

# FOODSERVICE

Sustainability issues in the food industry  
November 2010 • £4.50

# FOOTPRINT



## LOCAL HERO

Michel Roux Jnr talks about  
British produce and his cuisine

## FOOTPRINT FORUM

Agriculture and foodservice can  
drive sustainability together

## UPCYCLING

The latest way to make the  
most of recycling

Water Void: Water is  
the biggest issue to be  
worried about

Appetite for Change:  
How a US contract  
caterer pushes  
sustainability

Unsung Heroes: The  
employees who are  
making a difference

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# Provenance

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Tony Reynolds



  
**Reynolds**<sup>®</sup>  
fresh ideas for foodservice

## Honest opinion

**S**ustainability is no longer the debate indulged by the 'big boys'. It is a hard-hitting commercial reality affecting the entire supply chain. The candour from members of the Footprint Forum, contributors, partners and our readers, never ceases to amaze me. It is these people, from all stages of the supply chain, who are ahead of the curve with a continuous message of 'Be counted, and put forward your arguments and experiences'. We are now sceptical about claims professing that the energy cost of producing food and getting it to the table is around 4 per cent of the national footprint. Defra research counters this claim, concluding that shopping-trips alone are actually responsible for 48 per cent of food miles in Britain. Studies claiming that British tomatoes grown under heated glass emit four times more CO<sub>2</sub> than their Spanish, outdoor-grown counterparts and that a lamb from New Zealand requires a quarter as much energy to get to a London outlet as a Welsh one, are up for scrutiny. The September Footprint Forum convened to promote understanding between foodservice and agriculture. There were clear signals that both industries are cooperating more and that government is keen to engage and facilitate. Manifest to this is that we no longer pigeon-hole sustainability as environmental. Community and economics are part of the bigger picture as entities in their own right and far from being CSR 'ticked boxes', are for many businesses the most serious strategy for 2011. Ethics are more important than ever. In 2003 the Farm Animal Welfare Council reported that the halal method of slaughter results in 'significant pain and distress'. The RSPCA apparently concurs. However, what the likes of the *Mail on Sunday* have to understand is that foodservice must provide halal properly and appropriately to people who want it and they need to be confident it is genuine. Does foodservice understand everything about halal and can it reassure customers about the welfare issues? These are issues that need to be addressed and grasped by all. *Footprint* predicts foodservice will have to prepare for changes in the ethical landscape. Ethical marques will not be taken at face value and operators need to be informed as to alternatives. The next Footprint Forum will focus on this very issue. What has emerged over the last years is a tremendously advanced foodservice industry, embracing an evolution to improve sustainability. But there are advance-parties and it is important that those not entirely comfortable with the subject in the culture of their own business, aren't left behind. Back to the message of our stakeholders; embracing sustainability can only have commercial benefits – it's not going to go away!

**Charles Miers, Managing Director**

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## GREEN CHAINS

Whitbread has announced that it will introduce a package of efficiency measures to help the company reduce its carbon emissions and conserve water. The £7million programme will include the installation of 20,000 low-flow showerheads at Premier Inn hotels, which will deliver a powerful shower effect while saving three litres of water a minute – enough water to fill 88 Olympic swimming pools a year by 2012. The showerheads were developed by the company through extensive testing.

The programme is part of Whitbread's 'Good Together' sustainability strategy, through which it aims to achieve a 26 per cent reduction in energy consumption and a 20 per cent reduction in water use by 2020.

Marriott has announced its first Leadership in Energy and Environmental Design (LEED) prototype hotel. The prototype hotels will save six months in design time, roughly \$100,000 and up to 25 percent in energy and water savings. The Courtyard Charleston/Summerville in South Carolina will be the first hotel built using Marriott International's green hotel prototype, in partnership with the US Green Business Council (USGBC.) This will dramatically accelerate the company's goal to have 300 LEED hotels by 2015.

Fairmont Hotels & Resorts has introduced menus highlighting local organic ingredients and the purveyors who have produced them. The move follows a review of its purchasing and food sourcing practices to see where more sustainable choices could be introduced, both at hotel and corporate level – part of the company's award-winning Green Partnership environmental programme. In addition to highlighting choices on menus, many Fairmont locations will offer events such as winemakers' dinners, 'Shop with the Chef' excursions, cooking classes and farm-to-fork trips during which guests can visit farms and learn where the food is sourced.

## Call for industry to contribute to House of Lords inquiry

Lord Carter of Coles, chairman of the House of Lords EU Sub-Committee called on members of the foodservice industry to contribute to the Committee's inquiry into Innovation and EU Agriculture.

He was speaking at the recent Footprint Forum conference, sponsored by CH& Co, where the theme was 'Foodservice and Agriculture: Promoting Understanding'. The aim of the inquiry is to identify how innovation in EU agriculture can be best supported, particularly at a time when factors such as population increase and climate change have greatly impacted the scale of the challenges facing agriculture in the UK, Europe and globally. Contributions are invited from across the agricultural, food production, retail, environmental and research sectors.

Although the deadline for written evidence was 24 September, Lord Carter said: "We'll be open to input throughout the



Lord Carter of Coles

duration of the inquiry, but the sooner we hear from you, the more helpful it will be to us...With the help of contributions from respondents to our call for evidence, we intend that our inquiry will shine a light on the possibilities for innovation in EU agriculture and show how the CAP and other EU policies can help – or hinder - the work of implementing those possibilities."

The Committee will take oral evidence from witnesses in the autumn, with a view to reporting before next summer.

- To read the full report on what Lord Carter of Coles had to say turn to page 15.

## Government departments to slash energy use

The Prime Minister, David Cameron, has challenged Whitehall Ministries to compete to slash the energy used in their departmental headquarters over the month of October, in keeping with the government's commitment to reduce emissions across the central government estate by 10 per cent.

As each department strives to cut emissions at their Whitehall HQ, an online league table will be updated daily to allow the public to see how each department is progressing.

The Prime Minister said: "In May I called for real action to make us the greenest government ever. I made a commitment that over the next 12 months, central government departments would reduce their carbon emissions by 10 per cent. We have made a start but clearly we can all do much more to show leadership on this vital issue."

To visit the league table: <https://www.data.gov.uk/content/real-time-energy-data-government-headquarters>.

## Olympic opportunity for sustainable equipment suppliers

Catering equipment suppliers, focused on sustainability and energy efficiency, will have the chance to meet caterers from the London Organising Committee of the Olympic and Paralympic Games (LOCOG) who will be visiting the CESA Innovation Zone at Hospitality 2011, at Birmingham's NEC from 24 to 26 January 2011.

Keith Warren, director of CESA, said: "This is a real opportunity for catering equipment suppliers to argue their case direct with the decision makers from London 2012.

Exhibiting in the zone is an economic option that can benefit smaller 'one product' companies as well as larger organisations." The Innovation Zone is a new initiative developed by CESA in conjunction with Fresh RM, the organisers of the Hospitality Show. Any suppliers interested in exhibiting in the CESA Innovation Zone should contact Andrew Pantelli of Fresh RM on 0207 886 3055 or via [www.hospitalityshow.co.uk](http://www.hospitalityshow.co.uk) For more information on CESA, visit [www.cesa.org.uk](http://www.cesa.org.uk)





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## green tweets ...and blogs



[www.blog.businessgreen.com](http://www.blog.businessgreen.com)

**"What good is a bank without money?"** Blogger James Murray discusses concerns that the coalition's much-trumpeted Green Investment Bank (GIB) is in danger of becoming a singularly futile institution. "Private investors are simply too risk averse to provide the financing that cutting edge low carbon projects require at the pace and scale that is needed to meet the UK's carbon targets. As such, a dedicated Green Investment Bank willing to take those risks and overcome those investment barriers is essential to the future of the UK's low carbon plans. But such a bank can only work if it has access to cash – lots of it."

[www.green-blog.org](http://www.green-blog.org)

Current discussions include the Swedish elections and saying no to GM foods in America.

[www.ethicalcorp.blogspot.com](http://www.ethicalcorp.blogspot.com)

Blog of Tony Webb, founder of Ethical Corporation. "If the Wall Street Journal is right, you definitely get what you pay for: 'BP also said it would review its performance and reward strategy. That followed allegations that BP managers were often rewarded for increases in efficiency and for boosting oil and gas production rather than improvements in safety.'"

[www.towardssustainablebiz.com](http://www.towardssustainablebiz.com)

This blog is a forum for debating hot topics in the field of corporate sustainability and for developing our thinking. It welcomes challenges, questions and ideas from all those interested in creating a more sustainable future.



## Celebrate diversity urges Professor

It's time to think differently and consider breaking the stranglehold that big supermarket chains have on the market, according to Tim Lang, Professor of Food Policy at City University speaking on 'Food and the Future: The Need To Change' at the 'An Appetite for Change' conference, which launched the Aldeburgh Food and Drink Festival. Lang said: "We should be celebrating diversity rather than being obsessed with a 'choice culture'." Delegates also heard John Stein, Professor of Neurophysiology at the University of Oxford speak of the importance of micro-

nutrients, particularly Omega 3. A lack of them can lead to depression, impaired cognitive abilities, anti-social behaviour and they are also related to dyslexia and ADHD (Attention Deficit Hyperactivity Disorder). "This is as important an issue facing the nation as climate change," he said.

Attendees also learned about Suffolk County Council's 'Food Hub' initiative, which aims to make it easier for the foodservice and public sectors to access local food.

[www.aldeburghfoodanddrink.co.uk](http://www.aldeburghfoodanddrink.co.uk)

## Free wheeling Wednesdays

Contract caterer Bartlett Mitchell has launched a campaign called 'free wheeling Wednesdays', in conjunction with wholesaler 3663 – First for Foodservice, to reduce the number of weekly deliveries to its sites. This is part of Bartlett Mitchell's objectives to decrease its carbon emissions by at least 25 per cent over the next 12 months. It has introduced the campaign in 50 of its sites, reaching over 15,000 consumers.

[www.bartlettmitchell.co.uk](http://www.bartlettmitchell.co.uk)

[www.3663.co.uk](http://www.3663.co.uk)



left to right: David James, Ian Mitchell and Wendy Bartlett, Bartlett Mitchell

## Lamb Weston slashes landfill waste



Producer of frozen potato products, Lamb Weston, has reduced the amount of waste sent to landfill by 90 per cent since 1999, as part of its commitment to sustainability. The company has also established a reduction in water consumption of 22 per cent over a 10-year period from 1999.

[www.lambweston.com](http://www.lambweston.com)

## Moving over to free range eggs



Harrisons Catering

BaxterStorey, Caterlink and Holroyd Howe have switched to using only 7.5m RSPCA Freedom Farm Assured eggs at the 800 sites for which they cater. The catering companies, which are part of Westbury Street Holdings, source all eggs from a single, independent, third generation family owned farm, Staveley's Eggs in Chorley, Lancashire.

• *Harrison Catering has also announced its move to free range eggs after talks with the Soil Association and 3663, which secured two regional suppliers able to provide the company's annual requirement of 2.5 million British free range eggs.*

## 'SIMPLY ASK' CAMPAIGN EXTENDS TO NEW SPECIES

Simply Ask, the campaign launched by RSPCA Freedom Food to urge customers to ask about food provenance when eating out, is extending its criteria to include other higher welfare products. It will recognise foodservice operators which serve not only cage-free birds, but also higher welfare meat, poultry, pork and salmon products such as those from Freedom Food or free range farms. Caroline Gauntlett from Freedom Food,

says: "It may sound obvious, but doublecheck where you're sourcing your products from. The number of animals reared to higher welfare standards is growing all the time, so you may be surprised to know you're already using some higher welfare products. For example, about 60 per cent of Scottish salmon is under Freedom Food." For more information, visit [www.freedomfood.co.uk/simplyask](http://www.freedomfood.co.uk/simplyask)

## Measuring pig products



Tony Goodger

A research project is underway which will mean that the true origin of pork or pork products can be accurately traced.

The way the project works is that naturally occurring isotopes

of up to five common elements found in pork are measured as a means of verifying provenance. Isotopes means measurable characteristics that are specific to a defined area of production and which exist in the water and soil structure.

Tony Goodger, Trade Sector Manager – Foodservice, BPEX, says: "We will start taking samples from foodservice this month. The project will enable us to accurately pinpoint the true origin of the pork or pork products and so encourage a more honest approach to labelling. This will be of great use with lines such as bacon which often carries the Union Jack on the label but which has probably only been cured in the UK using imported pork loin. Now UK pig farmers have to produce their pigs in line with UK legislation. This specifically bans the use of stalls and tethers in the production system." The project is being funded by BPEX, Quality Meat Scotland (QMS) and The Ulster Pork and Bacon Forum. Research partners are Longhand Data Limited, BPEX and QMS.

More information can be found at [www.porkprovenance.co.uk](http://www.porkprovenance.co.uk)

## Pret A Manger moves to 100 per cent higher welfare chicken

According to Pret A Manager, it has become the first UK high street café company to source 100 per cent of its chicken from higher welfare sources supplied by British farms.

