

£10M BIN BONUS

25% of firms in voluntary waste deal are making hay

DEFRA'S DROWNING

No-one in Whitehall wants the waste portfolio

CHICKEN CRISIS

Campylobacter concerns force grocers into finger-pointing

NO QUICK BUCKS

Fast food the next target for living wage campaigners

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COMMENT

Year out, year in - and what have we achieved?

David Burrows
Editor



THIS LEADER has been tricky to write. At first I thought I'd look back at the year gone by - but we've done that across four pages inside.

We've had banana wars and good news for organic food. There have been climate change tomes and carbon emission rhetoric. The Footprint Awards in the summer took us higher, but the lack of engagement with the Public Health Responsibility Deal's key pledges brought us back down to earth. There has been data; so much data, in fact, that from issue to issue we don't know what to do with it all (hence we've started a new "datasheet" on page 8 for the stats that stand out).

Then I thought I'd look forward, with an air of positivity. But campylobacter, wage demands and food pricing bogged me down in a quagmire of sustainability dilemmas. Of course, that's where this magazine comes in - to lend a hand when you are stuck between your sustainable ambitions on the one side and commercial (and regulatory) reality on the other. So I looked back at what I wrote this time in 2013. My focus was on the voluntary deals, both in health and waste.

Regarding waste, the signs of progress are evident in the £10m of savings that signatories have so far enjoyed (page 19). With only a quarter of hospitality and foodservice involved, there is more to be done and more to be saved.

Health is proving trickier. In November the health minister Jane Ellison offered some warm words of encouragement on our comment pages. A month later McKinsey reported that the global economic impact of obesity is \$2 trillion (page 21), but 44 different interventions, many low or no cost, could make a huge impact. Portion control, reformulation of products and availability of high-calorie foods and drinks were the top three. And yet while many companies are willing to show calorie labels, few have taken the braver step of choice editing (and this could be extended to the "less meat" agenda too, page 21).

Waste and obesity will be key topics of discussion again this year, as will wages, energy and, with the hoped-for international deal in Paris at the end of 2015, carbon. But will yours be a business that discusses and delays or acts and accelerates?

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In the balance



Simplified labelling laws could confuse palm oil market; animal welfare concerns result in fall in meat consumption; and the ethics of Black-eye Friday

CONSUMERS CAN no longer be palmed off with the ambiguous term “vegetable oil” when checking product contents. The European Food Information for Consumers Regulation, which came into force on December 13th and also affects allergen labelling, requires a specific source: sunflower, rapeseed or palm.

The latter has had a pretty bad rap of late, with scorecards embarrassing big companies into more sustainable procurement practices. Large swaths of rainforest are cleared to meet rising demand – half of the average shopping basket contains the product.

But now it’ll be exposed on pack, two things could happen. Either demand for sustainably sourced palm oil rockets, or palm oil is ditched for other ingredients.

Speaking to Reuters last year, the head of MVO, the Dutch oils and fats industry body, said: “If palm oil keeps its bad reputation some food producers could stop using palm oil” For those who want to continue using palm the risk of criticism will be too great (who can forget Greenpeace’s KitKat campaign?) and they will be forced to publicly promote their plans (for example, by sourcing through the Roundtable for Sustainable Palm Oil’s certification scheme, CSPO).

Given that some manufacturers are reluctant to pay the premium for CSPO, and the food price war being waged, guessing which way it will go is much less clear than the new labels.

Meat cuts

RESEARCH BY THE Eating Better Alliance suggests that Brits are falling out of love with meat. Of 1,782 consumers surveyed by YouGov, 35% say they are willing to consider eating less meat – the key word being “consider”. Having said that, 20% admit having cut back on meat consumption in the past 12 months.

Ten reasons were identified for this “flexitarian” approach to diets, including (in order of priority): concerns for animal

welfare; price; food scares (see also page 22); health and provenance. Environmental impacts came further down the list.

Interesting to note is the fact that, in the same survey this time last year, 25% said they were eating less meat. This was attributed to the horse-meat scandal; and, possibly, because those eating less last year haven’t, well, eaten even less this year.

Black Friday a grey area

FOOTPRINT’S LATEST Forum focused on ethical labels (page 24). It followed a few days after the Black Friday sales war on the high streets. As a blog on the Guardian website alluded: “A day once synonymous with fighting for social justice [a reference to the police attacks on the Suffragettes in 1910] has been rebranded to being associated with fighting for large flat-panel TVs.” On the flipside, as a sustainability consultancy recently mused, in an age of growing hostility to consumerism it is worth remembering that one of the great contributions to civilisation made by private firms is to continually bring down the price of goods that were once only available to the very rich. One wonders how many shoppers paused to cogitate about the ethics and economics of it all before punching the person next to them and picking up the plasma-screen TV or deluxe Christmas hamper they had both been vying for? Perhaps if it had been low-energy or Fairtrade...



Less meat please, we're British.

Consumers say they want to eat less meat, principally because of animal welfare concerns and cost.

Is the time ripe for GM crops?

Europe is ploughing a lone furrow free of genetically modified foods, but are politicians to blame and do consumers deserve a choice?



buy GM food if it was labelled and on shelves.

That's a big claim. There are indications that people - a small but growing proportion of people - could buy into the idea. Research by IGD last summer showed that safety concerns were as strong as ever - 57% were concerned,

In 2003 *FARMERS Weekly* ran a cover story and five-page analysis about the GM debate. The piece started: "Much of the GM debate revolves around scientific data that even well-read consumers, farmers and journalists can struggle to grasp. So, who do you believe?"

Almost 12 years on and the "Frankenfoods" debate rumbles on, but the discourse is changing. "We pretend the debate is about science ... the science is very clear; really this is a debate about values," the government's chief scientific adviser said in November. Values and politics. Or perhaps the values of politicians?

Mark Walport was speaking to the Commons science and technology committee having just published a report asserting that the risks of genetic modification have been exaggerated. In particular, the EU's "precautionary principle" has offered politicians the chance to block cultivation.

The report says: "The challenge for the European Union lies in the diverse national perspectives on different innovative technologies. This raises the question of whether it is desirable for innovation in the European Union to proceed at the speed of the most cautious. That is a question for politicians rather than for scientists. But what

the scientists should expect is that the science is seriously considered."

Science has very much been a part of the GM debate and needs to remain so. There are rigorous risk assessments in place - and rightly so. But does current regulation offer politicians an unfair advantage? For years GM crops have been grown outside Europe while it ploughs a lone, GM-free furrow.

Consumers and the UK government may be warming to GM technology, but at European level it's a hot potato.

Walport, in his evidence to the committee, referred to Europe as an "outlier" that is "not benefiting as much as it can from these inventions". Others who were quizzed earlier in the inquiry (the committee is scrutinising Europe's regulatory regime for GM) also flagged the political dimension and questioned whether a minority with an ideological opposition to the technology is denying the majority the choice.

There is one piece of evidence we haven't really got yet, explained Professor Joyce Tait, director of the Innogen Institute at Edinburgh University, and that's how GM would fair in the European market. Her hypothesis was that "more than 50%" of the EU public would

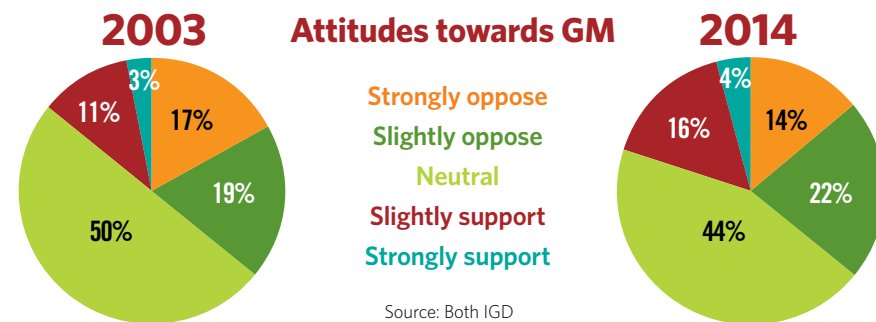
2008. However, the number of those strongly opposed to the technology has fallen, from 17% in 2003 to 14% in 2014 (see charts). The 2003 article in *Farmers Weekly* carried details of one poll showing that 33% of the public didn't want any GM in their food at all.

Public perceptions of GM have undoubtedly been affected by the early debates and poor PR of big biotech. Some of the early promises have also failed to materialise (though a recent meta-analysis by German researchers showed that GM technology adoption has "reduced chemical pesticide use by 37%, increased crop yields by 22% and increased farmer profits by 68%").

With food prices rising, opposition could also wane if GM provided better value. The GM tomato puree offered by Sainsbury's in 1996 outsold the competition by two to one. It was 20% cheaper. The argument, once again, is that if the science safety boxes are ticked, and the political risk assessments are OK, then the market should decide. Even some of those in the organic lobby - traditionally the strongest opposition - have called for consumer choice.

Consumers and the UK government may be warming to GM, but at European level it remains a hot potato. In November MEPs voted to grant member states the right to ban cultivation of a GM crop - even if it has been authorised at EU level. The new European Commission president has also axed the position of chief scientific adviser (the incumbent, Anne Glover, supported GM).

With some biotech firms already having refocused their efforts on agronomic issues facing growers outside Europe, can farmers or consumers here afford another 11 years of debate?



Now for fair pay

After fair trade and fair prices, the living wage is the next source of pressure for retailers and caterers.



THE LOCAL Co-op supermarket in North Berwick is closing down, with nearby Tesco having hovered up profits and customers over the past few years. Low price has, little by little, trumped high ethical standards.

In its place will sit an Aldi, much to the chagrin of Tesco. The discounters are in rude health and there is now the chance that even lower prices will trump the low prices that trumped ethically sourced food. It might seem as simple as paper-scissors-stone, until you throw in the fact that Aldi pays its staff "close to the living wage". We all know about fair trade for farmers and fair prices for suppliers, but what about fair wages for employees?

"The discounters are the market leaders" on wages, says George Gabriel of the Living Wage Foundation, which accredits 1,000 businesses, setting their minimum hourly pay. In November this was increased to £9.15 in London and £7.85 elsewhere. The minimum wage is £6.50. Nestlé is among its big catches - the first major food manufacturer to make the commitment. "We're still waiting for the first major British grocer to pay the living wage," says Gabriel, adding: "Imagine how challenging it would be for a Sainsbury - a value-based brand - to sit back while Aldi and Lidl became the first."

Business reputation is at stake - a survey by GLA Economics found that 70% of employers felt their reputations had been enhanced as first movers. Sodexo may soon be among them, having committed to make two bids when it tenders for contracts, one with the living wage and one without, as part of the foundation's service provider recognition programme (see page 11).

For those offering public-sector services, charging more is never easy. The chancellor announced a further £60 billion of spending cuts by 2020 in his autumn statement, and local government is expected to bear the brunt. With caterers already charged with sourcing more Fairtrade, organic, healthy and seasonal products, how do they then ask for more money to pay a sustainable wage?

