objects to avoid eye strain.
- Placing the screen to the side rather than directly in front of you may help improve concentration. Some videoconferencing allows you to adjust your settings so your own image does not appear on the screen.
- Switching between tasks is mentally tiring. Avoid multitasking by turning off notifications from other programs, such as your email, and your phone, so that you do not get distracted.
- Similar to the travel ban week in WHO, maintain meeting ban time slots in your calendar, so there are periods in the working week to focus on tasks that require undivided attention.

Physical activity

Offer participants safe and appropriate opportunities to be physically active and to achieve the recommended 150 minutes of moderate-intensity physical activity per week by creating a physically active environment. This can be done by providing and promoting opportunities to be active before, during and after the meeting or by organizing a meeting that is in a moving format.

Physical activity opportunities

Before the meeting

- Schedule and promote physical activity sessions before the meeting – for example, running or brisk walking, yoga, aerobics, tai chi, dancing, stretching, mindfulness or reflection sessions.
- If appropriate, encourage active transport such as walking or cycling to the meeting venue and provide directions with safe routes.
- Avoid starting the meeting very early (for example, before 09:00), to allow time for participants to be physically active before the meeting.

During the meeting

- Active breaks are an excellent way to incorporate physical activity during a meeting. These should be included in the meeting agenda and work best before a coffee break or between presentations or longer sitting sessions.
- For a full-day meeting, two or three active breaks can be planned per day. However, more active breaks should be incorporated if the schedule allows. If time is scarce, even three to five minutes of activity can be sufficient to make a positive impact on the well-being of participants.

Tip: schedule a healthy break of approximately 30 minutes in the meeting agenda. Before inviting participants to the break, lead the active break and then invite participants to enjoy a coffee or a walk for the remaining time. This helps ensure maximum participation in the active break.

- Consider allowing enough time during lunch break for people to be physically active and to refocus the mind – for instance, by going for a short run or a refreshing walk. Include suggestions for walks and other opportunities for physical activity in the meeting pack – perhaps indicating how many calories are burned or steps are taken by walking a particular route.

After the meeting

- For overnight meetings including dinner, encourage participants to walk to and from the dinner location.
- Organize active social activities, such as walking or biking tours in the city, dancing, ice-skating or other safe and appropriate opportunities that might be available.

Types of active break

Standing break

A standing break can easily be incorporated into a meeting, as it does not require any equipment or complex preparation.

Organizing tips

- Offer participants the option to stand up and move around the room for a few minutes or to change chairs with someone else.
- Ask participants to march on the spot and raise their arms overhead for 30–60 seconds.
- Explain the benefits of this exercise, such as improved blood circulation, attention and concentration.

Stretching break

A stretching break can help relax the body after long periods of sitting, while also improving blood circulation and muscle flexibility.

Organizing tips

- Identify someone to facilitate a stretching exercise or play a stretching video and invite participants to follow the facilitator.

Active breaks should be:

- completely voluntary
- adaptable to anyone's level of physical ability and mobility
- achievable while wearing regular clothing, without sweating and without a professional fitness leader
- fun, safe and pain-free
- included in the meeting agenda.

Activity breaks can be:

- with or without music
- around five minutes in duration, but longer if possible
- led by a facilitator or through a video
- done as frequently as possible, but ideally at least twice a day.



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- Remind participants that during a stretching exercise they should relax, focus on their breathing and never force a stretch. If they start feeling a pinching or uncomfortable pain sensation, they should stop immediately.
- Inform participants that even short stretching breaks can help prevent muscular tension and pain induced by long periods of sitting.

Moving break or energizer

A moving break is a 5–10-minute group activity, often accompanied by music, that encourages participants to do simple aerobic exercises. It does not require any special fitness training and should be suitable for people with all levels of physical ability.

Organizing tips

- Identify someone to facilitate the break or play an energizer video.
- Before starting the energizer, make sure that all participants have enough space to move safely.
- Inform participants that they can modify the tempo and intensity of exercises according to their abilities.
- Explain the benefits of moving breaks to participants, such as increasing their energy levels, clearing their minds and contributing to achieving the recommended levels of physical activity.