Steve McIvor, Director of Food Business at Compassion in World Farming, said: "Pret is a leader in raising animal welfare standards higher amongst UK

food retailers. We're delighted that they have committed to source higher welfare chicken entirely from the UK and are very proud to award them a Compassion in World Farming 'Good Chicken' Award to reflect this. This is an amazing achievement and CIWF is very proud to be working alongside Pret A Manger."

[www.pret.com](http://www.pret.com)

## GREEN movers

**IAN DOUGLAS** formerly Head of Commercial at Pret has moved to Domino's as Procurement Director. Ian was a force behind Pret's sustainable efforts.



**ALLAN EDWARDS** has left his role as Corporate Affairs & Corporate Responsibility Director at Compass. Allan was a vocal force in foodservice's sustainability efforts.

**NICOLA ELLEN** has departed from Compass as Head of Environment to run her own business Ellen Consultancy Services. Nicola remains extremely active in the sustainability effort and is a judge for Footprint Awards.



**ANDY WEIR** has left his role as Marketing Manager at Kent Frozen Food to join Reynolds Catering Supplies as Head of Marketing.

**CHRISTOPHE STOURTON**, corporate communications consultant, event professional for American Express, BT, IBM, KPMG, Hewlett-Packard, joins the Footprint Media Group to develop Footprint Awards, Footprint Forum and expand the services offered to the sustainability community through the Footprint websites, rich media and new digital channels.



[www.essentialcuisine.com](http://www.essentialcuisine.com)

the stock specialists



# WORLDWATCH

## Iceland:

Britain and the EU are preparing for a mackerel war with Iceland which has superseded quotas, awarding herself Atlantic stock.

## Michigan:

A study has shown that the world's rivers are terminally affected by human activity threatening the water security 0.5 billion people.

## Canada:

Frosts hit crops in North Western Alberta but widespread frosts in the Prairies arrived later, according to the Canadian Wheat Board.

## Washington:

White House goes green with solar panels

## UK:

A Which? Survey has revealed that ethical shoppers are confused by labelling on low-impact foods

Rising wheat prices prompt worries about the UK's commitment to biofuels for fear of pushing up prices even more.

## France:

French voluntary reapers have uprooted and destroyed genetically modified vines being tested by the French National Institute of Agricultural research in Eastern France

## US:

A census of marine life is complete after a decade of work by 2,700 scientists from 80 countries, identifies more than 1 million species

According to a study in Environmental Science and Technology, food waste in the US equates to wasting 350m barrels of oil. The US Department of Agriculture estimates that 27 percent of food is wasted each year.

## California:

Salmonella has lead to a recall of 228m eggs.

## Florida:

Florida's Orange output is shrinking due to three harmful citrus greening diseases.

## Costa Rica:

Costa Rica at environmental risk in mass farming of cheap fruit exports

## Peru:

Britain's all-year demand for asparagus strains Peru's water footprint

## Uruguay:

Uruguay has overtaken Argentina as the biggest beef consumer



**Shetlands:**

Six trawler men from the Shetlands face unlimited fines and confiscation orders for illegally landing £15 million-worth of herring and mackerel.

**Norway:**

John Holdren, Barack Obama's science advisor took on climate change deniers at a conference in Norway in a comprehensive and data-rich speech proclaiming 'the Earth is getting hotter'.

**Denmark:**

The Nordic Exceptional Trendshop discussed Agropolis, partly developed by NASA, as the future of urban agriculture. Agropolis is a combination of grocery store, vertical farm and restaurant in one building.

**Russia:**

Wheat shortages halt Russian exports as wildfire and drought destroy crops

**China:**

China, host of the latest round of UN climate talks, calls on rich nations to improve on emissions targets

**India:**

According to a report from the National Advisory Council, huge stocks of grain are being left to rot because of corruption and bureaucracy in India's distribution system.

**Ethiopia:**

Coffee crops threatened by warming temperatures and the resulting numbers of the berry borer beetle.

**Kenya:**

5 million of Kenya's population are agricultural producers. Only 3.6 per cent of the country's budget goes towards the sector, falling short of the governmental promise to spend at least 10 per cent, severely impacting on small-scale farmers.

**Mozambique:**

Food riots in Mozambique kill 13 people

**Hungary:**

Hungary declares a state of emergency after a reservoir of toxic sludge from an aluminium plant causes an ecological catastrophe

**New Zealand:**

The New Zealand government is tightening its grip on foreign land purchases following a Hong Kong listed firm attempting to buy the country's biggest private dairy.



# Local Hero

**Michel Roux Jr** tells *Foodservice Footprint* about his latest venture, Parliament Square, and his passion for local produce.

**M**ichel Roux Jr took over the celebrated Michelin-starred Le Gavroche in London's West End in 1991, a restaurant that had been made famous by his father and uncle, Michel and Albert Roux, in the 1970s.

As a young man, Roux Jr worked in the kitchens of master chefs in Paris, Lyon, Hong Kong and London, and spent two years with the legendary Alain Chapel, one of the originators of Nouvelle Cuisine. He also cooked for former French President Francois Mitterrand at the Elysée Palace. He has won countless awards for his cuisine and continues to set the standard for classical French fine dining in London. Michel Roux Jr is now known to millions of telly addicts in the UK as the formidable judge of BBC's 'MasterChef: The Professionals'.

Roux Jr opened the doors to his latest venture, Roux at Parliament Square, just as the Cameron/Clegg alliance came to power in May. As one would expect from a venue just a hop, skip and a jump away from the seat of Government, British produce is very much on the agenda.

The restaurant, which seats 56 and also has a private dining room that holds up to 10 people, is housed in 12 Great George Street, Westminster. The historic building, designed by Alfred Waterhouse, the architect of London's iconic Natural History Museum, is the headquarters of the Royal Institution of Chartered Surveyors (RICS), which prior to the opening had been refurbished to the tune of £30 million.

A glance at the menu crafted by Roux Jr shows a wealth of British produce, which may seem out of place in the shopping basket of a chef who is acclaimed for his classical French cuisine but Roux Jr has long been a champion of sustainability, leading by example as he obtains ingredients from local sources wherever possible. And he was brought up in Kent which begged the question, did his famous father, a chef committed to producing the finest classical French cuisine, have to make compromises and use British produce?

"The Roux ethos is never to compromise, however there were times when recipes had to be adapted. Kent is a beautiful and fantastic place for produce – it's not called the Garden of England for





nothing,” says Roux. “Furthermore, there is a wealth of produce to choose from here in the UK, so why would you opt to bring in ingredients from abroad if it’s not necessary? Less travel means fresher ingredients. It is also a way of supporting your local community.”

So when does Roux believe it is OK to source from abroad? “Only if it fits in and is beneficial to the end product, but this should be kept to a minimum,” he says.

A typical dish on the Parliament Square menu includes loin and belly of Gloucester Old Spot and English hothouse tomatoes among other more continental ingredients. French cheeses do feature on the menu – but alongside a selection British farmhouse cheeses.

Over time Roux has built up a relationship with Pedigree Meats and Heritage Prime because, he says: “Both companies are passionate about what they do and deserved to be helped by leading chefs. I believe that the produce I get from both these firms is second to none.” Heritage Prime produces meat that is farmed biodynamically. Biodynamic farming follows a holistic approach, which means the farm has to be self-sufficient in compost, manure

and animal feeds. Prime Meats is the Brakes Group specialist butcher, the first foodservice business to be awarded Red Tractor accreditation. It also holds Quality Meat Scotland, Quality Pork standard and Welsh Lamb signs of assurance, and supplies meat under the RSPCA Freedom Food initiative.

Roux is also a pioneer when it comes to using unthreatened less well-known fish and seafood at a time when stocks of traditional British favourites are threatened. “I have been using flounder, pollock, mackerel and gurnard for the past 20 years at Le Gavroche, amongst other unpopular fish. It’s up to the chefs to make them into great dishes and be creative,” he says. “Mackerel, sardines and anchovy feature on the menu as well as managed farmed fish. What is important is that the produce is sustainable and of perfect quality.”

Environmentally aware diners at Parliament Square can sample delicious fishy concoctions like confit of cuttlefish, garden radish, coriander purée or Roast Loch Duart salmon, horseradish gnocchi, tomato and tarragon dressing, safe in the knowledge they are not jeopardising the wildlife.

The spectacular wine list for Parliament Square also includes a fair number of English white, sparkling and rosé wines because Roux felt it was important to have them on the list “not only because of our unique location but because they are rather nice to drink”. Wines from Nyetimber, West Sussex and the Lamberhurst Estate in Tenterden, Kent are well represented.

When it comes to achieving sustainability in foodservice Roux is convinced that awareness of the issues is vital and he believes chefs have a duty to help with this. He is positive about the future saying that his experience on ‘Masterchef Professional’ has shown him that young chefs are already on board when it comes to producing dishes from locally sourced produce.

“I have found that young British chefs are now far more attuned to local produce and champion their home counties more than ever,” he tells *Foodservice Footprint*. “I would suggest caterers use the farmers markets for inspiration: even in central London you can find passionate local farmers.”



# WATER VOID



Businesses can play a key role in improving the management of water supplies and reducing their impact on biodiversity and society, writes Toby Pickard, a Sustainability Business Analyst at IGD Companies. Although awareness of the importance of water is increasing, the level of knowledge and engagement on this issue is fragmented and incomplete.

In 2007, the Australian wheat and rice crop was almost wiped out by drought, coinciding with low rainfall across Canada and Europe. Global wheat prices doubled and Sam's Club in the USA began to ration rice. This year, Russia is experiencing a severe drought that has damaged grain production so much that they have halted all grain exports, which in turn has increased food prices. Premier Foods, the owner of Hovis, has confirmed that the price of a loaf is set to rise; other foods will also be affected, ranging from poultry through to beer.

According to the United Nations, water scarcity will rise to between 50-65 per cent by 2025. Population growth, increasing consumption and climate change are among the factors that threaten to exacerbate this problem, with serious implications for human security and development.

It is inevitable that water will become a business continuity issue for many companies in the future. As demand starts to outstrip supply, everyone will need to become more efficient at preserving water. Already, the leading businesses of tomorrow are embarking on this journey.

The UK Government's food strategy – Food 2030 – the first published in over

50 years 'sets out the Government's vision for a sustainable and secure food system'. The strategy highlights the significant impact of the food industry on water consumption within the UK. It identifies that: "The food system is a major water user, taking 10 per cent of all industrial abstractions and another 10 per cent of total industrial water from the public supply."

The strategy also recognises that the UK's food supply chain can have a significant impact on water reserves overseas. According to Food 2030, 62 per cent of water needed to produce goods consumed in the UK comes in the form of embedded water in imported agricultural and industrial goods.

Typical products imported by the UK, such as coffee and cotton are water-intensive, carrying a large amount of embedded water, and it is likely that some of these products come from water-scarce regions of the world.

Importing goods from water scarce regions is likely to become an even greater issue in the future for the food sector, as competition for this natural resource increases and the way in which businesses use water comes under greater public scrutiny. This in turn could have a knock-on effect for business continuity and reputation.

It will therefore become increasingly important for companies to strike the right balance between the economic benefits of trade, and the long-term environmental impacts and social ramifications of operating in water scarce regions of the world.

There have already been public campaigns and national press coverage about the impact and amount of water used by drinks manufacturers, the cut-flower industry and the strawberry industry, all operating in water-scarce regions in the world.

Leading financial services firms have reported that when public scrutiny translates into public campaigning, companies could face business risks, especially those who are deemed wasteful or irresponsible.

Institutional investors are increasingly seeking information from companies on how they are addressing, managing and even reporting water risk and opportunities. At the beginning of February 2010, Ceres – a coalition of investors, environmental groups and

other public interest bodies – launched a report with UBS and Bloomberg about corporate reporting on water risk. According to a WWF report, PwC advises its clients to consider environmental risk as a 'portfolio issue... in the light of public and media vigilance'.

At the end of 2009, the Carbon Disclosure Project (CDP) launched a new investor-driven water disclosure initiative backed by the UK government, European and U.S. investors focusing on approximately 300 of the world's largest companies in sectors that are water-intensive or face a particular water-related risk. These include fast moving consumer goods and food and beverage.

Reporting a company's water usage will help businesses understand how to reduce their impact in the long-term, and will be essential when 'hot spotting' and addressing the issues.

Understanding and being aware of the water challenges that a company faces will undoubtedly allow them to make better management decisions and provides a platform to engage with a broader set of stakeholders, addressing issues outside their direct sphere of influence.

Businesses can play a key role in improving the management of water supplies and reduce their impact on biodiversity and society. Companies must ensure that their own operations make efficient use of water, and they will need to start understanding and addressing the issue of water use throughout the supply chain.

Although awareness of the importance of water is increasing, the level of knowledge and engagement on this issue is fragmented and incomplete.

In response to this, IGD has undertaken some work to signpost the wide range of activities and organisations that are relevant to the many aspects of water in the food and grocery supply chain; these can be viewed at [www.igd.com/water](http://www.igd.com/water)

**Toby Pickard is a Sustainability Business Analyst at IGD. His work focuses on sustainability related topics that impact the food and grocery sector. He is responsible for IGD's free on-line sustainability information service, [www.igd.com/sustainability](http://www.igd.com/sustainability).**



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**DUDSON**



# Innovation and agriculture

The latest Footprint Forum, entitled 'Foodservice and Agriculture: Promoting Understanding', organised by Footprint Experience, was held at Famers' and Fletchers' Hall in the City of London on 21 September. Headlining the event was Lord Carter of Coles who spoke compellingly about the work of the House of Lords EU Sub-Committee on Agriculture, Fisheries and Farming and made a plea for input from the foodservice industry.