The British Hospitality Association says the living wage "cannot be implemented without destroying jobs", while the British Retail Consortium notes the "range of benefits" staff get on top of wages, such as pension contributions and in-store discounts of "up to 15%". Campaigners, in turn, point to the boardroom. Figures published by the High Pay Centre show that the CEOs of Whitbread and Compass are paid 415 and 418 times the average employee.

Labour's promised tax breaks for companies

that pay the living wage could help. The party has also made the payment of the living wage under government contracts a "priority". About 30,000 workers could be affected by such a move. Government leadership could also stimulate wider uptake; research by KPMG shows that 5.28m people earn less than the living wage.

As awareness increases, the spotlight turns on those that are struggling to meet expectations. This is a position that not only the grocers have found themselves in.

As Footprint went to press, workers at fast-food companies in more than 190 US cities were gearing up to walk out in the latest of a series of protests demanding a higher minimum wage. And the feeling is contagious.

Meetings have taken place between the US representatives and the Bakers, Food and Allied Workers Union in the UK. McDonald's, where 90% of workers are on zero-hours contracts, is in the firing line as protesters call for a £10 minimum. It hasn't helped itself with statements claiming that workers start on "more than the national minimum wage" - £6.51 rather than £6.50. "Low-cost food retailers don't have to have a low wage structure," Gabriel argues. "Look at Mercadona [the Spanish discounter] which pays almost double the minimum wage."



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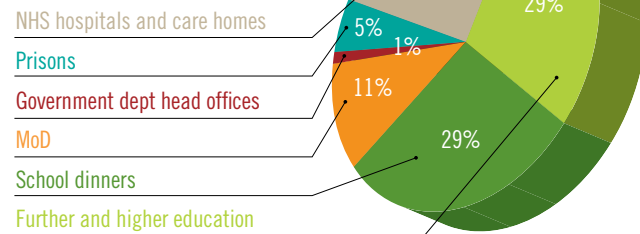
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Big spenders

The public sector spends £2.4bn a year on food and catering services. That's about 5.5% of all foodservice sales.



Source: Presentation by Peter Bonfield at the Soil Association school food plan briefing day, November 2014. Bonfield led the team which created the new procurement plan for government, published in July 2014.

Cut in carnivores

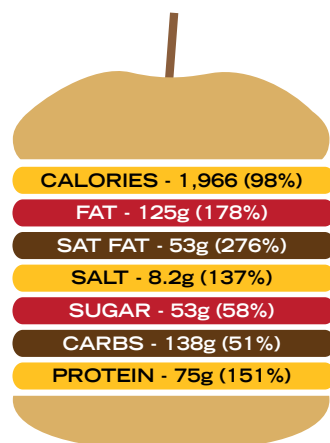
More of the public are distancing themselves from meat. A YouGov survey found that one in five Brits are eating less meat than a year ago.



Source: Eating Better report, December 2014.

One a day

A new burger launched by pub-restaurant chain Hungry Horse has attracted the ire of nutritionists. It's laden with 1,966 calories and comes with the strapline "So wrong it's right". There's no bun as it comes in a couple of doughnuts.



Percentages are of recommended daily intake for adult woman. Source: Hungry Horse website, November 2014. The stats are hard to find and there are no nutritional labels on the menus. Better the devil you don't know.

Cool savings

Baking bread requires a lot of energy - especially on an industrial scale. Campden BRI and Spooner have improved efficiency of ovens by tinkering with the flow of air. The result: 4.7% less gas is used in a commercial three-section oven.



Source: Campden BRI, November 2014

Mind the gap

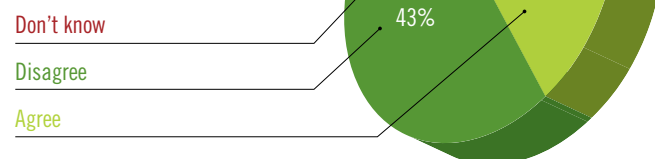
Britain's top executives are now paid about 130 times their average employee. Food bosses make up half of the top 10, earning up to 418 times as much.

Company	CEO pay (£000)	Av employee wage (£)	CEO/worker multiple
Compass Group	5,532	13,248	418
Whitbread	6,374	15,362	415
SAB Miller	6,463	17,698	365
Associated British Food	5,251	14,558	361
Unilever (UK)	6,440	23,920	269

Source: The High Pay Centre, August 2014, using statistics from company reports.

Urgent action

Chancellor George Osborne once famously said: "We're not going to save the planet by putting our country out of business." The public, it seems, don't agree. Populus asked 2,000 people whether they thought taking action on climate change was likely to have a negative effect on economic growth.



Source: Populus, November 2014.

My viewpoint

A secretive new EU-US trade deal poses a wide-ranging threat to localism, the environment and food safety, writes **Polly Jones**.



“THE TRANSATLANTIC Trade and Investment Partnership (TTIP) is an ambitious trade deal currently being negotiated between the EU and US. Talks began in July 2013 and negotiators hope to conclude them next summer. The aim of the deal is to remove tariffs and regulation to create new and equal business opportunities for EU and US companies. There are many reasons to be concerned about TTIP. The government's questionable economic modelling suggests that at best TTIP would only benefit each person in the UK by £2 a week and that wouldn't be until 2027. The costs are very serious and include lower environmental, labour and food safety standards, liberalisation of public services and new powers for corporations to sue governments.

TTIP could have significant implications for public procurement at national, regional and local government level. All the calculations for the benefits of this trade deal assume that public procurement will be liberalised by 50%. This not only means an expansion of contracting in services from businesses but would also require the removal of local authorities' requirements to source and employ locally. Under TTIP, US and EU companies would have to be able to compete on the same terms for local business - this is why many US businesses think that "buy American" policies to support US businesses are at risk from the trade deal. With the TTIP negotiations shrouded in secrecy, it is impossible to know for certain what its implications will be. No MPs and

only a handful of MEPs are allowed to see the draft recommendations about what the deal should include. Hundreds of thousands of people across Europe and the US are calling for an end to the TTIP talks. There have been protests in many countries, including the UK. Local councillors are being lobbied to designate TTIP-free zones. We are campaigning to stop TTIP because if passed it will be a blueprint for all future trade deals around the world and one that threatens public services, the environment and democracy.”

Polly Jones is head of policy & campaigns at the World Development Movement

The Political Print

THE EUROPEAN Commission is not known for its ability to unite public opinion and sure enough it was at its divisive best in November with the decision to scrap its most senior scientific position, that of chief scientific adviser (CSA). The last incumbent, Professor Anne Glover, will not be replaced when she leaves office at the end of this month, spelling the end of a short-lived role that was created in 2012 in response to calls to strengthen scientific advice and evidence-based policy in Europe.

Greenpeace was vocal in lobbying for the removal of the role, arguing that it concentrated too much influence in one person; although the fact that the one person happened to be a known proponent of GM crops may have been just as strong a rationale for the pressure group (see page 6). Where this leaves the much-vaunted principle of evidence-based policy is unclear. Science and policy are not always happy bedfellows, a point perhaps best demonstrated by Owen Paterson, who was notoriously reluctant to seek the counsel of scientists, most notably over climate change. Twelve months into his job as environment secretary it was revealed that Paterson had never been briefed by Sir Ian Boyd, the chief scientific adviser at his own department.

Paterson is entitled to his view but his diffidence shouldn't obscure the value of chief scientific advisers even if their role is

perhaps of greater importance symbolically than in practice. In an ideal world, vested interests - whether those of businesses or pressure groups - would have no role in the formulation of policy, only its implementation, and policy would be left to politicians informed by the best available science. If only the world were that simple.

Of course, politicians have their agendas and biases as much as businesses and pressure groups - and all will happily distort evidence so that it shows exactly what they want it to show. However, the point remains that if the public are to have confidence that policy is based on evidence, this evidence must be guided by quality, impartial science.

Roles such as chief scientific advisers underpin democratic systems of governance and provide a conduit between science and policy. Without them we risk policy being determined by who can shout the loudest or, dare we say it, pay the most.

Breaking a caffeine habit

2.5bn coffee cups are thrown away in the UK every year. But how can we get commuters to switch to reusable for their morning jolt? By **David Burrows**.



LAST WEEK, confronted by a supercool, superhot, tattooed barista, I tentatively asked for my morning hit. In my bag sat a reusable cup; I was armed and ready to do my bit for the environment. But face-to-face with this caffeine-prepping bohemian and suffocated by the melee of commuters behind me, I forgot and took a disposable one. Along with my ethics, it ended up in the bin.

On the commute, a decent coffee can offer a chink of light through the morning drizzle. But it has to be convenient – and this is what’s made the disposable cup, well, indispensable. The result? Huge amounts of waste. According to the best guesstimates, my takeaway cup is one of 2.5 billion given away in the UK each year. Surprised? You might well be. But here’s the killer: practically none are recycled.

A new scheme called Simply Cups has been launched to collect and recycle about 3m cups a year. Huhtamaki and Solo Cup Europe were among the first partners, as well as catering company BaxterStorey, retailer John Lewis and facilities firm ISS. This month, Costa came on board: it will provide rich pickings for Simply Cups at its concessions dotted across single-occupancy commercial buildings.

Big corporate HQs, where staff drink gallons of coffee and all the cups stay on site, will be the scheme’s bread and butter. On-the-go will be a much tougher waste stream to capture, which makes the argument for reusable cups compelling.

There have been several lifecycle analyses on reusable versus disposable, recyclable

and compostable cups. One of the most referenced is by Professor Martin Hocking from the University of Victoria in Canada. In 1994 Hocking compared the three types of reusable cups (ceramic, glass and reusable plastic) with two types of disposable cups (paper and polystyrene foam). It’s a bit like paper-scissors-stone, but with more materials and more maths. So which wins?

Life cycle analyses on cups are a bit like paper-scissors-stone, but with more materials and more maths. And plastic beats paper

The rule of thumb is that ceramic has the biggest footprint, so you need to use it the most times, followed by plastic and then glass. Foam is also much lower-impact than paper, but no-one uses it any more. The interesting figures are the ones in the first column (see table) for paper, which show that a plastic cup only needs to be used 17 times to beat a paper one. Plastic beats paper – in the long run. Manufacturers of reusable cups suggest these figures still hold

Break-even matrix. Each number shows the uses necessary before the reusable cup listed on the left, becomes equally energy efficient to the disposable cup listed on the top.

Reusable Cup	Disposable Cup	
	Paper	Foam
Ceramic	39	1006
Plastic	17	450
Glass	15	393

true – accepting various caveats, from the efficiency of the dishwasher used to clean the reusable cup to the final destination of the paper one.

“The break-even point for one of our cups [where it becomes greener than a disposable one] is about 15 uses,” says KeepCup’s founder, Abigail Forsyth. KeepCups are made from similar materials to plastic milk bottles, so they are durable and can go in the dishwasher. “The challenge is that you sell a cup and you have no idea what happens to it, or how many times it’s been used,” she adds.

James McKay, the founder of UpperCup, says it comes down to breaking a habit: ordering a coffee, drinking it, then throwing the cup in the bin without a real thought for the consequences (a bit like taking bags with you to the supermarket).