Possible exercises include:

- marching on the spot
- alternating knee lifts (touch a knee with the opposite elbow)
- side-to-side steps (step left, feet together; step right, feet together)
- kickboxing kicks to the front and sides
- star jumps
- squats
- shaking the arms and then the legs (one side at a time)
- jumping on the spot
- running on the spot.

Tip: if participants have experience leading such exercises, let them take turns leading.

Relaxation break

A breathing/mindfulness/relaxation break can be used to increase concentration and focus on problem-solving. Such breaks are especially good to improve clarity of ideas and to remove muscle tension that participants may have accumulated during the event.

Organizing tips

- If it is a guided session, the facilitator should ask participants to find a comfortable posture and follow instructions.
- Invite participants to close their eyes if they wish and to take several slow, deep breaths. At the beginning of the session they should concentrate only on their breathing. Later, the facilitator can pose a question to the group for reflection, or they may ask participants to feel lightness and relax their whole body.

A walking break allows participants to increase circulation after periods of sitting and change their surroundings. This kind of break works particularly well when weather conditions are favourable. If the weather is not suitable for walking outside, it is possible to walk inside the building along corridors and between floors.

Organizing tips

- Schedule time for breaks in the agenda and invite participants to take a 10–15-minute walk.
- Develop possible walking routes and share them with participants; consider printing maps of these routes for participants.
- Organize walking breaks in small groups of two or three participants during brainstorming or networking sessions. Offer the option of walking inside or outside the building during a discussion period. Agree on a time when all groups should reconvene.
- Encourage participants to go for a 15–30-minute walk after lunch. Identify a leader who will guide participants on a pre-planned route.

Creating a physically active environment

Meeting location

- Choose a venue that is easily accessible on foot or by bicycle and has parking for bicycles.
- Choose a meeting location near safe walking or running routes; provide maps of these routes to participants.
- If possible, choose hotels that have fitness facilities that are available to participants free of charge and promote the use of these facilities; alternatively, contract nearby exercise facilities.
- Provide exercise stations or equipment in the hall or meetingroom – for instance, raised tables for standing, exercise skipping ropes, standing desk bikes, free weights or exercise/resistance bands. There should ideally be someone present at the stations (at least part of the time) with the ability to show appropriate exercises and motivate participants to use the stations.
- Encourage participants to take the stairs instead of lifts and post signs directing them to stairwells outside meeting rooms and near lifts.

Dress code and incentives

- Choose a business casual dress code for the meeting and notify participants about it in advance; encourage comfortable clothes/shoes to support physical activity during the meeting and breaks.
- Mention to participants before the meeting and during registration that they are encouraged to stand and move within the meeting space.
- Encourage participants to use technology for tracking their activity levels, such as Google Fit or other apps, or provide pedometers during registration.

Activity goals or challenges

- Propose activity goals such as 30 minutes of moderate-intensity physical activity each day or 10 000 steps and encourage and support participants in reaching this goal.
- Consider giving prizes to those who meet the goal, either individually or in teams through a physical activity challenge.

Participants with disabilities

- Give participants an opportunity to inform organizers about any special physical access needs before the meeting or during registration.
- Listen to participants' needs and make sure that exercises are adjusted for people with disabilities or that alternative activities (breathing/relaxation/mindfulness sessions, light exercise) are provided.

Meeting in a moving format

In some cases, a whole meeting can be organized in a standing, walking or some other moving format, depending on the physical abilities of participants and the meeting agenda.

Standing meeting

A standing meeting can be a suitable format for short meetings.

Organizing tips

- Ensure that all participants are physically able to stand during the meeting and inform them beforehand about the standing format.



- Choose an appropriate room which can accommodate the meeting in a standing format; it should be spacious enough and well ventilated.
- Bring clipboards to the meeting so that participants can easily write while standing.

Walking meeting

A walking meeting can be a suitable format for both one-on-one and group meetings.

- If there is a safe walking route near the building and the weather is good, always try to choose a walking format for a one-on-one meeting, rather than sitting in an office.
- Walking meetings can be organized for groups of 3–10 people if the meeting agenda allows.