**L**ord Carter of Coles, Chairman of the House of Lords EU Sub-Committee on Agriculture, Fisheries and Farming, in his keynote speech, exclusively told delegates: "As well as creating new sources of wealth from ideas, innovation is essential if we are to cope with climate change, provide better water and food, improve health and education, and produce energy sustainably. It will be essential for our existence on an increasingly crowded planet."

He told the Forum that agriculture has always been open to innovation underlining how farming in the UK has changed in the 60 or so years since the Worshipful Company of Farmers was established in the early 1950s. "Wheat yields have increased threefold, livestock production has been steadily intensified, and the food supply chain, from farm to fork, has been completely transformed. But, just as today's news is tomorrow's fish-and-chips paper, so the innovations



of the past tend to become established practice. New challenges call for new responses.

"The House of Lords set up its European Committee in 1974, and we have steadily expanded and intensified our work of scrutiny, operating in more depth than the House of Commons and indeed than many parliaments in other Member States. We know that the institutions in Brussels, and indeed other Member States' parliaments, take note of our reports and appreciate the objective and informed basis on which they are prepared.

"My own Sub-Committee deals with agriculture, fisheries and environment, largely the preserve of Defra. As you may know, in the UK, Defra is responsible for implementing more European law than any other Government department, around 30 per cent of the total (according to a 2005 report from the National Audit Office). So we have our work cut out," he said.

"We intend that our inquiry will shine a light on the possibilities for innovation in EU agriculture, and show how the Common Agriculture Policy (CAP) and other EU policies can help or hinder the work of implementing those possibilities. I have no doubt that input from those

directly involved in farming and foodservice operations will mean that our inquiry will be better informed and that its findings will be all the more influential."

He went on to ask for help from the foodservice industry to advance the inquiry saying there is still time for the industry to contribute its views.

The aim of the inquiry is to build on the EU White Paper, 'Adapting to Climate Change: Towards a European framework for action', published in 2009, together with an accompanying paper on the challenge for agriculture and rural areas. The inquiry wants to identify how innovation in EU agriculture can be best supported, particularly at a time when factors such as population increase and climate change have greatly impacted the scale of the challenges facing agriculture in the UK, Europe and globally.

"Starting in November of last year, my committee carried out an inquiry into the White Paper. We received written comments from a range of organisations, including the European Commission itself, the UK farming unions and COPA/COGECA (the European representative body for farming), the Country Land and Business Association, Defra, Natural England, the Environment Agency, the RSPB and

> continued from page 15



others. And we took oral evidence from representatives of these organisations, as well as witnesses from academic and research institutes. The outcome was the report which we published at the end of March of this year, called “Adapting to climate change: EU agriculture and forestry”.

“The evidence we took left us in no doubt about the scale of the challenges facing agriculture, in the UK, the EU and globally. The world’s population is expected to increase from 6 billion now to 9 billion by the middle of this century, increasing the demand for food, feed and fibre by an estimated 70 per cent. At the same time, climate change projections suggest that farmers in some parts of Europe – notably the Southern EU Member States – will struggle to maintain their established agricultural practices, especially as water shortages become more severe.

“Even since we published our report, we have seen further dramatic evidence of the impact of extreme weather conditions on agriculture, notably the drought and fires which have destroyed one third of Russia’s grain crop – and which in turn has prompted Russia to ban exports, leading to this year’s spike in wheat prices.

“But are we moving fast enough?” asked Lord Carter. “Are people aware enough? Water shortages are an absolute disaster. Cyprus now has to have water tankered in: the ground water is gone. Weather is going to become more extreme. We have to ask: how do we get more out of what we have?”

The White Paper recognised that most adaptation measures would be taken at national, regional or local level, but said that such measures could be strengthened by an integrated and coordinated approach at EU level. The Commission foresaw a two-stage approach: Phase 1, from 2009 to 2012, would lay the ground work for

preparing a comprehensive EU adaptation strategy; Phase 2, from 2013 onwards, would see that strategy implemented.

Lord Carter explained: “We see several aspects to innovation. These include new technologies, such as biotechnology, IT and new machinery; incremental change, such as commercial decisions to plant a new crop or alter a label; and the more generic processes by which ideas are conceived, developed and deployed throughout the agricultural sector.

“We have identified a number of issues that we want to explore. These include the questions like:

- How far is agriculture already innovating today?
- What are the obstacles to innovation in the sector?
- What challenges are likely to drive innovation in the future?
- Who and what are the key players and structures that are needed to support innovation in EU agriculture?

*“How do we get more out of what we have?”*

Lord Carter of Coles

- How can the CAP and the EU’s Research Programme help to resolve the issues identified?”

Lord Carter continued: “Increased public and private investment in agricultural R&D is seen as essential to increasing food output in line with the projected population growth. Estimates suggest that the magnitude of investment required may be in the region of \$7.2 billion per annum globally in addition to the current \$36bn per annum. The EU and its Member States will need to decide what contribution they wish to make in order to boost EU agricultural innovation and thereby increase the EU’s share of global food supply.

“But the main conclusion that we drew from the inquiry was that there was an inescapable need to make an effective and continuing link between research on the one hand and practice on the other. We commented that activity by the EU Member States, whether it was better research into the changing climate, or adjustments to funding programmes, would be of limited effect unless the knowledge gained or the money offered

was made available to individual land managers in a practical and relevant manner. Governments had to ensure that statements of policy on adaptation to climate change were given life by being turned into specific advice to farmers and foresters.”

He went on to say that the steep decline of Government sponsored research means we have to find a way of getting the innovation message out to farmers in the form of what he calls ‘actionable information’.

“Let’s be clear. The CAP is going to continue to define the shape of EU agriculture for years to come. Any reform agreed for the period after 2013 is not likely to change that. But if it is to meet the challenges of the future, agriculture has to innovate – perhaps I should say, has to go on innovating – in the UK, in the EU and in the world more generally. With the help of contributions from respondents to our call for evidence, we intend our inquiry will shine a light on possibilities for innovation in EU agriculture, and show how the CAP and other EU policies can help – or hinder – the work of implementing those possibilities.

“When we launched our inquiry in July, we asked people to give us their comments by the end of September. There’s still time for you to comment to us. We’ll be open to input throughout the duration of the inquiry, but the sooner we hear from you, the more helpful it will be.

“I have no doubt that input from those directly involved in farming and foodservice operations will mean that our inquiry will be better informed and that its findings will be all the more influential,” Lord Carter concluded.

**To submit evidence or find out more about the inquiry and the work of the Committee, please visit the Committee web pages <<http://www.parliament.uk/business/committees/committees-a-z/lords-select/eu-environment-and-agriculture-sub-committee-d/>> .**

**To find out more about the membership, remit and work of the House of Lords Committee, please visit: [www.parliament.uk/hleud](http://www.parliament.uk/hleud)**

**Lord Carter of Coles talks about the inquiry on Parliament’s YouTube Channel at [www.youtube.com/user/UKparliament](http://www.youtube.com/user/UKparliament)**



# Sustainable British Farming

Kevin Pearce, Head of Food and Farming, National Farmers Union, talks about growers engaging with the foodservice industry and food security.



**K**evin Pearce, who heads up the Food and Farming Department of the NFU which looks after all the key agricultural sectors and works on the food supply chain, welcomed the opportunity to talk to foodservice suppliers at the Footprint Forum entitled 'Foodservice and Agriculture: Promoting Understanding' at the Farmers' and Fletcher's Hall in the City of London. He said: "This is a very important part of the food supply chain and I don't think that the producer end of the food chain has engaged with you enough in the past.

"The NFU has tried to put this right in recent years and I know that we have had discussions with a number of the companies represented here this afternoon and I'm sure that there is a lot more that we can do," he said.

He explained how the NFU's work has changed over the years. "CAP reform in 2002 saw the start of a move away from linking agricultural support to production

and in England we no longer have support payments linked to production. Of course, some of the key sectors of British agriculture have not been supported such as Horticulture or Pigs and Poultry and these sectors are closer to the market place than those that have been supported in the past.

"Now, you can't blame the sectors that were supported in the past for this because in reality the strongest market signal that they received was from the support schemes and not the market," he said.

"Food prices and food security are key topics these days, he said. "In the national media five years ago you would never have heard them mentioned. The Cabinet Office report in 2008 into food strategy described the UK food security challenge as principally a global one: this follows the principle that the UK is a rich country with relatively open markets and various trading partners.

"We believe that this approach is naïve, relying as it does on trade and imports to buy our way out of any possible food shortages. However the biggest concern of all is the ability of countries around the world to place restrictions on food exports in times of high prices.

He warned: "We've just seen Russia, one of the world largest grain exporters announce its intention to place restrictions on grain exports, sending futures markets into overdrive. In the past we've seen Argentina restrict beef exports to reduce domestic prices. In July 2008, the World Bank counted 31 countries that had reduced or suspended their exports, a factor that has contributed perhaps more than any other to food crises in many developing countries.

"While high grain prices are welcome news for cereal farmers they are not so welcome for others like the poultry and pig sectors where feed is a major element of their input costs – 67 per cent of a poultry >

&gt; continued from page 17



## About the NFU

The NFU is a trade association, is non-party political and represents 55,000 farming and horticultural businesses. In addition it has a further 50,000 Countryside members.

- NFU is a voluntary organisation and collects around £16 million in subscriptions each year. Despite the declining number of farmers the association has seen positive growth in numbers of members and subscription income for the last three years.
- NFU headquarters is in Stoneleigh, Warwickshire with about 180 staff. It has an office in Westminster with six staff and an office in Brussels with a further six staff and then seven Regional Offices in England and a Welsh office accounting in total for around another 100 staff. In addition there are 330 local group offices.
- NFU is a democratic organisation with a President, Deputy President and Vice President elected by a national council with representatives of the County Branches.

farmers input costs are feed and less than 10p in your average loaf of bread is wheat costs."

"The NFU has been pro-CAP reform, we want to see an environment where the market signals do come from the market. However, there is still a long way to go in a European context to see a CAP across the EU. We will see further proposals to reform the CAP next year.

"In foodservice, as with other parts of the food chain we have seen a move to more demand for traceability and provenance requirements and perhaps even more recently to more sustainability. This is I think why we have seen such a growth in licences for Red Tractor in the foodservice sector. So I think that the relationship between the foodservice sector and food producers has improved and it will continue to improve and we at the NFU are committed to helping develop those relationships. We believe that the Red tractor is a marque that can and should be used even more widely in the foodservice sector as it provides whole chain assurance.

He told delegates: "Six million hectares

of land is under active environmental management. We've produced an environmental plan for Dairy Farming which looks at the environmental issues that affect dairy production. We have also been working on roadmaps for dairy and meat sectors. One of the key challenges on climate change is to look holistically at the issue and not just at carbon or nitrates etc. There are enormous challenges with water with 70 per cent of the world's water being used in agriculture – the figure for UK is just 2 per cent. It's not a simple issue and it needs a sensible and open debate," said Pearce

"Finally, I believe that the food producing end of the food supply chain is up for the challenge of increasing the use of home produced food in the food service sector. We are a professional industry ready to adapt and change, we are aware of the challenges the world faces on food security and climate change and I passionately believe that British Agriculture can be sustainable and that it can be part of the solution to the major challenges we face," he concluded.





# FOOTPRINT FORUM

## What the panel thinks...

Meet the panel of the latest  
Footprint Forum

### Top - L to R:

**Chairman Peter Farrett** Farrett & Co;  
**Val Carter** Corporate Responsibility  
Director, Aramark; **Tony Goodger**, Trade  
Sector Manager, Foodservice BPEX; **Kevin  
Pearce**, Head of Food and Farming, NFU;  
**Tim Innocent**, Head of Purchasing, Direct  
Materials, Nestlé UK



### Bottom - L to R:

**Lord Carter of Coles**; **Roy Norton**, Deputy  
Director, DEFRA Food Policy Unit; **Alastair  
Storey**, Chief Executive, BaxterStorey; **Mark  
Tinsley**, Chairman, Lincolnshire Forum for  
Agriculture & Horticulture



The Footprint Forum panel of foodservice experts was asked whether action on sustainable agriculture should be demand driven or would restrictions in supply shape the future? Tim Innocent was first to answer saying: “What Nestlé is trying to look at is that if demand is increased, the way to get security is to work with farmers and producers in a sustainable way. For example, with the launch of Kit Kat as Fairtrade, the demand from consumers was there. Both will be drivers. There is political influence. Under the quota restraint system, if we go out and buy lots of sugar, the quota wouldn’t give us enough. It’s complex in terms of politics.”