“It really takes a product to come along that people love, that they love to use, that enhances their experience, and that represents their values and ideas. I think no matter how much you beat people over the head about the concept, unless you create something that is truly great, people won’t use it.”

My situation the other morning wasn’t because my KeepCup wasn’t cool enough – it is. Nor was it that the barista was too cool – though they are. I didn’t use the cup because it hasn’t yet become habit. Next time – and at least 16 after that – I’ll definitely be using my KeepCup.

David Burrows is editor of Footprint. This is an abridged version of an article he wrote for Caffeine (Aug/Sep 2014).

Level headed

Some organisations may feel that equal pay and the living wage are insurmountable challenges after years of recession. Sodexo boss Debbie White isn’t one of them.

Jo Roberts reports.



FAIRNESS IS NOT a word currently associated with British business. While the UK officially came out of recession last year, workers are still feeling the pinch. They are taking home less than they did in 2009, according to ONS figures. While workers struggle on lower wages, the gap between chief executives and those lower down the chain is getting bigger, sending the message that big business is not looking after its employees.

Women in particular are being punished with lower pay than their male counterparts. A report published by the Chartered Management Institute last year showed the gender pay gap widening in management, with female managers in their 40s earning more than a third less than men.

The foodservice and facilities management company Sodexo is attempting to redress the balance by implementing company-wide systems that aim to instill a sense of fairness in its business. It’s in the process of introducing an auditing system in a bid to stamp out the gender pay gap by collecting the pay data of its 35,000 employees. Debbie White, the chief executive of the UK and Ireland arm of the business, is driving the scheme, not least because she believes that business has a duty to ensure any pay discrepancies are ironed out.

Appointed to the main board in January 2014, White is a keen defender of women’s rights, regularly airing her views at public speaking events. The business has signed

up to “Think, Act, Report”, a framework that promotes gender equality in the workplace. Sodexo ran a pilot audit in 2014, but the complexity of collecting data from all its employees means that it doesn’t expect to roll out the system fully this year.

“I think as a responsible business we should be reporting these figures, we should be made accountable,” says White. “I’m a strong believer that businesses should be held accountable for things where they can have a major impact on the community in which they live and work.”

“I’m a strong believer that businesses should be held accountable for things where they can have a major impact on the community in which they live and work.”

That’s easier said than done, though, and the company’s gender equality audit is complex. “We’re in the process of working out job families,” says White. “The most important thing is to make sure you’re comparing apples with apples and that is challenging with six business sectors, with multiple head office functions.”

That’s not an excuse to back out – rather an invitation to make it work. The results of the audit will be publically available, and the plan is for the figures to relate to gender as well as ethnicity and disability where the data is available. Investigations will be carried out if there are discrepancies in pay, and “we will seek to address them where we know them to be unfair”.

While the gender pay gap has been

widening, workers at the lower end of the scale have been losing out too. White says Sodexo has been looking to address this for a while. For the last year she has been working on a public-sector pledge, which will be published in February or March.

A key component of this pledge is introducing the living wage – an issue that will be firmly under the spotlight in the run-up to the general election. The British Hospitality Association says introducing the wage will “destroy jobs” (see page 7).

But White is someone who sees solutions rather than problems.

Given that 90% of its employees work on other people’s sites Sodexo can’t simply introduce a blanket increase. Debbie has formed a public-sector board. “We’ve been working on what we are here to really do and how we can really make a difference,” she explains.

One of Sodexo’s pledges is to always offer an alternative bid that includes the living wage when it tenders for contracts. White says the company is also pledging to engage with clients on a frequent basis to discuss moving all employees to a living wage. To cement this commitment, we have signed up to the Living Wage Foundation Service.

White says business has a duty to look after its employees. As the economy swings back into action, it makes sense for Sodexo to put its head above the parapet and make a name for itself as a responsible business to attract and retain the very best staff to serve its clients.

Fish, fat and food fraud

2014 in review, from the worsening obesity crisis to the case of the missing horse-meat report

'It's sad that not many young people see the hospitality industry as a natural place to work, so we need to be promoting how great it is'

Alastair Storey, BaxterStorey CEO, January 2014



Published not publicised: DEFRA sneaks out its update on greening government targets. It's not all bad news, but some departments fail to meet any of the standards for food procurement

59% - the number of diners who don't want to have to think about food waste when eating out



Climate chore: Intergovernmental Panel on Climate Change publishes its latest report; will anyone read the 2,600 pages and will it stimulate political action?

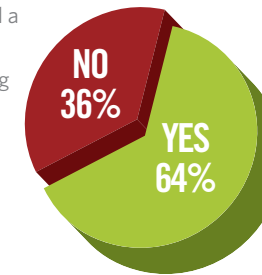
'We cannot certify or label people out of poverty. Let's educate people out of poverty' Hans Jöhr, Nestlé head of agriculture, gets frank about Fairtrade

Organic growth: Sales of organic food rise for the first time in four years



\$1 It takes \$11 to reap the same economic output from a male farmer as from \$1 invested in a woman

Sweet laws: will a sugar tax could help tackle rising obesity levels?



Source: Foodservicefootprint.com



Soy scandal: WWF-UK challenges foodservice companies over their soy sourcing with Sodexo, Compass and Nando's all criticised

Lucky number seven: Fruit and veg intake should be seven portions, not five, say researchers at University College London



'It's been a crazy journey, but very rewarding' Vance Fairman-Smith, head of supply chain and purchasing at Spirit Pub Company, sums up the company's reverse logistics waste initiative

Horse report goes missing: The government's review of the horse-meat scandal seems to go missing in Whitehall for a few weeks



Royal disapproval: Nothing more than a tax on plastic bags in the Queen's speech left the greenest government ever red-faced again



Awards delight: Judges for the Footprint Awards 2014 struggle to pick winners, with entries and levels of quality both surpassing expectations

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

Fat burner: Companies commit to remove enough fats from their products to fill a swimming pool



Bin barrier: Foodservice companies may be getting a raw deal from their waste contractors



Banana wars: Supermarket price wars are trapping banana farmers in a cycle of poverty



'Human beings know what makes them fat - they know the whole equation behind food and exercise. If people don't eat healthily it's not the fault of the chefs or the marketers or even the supermarkets' John Torode pulls few punches in an interview with Footprint

'The biggest climate challenge is that most people accept the problem, but don't live as though they do'
@JonathanRawson



Big plans for small beers: On-trade sales of craft beer rise 84% in draught and 40% in packaged

'When progress through the Responsibility Deal is slow it makes sense to consider other options too' Professor Susan Jebb, chair of the Responsibility Deal's Food Network, welcomes progress thus far but wants more from the out-of-home sector



The Costa care: The Daily Telegraph reports that fast-food outlets are swamping England's hospitals and 'fuelling the obesity crisis'



Scotland says no: Scots decide not to leave the union



Food plan: Foodservice welcomes the latest food procurement scorecard for central government buying. Three-quarters say it will make public procurement more sustainable
Yes - 75%
No - 25%

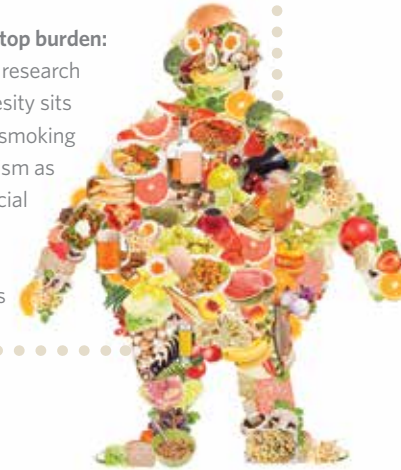
Source: Foodservicefootprint.com

'Voluntary action has produced real results. We are building from a good base' Parliamentary undersecretary of state at the Department of Health, Jane Ellison, writing for Footprint



£10m: The savings made by companies in the first year of the hospitality and foodservice waste agreement

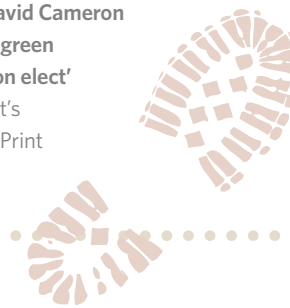
Obesity a top burden: McKinsey research shows obesity sits alongside smoking and terrorism as the top social burdens generated by humans



Feeling the pinch: NHS England publishes its five-year plan, warning that obesity could bankrupt the service



'Some NGOs have been cooing on the back of Ed Miliband's warm words, much like they were four years ago when David Cameron was the green champion elect' Footprint's Political Print



Law change: The Food Allergy Information Regulations are introduced



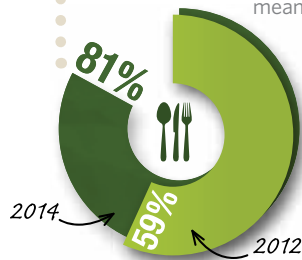
38% Numbers turning to food banks rise 38% despite economic recovery, according to the Trussell Trust

£1.78bn Sales of Fairtrade rise 14%



JULY

Resting on their laurels: More than 80% of restaurants describe their business as green and 34% don't want to be any greener. Does that mean job done?



Truss in me: Liz Truss replaces Owen Paterson as environment secretary



AUGUST

Not loving it: Footprint research shows how high-street chains are failing to embrace calorie reduction pledges



Subway's higher standard: Subway the only brand to have committed to both calorie labelling and reductions

SEPTEMBER

Elusive catch: 86% of England's primary schools are missing out on sustainable seafood

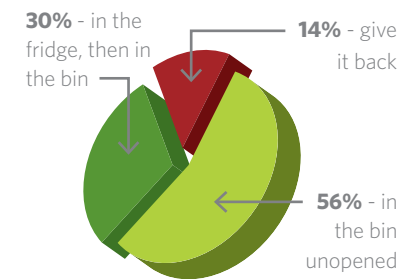


Food fraud review: Professor Chris Elliott recommends the formation of a food crime unit as he publishes his review of the horse-meat scandal

OCTOBER

Top marks: Sodexo comes top of the Dow Jones Sustainability Index, consumer services sector. McDonald's and Starbucks drop off the influential list

Where salad ends up



Salad dodging: Almost all bagged salad offered with takeaways is wasted



More pledges, less salt: 35 companies sign up to 2017 salt reduction pledge under Responsibility Deal

DECEMBER



Space age is over for supermarkets

Shoppers are turning away from megastores towards convenience. Combined with growing urban populations and stricter regulations on emissions this will test supply chain logistics to the max, say **Alan Braithwaite** and **Chris Melton**.

BRITISH SUPERMARKETS have traditionally been addicted to space. But, as Goldman Sachs reports in its Europe Retail Review, they have to backtrack. It suggests the big players close one in five stores to have any chance of meeting customer demands for convenience and stalling the rise of the discounters. The advice echoes recent comments by the Waitrose boss, Mark Price, who claimed the big four supermarkets have an estate for "how people shopped two decades ago".

Shopper habits are changing fast. No longer do Brits wheel a stacked trolley around an out-of-town megastore as they stockpile for the week. Four in 10 people may visit a convenience store at least once a day, according to Waitrose's 2014 Food and Drink Report. And that is forcing a rethink.