Organizing tips for a group walking meeting

- Break participants into smaller groups of two or three people to walk together and discuss the meeting agenda.
- Plan the walking route and identify points on the route where the whole team will come together to discuss salient topics as a group. Consider printing a map, marking meeting points and giving a copy to each group.
- A leader should propose key points that participants can discuss while walking in pairs or small groups.
- At each stop, agree on the discussion topics for the next walking interval. Make sure that the last stop is long enough to sum up the results of the meeting.

Example of the abdominal breathing technique

1. Instruct participants to put one hand on their chest and the other on their stomach.
2. Invite them to take a deep breath in through the nose for four seconds and feel their diaphragm (not their chest) inflate with fresh air; the hand on the stomach should move more than the hand on the chest.
3. After they have held their breath for four seconds, instruct them to take a long breath out through their mouth for eight seconds, feeling how air leaves their lungs.
4. Instruct participants to hold their breath for four seconds before repeating the cycle.
5. Lead them through six to 10 slow and deep breaths per minute for up to five minutes.

Sustainability

Careful planning and consideration of sustainability issues can help event organizers maximize the positive impacts of meetings on individuals, the community and the environment and reduce potential negative impacts.

Venue, accommodation, transport and mobility

The location of an event, the type of venue and accommodation, and the means of transport available provide an opportunity to substantially decrease greenhouse emissions, avoid generating waste, and minimize consumption of natural resources.

- Consider holding a meeting virtually; exploit the advantages offered by teleconference and videoconference services to limit travel. If a full virtual meeting is not a viable option, offer participants with a particularly high carbon footprint the opportunity to attend remotely.
- Encourage meeting participants to travel by train. If this is not possible, encourage the use of carbon-offsetting mechanisms for air travel.
- Ensure that the meeting location and accommodation are located near each other and that they can easily be reached on foot, by bicycle or on public transport.
- Provide clear information to meeting participants on public transport options and consider providing free public transport tickets to event participants.
- Choose a venue and accommodation that have adopted policies on environmental sustainability, including energy efficiency and waste prevention.

Event materials

Adopting environmentally friendly practices while communicating with participants and when preparing and distributing invitations and conference materials allows event organizers to reduce overall environmental damage, save considerable costs and increase awareness.

Reduce paper use

- Avoid unnecessary printouts and send all meeting materials electronically before and during the meeting; ensure that such materials are also available on the website (in a password-protected section, if necessary).
- Include a clause in the invitation letter to inform participants about the paper-free meeting.





- During the event, post materials for display on boards in a meeting room; provide as few print copies as possible to be picked up by those who need them. Do not put unnecessary copies in participants' folders.
- If printing a document is unavoidable, print on recycled paper; consider printing on both sides, with multiple slides on each page; make as few copies as possible; and encourage participants to share.
- Display presentation slides rather than printing them.

Choose and use conference materials sustainably

- Reduce the amount of promotional materials, delegate bags and gifts; ensure that all materials and gadgets have a useful purpose.
- Choose gadgets that are made of sustainable materials and are produced according to ethical standards.

Reuse

- Consider whether gadgets from previous events can be reused at the current event with the same or different purpose (publication stands, banners).
- Give preference to conference materials that can be reused (for instance, reusable name badge holders, rather than single-use or plastic name badge stickers).

Catering

Choose sustainable food, beverages and utensils, avoiding plastic utensils and giving preference to foods with a lower carbon footprint, such as local and seasonal plant-based foods. To maximize the positive impact, choose caterers who have adopted environmental policies.

Utensils

- Provide reusable, washable jugs for serving water.
- Provide reusable, washable cups and glasses. If this is not possible, provide paper or compostable dishes; avoid plastic cups and other plastic utensils.

- Choose reusable, washable serving containers and eating utensils whenever possible.
- Use paper bags as lunch containers.
- Do not use towelettes and wet wipes – they are not recyclable.

Food and beverages

- For meal selections, offer predominantly (80%) foods of vegetable origin; reduce the amount of meat.
- Select foods and beverages that are local (produced in the area where they will be consumed), truly organic – if not more costly – and fair trade whenever possible.
- Reconfirm the number of food items with caterers to avoid food waste (for example, if planning a meeting for 15 people, order food for 13–14).
- Order food and beverages in bulk platters rather than as single servings.
- Provide water and other beverages from reusable pitchers; if safe tap water is available, avoid serving bottled water.
- Organize hydration stations for refilling water bottles; consider providing reusable bottles and encourage their use throughout the meeting.