The panel was asked for their reaction to a recent IGD report that says 49 per cent of shoppers across European countries expect to be buying more products with ethical credentials. Val Carter said what fascinates her are the different priorities. “With our university contracts, ethical products are top of the university college students’ list, but ask them whether having British products is important, they’re not sure. They’re not asking where the beef comes from. They hook onto Fairtrade and

the Rainforest Alliance. Ethnic and British go well together – they sit nicely alongside each other. Ethical can dovetail with British and local. Fairtrade is growing. It’s fantastic that companies like Cadbury and Nestle are supporting this.

“But it’s surprising that students haven’t got the British bit, but it’s where they are in their lives. We have a responsibility to educate them otherwise there will be a problem in the future,” she said. Kevin Pearce wondered how many people really know what ethical means, saying: “We’ve been through fads. Consumers want to know where their food comes from. For some people there’s an issue about cloning which gets into ethics and is difficult to answer.”

With the increased enthusiasm for buying British, the panel was asked are we any nearer to putting clear country of origin labelling on products? Pearce thinks we are. “Consumers are driving it to the extent that every bit of food is being labelled from every part of the country. It’s a basic requirement from the British consumer for provenance and they deserve to have it. I think we’re getting there. The consumer is clearly asking for this information.”

Innocent remarked: “It can be difficult for some manufacturers with complex ingredients – in the end there are only so many things you can get on a label.” Pearce added: “What we don’t want is misinformation.”

According to Tony Goodger, the pig industry has produced an isotopic map of the pig production areas in Europe. “Take any pork sample and you will be given the origin so everyone, not just retailers, can be confident in labelling,” he said.

The panel was asked what the foodservice industry’s position is on GMO products in the supply chain? “The technology exists – 10 per cent of the world’s farmed land is GMO. We should understand that GM can help us with pesticides, nutrients, dense foods. We should be able to have the science to understand it and access the GM seeds. Industrial countries like Canada – and Brazil, and India – are emerging with GM. Countries that are very wealthy have the new technology. GM should be the solution to improve yield – if we want it to be maintained. In reality, the global market is using GM. The amount of soya which is non GM is small – soya is the classic GM example,” said Pearce.







Matthieu beside his cocoa pods

## Growing more than cocoa

This is Matthieu Kouassi Kouakou. Nestlé's Cocoa Plan is helping farmers like him, by providing 12 million new, healthier trees. These will produce twice as many cocoa pods as their old trees.



The Cocoa Plan is a £65 million Nestlé initiative, created to help achieve a sustainable cocoa supply. Over the next ten years, we are providing farmers in the Côte d'Ivoire (Ivory Coast) and other cocoa producing regions with 12 million more productive cocoa trees in order to improve the quality and quantity of their harvest. This is just one part of our long-term commitment, which continues to help cocoa farming families secure a better future for themselves.

Discover more at [www.thecocoaplan.com](http://www.thecocoaplan.com)

  
The Cocoa Plan



Rebecca Hawkins, Oxford Brookes University, from the floor, said: "There's a role for technology. Can more be done to change consumers' attitudes to GMOs? If consumers don't want it, they won't take it up."

Tony Goodger said: "We need to improve yield by 2030 and have 50 per cent more food." He pointed out that cotton is GM and people don't balk at wearing that. "We can bring more food to the world if we allow GM to grow in this country. If some people don't want it, it should be available to others."

According to Mark Tinsley: "There is an irony – GM has the greatest capacity to achieve all this and yet we have an organisation seen to be sustainable, the Soil Association, which is opposed to it. We have to get through this barrier."

In the face of a potential food shortage, yields will be at a premium. With this in mind, what is the future for organic farming, according to the panel? "Organic is a subject that periodically comes up with consumers, then disappears. No clients are pushing us to produce organic. We can get organic – we have tried putting organic apples into schools, but children didn't want them," said Carter.

Since the General Election, did the panel see any evidence of a change in Government attitudes towards the farming and food producing community? Mark Tinsley believes the Government needs to get out into the industry. "The litmus test is what it is going to do on research and CAP reform. There has to be a balance between commerce and environmental issues."

Alastair Storey said he would like to see the Government make the right decision and actively promote innovation in agriculture. However, Lord Carter of Coles said that money is going to be tight for at least three years if the promised cuts have the right effect, saying that investment in research will be difficult to fund even at current levels. "It might be even longer than three years," he warned.

Panellists were asked to what extent should for profit businesses be involved in creating and maintaining sustainable agricultural communities. Defra's Roy Norton said: "Business has a responsibility to do this – and so it should." Storey agreed, saying: "There has to be total involvement. Businesses should be keen to support the agricultural cause in a challenging economy. We have to give that support and help job creation but we have got to be careful. Competitive pricing but be given the opportunity and headroom to invest. It cannot all come from Government."

Regarding the ongoing debate on British provenance, the panel was asked whether the foodservice industry is confusing 'sustainability' with 'origin'? Tinsley said: "NGOs are driving policy when the Government needs to drive policy." Norton told delegates: "Consumers are attracted to 'local'. There is FSA data on that. And central Government is doing its bit having issued guidance for Government departments to buy British. They have to buy to a standard. Look at pigs, for example." Penny Beauchamp, of Assured Food Standards, from the floor, said: "Anything British is local in an island this size but until we have a proper definition on what is local this we cannot take the debate further."

CH & Co's Caroline Fry (from the floor) said there is a disconnect between home and workplace. The client may be into CSR but a worker has to feed her family. She may have £3 to feed herself when at work, so she doesn't care where her food comes from, she just needs to eat on that money."

How much awareness exists in both the growing community and the foodservice sector of the bigger picture of food security and the need for more sustainable supply was another question thrown out to the panel for discussion. "Are consumers aware of this?" wondered Lord Coles. "The Man

from the Ministry is aware but the public are not. This must be remedied. Now is the time to prepare."

Tinsley said: "in 2007-8 food security suddenly came back on the agenda. Issues like water need to be channelled around it."

The panel was asked to consider how can the supply chain feel that it is making a difference? Andrew Lane of Rawlingson Lane PR from the floor said: "Foodservice is not one entity. I see the large groups are well represented in this room. What are they doing to bring independents along with them?" Storey replied that the British Hospitality Society was doing its bit to help by spreading knowledge and advising Government committees. Caroline Fry was convinced smaller operators are in fact doing a lot. "Being local, it may actually may be easier for them than us," she said.

How much scope is there for further cooperation between farmers and foodservice operators? Storey said: "It is vitally important that we work with farmers. We have a responsibility to find a price point that growers, distributors and our customers are happy with."

Norton concluded the debate by saying that foodservice is a very important market for farmers and growers as 45 per cent of consumption is in foodservice.

### Extending the Nestlé SA sustainable agriculture approach to the Nestlé UK milk supply

**Tim Innocent, Head of Purchasing – Direct Materials, Nestlé UK**

Tim Innocent explained that the heart of sustainability for Nestlé is to get sustainable input into the supply chains. "We buy 12 million tonnes of milk from over 30 countries in the developing world and 5 million tonnes direct from farmers. It's not just about getting supplies; it's about looking at the core of these communities and improving their livelihood."

He went on to tell delegates about the work Nestlé is doing to help suppliers in East Africa. "At the East Africa Dairy Association, we help to increase dairy production and give technical assistance on feeding, breeding, milking, food safety management as well as production and quality assurance." Innocent also spoke about a women's livestock workers project with the UN Development Programme in Pakistan where 5,000 women have been trained on managing healthy livestock.

Innocent then turned to Nestlé's UK operation. "First Milk is the largest co-operative producer of over 1.6 billion litres of milk each year about 16 per cent of all milk produced in Great Britain. We have re-engaged with the supplier and chosen First Milk

as a partner to take on farms contracted by us, as they have the right skills.

"I used to say milk was an ingredient like sugar but I guess I was wrong. It's about relationships with suppliers," said Innocent. "It's often difficult for farmers to live with tough commodity prices which is why moving forward we hope to work with First Milk to support them in key areas such as:

- Sustain milk prices so they're competitive in the area.
- Develop programme for farmers – ensure sharing of information.
- Focus on water and best practices.
- Work together to develop the UK Milk Roadmap.
- Use our resources to assist the farmers."



# SOAPBOX

## On the Up

Emiliana Silvestri finds out she can now purchase a handbag made from rubbish rather than just filling one with it. It is now time to start upcycling.

So, you've insulated your house, replaced all the bad lightbulbs with good ones, composted your food waste, cut out plastic bags from the weekly shop and you're separating your rubbish for municipal collection. Good for you. But before you slap yourself on the back and make yourself a cuppa with that re-used teabag, there's a new directive driven by fresh environmental and economic urgency; upcycling.

First coined in 2002, upcycling is analogous to the 'reuse' part of the modern mantra triune, 'recycle, reuse, reduce'; collecting waste materials or products and converting them into new materials or products of better quality or a higher environmental value.

Despite being a positive step in the right direction and a whole lot better than whacking waste into landfill, the problem with recycling is that the original material is 'downcycled', degraded or broken down into constituent materials that are then reused.

This obviously requires massive energy consumption and, more often than not, generates considerable pollution in the process; recycling paper normally involves highly toxic de-inking chemicals and bleaches, recycling glass is shatteringly inefficient and plastic requires chemically

complicated, expensive processing due to the vast panoply of different, incompatible polymers that are out there.

So, where downcycling reduces the quality of the materials, upcycling aims to maintain or improve their quality and has been practiced by our ancestors for millennia until the 1960s and the emergence of disposable commodities (sorry, 'junk culture'), and still is in developing countries out of necessity. Shanty ingenuity is humbling in its breadth; car tyres make excellent soles for really, really long-lasting sandals, plastic bags can be woven into extremely strong rope (baler twine basically), flip-flops in Kenya are sculpted into beautiful tourist trinkets, coke caps cobbled into wire baskets and I once saw a canoe made out of an American bomb casing in Laos, an improvement in application the occupants appreciated, I'm sure.

Over here, we've all seen bird-scarers made from scratched CDs (weren't the original CDs supposed to be scratch-proof? The music moguls must have since built in obsolescence, the cunning devils), wool from old blankets placed around plants completely freaks out slugs. Companies are knocking out handbags, wallets and phone cases made from used candy wrappers, and E&KO making headway with 'ethical fashion'. Pioneers of all







Photo: Adventureecology

David de Rothschild's 60ft yacht, Plastiki, made using 12,000 upcycled plastic bottles

things eco, the Eden Project shop is full of innovative upcycled items, and ventures like [upcycle.co.uk](http://upcycle.co.uk) provide simple ideas for reducing what goes in the bin.

Perhaps the most high-profile demonstration of upcycling is David de Rothschild's beautiful, 60ft yacht, *Plastiki*, made using 12,000 upcycled plastic bottles (the same number consumed every 8.3 seconds in the US), which he and his crew are currently sailing from San Francisco to Sydney to draw attention to the 6 million tons of trash that ends up in the world's oceans every year. This astonishing quantity of refuse has created vast floating islands of garbage, or gyres, slowly revolving on the oceanic currents where it decimates seabird and fish populations before, eventually, grinding down into a molecular paste that then goes into the food chain (and so up it, to us). The Pacific gyre is estimated, almost incomprehensibly, to be at least twice the size of Texas. You can get on board at [www.theplastiki.com](http://www.theplastiki.com).

Clearly a few sartorially 'iffy' belts made out of old hosepipes and wallets made from bicycle tyres ain't gonna cut the mustard, and while these initiatives are excellent ways of reminding us how much we waste, there's a danger of recreating or compounding the complacency that recycling seems to have lead us to; once

we've put the tin in the correct segregated bin, we are inclined to believe the problem solved. It isn't, and despite our 'best' efforts things are getting exponentially worse.

At the risk of repetition, soap-boxing and stating the obvious, the solution – the only possible solution – is also there in the mantra; reduce. This is a bitter pill to swallow, not least for the consumer, brainwashed as we are from birth to buy things we don't need and utterly obsessed with 'shiny stuff', but especially for the politico-economic system, upon which our consumption of the finite resources that sustain us depends. You can see where there might be a problem.

For politicians, arguably mere lackeys at the bidding of the free market, to suggest we buy less or in any way consume less is electoral suicide (cf. Lib-Dem Susan Kramer's attempt to tax second car owners in Richmond). Nevertheless, the concepts of eco-capitalism and (oxymoronic sounding) sustainable economics need to be embraced like lost siblings as a means of overcoming our current catastrophic relationship to money; namely the hoarding and converting of rapidly depleting natural resources into goods.

Eco capitalism, the principle conceived by the green movement that natural resources possess an economic benefit

to humans since it is ecological yield upon which all wealth depends, therefore tampering with nature destroys rather than creates value and shouldn't be rewarded with assistance or subsidies from the state. This is, hopefully, language economists can understand and advocates, amongst things, monetary reform and eco-friendly business policies.

Sustainable economics, which occurs at the most basic level when people start exchanging services and goods without money being involved, is the stuff of an economist's nightmare (and, were they to use the term, they'd likely be out of a job).

If we conserve, instead of consume, we need less, spend less, use less, burn less oil and the GDP nose dives, sure, but it could lead to us breaking out of the monetarised, consumerist society where everything, whether service, experience, sustenance, must be bought and where the pressure of debt maintains the mechanism.