Tesco admitted a couple of years ago that the large out-of-town stores are a "less potent force" than they once were. Its new boss, Dave Lewis, has put the brakes on some further openings as the country's biggest supermarket reassesses its estate. Asda is doing the same.

The Institute of Grocery Distribution has estimated that £3 billion less will be spent in stores larger than 25,000 sq ft by 2020. It predicted that the average number of food retailing channels used by customers will climb from 3.9 this year to 4.9 in 2016. Convenience is king in the UK's £174.5 billion

grocery retail market, but the same growth is expected for the foodservice channel, as a population that is on the go will drive demand for institutional catering, restaurants, pubs and fast food.

The supply chain implications of all this can be summed up in three words: fragmentation, proliferation and complexity

Now consider research into city distribution patterns by LCP Consulting, which indicated that there will be 700,000 more people in the Greater Manchester conurbation by 2050. That's just one city in a world where the population is exploding and everyone is heading into towns. In the UK, these inhabitants will want healthy food on the go, a network of convenience stores, click and collect and home delivery fulfilment services.

As a result, store service is increasing in frequency, reducing in drop size and becoming more time critical. This puts pressure on smaller retailers, convenience stores and the hotel/restaurant/café channel as they often don't have the space to hold products in appropriate conditions.

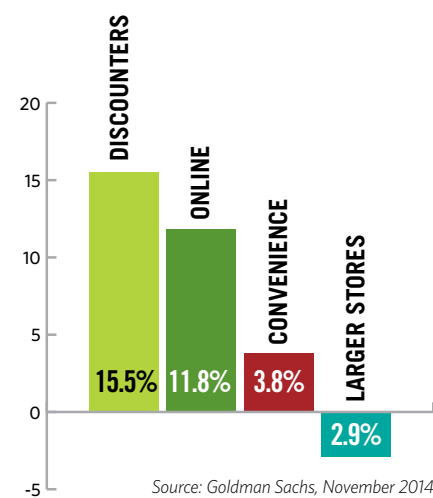
Meanwhile, city and conurbation authorities are increasingly concerned with air quality and congestion. An increasingly fragmented, proliferating and complex freight and logistics picture is in their sights for increased regulation. The UK was recently reprimanded

by the European court of justice, which ruled that it must act "as soon as possible" to clean up illegal levels of air pollution.

A key EU transport policy is for zero-carbon logistics in cities by 2030. Restrictions can be expected to increase and this may push up costs for operators and prices to retailers. The paradox is that growth in convenience may reduce passenger journeys to out-of-town outlets while adding more small freight vehicles with more frequent deliveries and an increase in particulate emissions.

As urban populations grow rapidly, no one really knows what this will mean for customer preferences and behaviours. The authorities

Grocery sales to 2020



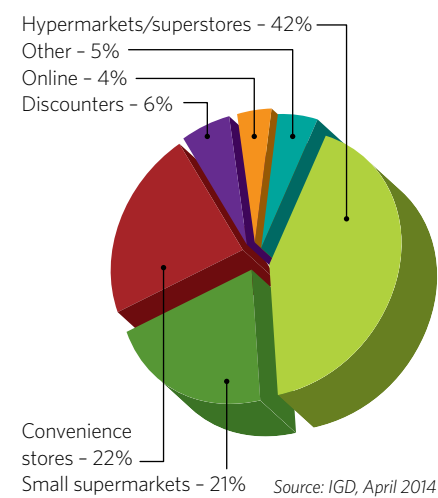
cannot wait to find out and do not have the subtle controls to micromanage the situation; they will likely tighten the screw on all transport including freight.

The supply chain implications of all this can be summed up in three words: fragmentation, proliferation and complexity. As a white paper by LCP Consulting in 2011 concluded, there will need to be "radical and difficult changes in freight transport policy and investment if it is to contribute fully to the twin goals of economic prosperity and environmental sustainability".

The implications for distributors, retailers, outlets and producers are profound. The big supermarkets are already considering the consequences of their dash for convenience inside their distribution centres. Convenience retailing takes a much shorter range in smaller quantities with increased frequency by category; supermarket retailers' distribution centres are not configured to handle this. The convenience channel also tends to demand smaller pack sizes and case quantities and this requires more warehouse space in the distribution centres, since they still have to service the supermarkets.

That is not the only operational pitfall of the current ways of working. All foodservice and convenience operators have spent the last 20 years consolidating their distribution operations to maximise distribution centre efficiency, reduce overheads and save stock. This has increased food miles. The now unwanted implication is that delivery efficiency will decay over longer distances

UK grocery market



as drop sizes reduce and daily lorry capacity erodes. The only way to overcome this is to start from closer to the customer or increase consolidation to improve the efficiency of the final delivery.

Then there are several knock-on effects for suppliers. First, there will be pack size proliferation that must be accommodated in their plants, reducing run lengths, increasing changeovers and eroding fixed cost recoveries. Second, there will be more points for delivery and in smaller quantities, more frequently. Third, promotional activity across channels will be more difficult to plan and forecast, with peaks combining to create supply and stock conflicts; this will drive more stock into the chain or cause more supply failures.

Actors along the food supply chains for convenience and foodservice will have to creatively rethink their operations

This fragmentation, proliferation and complexity will soon be further complicated by increased regulation by city authorities. Before then, the actors along the food supply chains for convenience and foodservice will have to creatively rethink their operations. Economics and practicality will force this and it will not be easy.

There are some useful pointers to future structures and approaches. One is collaboration; the IGD is promoting this through its Project Starfish, which has identified significant potential for drop and locality concentration by mapping activity across part of the supply base. Making this happen will be a challenge for three reasons. First, there is a cost in the consolidation process from different loads onto the same truck - not every load is viable. Second, dividing any net benefits is a difficult negotiation. And third, there are major concerns about commercially confidential information getting out.

Another is a feasibility project into the viability of urban logistics centres, supported by the Transport Systems Catapult. The think-tank says its mission is to identify ideas that can be converted into jobs, growth and prosperity in the field of "intelligent mobility" - the systems that create efficient movement of people and goods. Our company was

Convenience will be king

By 2019 ...

... convenience stores will make up 25% of grocery market

... superstores' share will fall from 42% to 34.9%



Source: University of Southampton, July 2014

part of the consortium that worked on this scoping study.

The conclusion has been that open-access urban logistics centres (hubs where goods are switched from diesel to electric vehicles) can be made to work, using city-friendly, zero-carbon electric lorries for the final miles. This type of operation can overcome the barriers that Project Starfish has identified and largely mitigate the perceived extra cost. The moment that cities make logistics more difficult and costly in pursuit of their easy living and environmental goals, the economic and service balance will tip in favour of such solutions. Those in the convenience and foodservice sectors should be looking at



this new horizon for their operations and starting to plan; leaders will be rewarded and followers will be disrupted. **Alan Braithwaite (top picture) is chairman and Chris Melton is a consultant analyst at LCP Consulting. Braithwaite is also visiting professor at Cranfield University school of management.**

Wasting away

Leadership is lacking on waste policy as cuts and crises undermine DEFRA's ability to take charge.

DEFRA UNDERWENT its annual review recently. It's been a tough 2014 for one of Whitehall's smallest departments. There were the devastating winter floods; yet another change in secretary of state; ongoing crises involving milk prices and bovine TB; and the horse-meat inquiry. All this to manage but with even less money: the 2010 spending review required the department to cut non-capital expenditure by 16.7% to £2 billion this financial year, and next year it'll be squeezed further to £1.8 billion.

It's hardly surprising that ministers and officials have had to prioritise – and the resource minister has been the fall guy. “Dan Rogerson’s heart is in the right place but to put resource efficiency and waste properly at the heart of government would require an Office of Resource Management, headed by a minister, to co-ordinate [cross-departmental] interests in the subject,” says one observer.

DEFRA might well have responsibility for the waste portfolio, but there are other ministerial fingers in the pie. The Department for Business, Innovation and Skills has a new “waste champion” to push the waste-based bioeconomy, while the Department of Energy and Climate Change looks after renewables, including energy-from-waste and anaerobic digestion. And who could forget Eric Pickles at the Department for Communities and Local Government, who has thrown his weight behind a return to weekly kerbside collections?

This myriad of interests has left the government without a plan for waste policy. During the inquiry by the House of Lords

science and technology committee that led to the BIS waste champion, officials and ministers came under fire for a “hodgepodge” of incentives and policies. “Where is the overall strategy?” demanded Lord Willis of Knaresborough. “Who is in the lead? It seems to me that each of the different departments ... all have different priorities for waste and nobody brings it together.”

DEFRA, perhaps understandably given its budget, has been gradually moving to the sidelines. Its Waste Review 2011, published a year after the coalition came to power, set the scene: it contained no new targets or legislative drivers. In November 2013, in one of his first acts as resource minister, Rogerson penned an open letter to the waste sector. He wrote that his department would be “stepping back” in areas where “businesses are better placed to act”. He blamed funding cuts.

As the floodwaters rise, the environment secretary is unlikely to prevent further flow of waste policy across Whitehall

The industry has often looked back in anger at these words, but is there no future for waste policy at DEFRA?

If a speech by the latest environment secretary is anything to go, perhaps not. Liz Truss, who replaced the unashamedly climate-sceptic Paterson in July, failed to mention resources or waste at the autumn Conservative Party conference. Her focus will be floods and food.



Political pull: A number of Whitehall departments are involved with waste policy, but none are taking the lead.

The UK is set for another very wet winter and, as the floodwaters rise, Truss is unlikely to prevent further flow of waste policy across Whitehall. This has allowed the government to tread water. “It’s hard to be exact when identifying just how damaging the lack of policy direction from government has been, but most would agree that it has put the brakes on planned development, left the industry in two minds about investment priorities and seriously derailed planned investor activity,” says Adam Read, the waste management practice director at consultants Ricardo-AEA.

Waste contractors and resource-conscious businesses require vision and leadership from the government. Wales, and before long Scotland, provide evidence of how clear policies can deliver real change: Wales is recycling 54.3% of household waste, compared with England’s ossifying rate of 43.2%; Scotland has new regulations which will push up recycling rates and already requires many businesses to separate recyclables and food waste.