Leftovers

- Segregate food waste, as per local regulations, to allow for food waste recycling. If country regulations allow, collaborate with local organizations to distribute edible leftovers from an event.

Waste

- To reduce energy waste, turn off electrical and electronic equipment, including lights, when not in use or when you leave.
- Maximize use of daylight and green energy, if relevant.
- If disposable products are the only option, make sure that they are recyclable or compostable.
- Provide recycling containers with proper indicators around the meeting space.

Healthy and sustainable meeting checklist

Useful questions	Y/N/notes
Venue and transport	
Is holding a meeting in a virtual format (video- or teleconference) an option?	
Are meeting and accommodation venues located close to public transport?	
Does a meeting location have walking and running routes?	
Is a meeting location accessible on foot or by bicycle?	
Are there options for bicycle rental and storage?	
Is there a fitness facility available to participants free of charge?	
Does the meeting room have natural light?	
Does the venue have waste collection and recycling systems in place?	
Does the venue use energy-efficient practices?	
Invitation and conference materials	
Are all meeting documents available online?	
Are meeting materials printed on recycled paper and double-sided?	
Are all meeting gadgets really useful and made of recycled materials?	
Food	
Does the meeting require food?	
Are there choices available for people who do not eat meat?	
Has a variety of healthy food options been included throughout each meeting day?	
Are fresh fruit and vegetables included with every meal or snack?	
Have you made sure to select foods with healthy fats and avoid trans fats?	
Will meals include wholegrain breads, cereals, rice and pasta?	
Have you requested that low-fat, low-salt, low-sugar and low-calorie methods be used to prepare food?	
Will desserts that are low in sugar and fats be served?	
Have you asked for sauces and dressings to be served on the side?	
Have you asked for food to be served in smaller portion sizes and for small-sized dishware to be provided?	
Have you made sure to avoid pastries, deep-fried items, creamy sauces or dips, sweets and savoury snacks?	
Have you asked the caterers to place nutrition labels next to foods indicating facts such as serving size and calorie count?	
Are chosen food products sustainable (local and fair trade)?	

Useful questions	Y/N/notes
Have paper or compostable utensils been chosen in preference to plastic ones?	
Does the amount of food ordered correspond to the number of participants?	
Are disposable items recyclable, biodegradable and/or reusable?	
Can excess food be collected and passed to charitable organizations?	
Beverages	
Will fresh water be available and water vessels refilled throughout the entire meeting?	
Will unsweetened tea, coffee and infused water be provided instead of soda and sugary drinks?	
Are beverages served in reusable pitchers?	
Have you considered serving alcohol-free alternatives instead of alcohol?	
Tobacco-free	
Have you ensured a tobacco-free environment at the meeting and accommodation venues?	
Physical activity classes and breaks	
Have you checked with participants whether they have any physical access needs?	
Can the meeting or some of its sessions be organized in a moving format?	
Will the meeting dress code allow participants to be physically active?	
Will participants be encouraged to be physically active and achieve the recommended 150 minutes of moderate physical activity per week? (Have walking routes, physical activity stations, etc. been provided within the meeting space?)	
Can exercise classes or active social activities be incorporated in the meeting agenda?	
Are active breaks planned and included in the meeting programme?	
Will physical activity options for people with disabilities be provided?	
Waste	
Has use of plastic and packaging been kept to a minimum?	
Is there an appropriate system of waste collection and disposal in place?	
Use of sustainable materials	
Have you managed to avoid all unnecessary printing?	
Will all printed materials be double-sided and on recyclable paper?	
Have you made sure that materials used at the meeting are recyclable?	

The WHO Regional Office for Europe

The World Health Organization (WHO) is a specialized agency of the United Nations created in 1948 with the primary responsibility for international health matters and public health. The WHO Regional Office for Europe is one of six regional offices throughout the world, each with its own programme geared to the particular health conditions of the countries it serves.

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