The economic system as it exists today apparently assumes that exponential human growth will continue forever. That simply cannot and will not ever happen, so it must surely be prudent to cap our consumption even if zero waste means zero growth, before it's capped catastrophically for us.



# Appetite for change

California-based contract caterer Bon Appétit has taken steps to drastically reduce its purchase of beef, cheese and tropical fruit and has set itself a tough target to reduce food waste too, in an effort to shave 97,000lb of carbon dioxide from its operation. Jackie Mitchell reports.

**B**on Appétit Management Company, a contract caterer based in California, aims to reduce beef purchases by 25 per cent, cheese by 10 per cent, tropical fruit by 50 per cent and total food waste by 20 per cent by the end of 2010. According to Bon Appétit, the food waste reduction and diversion is responsible for removing 97,000 pounds of carbon dioxide equivalent emissions per week from the atmosphere.

Maisie Greenawalt, vice president, Bon Appétit, says the company is well on the way to achieving these objectives. "These are our goals over a two-year period – in fact we've reduced beef consumption by 33 per cent," she says. "This is all a concerted effort to lower the carbon footprint. Our dream is to be the premier contract caterer known for its culinary

expertise and commitment to socially responsible practices."

The company has won several awards for its work including the prestigious Ecological Society of America Corporate Award and the United States Excellence in Food Service Award. Bon Appétit aims to reduce the carbon emissions generated by the 80 million meals it serves each year in 400 cafes in colleges, universities and corporations in 29 states of the USA. Clients include eBay, University of Pennsylvania, University of California, Yahoo and Oracle.

Greenawalt says: "We have been willing to take a stand and be a pioneer in this field. Our ethos is how can we make the product supply chain more sustainable? Food must taste great, but food that is grown in a healthy environment and picked at its best ripeness and served next day tastes better than something that's travelled half way round the world. That's what matters."

Bon Appétit has created its own definition of sustainability which it says is: "Food choices that celebrate flavour, affirm regional cultural traditions and support local communities without compromising air, water or soil, now and in the future."

The contract caterer is achieving these impressive goals through a combination of initiatives including what is described as "chef driven menu engineering". Greenawalt explains: "To reduce beef, we



simply didn't put it on the menu," she says. "For example, with starters, we'll put chicken satay on the menu instead of beef. If a customer wants beef satay, we can provide it, but it won't be on the menu."

At colleges, Bon Appétit locates the beef food station right at the end of the line "so if students come in to 'grab and go' they will go for chicken and vegetarian options as they will be the first stations they arrive at," says Greenawalt. "If they want beef, it will be there, but it won't be that easy to find." Reducing the amount of beef is a key component of the programme "because regardless of how far it travels or how the animals are raised, beef and cheese come from methane emitting ruminant animals and methane is a greenhouse gas 23 times more powerful than CO<sub>2</sub>", she adds.

Focusing on authentic Asian ethnic cuisine, which uses less meat than its Western counterpart, is another approach "as they tend to use meat as a garnish rather than the main meal in the centre," says Greenawalt. "We'll also signpost the origins of food – for example, instead of 'seasonal vegetables' we'll say green beans from a farm 48 miles from here. Instead of tropical fruit, we can use local fruit. If it's an integral part of something, we'll have to use it but we won't just put it on the menu."

Educating staff and end users is a key element in Bon Appétit's efforts. At their college contracts, where "eat all you want" offerings are run, posters and tentcards are displayed telling students they can have "all the food they want, but if they go back a second time, don't just load up your plate. There's a scrap bucket where staff put uneaten food, which is shown to students to raise awareness," she says. For staff, food waste training programmes are run annually over a 10-week period. Food waste is measured, staff are made aware of it so everyone can work at reducing it.

The training covers smart buying – making sure the right quantities are purchased and that food is received from the truck and stored in the right way so it doesn't go bad. "Food waste we do collect gets composted or we'll look for opportunities such as giving it to a pig farm. Every year we run this programme so these practices will be incorporated into day to day running. Other methods include completely using food so there is little waste. For example, using bones



from a meat joint to make a soup or stock instead of throwing them away," she says. Awareness campaigns designed to achieve press coverage and heighten awareness among consumers and staff are another tactic.

Low Carbon Diet Day, held annually on Earth Day on 22 April by Bon Appétit at all their outlets, educates customers and employees on how to follow a low carbon

'Eat Local Challenge' is another initiative held annually on 28 September, where all the cafes serve a dish made completely from local ingredients. "Each one has to be local," says Greenawalt. "So if you have a cheese sandwich, the cheese and lettuce has to be from local suppliers; the bread has to be baked at a local bakery which uses local wheat and yeast and so on. It's a very strict definition."

Bon Appétit is actively involved in helping students at the campuses where it provides catering in setting up their own fruit and vegetable gardens. Maisie says this started as a case by case basis when a group of students asked them to help set up a site. It was so successful, the company started more student gardens and included it in their bidding documents for new business. Ultimately, it has produced the 'Student Garden Guide' which demonstrates how to set up a student garden, suggesting colleges could create this working with their own caterer.

"It's a great way of educating students where food comes from," says Greenawalt. "It gets them to appreciate the importance of food, how it's grown, how it tastes and what goes into producing it. Hopefully they will take these values into their lives."

So what is Greenawalt's advice to British contract caterers? "Look at the entire supply chain and examine the opportunities throughout and see where you can be more sustainable," she says. "Form partnerships with NGOs – you can never be an expert in every area – and learn from them. For example, we work with Seafood Watch, the Environmental Defence Fund and the Institute for Agriculture and Trade Policy."

[www.bamco.com](http://www.bamco.com)

### Bon Appétit's five tips for a Low Carbon Diet:

1. You bought it, you eat it – don't waste food: food waste in landfills emits methane gas as it breaks down.
2. Make 'seasonal and regional' your food mantra: Regionally-procured food is less likely to have been air-freighted to get to you and usually tastes better because it's fresher.
3. Move away from beef and cheese: cows and other ruminant animals emit harmful methane gas during their natural digestive process, instead of beef burgers.
4. Stop flying fish and fruit – don't buy air-freighted food: stick with seafood that was frozen-at-sea and fruit that is locally procured.
5. If it's processed and packaged, skip it.

diet and thus reduce their carbon footprint. "We have five tips for a Low Carbon Diet (see box)," says Greenawalt. "The idea is that everyone can incorporate this into their lifestyle. Each station in our cafes will illustrate one of these tips so people can see how easy it is – like moving away from beef and cheese."

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In the first of a regular series, Foodservice Footprint meets the unsung heroes who are the backbone of companies driving sustainability in their day to day business

**S**hirley Kidd is the Housekeeping & Groundcare Manager for Aramark at its client BP's North Sea headquarters where the foodservice provider carries out catering across three restaurants as well as housekeeping and grounds maintenance. The North Sea HQ operates 24 hours per day and is one of BP's largest office sites in Scotland and the base for 1,500 employees.

Shirley has played a key role in developing and embedding greater awareness of the environmental impacts of operational activities amongst both her Aramark colleagues and the employees at BP North Sea HQ. She has been heavily involved in managing the environmental impact of waste at the offices where she has become the face of recycling and sustainability.

Having identified food waste as a primary source of waste to landfill, Shirley investigated various in-vessel systems to deal with the issue. However, these were not found to be cost effective so she recently launched her own food recycling scheme. As well as back-of-house food waste, Shirley has placed waste food caddies at all coffee areas where tea bags, fruit cores and skins and coffee grounds are collected for composting. Shirley has



Shirley Kidd has been recognised for her exceptional input at Aramark's client BP's HQ.

completed the circle by buying back the resulting compost to use on the grounds of the BP offices.

**Nick Morton**, Sodexo account manager at Honda UK Manufacturing was asked to ensure that Sodexo employees there understood Honda's environmental targets/strategies and policies.

Nick ramped up the sorting of recyclable products from the catering and cleaning operations to ensure as much recyclable material entered the recyclable waste stream from which the client would receive an income and which reduced landfill tonnage.

He evaluated a number of composting initiatives on behalf of Honda before exploring the possibility of turning waste cooking oil into biodiesel.

Nick then spent a couple of months researching the process/equipment suppliers and tax and Environment Agency implications before the Fuelmeister 150 was chosen as the best equipment for the job. It can process 150 litres of waste cooking oil into biodiesel over a period of 24 hours through a simple process of chemical reaction called transesterification.

From the waste oil/catalyst reaction there is a by-product called glycerine, or in simple terms basic soap, which Nick has been experimenting with on floor cleaning and degreasing the Honda Engine Plant which is a very dirty part of the Honda manufacturing process. If this is successful Sodexo will have zero waste from the biodiesel process.

Nick has also introduced wormeries at

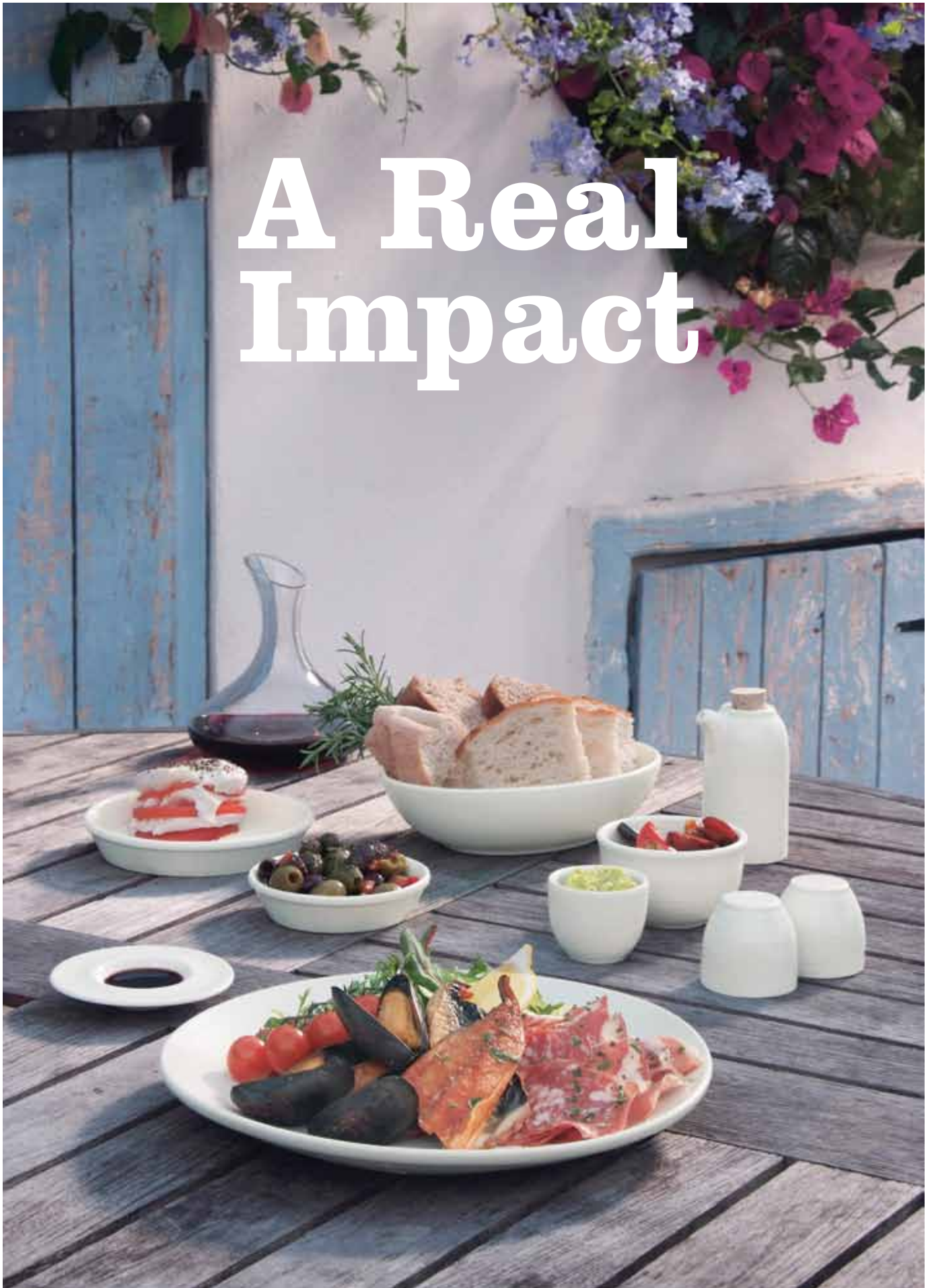
the plant to compost all the food waste from the restaurant. This initiative will allow Sodexo to shut down the food waste macerator, which in turn will save on water, power and maintenance costs as well as producing a compost which can be applied to the flower beds and borders on the site.

For **Mark Lovett**, apetito's Health, Safety and Sustainability Manager, when he first joined the company, sustainability meant a series of unrelated actions but no coordination or continuity. He then started the company on a journey that would lead to winning the 2010 Catey Award for Sustainability.

First he introduced FareShare to the company. People then understood there was an alternative to sending short-life product to landfill and one which can help others.