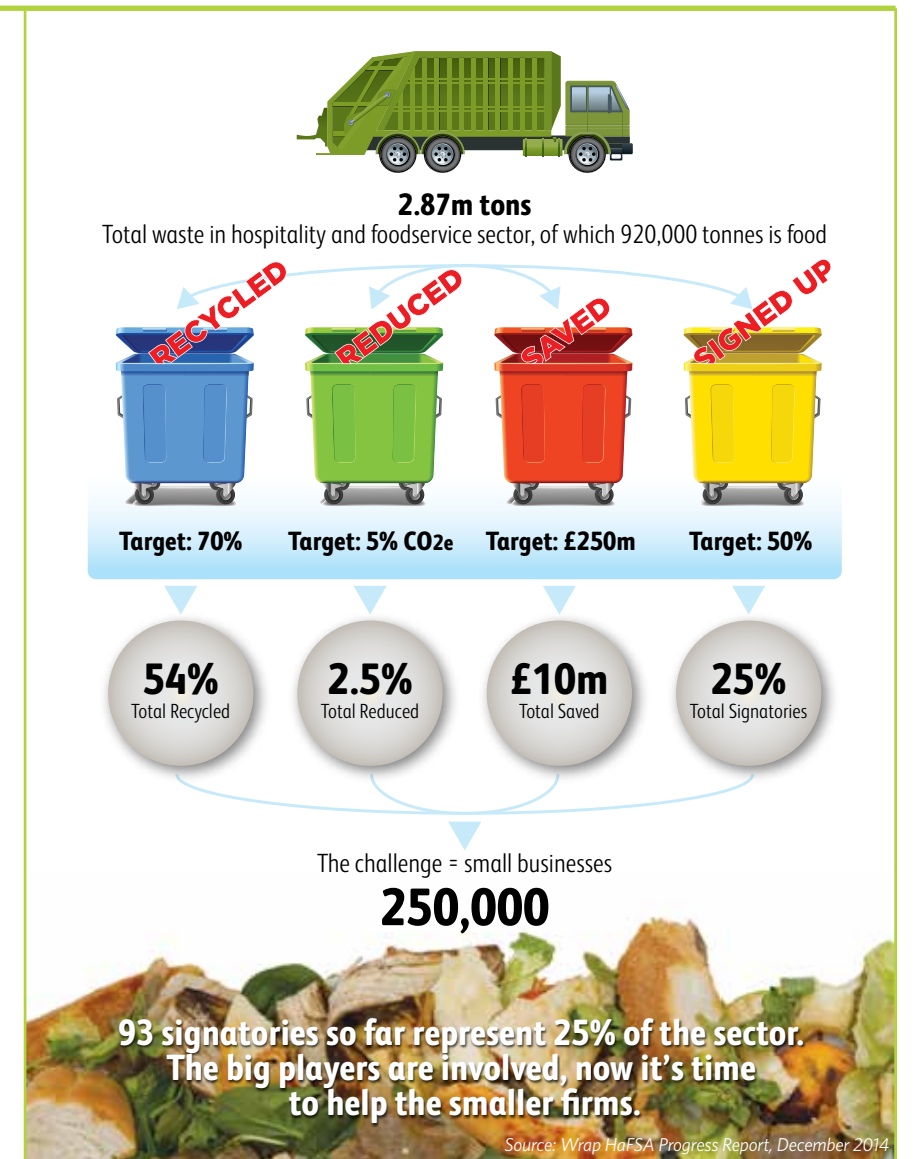
In its recent policy report, “Mapping the Politics of Waste”, the resource management company FCC highlighted the “significant” move by the Scottish government to position waste as an economic opportunity, at the heart of a circular economy. With 50,000 jobs at stake and a potential £3 billion boost to the economy, can the UK afford to miss out? Waste policy is at the heart of new economic thinking, so the government needs to start using its head.

Firms missing out on waste scheme

Foodservice companies save £10m in a ‘really encouraging’ 12 months but most of the sector is yet to get on board.

FOODSERVICE COMPANIES have saved £10m through a voluntary scheme to reduce their waste. It marks what the co-ordinator of the initiative, WRAP, describes as a “really encouraging” first year. “We’ve seen interest from across the board and there are signatories from all the nine subsectors” in hospitality and foodservice, explains Charlotte Henderson, programme area manager for hospitality at WRAP.

So far, 25% of the industry by turnover have signed up as signatories and, in doing so, agreed to monitor and measure their waste. Of course, that leaves 75% that haven’t joined the club. The message to them is clear: you are missing out. “There are many other things with a much bigger business priority than waste, but when you put a financial benefit onto the issue, it suddenly becomes a great thing to do,” says Ken Mulholland, packaging service manager at Brakes.



Wrap estimates that across the sector £2.5 billion is lost due to food waste alone. The plan is to cut waste by 5% by 2015 based on carbon emissions. Caterer BaxterStorey, another signed up to the scheme, has already cut food waste by 81% by weight at one large London site – a move that has increased gross margin by £13,500 in seven months.

The Empire Hotel in Llandudno, Wales, has also set about reducing the number of side dishes it offers guests, reorganising its procurement and refrigeration procedures and redistributing anything that’s still left over. The result? “We’ve cut food costs by 10%,” says general manager Elyse Waddy, “and that’s far more than we ever anticipated.”

With all these benefits, the real surprise is that more businesses haven’t signed up. But Henderson is under no illusions that progress will be steady rather than startling.

“Change will take time”, but the first year’s results “demonstrate that collectively the signatories are making progress and reducing food waste as well as recycling more. It’s the start of the journey.”

It’s only 12 months since the scale of the sector’s waste problem was first highlighted. In its report, “Overview of Waste in the Hospitality and Food Service Sector”, WRAP calculated that 2.87m tonnes of waste are created every year, with 46% recycled. The 93 signatories to WRAP’s agreement, HaFSA, have already hit 54%, which puts the 70% target within sight. Waste has also been cut by 6,100 tonnes, albeit against a backdrop of the 920,000 tonnes of food waste created annually. As the progress report concludes, the cost of food waste to signatories stands at £250m – a £10m saving is a start but there is “still a lot more that can be done”.

Food for thought

While the Government's latest Responsibility Deal pledges for salt reduction are more stringent than ever, **Susan Gregory**, Head of Food at Nestlé Professional®, looks at why they're only a starting point in the battle to reduce the nation's salt intake ...

"It's widely accepted that too much salt is bad for us and research shows that reducing intakes by just 1g prevents 4,147 premature deaths and saves the NHS £288 million each year .

Hailed a huge success, the Government's Responsibility Deal pledges for salt reduction have been credited for playing a major role in helping to cut daily salt intakes by five per cent in UK diets. To keep the momentum going, the latest set of pledges – which sets targets for 2017 – aim to help us further reduce salt intakes to the recommended maximum of 6g per day, for adults.

With such an ambitious aim in mind, this time round the pledges are more stringent than ever and take into account an even wider range of food categories. Whereas the 2012 targets focused on foods which were the highest contributors to dietary salt intakes (such as bread, cured meats and cereals), targets have now also been set for a wider range of food categories, such as gravies and bouillons.

Exceeding expectations

More than 30 companies have signed up to the new pledges, from supermarkets and contract caterers to major food manufacturers, including Nestlé Professional®, and I would urge all companies across the foodservice sector to join us.

However, while there's no doubt that those who sign up will be working hard to reduce salt in their products and recipes in line with this, if we are to collectively achieve the ambitious target set by the Government, we have to view the new pledges as another step in our continuing



Susan Gregory, head of food at Nestlé Professional®

journey to help reduce salt intakes.

Nestlé Professional® has been reducing salt since 1998 and we have had a global salt reduction policy in place since 2005. Before the new pledges were introduced, we had already turned our attention to products that weren't covered by the 2012 targets to see where else we could reduce salt within our products without compromising on flavour. This means we've already achieved the targets set for our gravy products, for example, but this doesn't mean we will rest on our laurels.

Raising awareness

Doing our part to cut the nation's salt intake isn't just about reducing the salt in our products. For example, as part of our work with the foodservice industry, we run an online course in partnership with the British Nutrition Foundation, which teaches the next generation

of chefs about nutrition, health and wellness. Salt reduction is just one of many topics covered within the course, which also includes energy and nutrients, understanding food labels and catering for health.

Keeping a focus on health and nutrition at the heart of everything you do will naturally include efforts to help reduce the level of salt currently consumed by today's diners.

While awareness of the potential health implications of having too much salt in their diets is likely to influence the food choices of some consumers, there's no doubt that the food industry has a major part to play in reducing salt intakes by reducing it at source. Cutting the nation's daily intake to just 6g may seem like a pipe dream, but by working together, food suppliers and the foodservice sector can help make it a reality."

The diet dilemma

Balancing health and sustainability; obesity's global toll; and Compass cuts its calories



THE DEBATE regarding the make-up of a sustainable diet is likely to rage on into 2015. A recent paper published in the journal Current Opinion in Food Science neatly describes the headaches involved in aligning health and environmental agendas.

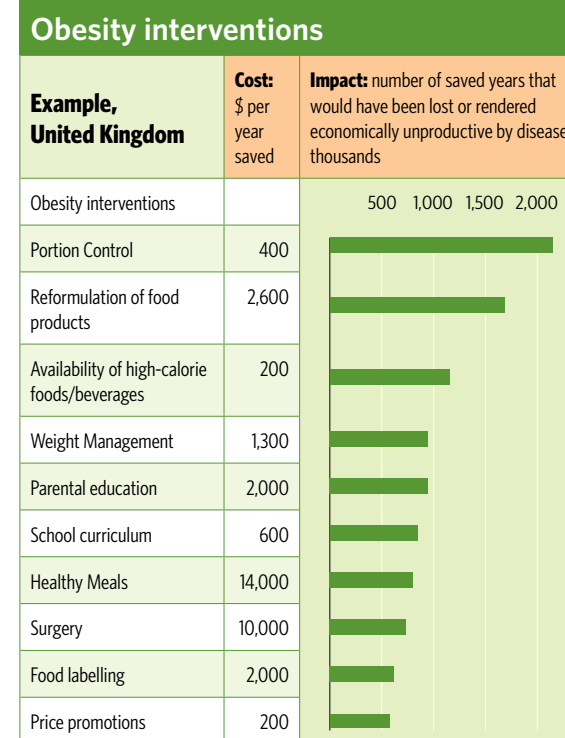
"Healthy eating recommendations call for increased consumption of fruit and vegetables. However, fruit and vegetables are crops with a high ratio of losses in production and retailing, and the category is also causing an especially large share of household food waste," writes Jessica Aschemann-Witzel from the University of Aarhus, in Denmark.

She has a point. But this doesn't mean that health and sustainability are mutually exclusive. Instead, Aschemann-Witzel, an associate professor in the university's centre for research on customer relations in the food sector, argues for "understanding and acknowledging the trade-offs that consumers might encounter or perceive as important in order to avoid that policies pursuing one goal are negatively impacting the other, and instead ensure they are mutually supportive". An ability to combine health and environmental attributes, for example through meta-labels (see page 23), could help kill two birds with one stone. As would eating "just the right amount" of food.

Weight of the world

NOT EVERYONE is eating just the right amount, currently at least. Researchers at the McKinsey Global Institute have calculated that more than 2.1 billion people are overweight or obese (that's almost one

in three people). Obesity is also responsible for 5% of all deaths worldwide. And it's quite a strain on the public purse too: the global economic impact is \$2 trillion, more than alcoholism (\$1.4 trillion) and only a shade less than smoking and armed violence, war and terrorism (both \$2.1 trillion). McKinsey focused on the UK in its detailed report, showing that deploying 44 interventions – 95% of which are "low-cost, high impact" – could return 20% of overweight Brits to normal weight. Some of the most effective tactics include portion control and the reformulation of products (see graph).