Secondly, he got the Executive Management Team to commission a Consultancy to analyse the carbon footprint across the company operation. "It gave us a quantified base, real science, on which to measure our progress and identified hot spots where the biggest gains could be achieved. It also gave me the ammunition to convince colleagues to implement actions to improve sustainability. Best of all, as we progressed it became clear we were not only becoming a more sustainable operation, but we were becoming more efficient and cost effective, basically we were a better all-round business."

# A Real Impact







**Footprint caught up with Dudson Chief Executive Officer Max Dudson, who explains the company's philosophy on sustainability and the steps it is taking to manage the impact of production on the external environment.**

Dudson recognises that its activities have a real or potential impact on the environment that could affect the quality of life in local communities, both for individuals living within the locality of company operations and further afield. "The effects of climate change and the impact of our man-made world on the environment have never been more clearly apparent or well-documented", says Max Dudson, Chief Executive Officer. "We have therefore adopted a pro-active approach to managing our activities and any effects of the production process."

Dudson has developed and implemented an Environmental Management System in line with the international standard for Environmental Management – BS EN ISO 14001. In doing so, the company has identified eight commitments to ensure that its activities prevent, minimise or control any significant environmental aspects.

These eight commitments can be summarised as follows:

- To comply with all relevant environmental legislation and regulations
- To prevent pollution
- To set objectives/targets and review them in the Management Review, ensuring continual improvement of the Environmental Management System
- To identify activities to reduce and/or eliminate waste to landfill sites, including recycling wherever possible
- To increase efficiency in the use of raw materials, energy and other resources
- To ensure employees receive relevant training in relation to their role within the Environmental Management System

- To communicate the Environmental Policy to all relevant parties
- To review the Environmental Policy at the Environmental Management System Management Review to ensure that it continues to meet the requirements of both ISO 14001 and the needs of the company

"At Dudson, we recognise that we have a responsibility to manage the impact of production on the external environment", continues Max Dudson, "Our modern manufacturing methods have gone a long way to transform a product that has traditionally been costly to the environment, with resulting reductions in waste production and energy usage throughout the manufacturing process."

Waste streaming programmes have also been implemented and communicated to all employees, which have resulted in a fall in general waste collections of almost 69 per cent since 2005. Recycling initiatives have had a massive impact on fired waste product collections, reducing them by more than 80 per cent over the same period of time. Investment in a new packaging machine means that all cardboard can now be recycled and used as an environmentally friendly packaging material.

the business, meets regularly to put forward suggestions and discuss ideas for environmental improvements. Ideas are trialled across departments, and any reduction in waste, energy or water is logged and communicated by the team. No matter how small the initial idea, from reducing the amount of paper used for worksheets, to turning down the thermostat on hot water boilers, every suggestion is given due consideration. Any employee can put forward a suggestion to a team member in their department, or alternatively, use the company suggestion scheme to put their ideas forward.

The team is also responsible for an ongoing auditing programme, to ensure environmental legal compliance, and to highlight where improvements in the company's processes can be made. All findings are reported for discussion at Management Reviews.

"The high profile of environmental concerns is having an increasingly significant impact on the purchasing habits of both restaurateurs and hoteliers", states Katie Dudson, Marketing Manager. "In January of this year, we launched Evolution, a new body developed with the prime objective of reducing the carbon produced during manufacture. Now,



The company has also focused on energy consumption, which has been reduced dramatically by using ThermECO\* glazes, produced locally by Endeka Ceramics Ltd. 100 per cent lead-free, ThermECO glazes enable Dudson to kiln-fire at lower temperatures, while efficient firing methods ensure the maximum number of items is placed for each fire, reducing the number of fires needed, and therefore reducing the amount of energy consumed.

An Environmental Improvement Team, comprising employees across

only a few months later, thanks to the positive reception of the market, we have introduced two new colours, Pearl and Jet, to the range."

At Dudson, sustainability has been a core business strategy for many years, and can only become more significant to its future as a business, as concerns for the environment grow.

*\* ThermECO is a trademark of Endeka Ceramics Ltd.*

# Brakes puts sustainability first

Brakes Group can claim a lot of 'firsts' in its effort to promote sustainability in foodservice over the past 10 years.



**B**rakes Group is a leading foodservice supplier in Europe with 10,000 employees in 80 locations, and 1,000 suppliers across the world. The group is committed to minimising its environmental impact to ensure that the business practices it adopts today are sustainable for future generations.

A commitment to reducing food miles, responsible sourcing, and reducing carbon footprint is driving forward Brakes Group strategy. The group's CSER policy has been developed to focus on key areas – including environment and responsible sourcing – carefully selected to tackle some of the biggest environmental hurdles our industry faces.

With climate change now regarded as one of the greatest challenges facing the world today, the group is tackling greenhouse gas emissions head-on to ensure energy is used efficiently and renewable sources are employed wherever possible. To this end the company has achieved ISO14001 accreditation and a raft of continuous improvements is now pushing the boundaries of environmental management. Efficiency projects have already reduced energy usage by 967 tonnes of CO<sub>2</sub> since 2008 and gas use by over 30 per cent since 2007. Pioneering projects include an

Environmental Management System which monitors energy usage on every site every 30 minutes, a trial of low energy LED and ambient sensed lighting, plus an £800,000 investment in an energy efficient refrigeration system at the company's Hemsworth depot, Pontefract, to reduce ozone depleting emissions.

Elsewhere the company is working hard to reduce the impact of deliveries on the environment. In 2009 Brakes successfully eliminated 3.2 million food miles. Initiatives have seen new vehicles with cleaner Euro V engines, a full capacity policy for delivery vehicles and the successful integration of Woodward into the group which saw a 30 per cent delivery fleet reduction. A pioneering seasonal initiative with Spanish producers has also seen products transported by rail on a weekly 'green' train from Valencia to Brakes depot in Dagenham. With more than 2,200 food miles saved for every round trip, the group is currently investigating extending the service to other European regions.

With an estimated 400 million tonnes of UK waste produced each year, the company is keen to tackle this area. Brakes Group saved 280 tonnes of packaging material between 2008 and 2009 by increasing recycled packaging rates to 40 per cent, working with

suppliers to remove excess packaging, reducing plastic film thickness on 160 bagged products, introducing 100 per cent recycled and biodegradable 'topless' fresh produce boxes, and switching wet fish polystyrene containers to corrugated polypropylene boxes. The group also achieved a 40 per cent site recycling efficiency rate, plus introduced a partnership with FareShare – the UK's only national 'foodbank'. This project now sees food near an exacting minimum shelf life distributed to 30,000 vulnerable people across 500 UK charities every month – a much better alternative than it going to landfill.

Brakes Group is committed to trading fairly and responsibly and prides itself on its supplier relationships with whom it has forged a number of ground-breaking initiatives. Initiatives focusing on sustainable fishing and home grown British produce are an example. Brakes was the first foodservice supplier to introduce MSC certification and currently has 82 approved products, the largest range in UK foodservice – with a target of over 100 in the coming months. The group also partnered Defra to instigate the 'Fish and Kids' project, which has encouraged one million primary school children to understand sustainability issues and eat MSC certified products.

Endangered species are emphatically





off the group's list: it was the first to ban Bluefin Tuna and Shark (amongst others) and actively promote under-utilised UK species. Raising awareness about the advantages of sustainable species is challenging, but through imaginative marketing campaigns – such as a recent UK-wide seafood roadshow involving celebrity chefs – it is helping to turn the tide. Little known species such as Gurnard and Cornish Albacore Tuna are also now finding their way onto restaurant menus through Brakes Group efforts.

The company has also been engaged with the Seafish Responsible Fishing Scheme since its inception, which promotes good environmental practices within the UK fishing fleet. It recently launched its own British Skippers Scheme – to buy the best of their catch and offer it to selected customers who can then name the catching vessels on their menus.

Initiatives in the pipeline include an MSC pilot scheme to make it cheaper and easier for independent establishments to become accredited. The company considers that more venues proudly displaying the MSC logo are essential to encourage sustainable fishing down the supply chain.

Brakes is passionate about British produce and wants to offer its customers the finest regional products our isles

have to offer. While celebrating culture and supporting local producers, it also considers that this approach is key to reducing food miles, benefiting the environment and sourcing quality product at the optimum time. The company's commercial team is committed to sourcing British and its specialist business Prime Meats now offers 65 per cent British produce. It was also the first to introduce meat carrying the Red Tractor logo from Assured Food Standards and now sells 300 accredited products, including produce, meat, poultry and dairy.

Elsewhere, the group is involved in the NFU's 'Why Farming Matters' campaign; works with the Climate Group on the 'Eat Seasonably' programme and has advised the 2012 Olympic Committee on sourcing British. It is also working with ADAS on the 'Tasting the Future' campaign and supports EFPF and DEFRA on the roll-out of 'Food 2030'.

On ethical trading, the company has a forward thinking stance. It was the first to launch own-label Fairtrade products and continues to work with the RSPCA to expand its ethical range of Freedom Food. More widely, it expects suppliers to work towards full compliance with Ethical Trade Initiative labour standards. To support this all Brakes supplier-facing staff go through an ethical

training workshop and the company has developed a comprehensive scorecard system to review suppliers' ethical performance.

Despite being a serial environmental award winner, Brakes Group is far from complacent. It reckons our industry can and should be doing more, and the company pledges to do a whole lot more itself. Looking forward, the group is involved in a several industry-wide national research initiatives designed to make the supply chain more environmentally focused. These include PAS 2050 – a project to agree a uniform way of measuring the carbon footprint of products and SALSA – a food safety certification scheme defining criteria SME producers must meet to supply large foodservice companies.



Whitney Kakos, Impact & Sustainability Manager at Cafédirect tells Foodservice Footprint about a range of strategies devised to help smallholder farmers of coffee, tea and cocoa cope with changing rainfall patterns.

# Water - way to go

Smallholder coffee, tea and cocoa farmers represent one of the populations most vulnerable to climate change, and one key change is rainfall patterns. That said, the changes are highly variable by location, so the experiences (and thus adaptation strategies) will differ. Let me give you some examples, writes Whitney Kakos.

Research from our recent AdapCC project (covered in previous issues of *Foodservice Footprint*) forecasted an overall increase in rainfall over the next 50 years for coffee farmers in Northern Peru, but also a less predictable rainfall pattern with more frequent extreme events such as flooding. For coffee growers in Mexico and Nicaragua, on the other hand, overall rainfall levels will decrease, but they will also face erratic rainfall patterns.

Decreased rainfall threatens the quantity and quality of the coffee harvest, which is mostly watered by rainfall. Unexpected rainfall during the traditional 'dry' season can also disrupt the drying of the coffee beans, which occurs on large patios in the open air, resulting in increased labour and cost for grower organisations. The AdapCC research on tea farming in Kenya found yet another scenario where more frequent drought can damage the tea harvest, which is the farmers' sole source of income, thus threatening the food security for the local community.

Willington Wamayeye, of Gumutindo, Uganda says: "I have lived near Mt. Elgon

all my life and I have never known the weather to be so unpredictable. Rains now fall heavily for a short period of time and our dry season has got much longer. So while heavy rains are causing landslides because the ground cannot handle the downpours, key water sources for our community – like streams – are drying up. This is causing big problems for growers. Last year alone we lost about 40 per cent of our coffee production because of climate change."

So what are we doing to help? As a grower-focused organisation with Producer Directors on our Board, we have frequent contact with each of our partner organisations. They tell us that the changing climate is having a significant effect on their farmers, and unfortunately the effects are mostly negative. They range from increasing natural disasters, such as hurricanes affecting cocoa crops in the Dominican Republic, to flooding and landslides affecting coffee growers in Peru and Uganda, to drought affecting tea producers in East Africa.

These events make our business model of direct, long-term partnerships with producers all the more important. We hear first-hand about the issues on the ground and work with producers to tackle them instead of turning our backs and finding a new supplier when the going gets tough. We undertook the AdapCC project because we knew straight from producers that climate change was quickly rising up their list of priorities, so the project aimed to support producers and their communities to become more resilient.

## Water conservation

Nearly all the coffee, tea and cocoa producers that we trade with use only precipitation to water their crops. That said, producers are well aware of how climate change is affecting their crops and are taking measures to manage both the lack of water and occasions when too much or too little falls. For example, our tea partner Michimikuru, in Kenya, is facing increasing drought. One aggravating factor was that the local river banks had been planted with fast-growing Eucalyptus trees, which actually consume much more water than native trees. So far, the Eucalyptus trees have been removed and replaced with native tree seedlings along more than 60 km of river banks, and according to producers the rivers are flowing more strongly. On the coffee side our partner CEPICAFE, in Peru, has been training farmers to build 'living barriers', which are boundaries made of natural materials that help to maintain rainwater, limit soil erosion and prevent landslides.

## Drought resistant crops

As part of the AdapCC project, our Kenyan tea partner, Michimikuru, identified drought resistant tea plants as a key adaptation strategy. They developed a link with the Kenyan Agricultural Research Institute, which will hopefully undertake this expensive development, which is certainly out of reach for a smallholder-owned tea factory to do on its own!

As the vast majority of our grower partners across coffee, tea and cocoa use only precipitation to water their crops, all



are affected by changing rainfall patterns, but some are more sensitive. Coffee plants require rain at a specific time of year (when the plants are flowering) in order to produce the coffee cherries (which house the beans). If there is a lack of rainfall at this time, farmers can lose much of their annual harvest, which means no income from the crop for an entire year. Cocoa is more flexible and the pods can be harvested over much of the year depending on when the rain comes. As cocoa grows on trees, the deeper roots can more easily reach moisture in the ground. Tea, on the other hand, is a monoculture and not shade-grown like the coffee or cocoa our partners grow, so this makes it highly sensitive to drought.

Each of the regions is experiencing changes in rainfall, some getting more, some less, but both result in challenges for farmers. Too much rainfall, or rain when you don't want it is just as severe a problem as water shortages, so I wouldn't say any one region is worse off than another. Context is everything when it comes to climate change impacts.

### Providing support for farmers

Our strategy is to pro-actively address the wider issue of how farmers and their communities can adapt to climate change, which was the aim of AdapCC from the beginning. It looks beyond the more reactive response to natural disasters and crop losses and tries to support farmers in understanding the changes they are facing, to develop home-grown adaptation strategies and to implement them and share learnings. Examples from the pilots included training farmers how to understand the changes they are experiencing, how to farm in ways that make their crop more resilient and how to spread lessons among their peers. Finding the right partners was also a key part of the project, so we worked with the German Technical Cooperation (GTZ), the German international development agency, to implement the project on the ground alongside our 4 producer partners. Local experts, NGO's and research institutes were also involved from the start.

### The effect of water shortages on a day-to-day basis

Water shortages absolutely affect the daily lives of farmers beyond their crops. Clean and accessible water resources are necessary for drinking, cooking,



cleaning and many household tasks. Nimrod Wambette, from our coffee partner Gumutindo in Uganda, was visiting this week, so we asked him. He told us: "In their daily lives, the villagers use water for washing, cleaning and for their animals. When there are droughts, people have to travel much longer distances to fetch water. For example, in my area, Bukigai, it takes the women and children four hours to fetch water from the Tsutsu River. When there are droughts, children frequently drop out of school to help their family fetch the water and absenteeism in this region is very high. There are also increases in waterborne diseases as we need to store the water and it creates conditions for mosquitoes to breed. Also the water gets reused and often ends up contaminated through repeated use."

As a starting point, Cafédirect is a 100 per cent Fairtrade company, which means we pay a premium on all our purchases that goes to community projects at origin that often include improved water resources. Beyond that, we invest at least 1/3 of our profits into pioneering projects that strengthen small farmer organisations and their communities. AdapCC is a key example as it looks beyond the agricultural product and focuses on reducing the vulnerability of smallholder farming communities to be able to manage risks and adapt to changing patterns, including water scarcity. An example here would be the coffee farmers from our Nicaraguan partner, PRODECOOP, who are facing projections of increased temperatures and decreased rainfall over the next fifty years.

One of their adaptation strategies was to identify and develop new sources of water for consumption and for raising coffee seedlings. They identified two local springs that could feed the community as well as digging a new well.

Many businesses consider environmental issues only during the stages where they have full control the product, for example from the coffee beans arriving into a UK port to leaving on a truck in shiny, new packaging. Our direct relationships with producers mean we start at the very beginning with the farmer who chooses to grow coffee, with the coffee seedling and the shade and soil that supports it. We take a holistic view that goes far beyond simply reducing our negative impact on the environment. In partnership with producers we seek solutions to adapt to a changing environment and we put our money where our mouth is to fund these pioneering initiatives.



# GREEN SCENE

Pictures from the after party at  
Footprint Forum on 21 September



Christophe Stourton - Footprint Experience;  
Caroline Fry - CH&Co



Alastair Storey - BaxterStorey; Ashleigh Scott - House of Lords;  
Paul Bristow - House of Lords



Penny Beauchamp - Assured Food Standards; Martin Bates -  
Craft Guild of Chefs



Roy Farrier - Acquire Services; Tony Goodger - BPEX



Mark Tinsley - PC Tinsley; Kevin Pearce - NFU



Roy Norton - DEFRA; Lee Woodger - NFU



David Cavalier - CH&Co



Tamsin Gane - Sodexo; Helen Scott - Select Lincolnshire



Deborah Coxon - Reynolds; Sandy Anderson - Elixir UK



George Hebditch - Pret A Manger; Sarah Canning - Pret A  
Manger; Nick Fenwick-Clenell - Footprint Media Group



Mike Hanson - BaxterStorey; Ian Platt - BaxterStorey



Rebecca Hawkins - Oxford Brooks; Camilla Woods - BHA



Bethany Caldwell - Splash; Tony Cook - Sodexo;  
Val Carter - Aramark



Charlie Miers - Footprint Media Group; Nicola Thomas -  
Keystone Distribution; Diana Spellman - Partners in Purchasing



Paula Moon - Nestle Professional



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# Caring and sharing

Critics of Nestlé's environmental policies may need to back track after studying the company's achievements under its 'Creating Shared Value' strategy



Nestlé, whose large portfolio of brands familiar to UK consumers includes Kit-Kat (now Fairtrade in its four-finger format), Aero bars, Nescafé coffee and Shredded Wheat, like many other multinationals has been on the end of some harsh criticism from campaigning bodies critical of the company's impact on third world countries.

However, those critics may have to think again before voicing their concerns about Nestlé in particular. Nestlé has implemented a worldwide CSR strategy it calls 'Creating Shared Value' that is guided by the company's Corporate Business Principles.

The idea behind the strategy is to go beyond compliance and sustainability and create new and greater value for its employees, shareholders and, ultimately, society as a whole. It has identified three key areas that are core to the multinational's business strategy and operations:

- Water: because the ongoing quality and availability of it is critical to life, to the production of food and to the company's operations.
- Rural development: because the overall wellbeing of farmers, rural communities, workers, small businesses and suppliers is intrinsic to Nestlé's ability to continue to do business in the future.
- Nutrition: because food and nutrition are the basis of health and of Nestlé's business.

Nestlé, which is in the top 50 companies in the world, employs 280,000 people and has 449 factories globally – almost half of them in developing countries. The company relies on complex supply chains, involving large numbers of small-scale farmers and it has made a commitment to help the 540,000 farmers who supply the company directly to increase their productivity, protect the environment and enjoy sustainable livelihoods. To attain this goal 950 agronomists and more than 15,000 extension workers and contractors offer support and training for farmers, governments and NGO partners throughout the world. In 2009, 165,553 farmers worldwide were trained through Nestlé programmes.

In March this year, Nestlé faced a campaign by Greenpeace over its relationship with Indonesian palm oil supplier, Sinar Mas, which led to the company being attacked on Facebook and YouTube. In response, Nestlé acted fast and suspended all purchases from Sinar Mas and made arrangements with several suppliers, including Cargill, to suspend purchasing from Sinar Mas.

Although Nestlé only buys 0.7 per cent of world palm oil production, the company is committed to contributing to effective and sustainable solutions. Nestlé originally pledged in 2009 to achieve sustainable palm oil by 2015, and according to the web site, it is making progress on certified palm oil rapidly with 18 per cent of purchases from sustainable sources in

2010. This is expected to rise to 50 per cent by the end of 2011.

Around two-thirds of Nestlé's worldwide expenditure is on raw materials and nearly 40 per cent of that goes towards three main ingredients – milk, coffee and cocoa. The company has set up two specific 'plans' to ensure the latter commodities are produced, harvested, manufactured and distributed in a sustainable manner. The initiatives are The Cocoa Plan and the Beyond The Cup – The Nescafe Plan which engage with farmers to ensure their community is sustainable, help them with crops, and take a holistic approach towards farming. Nestlé is also working on the palm oil issues as well as in the UK sugar, grains and dairy powders. (See page 19 for more information about Nestlé's milk policy.)

The Cocoa Plan, launched in October 2009, was developed by Nestlé to address the many challenges facing the cocoa industry. These include poor living and working conditions for cocoa farmers and their families, poor quality cocoa harvests and declining cocoa production. Field schools, farmer education and improved trees will help farmers increase yields and quality and buying from co-ops helps farmers work collectively to secure a better price for their cocoa and share best practise. Social projects such as building schools and providing water wells also improves the basic quality of life for these communities.

Over the next 10 years Nestlé will invest £65 million in The Cocoa Plan to help





improve the livelihoods of farmers and their communities, as well as enhance the sustainability and quality of cocoa grown for generations to come. This includes the distribution of 12 million high-yield, disease-resistant cocoa plantlets by 2020 and builds on the £35 million invested in cocoa sustainability initiatives over the last 15 years.

In August 2010 Nestlé launched a similar initiative, the Nescafé Plan, consolidating the company's commitments on coffee farming, production and consumption. The Nescafé Plan contains a set of objectives which will help Nestlé further optimise its coffee supply chain. In addition to the £130 million invested over the past 10 years, Nestlé will invest £325 million in coffee projects by 2020.

Over the next five years, Nestlé will double the amount of Nescafé coffee bought directly from farmers and their associations, eventually purchasing 180,000 tonnes of coffee from around 170,000 farmers every year. All directly purchased green coffee will meet the internationally-recognized 4C sustainability standards by 2015. In addition, 90,000 tonnes of Nescafé coffee will be sourced according to the Rainforest Alliance and Sustainable Agriculture Network (SAN) principles by 2020. Nestlé is also expanding its technical assistance programmes, in which its agronomists provide advice on farming and post-harvest practices, to over 10,000 coffee farmers a year.

		2008	2009	Change 08/09 <sup>1</sup>
Production	Tonnes of Product	800349	839772	4.9%
Materials	Raw materials and ingredients (except water, tonnes)	777789	770826	-0.9%
	Packaging materials (tonnes)	118483	119520	0.9%
	By-products			
	• (for recovery/recycling) tonnes	56963	59625	4.7%
	• (kg per tonne product)	71.2	71.0	-0.2%
Waste	(for final disposal, tonnes)	12504	5437	-56.5%
	Waste for final disposal (kg per tonne product)	15.6	6.5	-58.6%
Energy	Total on-site energy consumption (gigajoules)	4780891	4404951	-7.9%
	Energy consumption (gigajoules per tonne product)	6.0	5.2	-12.2%
Greenhouse gases	Total CO <sub>2</sub> emissions (tonnes) <sup>2</sup>	329368	310093	-5.9%
	Total CO <sub>2</sub> emissions (kg per tonne product)	411.5	369.3	-10.3%
Water	Total water withdrawal (cubic metres)	6374295	5953814	-6.6%
	Water withdrawal (cubic metres per tonne product)	8.0	7.1	-11.0%
	Total water discharge (cubic metres)	5632462	4986163	-11.5%
Packaging	Source reduction savings (tonnes) <sup>1</sup>	1029	512	
	Packaging utilisation (kg per kilo of product)	0.276	0.260	-5.8%
Governance	ISO 14001/OHSAS 18001 (certificates)	4	24 <sup>3</sup>	20

<sup>1</sup> Nestlé UK.

<sup>2</sup> Due to on-site energy consumption and refrigerants.

<sup>3</sup> All UK factories ISO 14001 and OHSAS 18001 (24 certificates – including Purina PetCare and Nestlé Waters).

And the Nestlé 'Creating Shared Value' strategy doesn't end in the fields of developing countries. Across sites in the UK and Ireland, Nestlé is working hard to improve energy efficiency and reduce emissions. To comply with the UK Climate Change Levy Agreements and the EU Emissions Trading Scheme, Nestlé promotes energy-efficient practices by setting annual targets for each of its sites and implementing action plans to achieve them. The UK goal is zero waste to landfill and full recovery of unavoidable by-products. In 2009, the company set a target for all Nestlé UK factories of zero total waste sent to landfill by 2015 and those efforts have achieved a reduction of 57 per cent. Nestlé's Girvan factory is the first to be verified by Bureau Veritas as sending no waste to landfill as of September 2010.

Nestlé's cereal business (Cereal Partners UK) is investing £15.5 million in two

energy-saving projects that will cut CO<sub>2</sub> emissions by a total of 18,000 tonnes of CO<sub>2</sub> per year, the equivalent of taking 7,200 cars off the road annually. In 2010, combined heat and power plants are being installed at factories in Staverton and Bromborough, generating electricity from a natural-gas-powered turbine and using the waste heat to generate steam for factory use.

Nestlé also works with trade associations, other food industry producers, customers and suppliers on energy-saving initiatives and awareness campaigns. In 2009/10 in the UK, Nestlé chaired a group established by the Environment Agency to develop a toolkit of Environmental Management Systems for the food industry ([www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)), and encourages its suppliers to make use of it.

# TRACING ORIGINS SUSTAINABLY

Exactly what is 'local' and are people confusing it with 'origin'? Then again, does 'sustainable' mean 'local'? Foodservice Footprint put Tamsin Gane, Sustainable Procurement Manager of Sodexo, on the spot and asked her to make all clear

People think that Red Tractor equals environmentally friendly, writes Tamsin Gane, but just because it's local doesn't mean it's more sustainable. The Red Tractor is an independent mark of quality. It guarantees that the food we buy comes from farms and food companies that meet high standards of food safety and hygiene, animal welfare and environmental protection. To link it just to the environment over-simplifies what the Red Tractor mark is about. For example, for some people it's the UK provenance and supporting UK producers that matters most, for others it's the traceability.