Source: MGI, November 2014

Compass points the way

THE NEW year will undoubtedly bring renewed focus to the health agenda. Compass kick-started things late last year with its new health and wellbeing strategy. It showed that 69% of consumers want products to be healthier and, as such, Compass has committed to cut 50m calories and 650kg of fat from its meals. That seems admirable, but what about some context? There are far too many big numbers bandied about to garner headlines (removing enough fat to fill a swimming pool was one the

government likes for its Responsibility Deal). Thankfully, Compass's head of nutrition, Nicky Martin, is on hand. Her comment in the report explains that lard will be removed from the supply chain, cooking methods will be changed and red meat and cheese will take a back seat. That's what we wanted to hear.

Further reading

- Aarhus: <http://tinyurl.com/mpr7ezl>
- McKinsey: <http://tinyurl.com/p7fdgwe>
- Compass: <http://tinyurl.com/k7hocz4>

In a flap

As supermarkets face pressure to clean up their act in the wake of the dirty chicken scandal, is it time for the government to step in?



THANK GOODNESS a traditional Christmas dinner is turkey. After all, who would want to buy chicken now? In late November the Food Standards Agency (FSA) found that 70% of the chickens sold in supermarkets tested positive for the presence of campylobacter – a bug that’s been top of the food safety quango’s unwanted list since 2010.

This is dire stuff, as the food policy expert Professor Tim Lang explained in the *Guardian*: “It is now clear that the food industry and poultry trade in particular have not got a grip of this totally unacceptable situation; essentially they have been continuing to trade while, and perhaps even by, selling contaminated food.”

The news came in the run-up to the retail sector’s busiest time of year and just weeks before the second anniversary of the horse-meat scandal. There are similarities in the two events: finger-pointing and cost-cutting.

It was obvious from the leader in the trade magazine the *Grocer* that the finger of blame had to be directed away from supermarkets as the lucrative festive season approached. “The FSA’s decision to name and shame retailers based on campylobacter levels in the chickens they sell is ridiculous. As a science-based organisation the agency should know

campylobacter is a complex organism ... that refuses to conform systematically to high hygiene or procedural standards.” Much like the retailers and poultry trade, it appears?

The consumer group Which? said the supermarket bosses should “hang their heads in shame” following the FSA findings, while industry insiders have claimed that the death toll from campylobacter (each year it infects 280,000 people in the UK and kills an estimated 100) should be enough to prompt immediate action regardless of cost.

Some have already begun to budge, releasing funds for leak-proof packaging and new roast-in-bag products and, in the case of Marks & Spencer, bonuses for farmers who produce farms free of the bacteria. The *Grocer* may assert that if the UK poultry industry could rid chickens of campylobacter it would be a “Nobel Prize-winning feat”, but has it more to do with economic than academic intervention? Bernard Matthews has a rapid chilling technology that it claims could be the answer to the problem – in trials it cut campylobacter levels by at least 90%. Makes sense, especially at a cost of just a few pence per bird. But retailers are apparently reluctant to commit.

With the horses, price trumped identity.

In the case of chickens, it’s price over safety. There are weak links in every part of the chain, and yet the strongest financial link – the supermarkets – refuse to enforce change. Now the government must surely step in. The FSA, its regulator, needs to take some of the blame. It made the bug a top priority back in 2010, but general contamination levels are rising.

The food sector has a target to reduce the numbers of the most contaminated birds from 27% to 10% by 2015 – the latest tests showed that 18% of samples tested positive for campylobacter – though in Asda products it reaches 28%, while in Tesco it’s as low as 11%.

Another 2,000 or so samples are being tested up until next month. In the interim the *Grocer* has suggested an ad campaign is the solution – good kitchen practice must, after all, go hand in hand with supply chain improvements. But this would be a public service ad campaign. Between the start of the horse-meat scandal and 2015/16, the FSA will have had its annual budget cut from £132m to £115m (including £11m for a new devolved Scottish body). The top 10 UK supermarkets spent a combined £44.1m on advertising just in the four weeks over Christmas 2013. However, those waiting for them to open their chequebooks shouldn’t count their chickens.

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Can you hear us?

Technology has empowered consumers. So should businesses listen to what is being said and use it to shape the way they work?

Martin Chilcott reports.



THE WORLD is changing fast. With the effects of climate change, a global population heading to nine billion and a dramatic expansion of the middle classes, our ability to consume the Earth’s natural resources is now significantly greater than the planet’s ability to rejuvenate and restore them. Coupled with this, we are now in the age of social media and the empowered customer. Businesses are faced with a unique pincer movement of increasing environmental threats and the need to manage the expectations of a digital and increasingly concerned consumer.

These macro and micro problems result in new compliance issues, new reporting, expectations, consumer pressure and risks. If businesses are to succeed they cannot afford to ignore or disengage with their stakeholders. Equally, by not interweaving stakeholder engagement with company strategy, they are increasingly at risk. Take Coca-Cola’s debacle in India where it was forced to abandon a newly built £15m bottling plant as the result of a sustained campaign against the company’s activities and its effects on groundwater conditions. Could this have been avoided if engagement with the local community had been stronger and the pitfalls understood earlier?

The foodservice sector is founded on multiple relationships covering both B2B and B2C, and a culture that is heavily reliant on tenders and bids. Sharing evidence of stakeholder engagement across B2B and B2C can be used as a contract-winning differentiation, especially if companies can demonstrate they are listening to and providing what the customer values most. For example, Walmart has demanded that its suppliers phase out 10 hazardous chemicals from the fragrances, cosmetics, household cleaners and personal care products it stocks, in response to consumer concerns.

The reasons for greater engagement on sustainability are compelling but this process of letting consumers and stakeholders show the way is not without pitfalls. Traditional engagement activity from companies often relies on talking to the people you know, the easy to reach, those most likely to give you what you want to hear with little in the way of surprises or tangible results.

There is of course also a danger that letting stakeholders show the way becomes a tick-box exercise (especially if it’s not allocated adequate time and resources). And then there’s the human aspect: most of us don’t like criticism, and with engagement there needs to

be a corporate culture of actually accepting or embracing criticism.

But despite these dangers, the rewards of engagement are worth it. Greater engagement can increase brand value, build trust with consumers and stakeholders and also inspire product development. For example, O2 Telefónica recently worked with 2degrees and its community of 42,000 sustainability professionals to create a dialogue, the ideas from which are being fed into the company’s ideas and thoughts for its future product range and offering.

Industrial globalisation and communication technology have given businesses the tools to change the rules, enabling companies to communicate in breadth and at scale on an unprecedented level. Companies which aren’t engaging externally are in danger of damaging their reputation, limiting new service offerings and harming business development and

retention. It’s therefore critical for companies to look beyond the board and gain external views.



Martin Chilcott is CEO and founder of 2degrees.

Cut the clutter

Catering firms are faced with myriad eco-labels. But are they an essential part of communicating their ethics?

David Burrows reports.



ASK A STUDENT what factors determine the food they buy and price will invariably come top – and who can blame them, with the average graduate’s debt running at more than £44,000? But woe betide the university caterer that replaces the Fairtrade coffee with a cheaper alternative, or offers cod on a Friday that isn’t tagged with the tick synonymous with sustainably sourced seafood.

“We cater for 40,000 students and 11,000 staff and when we surveyed them about their food choices, ethics came last,” says Alison Aucott from the University of Manchester. “We are passionate about delivering sustainability and put a lot of effort into it,” she says, but it’s disappointing that customers don’t recognise that.

Aucott captured the feeling at December’s Footprint Forum – a lively debate that highlighted how confused and constrained many feel about the ethical label market. John Isherwood, the head of sustainability at Pret a Manger, says he was “horrified” by the responses of customers when asked what more the high-street chain could do on the sustainability front. “They basically asked me to lower the prices,” he explains.

Ethics do not always come with a premium

price-tag, of course – but to gain third-party accreditation requires strict auditing and someone has to pay for it. If supply chains are audited a number of times for different labelling schemes, behind-the-scenes costs can spiral. Further payment to display the label is a common gripe.

“People are looking to the marks to give them some confidence in the product”

So should companies do without the labels altogether?

Few brands have managed to conjure an ethical aura around their products and services without using at least one of the big eco-logos – Fairtrade, organic, MSC and Freedom Foods, for example. One of the few is Innocent, but even it has found ethics a harder sell the bigger it’s become. The “halo” on the logo certainly still helps, says Innocent’s technical operations director, Simon Allison.

For those who are innocent, but not Innocent, an ecolabel can offer cynical customers peace of mind. “People are looking to the marks to give them some confidence in the product,” says Reynolds technical director, Ian Booth.

A study in June 2014 by the Department for Business, Innovation and Skills found that 63% of UK consumers believe that companies need to do more than just say they are ethical – they need to prove it. Independent third-party accreditation does just that. Given that 33% of consumers also feel that information on ethical goods isn’t easily available and 30% say ethical options are not well advertised, a logo can offer a marketing bump.

But here’s the rub: in the same survey 39% say that higher prices make them less likely to buy ethical products. In fact, 28% say their buying decisions have never been influenced by eco-standards.

What people say and what they do are often different. However, it’s clear that many foodservice firms are struggling to talk about the good they do without the help of Fairtrade, MSC and the like. With no sign of a catch-all eco-label that streamlines the auditing processes, perhaps it’s time for the sector to rethink its marketing plans in a bid to regain the trust of its customers without the help of a logo?

Footprint Forum: Ethics, in Education in association with TUCO and supported by Fairtrade, took place on December 8th 2014



IN ASSOCIATION WITH GREEN 10

In the Green Corner...

BUYING RESPONSIBLY can be a pretty complicated business. So many people... a maze of process and compliance... so many different things to consider. If that isn’t enough – there is now increased scrutiny on the outputs...

Imagine the bun fight: In the blue corner – operational management, finance, purchasing and IT. In the red corner, back of house, customers, clients, accreditation organisations and Government. The supply chain is the Referee. As to whether it’s a knock out in round 1 or round 12 – that is often down to the rigour of the partners you choose to work with.

Purchasing is simple, yet complex. Pay for what you get, get what you pay for. But, so much goes into doing it right and doing the right thing.

The problem with food is that it’s emotional – and always will be. Along with the traditional issues of price and supply chain, sustainability and environmental awareness are now high on the agenda of both operators and consumers. The challenge for the hospitality sector is demonstrating the effects of their efforts.

Not that long ago “the numbers” would tell you where you had gone wrong (or right), not that you are going wrong (or doing better).

There’s a numbers obsession now; an expectation that information (any sort of information) will be immediately available, as a result of technological advances that allows organisations to consume, manipulate and analyse data in real time.

So what does this mean for the hospitality industry? Fundamentally, embracing change and implementing new business practices comes with inherent challenge. Add in the issue of applying technological changes and realising its

potential – the challenges quickly mount. There’s no quick or easy answer but we are seeing those organisations embracing and harnessing the power of technology enjoy a real advantage, using “the numbers” not only as a valuable business management tool but as a means of informing and engaging customers.

“Knowledge is power” a wise man once said, and the key to buying power is data, data and more data. Once you’ve gotten to grips with that, it’s down to the individual product.

It’s increasingly commonplace to have access to a product’s specification, beyond pack size and price, such as nutritional information, its supply credentials and so on. The great thing is that when any of these attributes change then so will the data file – ensuring that operators are always up to date.

Build this data into an electronic online platform and you are all set to not only order goods online but use the data to calculate recipe costings, report on recipe content, manage your budgets, link with your finance system and report your responsible buying profile. It all intrinsically links to deliver a seamless platform that supports the vast majority of management processes that are common to any food service business.

Back to the bun fight...

There’s a range of goals that each participant in the buying process wants to achieve to prosper and flourish. Many goals are common, such as growth, profitability, customer retention, efficiency and reliability. Until quite recently interested parties to the purchasing process were fighting their corners according to their specific agendas and win/win outcomes were not so easy to achieve. But, there has been a change over the last 18 months or so.

Specifically an increased need to work together to openly share information

to comply with Food Information Regulations. Take for example, Acquire’s responsible buying framework – Green10 – which has led to an environment of co-operation and vastly improved provenance and attribute information availability for operators. Information that can easily be shared with customers to demonstrate their commitment to improve and onwardly monitor their buying profile.

This era of glasnost is set to continue as all stakeholders are beginning to appreciate the power of sharing such information with each other, leading to a more collaborative approach that benefits every party in the chain.

The initial challenge, of course, is where to start and how to get a foothold onto a ladder that will ultimately lead to a business being able to quantify progress as far as its responsible sourcing initiatives are concerned. Making the right choices to drive these initiatives is much easier when the numbers “are there to help”.

Embracing the availability of business intelligence dashboards that bring all of the information together in one place along with the input of hundreds of suppliers, accreditation bodies and distributors is one way forward. It’s a reality which can now help any food service business shape, control and monitor responsible sourcing activity, purchasing and sustainability profiles producing immediate and lasting benefits for the organisations themselves, their business environment and their customers. The opportunity for business advancement through ‘doing business in the way your customers want’, is now being realised by many. It’s not difficult it doesn’t need to be a bun fight. It’s right here at your fingertips....

Andy Badger is the Managing Director of Acquire Services Limited



The year 2015?

THE GENERAL election will undoubtedly eat up much of the media and rhetorical space in the next few months. There will be much puff and little policy. But will environmental issues reappear on the radar? They were *de rigueur* in 2010, but since then there has been Twitter, UKIP, energy scares and 4G to keep everyone busy. The big issues in sustainability have not gone away. Food security. Obesity. Public procurement. Surging up the outside has come the wage debate – specifically, the living wage. So, what are the policies that any new government should consider as central to its manifesto?

Public procurement. Many departments have ignored the greening government commitments, while schools and hospitals have been faced with a flurry of initiatives and standards with little focus or, critically, finance. Let's stick with the food procurement scorecard, announced in 2014, but make it mandatory. Tenders and budgets will need to reflect that.

Food security. The horse-meat scandal and now the campylobacter crisis are stark reminders that our food system is broken. The food available is cheap and unhealthy or expensive and ethical. A new tax on sugary drinks, confectionery and fast food will force businesses to rethink their strategies from short-term gain to long-term sustainability. It will also relieve pressure on the NHS. Many will be watching the situation in Mexico with interest.

Meat free. Food scares have had the unintended environmental benefit of turning the population into flexitarians (see page 5). But little has been done to

address an issue (livestock consumption) that creates more emissions than transport. Supermarkets, manufacturers and caterers to commit, under new regulations, to offer vegetarian or low-meat options in 30% of their ready-meal ranges.

No deals. Voluntary agreements tend to win votes among the business community but issues such as obesity are in danger of bringing public services to breaking point. The government needs to stop pandering to the big food-sector bosses. Voluntary deals are not enough and simply allow incumbent governments to tread water until the next manifesto.

Living wage. To lift everyone to the living wage overnight would be economic suicide. But more companies, like Sodexo (page 11), need to start forcing the government's hand. Councils in Scotland are now showing what can be done.

From the web

GREENER

- Palm progress – all palm oil directly sourced for Unilever's European food business is now 100% certified sustainable
- Fairer share – Compass and its supply chain distribution partner Brakes will be sending surplus food to FareShare for redistribution
- Unsung heroes – the shortlist for the Footprint Health & Vitality Honours is announced

GROSSER

- Banking on support – the number of people using food banks from April to October is 38% higher than the same period last year
- Strike action – fast-food workers in the US plan walkout over pay; UK could follow next year
- Circular cut – the new European Commission has decided to pull an ambitious circular economy package

Who said that?

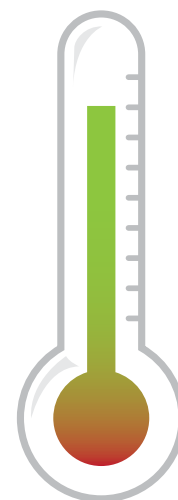
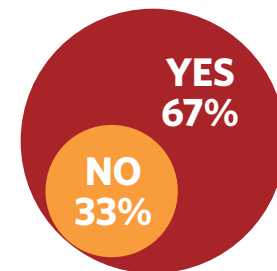


"If we have engaged and motivated employees, the commercial results will follow. But I also think business has a responsibility to the communities in which it lives and serves. We have maintained our profitability despite investing in a lot of [CSR] initiatives. We're investing in people, and the business results are following."

Sodexo boss Debbie White talks to Footprint (page 11).

FOOTPRINT POLL

Do our food systems need remodelling?



Taking the 'C' out of CSR

Vance Fairman-Smith talks about taking the 'C' out of 'CSR'

HAVING SUCCESSFULLY launched the internal sustainability engagement programme 'Community Spirit', our key objective is to make sustainability and our responsible business drive as engaging and accessible as possible. Our thinking is that the word 'Corporate' can be somewhat daunting. Close your eyes and say the word 'Corporate'; if you're like me, you'll see ticker-tapes with scrolling share prices, skyscrapers and stacks of reports. This is not what our sustainability drive is all about. A big 'But' – just because we have dropped the Corporate it does not mean sustainability is not a commercial proposition.

To Spirit Pub Company sustainability is a journey, which is on a path to grow in momentum in separate stages. We are starting very much at the heart of our community and what drives our business; our customers, our suppliers and our team. We have identified stakeholder engagement and supplier collaboration as one of key areas to underpin the Social responsibility programmes. Therefore, for everyone taking the 'C' out of 'CSR' was imperative as a starting point.

Our Social Responsibility (SR) – by no means excludes the environmental aspects of our work but it encapsulates the responsibility that our guests and team have to the environment and to the community, to ensure the ongoing delivery of sustainable quality and good corporate citizenship; culminating in efficiencies and commercial benefit.

Spirit has 750 managed and 450 leased pubs and 17,000 team players. People underestimate the impact Pubco's can have and for that very reason for Spirit Pub Company it is a commercial priority. We very much seek to be the leaders in our field. The introduction of waste



Vance Fairman-Smith, head of supply chain & purchasing at Spirit Pub Company

recycling via Kuehne & Nagel created a new substantial recycled commodity value and I am so proud that we are now recycling over 16,000 tonnes of tin, oil, card, plastic and food waste each year. Most importantly for the economic sustainability of our responsible business drive, it has reduced our waste costs by over 30%. As a commercial incentive, it's a 'no-brainer'.

Our next stages will be to measure activity at a local level. Having produced a number of best practice guides, social media engagement tools and general media coverage, we are already registering increased activity.

This year will see us focusing on the following areas energy reduction through accurate reporting at pub level, the introduction of simple technology solutions on the back of a successful LED roll out programme, and reducing repair and maintenance costs at our pubs. We will be looking very closely and

analysing our supply chain infrastructure and benchmarking product lifecycle costs. We want to refurbish and recycle as much as possible; disposal will be the very last option. Finally waste recycling, by further increasing the amount we recycle, launching some guest facing communication on the positive impact pubs are having on the local environment.

The final part of our engagement will be to close the loop with our guests. I make no bones about it – this will be a tough task. But it all boils down to accessibility. By dropping the 'C' from CSR, our Community Spirit message is all about what we can do as individuals and all of our guests will want to be Socially Responsible too.

Cyrus Todiwala and Spirit Pub Company are working in partnership on a Stakeholder, Supplier and Community Engagement Programme "Community Spirit". For more information <http://tinyurl.com/ndg9f7j>

“How does business need to change its act?”

TV presenter and businessman, **Nick Hewer** visits St Lucia to see first-hand the impact of Fairtrade for farmers

SOME 25 years ago I went to St Lucia with a group of people who were investing in a hotel in the holiday resort of Soufriere. While there, and enjoying some of the luxury the island has to offer, I was approached by a very tall Rasta gentleman called Michael who asked if I would give him my shoes. I must have looked a sympathetic sort. He appointed himself as our guide and at one stage invited us to meet his family. The place they lived in was a bare shack, an unpainted wooden hut and his mother eked a living, walking miles and miles to the local market to sell the bananas he grew.

For me this was an introduction to the starkness of the life of a banana farmer. I never forgot the bareness of their small, two-roomed home and the distances which had to be walked to earn enough to feed a family.

When I came across the Fairtrade Foundation's Make Bananas Fair campaign earlier this year, I immediately recognised its significance. It is very easy, when we are shopping in our supermarkets not to think about the farmers who grew what we are buying – what conditions they are working in, are they being paid enough to build a future for themselves, will their buyers suddenly disappear leaving them without security.

When I was invited by the Foundation to visit St Lucia I leapt at the chance to find out about banana farming there today – and the impact that Fairtrade has on the producers of the island.

Since I returned from St Lucia I have been asking every shopper I meet if they know the price of a bunch of bananas and no one has had a clue. This is the cruelty of our system. This popular commodity, a product that has

hacked its way half way across the world ... people just lump it into their shopping trolleys and don't know what it costs. At the other end, the supply end, they know what it costs them – they are struggling.

Here we can be disrespectful to our food, throwing bananas away when they are just a bit speckled, stores refusing to stock them if they are not the absolute correct shape and size. We don't think that someone has got up, struggled on a hillside in St Lucia slipping and sliding to tend to their crops, cutting them down, washing them, dragging them to the distribution centre ...

We have a duty in a highly developed western democracy to have a care for where we buy things and not act irresponsibly. We should pay our way. Why should we always be diving down to buy the cheapest without a care for what the bloke at the other end is getting for it?

Financially I am in a cushioned situation and in this country I look out for Fairtrade. But I know there are families who do worry about how they will pay for their next meal. People who are dependent on food banks can't be expected to pay a little more, but there are plenty of people in the UK who can.

If the Fairtrade price is a fair price we have to persuade retailers to pay it. I have seen how Fairtrade works for myself and I can tell you that Fairtrade puts a stake in the ground for the growers. The minimum price gives them a security they need. The additional premium, the money their co-operative gets on top of this price, means facilities for their communities – the schools, the clean water, the medical supplies...