As set out in the Better Tomorrow Plan, Sodexo's sustainability strategy to 2020, Sodexo is committed to sustainable procurement and, for us, what stands out about the Red Tractor is traceability. This is the first point that needs to be considered when tackling supply chain sustainability as you can't improve if you don't know where your products are coming from.

As a term, 'sustainability' has caught many people's interest, which is great, but it's very important to be clear about what it means from the outset. At Sodexo, we understand 'sustainability' in the wider sense: it's not just about the environment but about the integration of social, economic and environmental factors into business decisions.

With this in mind, it follows that local doesn't necessarily mean sustainable.

For example, a product might sustain a local economy in the short term but be unsustainable in the longer term because of poor labour practices, environmentally damaging production methods or poor animal welfare standards. Seen in this light, the reason why sustainable development is such a challenge becomes clear: it's about understanding and weighing up often conflicting social, economic and environmental trade-offs.

A classic example is seasonality. During the northern European winter our diet would be very limited if we stuck to local in-season produce. In foodservice, sticking to 'local' also brings a degree of risk in terms of guaranteed availability and quality. We have fantastic producers in the UK and foodservice has an important role to play in supporting them, hence our work with the Red Tractor. However, the integration of social, economic and environmental factors into our decisions means that sourcing beyond local UK producers must be a reality.

When we made our commitment to sustainable procurement public a few years ago, we adopted Defra's definition of 'local' – produce grown or reared in the UK – as our starting point but we've gone much further. For example, we use all sorts of maps to identify regional produce and overlay seasonality too.

In deciding whether a mark is the right one, it's fundamental to know what you're looking for and the extent to which the

mark meets your expectation. Different people or businesses have different legitimate focus areas. For us and for many of our clients and customers, the Red Tractor mark addresses a number of issues and that is why Sodexo has become its first company-wide member.

The Red Tractor mark guarantees traceability, which means we know for certain where our produce comes from, and it's a recognised way of supporting UK produce. The environmental and animal husbandry aspects of the mark are also important and contribute to making the Red Tractor a mark with broad appeal.

Any sort of food grown or raised anywhere in the world is more or less sustainable depending on a wide variety of factors including land use, land use change, feed stock, fertiliser, labour practices, animal welfare, processing, transport and so on. To take a view on a product's 'sustainability' merely on the basis of geographic provenance is to over-simplify in the extreme. This is precisely why 'sustainability' attracts so much attention, intrigue and confusion: it is very complex owing to the huge number of variables and trade-offs that have to be taken into consideration.

When it comes to mileage, what is 'local' depends very much on where you are but we don't believe a set radius for local is desirable, let alone practicable, for a foodservice business that is committed to sustainable procurement.





Tamsin Gane

We promote the fact that 100 per cent of Sodexo's fresh poultry and pork is reared in the UK, the overwhelming majority of our fresh beef, 50 per cent of our fresh fruit and vegetables and all of our fresh milk and cream is from the UK. We also ensure that all of our eggs are 'lion' marked which means that they are from British farms. We do this not because of 'miles' in isolation but because marks like the Red Tractor bring with them assurances in a number of areas which, when taken in combination, support our commitment to sustainable procurement.

Sodexo's position is set out in the Better Tomorrow Plan which embraces social, economic and environmental factors including a commitment to sustainable procurement of land based produce as well as fish and seafood. Many of our clients and customers understand the issues and value the commitment we've made to tackling shared challenges. They care because they understand the issues many are already addressing them in their home and work lives, and they see Sodexo as a trusted partner. For others, sustainability is awash with confusion but, as a large organisation that is committed to corporate citizenship, we have a role to play in engaging with businesses and people to create a common understanding of what it's all about.

# Passion for Provenance



Reynolds is renowned as a producer of fresh sustainable produce to the catering industry. The company is driven by the passion of Managing Director Tony Reynolds to promote sustainability throughout the business

In the last issue of *Foodservice Footprint*, Chef Steve Munkley commented on how impressed he was with Tony Reynolds' commitment to and passion for sustainability. We asked Reynolds why this issue is so important in his business?

"We at Reynolds have recognised that as a sizeable and growing business, any reduction of our impact on the environment will be positive. We have an extremely diverse supplier base in order to ensure we satisfy our customer demands for consistency of quality and of course, availability. With this comes accountability and, as a family business, we are acutely aware of our responsibilities to future generations – not just in our immediate locality or the UK, but across the globe," says Reynolds.

"Sustainability is about understanding the impact of our business practices on the environment, and how we can best manage these to ensure that natural resources are not depleted and are available for the future. We also need to understand how our customers define sustainability as we need to ensure that we find common ground.

"We work with each of our suppliers to assess the benefits for both parties, so the environmental initiatives are often specific to each grower. This is a topic that we covered in the September issue of *Foodservice Footprint*.

"For example, with regard to our smaller growers, we will often support them to achieve technical compliance and best practices. Elsewhere, our focus with the

larger multinational companies may be working on worldwide initiatives, such as water footprinting or social and ethical issues. No two supplier relationships are ever quite the same, but it's fundamentally about working together and building long term partnerships," Reynolds tells *Footprint*.

"Our growers share our passion for environmental issues. For example, one of our key leaf growers has dedicated some of their valuable land resource to a sizeable nature reserve, focused on giving back to the environment what they have taken in the form of crops. One of our potato suppliers is so focused on sustainability that they have designed all their activities around the concept. The pack-house is fully self sufficient in terms of water and electricity usage as the resources are produced in such an environmentally efficient way," says Reynolds. In the July issue of *Footprint*, Ian Booth, Reynolds' technical director, gave an overview of water footprinting and how this is being used to complete good practice in water usage throughout the supplier base.

Reynolds works closely with a vegetable supplier who is investing heavily in the farming community within Kenya, which really does demonstrate best practice as far as sustainability goes, he believes.

"Here, there is a huge focus on education, with the workers constructing classrooms and furniture for local schools. Funding is also being made available to ensure they can attract the best teachers. In these communities schools can prove a huge benefit to all, providing education for adults





as well as children. Investment in education for future generations can be absolutely vital to production in countries like Kenya. It means the long term viability of the community can be assured."

Steve Munkley also said that if small growers cannot afford their own truck to deliver produce to Reynolds, the company will send a Reynolds lorry to them. "Steve is quite right in what he says. We can't send one to Kenya, but when we can collect produce from the farm gate, on the back of another Reynolds delivery, we will. One less vehicle on the road is great news for the environment and it also helps our growers spend more time on what they do best – growing!" says Reynolds.

"However, in addition to minimising the amount of deliveries made to and by Reynolds, packaging is a key focus for us. For example we collect mushroom crates from customers and return these to suppliers via existing deliveries to be used again in packaging. We also work with re-usable crates wherever we can. All of these activities are measured, which enables us to set ourselves, and our suppliers, targets for the future," he says.

When it comes to growing, produce though, Reynolds leaves it up to the farmer. "Frankly, our growers are the experts in this area. However, by working in partnership with our suppliers, rather than taking a short-term view, we are able to help them plan for the future thus guaranteeing them consistent, healthy business. As well as security for our growers, this in turn ensures availability of product for our

customers in years to come – in short, real sustainability."

What is Reynolds' take on organic produce? "We are here to satisfy our customer's needs and we have organic produce available should they require it. In truth, the demand amongst our customers is quite limited and we find much more emphasis placed on British produce, seasonality and provenance.

The fact is that we live in a world of diminishing resource and not enough space to grow food to feed an ever-growing population means the GM debate is ongoing, so what does Reynolds think about this burning issue. "I don't think GM is the only answer. By investing in communities such as those I spoke about in Kenya, we help to increase the world's food supply by developing land resource which would otherwise be left barren, or at best under-utilised. The dual benefit of course is that we are providing a better standard of life for those who live there – now and for the future.

"We are also in constant dialogue with suppliers regarding best practices and sustainable farming techniques. Many of our growers are using and investigating new, natural methods and techniques to help reduce disease and improve yields. This often results in new varieties and strains that enable us to offer our customers real innovation on their menus. In short, GM might be an easy answer, but there is much more the industry can do to increase output if we work together.

Technology is playing an important role

in the complex sustainability battle, for example maximising yields and fulfilling consumer demand in out of season produce. "Where technology can play an active part in yield maximisation, such as irrigation, then this must be a good thing - as long as it's not damaging to the environment of course. It's our duty to ensure food security for our customers and society as a whole," concludes Reynolds.

Being a national company but at the forefront of the local debate, *Footprint* asked Reynolds to define 'local' for our readers. "Each of our customers has their own individual needs to suit their business. Some require produce to be sourced within a certain catchment area and others simply require British produce. It's our customer's own definition and understanding of local sourcing that is important to Reynolds and through our network of national suppliers we're able to meet these individual expectations," he explains. "For this reason we don't define local as such. We simply strive to keep our own food miles and deliveries to a minimum, using British growers wherever possible."

And he reckons seasonality is not a fashion to be put on and off with the zeitgeist. "Our customers tell us that seasonality is hugely important to them and to their diners, and with the renewed focus on British produce even more so. For this reason, Reynolds is always looking for more British growers to ensure we meet these needs. Our aim is to provide customers with information regarding seasonality and provenance in a timely manner so they





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can their plan menus effectively and take advantage of opportunities when they arise. Some fruit and vegetable seasons are so short that it's really important to get the pick of the crop when it's there," says Reynolds.

The retailers have stringent criteria for the vegetables they sell, which has a huge impact on wastage. But is it the same in foodservice? "Firstly, we feel that our standards match the most stringent within retail as our customers expect the best quality produce. However, this doesn't mean that 'inferior' product is necessarily wasted as it is most often used elsewhere in the food chain; in manufactured products, for example.

"Lesser grade product is also perfect for usage in soups, stews and other dishes where flavour is possibly more important than visible appearance. For this reason, where we can, we make these products available for those customers who wish to use them to enhance their margins.

"It's also worth mentioning that our growers are increasingly managing their crops better with advanced growing techniques; this ensures a superior end product, significantly helping to reduce the percentage of class II vegetables available. The reality is that in a lot of instances, the lesser grade fruit and vegetables aren't even available to buy in quantity."

And Reynolds is finding that the way to achieving sustainability is by forging a partnership with customers. "One of our longest customer relationships has been built over the past 20 years. As both parties

have grown, we have worked together to keep our carbon footprint to an absolute minimum. For example, our reusable crate scheme, used to deliver individual pieces of mixed fruit and vegetables, was developed as a joint initiative. This enabled us to significantly reduce the amount of waste cardboard we deliver to this customer and the procedure has since been rolled out throughout our business, leading to even greater savings – again, it's all about partnerships.

There's certainly a drive by chefs to source more Red Tractor produce and as a result Reynolds is taking on more accredited produce, he says. "We get asked for varying types of information from different chefs, but most concerns the provenance of our products. Our customers have different interpretations of what sustainable means and our mission is to understand these and rise to any challenges thrown at us."

Sustainability doesn't begin and end with foodstuffs and Reynolds has put in place a huge number of initiatives to help drive down its carbon footprint. These include, by no means exclusively; advanced driver training; mpg targets; 'smart-drive' technology; biofuel; sophisticated route planning systems: urban artic vehicles and of course regular maintenance.

"Most recently, we have just invested in new double decker articulated vehicles which will allow us to considerably reduce the amount of deliveries we make to regional depots. We are constantly looking at the viability of more environmentally

friendly transportation options," says Reynolds. "Of course, our supply chain flexibility and national coverage also enables customers to consolidate products with us, resulting in fewer deliveries.

Ian Booth, Reynolds' technical director, has just been involved in carbon footprinting the company "which has proved to be a lengthy procedure, but we are somewhat fortunate as our business has been measuring itself against certain criteria for some time now, so we have plenty of historical data.

"Reynolds is fortunate to have Ian's expertise and the entire technical department as a resource, which smaller businesses may not have. We also employed the skills of a Masters graduate who has worked hard to pull the data from each department together, using the Carbon Footprint Standard as a guide. Regardless of the complexities, it is something all businesses should do. If you can't measure it, then you can't manage it!," he says.

So what new efforts to make the business more sustainable lie in store for 2011, Footprint wondered. "We have many activities on the horizon including consolidated waste management schemes, a huge focus on British produce and distribution initiatives such as electric vehicle trials to name a few.

"The board is also about to review Reynolds' environmental targets for next year and I look forward to keeping you updated on our progress," says Reynolds.





## Committed to a better tomorrow

Sodexo's sustainability strategy to 2020, the Better Tomorrow Plan has been developed to consolidate its corporate citizenship efforts across the world and is built around three pillars: 'We are' - which embraces values and ethics, 'We do' - which sets out 14 commitments to action on sustainability challenges, and 'We engage' - which recognises the dialogue required to translate commitments into action.

In 2010 Sodexo has received silver status for the fourth consecutive year in Business in the Community's Corporate Responsibility Index and Tillery Valley, its prepared foods business, was awarded the Carbon Trust Standard.

For more information on Sodexo's actions visit [www.sodexo.com](http://www.sodexo.com)

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