While I was in St Lucia I met Moses who told me how he felt there was a stigma to being a farmer – it was something that

people did if they didn't have the skills to do anything else. Moses is showing the young people in his community that a farmer can be a modern-day businessman, an entrepreneur – he has bought extra land and is diversifying into pineapples and other crops which he supplies to hotels. He is also, as I told him, that rare individual – an entrepreneur with a conscience – having spent money on a dilapidated nursery school which people were avoiding because it was in such a state – transforming it into a welcoming place to be.

I also met Ritina, a woman farmer whose daughter, thanks to Fairtrade, has been awarded a scholarship for secondary school.

I have seen for myself that buying a bunch of Fairtrade bananas is changing people's lives. And we have a duty to look after the other guy, to give them a bedrock that enables them to build a good life for their family and enables them to diversify.

In the Windward Islands it was the British Government who decades ago actively encouraged the switch from growing sugar, which was in decline, to bananas. Life is tough for these farmers, dealing with volcanic soil, hard to farm, often on sloping ground. They have also faced devastating tropical storms, floods and hurricanes – the latest, hurricane Tomas, all but decimating the smallholder farms after all that hard, hard work, fast work, fruit that took months to grow. Meanwhile EU trade reforms mean the preferential trade terms for selling to the UK no longer apply making things insecure and guarantees of Fairtrade even more vital.

In the UK when we hear about supermarkets on the news, we hear about battles for price comparisons and price reductions. No one will have failed to notice the crisis that supermarkets are facing at



the moment. But are their declining profits all about price?

I am interested in the reputational damage that can occur if a retailer or a business hasn't got its wits about it. According to articles I have read, suppliers to some of our supermarkets have been treated harshly. A supplier in Somerset might be told 'lower your prices or we will switch to a supplier in Hungary'. But in business you have to earn people's trust and respect and even their affection.

However to give another example in my opinion Waitrose has engendered a loyalty among its suppliers and consumers. So also have Sainsbury's and Co-op and Marks

& Spencer. A business in these times of scrutiny will find a lack of loyalty will now hurt them. A reservoir of goodwill is needed and supermarkets risk running on empty in the face of the price cutters.

The British, I think, are a fair people and they don't like to see in a retail environment suppliers being treated badly or the staff being unhappy. Because the British are a fair people, seeing a business stocking Fairtrade bananas or coffee or other products does something to build trust and affection for a retailer. Third party verification builds a bridge of confidence for the consumer, between the producer and corporate business.

The retailers must be encouraged to take a responsible view on this. We know that the British public are decent, generous and fair and given a choice, and certainly if the price is all the same, they will buy Fairtrade. I say to businesses 'start building up a reservoir of goodwill with your customers, because unless they are really pinched financially, they will pay a penny or two extra for their bananas. This makes no difference to them – and it makes a world of difference to some bloke in the driving rain in St Lucia or a woman in the beating sun in Colombia.'

Transcript of a speech delivered at the 'Fair Future' conference on 15 October, marking 20 years of Fairtrade in the UK.

Fair Future conference



Business, politicians and civil society come together for Fair Future conference

MORE THAN 300 business leaders, politicians, campaigners and NGO representatives met in London during October, to celebrate 20 years of the FAIRTRADE Mark in the UK. Chaired by ethical journalist Lucy Siegle, the Fair Future conference reflected on the growth of the Fairtrade movement and explored how its achievements might be built upon to deliver greater impact and a more sustainable future for farmers and workers.

Michael Gidney, Chief Executive of the Fairtrade Foundation, said that after the banking crisis and the Rana Plaza factory disaster, the idea of 'free' trade had been exposed as "a myth that's had its day", which benefits a powerful few at the expense of the many.

He announced a number of new initiatives that reflect Fairtrade's focus 'from labelling to enabling', including a project championing women coffee farmers in East Africa, grants for Fair Trade businesses, and new sourcing programmes to boost sales of Fairtrade sugar, cocoa and cotton.

TV presenter and businessman, Nick Hewer, who recently returned from visiting banana farmers in the Windward Islands, encouraged businesses to take a responsible view of their supplier relationships.

"Supermarkets need to build up a reservoir of goodwill with their customers and seeing Fairtrade in store brings that goodwill and even affection," he said.

Justine Greening MP confirmed that the Department for International Development would be investing £18 million over six years in Fairtrade, to open up markets in more hard



to reach places and break down trade barriers faced by women. "The power of Fairtrade, championed by some of Britain's best brands, is undeniable", Greening said.

Brands including Ben & Jerry's, Starbucks, Waitrose and Cafédirect spoke about their commitment to Fairtrade and 20-year-old campaigner and member of Oxfam Cymru youth board, Gabriel Marques-Worssam, joined a panel debate about the views of 'Generation Fairtrade' - the UK teens that have grown up with Fairtrade, who say they want businesses to act more ethically but do not trust them to do so.

Chef and food writer, Allegra McEvedy MBE, who is Patron of the Fairtrade Foundation, presented a number of awards that recognised the achievements of Fairtrade companies and campaigners. Divine's Milk Chocolate with Toffee & Sea Salt was named the UK's favourite

Fairtrade product, The Isle of Man Fairtrade Group scooped the Outstanding Fairtrade Campaign award, and Garstang, the world's first Fairtrade Town, received a Special Recognition Award.

Reflecting on the impact delivered by Fairtrade, Chief Adam Tampuri, Ghanaian cashew nut farmer and Chair of Fairtrade Africa, said: "Over the last 20 years, the Fairtrade movement has made a significant difference to farmers and workers around the world, through the payment of a fair price, a premium that can be invested in businesses and communities, and the empowerment that comes from being able to work towards a more sustainable future. There is much to celebrate, but also much more to do, to unlock more of the benefits of Fairtrade, and extend its reach, so that greater impact can be achieved over the next 20 years and beyond."

Case studies



Teresa Kurgat, Tea Farmer

Fairtrade supporting farmers to build a more sustainable future

When consumers and businesses choose Fairtrade tea, they are supporting farmers around the world to get a fair deal for their produce and build a more sustainable future.

Sireet Outgrowers Empowerment Project (Sireet OEP) is a Fairtrade certified co-operative in the Nandi Hills region of Kenya with more than 8,000 small-scale tea farmer members. They supply a range of brands including Cafédirect, Traidcraft, Sainsbury's and Waitrose.

Fairtrade groups like Sireet OEP earn at least the Fairtrade Minimum Price for their tea, which acts as a vital safety net when market prices are low and gives stability to plan for the future. They also earn a Fairtrade Premium, to invest as they choose in their businesses or in social projects that benefit the community. Sireet OEP has invested premiums in a wide range of projects including the purchase of a tea factory, new classrooms and school equipment, a new maternity ward, and the construction of water tanks to store and pipe water to villages and irrigate farms.

Teresa Kurgat, age 47, (pictured) is one of the tea farmers who has benefitted from the construction of a water tank funded by Fairtrade Premium. Teresa lives in Kapsean village with her husband, who is a member of Sireet OEP, her children and her grandchildren. Before the water tank was built, she had to walk long distances every morning to collect water for her family and animals. She used to get very tired, and carrying the water gave her headaches, but since the tank was built she has felt healthier. She's not the only one - Teresa's cows can

now access water when they need it, and as a result they are producing almost double the amount of milk. This means Teresa has more milk for her family, and can sell the excess for extra income. She uses the water on her kitchen garden during the dry season, so she can grow more vegetables instead of buying them. And now that Teresa has more time in her day, she can focus on running a local kiosk, which enables her to earn an additional income that can contribute to paying school fees.

Teresa says, "I am very grateful for the buyers who are buying our tea and we ask them to buy more from us, so that we'll also get much [sic] money to spend on our farms and education here in Kenya".

Eden foodservice makes all bananas fairtrade

National school meal caterer, Eden, recently made the decision to only use Fairtrade certified bananas across its entire business, which means that it is now supplying approximately 35,000kg of Fairtrade bananas per year to its customers.

Eden is part of Interserve and provides catering services to 450 primary and secondary schools across the country. It prides itself on offering high quality, sustainable meals using fresh, ethically sourced and environmentally friendly ingredients. In recognition of this commitment to quality sourcing, Eden was recently awarded the Silver Food for Life Catering Mark across its entire primary school business - an industry first.

The decision by Eden to switch all of its bananas to Fairtrade came after a 'Make Bananas Fair' campaign run by the Fairtrade

Foundation, which highlighted the problems facing banana farmers and workers in the developing world. Fairtrade makes a difference to producers by offering an independent assurance that they will earn a fair price, plus an additional Fairtrade Premium that they can invest as they choose in their businesses and communities, as well as long-term contracts, access to finance, and assurances on working conditions and workers' rights, among other things.

Commenting on the switch, Rachael Venditti, Development Manager at Eden said: "We were inspired by Fairtrade's Make Bananas Fair 2014 campaign, and made the decision to show our full support through only using Fairtrade certified bananas. We are committed to providing pupils with good food that is ethically sourced and has been independently recognised. We will continue to support Fairtrade through the use of Fairtrade certified ingredients and are looking forward to being part of Fairtrade Fortnight 2015."

Eden will provide information about how its bananas are sourced on its menus and on its website. James Bennett, Head of Brand and Out of Home at Fairtrade Foundation, said this will encourage school pupils and their parents to reflect on the food they eat, where it comes from, and the difference they can make by choosing Fairtrade. "We're delighted that Eden Foodservice has made a commitment to switch all of the bananas it sources for schools to Fairtrade," Bennett said. "This will make a real difference to the lives of banana farmers and workers in the developing world, as well as their families and their communities, who are supported by Fairtrade to get a fair deal and build a more sustainable future."

Photo: Simon Rawlins



14 DAYS
100s OF BUSINESSES
1,000s OF PRESS ARTICLES
1,000,000s OF CONSUMERS...

**JOIN OUR READY-MADE
 CAMPAIGN AND BE PART
 OF THE BUZZ**

**BRING NEW FAIRTRADE PRODUCTS TO
 YOUR CUSTOMERS**

- Place an order with your wholesaler for Fairtrade bananas, confectionery, tea, sugar sticks, juice, hot chocolate and coffee
- During the two weeks of Fairtrade Fortnight, find out what your customers, local community, newsrooms and Fairtrade campaigners think of your new Fairtrade products

**YOUR CHANCE TO SHARE YOUR FAIRTRADE
 COMMITMENT WITH YOUR CUSTOMERS**

- Download our print-ready POS and order other promotional materials
- Use our web banners on your website, Facebook and Twitter channels and encourage your customers to pay you a visit
- All available at **shop.fairtrade.org.uk**
 Enter FF2015Ff when you order promotional materials to be in with a chance of winning one of three Fairtrade food hampers



Posters



Tabletalkers



Wobblers



Web banners



Fairtrade Fortnight 2015 is an opportunity to drive sales and inspire your customers – UK sales of Fairtrade in 2013 were 12% up on the previous year to over £1.7 billion with recognition of the FAIRTRADE Mark remaining high at 78%.

Find resources for our ready-made campaign at **shop.fairtrade.org.uk**

CHOOSE PRODUCTS THAT CHANGE LIVES

FAIRTRADE.ORG.UK/FORTNIGHTFORBUSINESS

